REMEDIO - Regenerating mixed-use MED urban communities congested by traffic through innovative low carbon mobility solutions

Participatory governance model to foster low carbon urban solutions

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List of Abbreviations

ARPAV - Regional Agency for Environment Protection in Veneto Region

AUTH - Aristotle University of Thessaloniki – School of Physics

CS - City of Split

IST - Instituto Superior Técnico

LR - Loures

MDAT S.A. - Metropolitan Development Agency of Thessaloniki S.A.

ML - Municipality of Loures

MoU – Memorandum of Understanding

MT - Municipality of Treviso

SUMP - Sustainable Urban Mobility Plan

TH – Thessaloniki

TV - Treviso

1   Introduction

One of the territorial challenges for middle sized cities and towns in the Mediterranean area is traffic congestion. The INTERREG MED REMEDIO project focused on the high density areas surrounding the city centers with commercial and directional roads often suffering from traffic jam to the point of becoming wounds in the connectivity of the wide spread city and elements of additional economic crisis and even social exclusion.

REMEDIO has proposed to transform the congested roads into "Horizontal Condominiums", forms of participatory governance that actively engage institutions, stakeholders and citizens with which the municipality directly interact to improve multi-modal and low carbon mobility, freight logistic and environmental quality.

REMEDIO has been developed in three steps:

1) Territorial partners implemented or planed soft actions of low carbon mobility solutions:

- ✓ Bike sharing network in Split (Croatia) and Treviso (Italy),
- ✓ Renewal of the Moscavide street In Loures (Portugal) (widening of sidewalks, planting of vegetation, new cycle path and parking for bicycles, elimination of one lane for cars circulation),
- ✓ Redesign of a major road axis with a 2nd generation bus lane and bicycle lane in Thessaloniki (Greece).

2) Scientific partners jointly developed and implemented an Integrated Modelling Tool, in order to assess the present and future scenarios road performance in terms of energy and freight transport efficiency, noise impact, air pollution, cost & health effects.

3) The city communities have been engaged in an operational path towards a participatory governance such as "Horizontal condominium" or "Road Contract" to lead to higher environmental and mobility performances.

This document focuses on the third step of the project development and was created in order to describe the participatory and multi-stakeholder methodological path of governance arrangements under the REMEDIO project i.e. the "Horizontal Condominium". The document summarizes also all information about the tools used for the "Horizontal Condominium" to be achieved in each city.

2 Development of Participatory Governance

Governance entails processes and institutions that contribute to public decision-making. When those processes and institutions concern the public sector, the term public governance is used. It can be argued that there are three categories of public governance: civic, political and development. Civic and political governance are dealing with issues that are related to human rights. Development governance mainly pertains to planning, budgeting, monitoring and accountability of socio-economic development policies and programmes. Participatory governance is one of many institutional strategies of development governance, since participation is of key importance in integrated assessments and is about mobilizing stakeholders and their values, views, knowledge and ideas[1].

Adopting and applying a participatory governance approach leads to a range of different benefits from participation, including increased political interest, knowledge and empowerment among individual citizens[2], increased inclusion of affected and marginalized participants, interests and discourses[3], better responsiveness on the part of politicians and administrators, and greater collective capacity and expertise to act on complex policy problems[4,5].

A concept of participatory governance is presented in Figure 2.1.

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[1] UN (2007). Participatory governance and citizens' engagement in policy development, service delivery and budgeting. Committee of Experts on Public Administration. United Nations, Economic and Social Council, E/C.16/2007/2.
[2] Pateman, C. (2012). Participatory democracy revisited. Perspectives on Politics, 10, 7-19.
[3] Dryzek, J., and Niemeyer, S. (2008). Discursive representation. American Political Science Review, 102, 481-493.
[4] Ansell, C. and Gash, A. (2008). Collaborative governance in theory and practice. Journal of Public Administration Research and Theory, 18, 543-571.
[5] Sørensen, E. and Torfing, J. (Eds.) (2007). Theories of democratic network governance. London, England: Palgrave Macmillan.
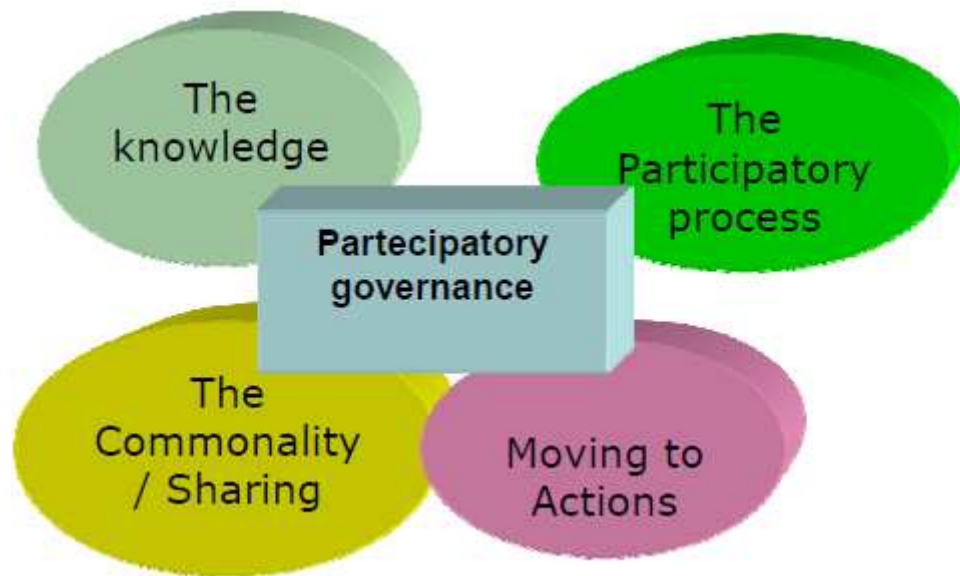
Figure 2.1 - Concept of participatory governance.

One important insight is that participatory innovations have many different underlying policy rationales[6]. Planning authorities need to reject a 'decide – announce – defend' approach and open up development for debate. A dialogue-based participation process is crucial for the joint analysis of local issues, development of common objectives and targets, identification of strategies and selection of measures that are widely accepted and supported. While there are clear benefits from participation, there are also challenges to running an effective participation process. Participation should involve citizens and stakeholder groups in planning processes and policy decision making. A "stakeholder" may be a group or organization affected by a proposed plan or project, or who can affect a project and its implementation[7]. Public involvement usually refers to engaging the citizens in planning and decision-making. While stakeholders usually represent positions of organized groups and have a collective interest, citizens are individual members of the public and unaffiliated participants in the involvement process[8]. However, distinctions between stakeholders and citizens are blurred since citizens can also be considered a large stakeholder group; citizens can belong to various sub-groups of stakeholders; and a stakeholder representative is also a citizen. Citizen engagement is the one outcome or logical end of participatory governance. Participation is a fundamental goal and object of value in and of itself. That is evident from the fact that the right to participate in a society's decision-making processes can help achieve other primary goals. In particular, participation can help to deepen democracy, strengthen social capital, facilitate efficiency and sustained growth, and promote pro-poor initiatives, equity and social justice.

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[6] Fung, A. (2006). Varieties of participation in complex governance. Public Administration Review, 66 (Suppl.), 66-75.

[7] Rupprecht Consult (2014). Guidelines. Developing and Implementing a Sustainable Urban Mobility Plan. Available from: http://www.eltis.org/guidelines/sump-guidelines

[8] Kahane, D., Loptson, K., Herriman, J. and Hardy, M., (2013) Stakeholder and Citizen Roles in Public Deliberation. Journal of Public Deliberation, 9 (2), Article 2. Available from: http://www.publicdeliberation.net/jpd/vol9/iss2/art2.

Participatory processes may help to frame and define in ways that are more relevant the problems at stake, their possible causes, effects, and feasible courses of action or futures on the basis of the stakeholders' views by:

1.   Improving the available information, communication and participation channels both for the production of knowledge and for feeding the policy–making process with preferences and views which would rarely are taken into account otherwise,

2.   Enhancing the integration of diverse forms of knowledge and value domains, both from experts and non–experts, as well as from different scientific disciplines,

3.   Optimizimg the existing processes of social and institutional learning, by rising awareness of complexities and uncertainties of the situation, as well as the limits or the gaps in the available knowledge and of the capacities to deal with them.

A transparent and participatory approach, which brings citizens and other stakeholders on board from the outset and throughout the plan development and implementation process, is a prerequisite for citizens and stakeholders to take ownership of the proposed methodology and the policies it promotes. Consequently, it makes public acceptance and support more likely and thus minimizes risks for decision-makers and facilitates plan implementation. If stakeholders and the public are engaged properly, participation has the potential to increase the quality of the plan.

The forms of participation in participatory governance is presented in Figure 2.2.

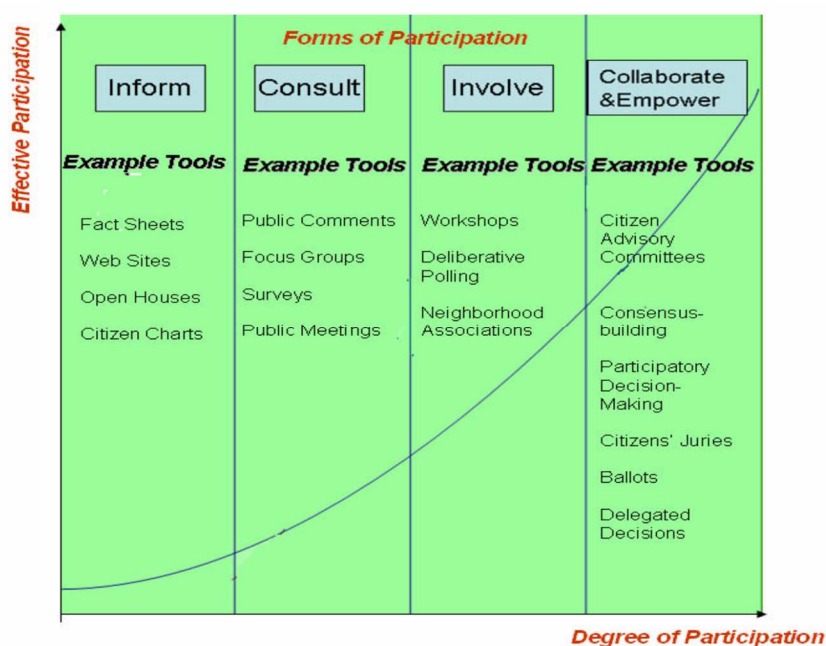*Figure 2.2 - Forms of participation (graph solely for illustrative purposes and not based on any specific data or regression analysis). [9]*

[9]   Committee of Experts on Public Administration Policy Brief No. 1. Available from: http://unpan1.un.org/intradoc/groups/public/documents/un/unpan030248.pdf.

2.1. Participatory Governance towards Sustainable Urban Mobility Planning

A Sustainable Urban Mobility Plan (SUMP) is a strategic planning instrument for local authorities, fostering the balanced development and integration of all transport modes while encouraging a shift towards more sustainable modes. A SUMP aims to solve urban transport problems and contribute to reaching local and higher-level objectives for environmental, social and economic development. Developing a SUMP is a complex, integrated planning process requiring intensive cooperation, knowledge exchange and consultation between planners, politicians, institutions, local as well as regional actors and citizens.

Since the development of a SUMP is characterized as a multi-faceted planning process consisted by various steps and activities associated with cooperation, participation, measure selection as well as monitoring and evaluation, the implementation procedure needs to take into account the four challenges presented below in Figure 2.3.

Figure 2.3 - SUMP development process and opportunities to involve citizens and stakeholders.[10]

In the effort to develop mobility plans, the participation process can be employed as a structural component of a large number of public processes in policy-making as resource allocation and oversight, co-production of services and service delivery, monitoring, evaluation and audit, and

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[10] CH4LLENGE, 2016. Participation. Actively engaging citizens and stakeholders in the development of Sustainable Urban Mobility Plans. Available from: https://www.eltis.org/sites/default/files/sump-manual_participation_en.pdf.

others. A wide range of involvement techniques is available, from which a planning authority needs to find a suitable combination, including:

- government-driven formal deliberative processes (as in local government councils),
- devolution of policy management and oversight to committees of local users (as in community-based public programmes),
- partnerships between government and community service organizations (as in participatory budgeting),
- application of information, communication and technologies.

A participation process requires careful preparation by the planning authority responsible for the elaboration. This includes the development of a clear concept for how citizens and identified stakeholders will be involved in the different phases of the planning process and how participation activities will be coordinated with all the related activities and technical planning. Involving stakeholders and the public is one of the fundamental requirements of sustainable urban mobility planning. The public has local knowledge and can provide expertise and opinions that contribute to the development of effective plans and measures. Furthermore, involvement encourages citizens and stakeholders to take ownership of sustainable mobility ideas, transport policies and projects. Several countries have formal, mandatory consultation procedures for medium and large-scale transport projects, as well as for the development of transport plans and SUMPs[11].

Conducting a thorough assessment of local participation practices applied in the past, is important before developing any participatory governance plan in collaboration with citizens and stakeholders. Such an assessment can help understand a planning authority's current strengths and weaknesses in participatory transport planning and reveal where improvement of administrative processes, capacities and know-how is required.

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[11] Eltis (2015). Member state profiles. Available from: http://www.eltis.org/de/mobility-plans/member-state-profiles.

2.2. Participatory Governance Tools

Participatory tools support the engagement of stakeholders (experts and laypeople) and the knowledge, ideas and views they hold. This in turn supports an extended reflection upon the problem under study and its boundaries, resulting in shared framing of the problem and/or understanding that different stakeholders frame the problem differently. In short, stakeholders become the (co−) definers of the problem to be addressed.

Various toolkits for a holistic participatory governance approach have been proposed:

a. Public information – A first step towards participatory governance is helping citizens to have access to relevant information about government policies, decisions and actions.

b. Education and deliberation – Another important dimension of participatory governance is citizen education and deliberation. This category includes tools for making citizens aware of their rights and responsibilities (civic education), as well as a variety of innovative methods for helping citizens collectively learn about and deliberate on issues of priority public concern.

c. Advocacy and citizen voice – Helping citizens to publicly express their opinions and concerns is a core aspect of participatory governance.

d. Public dialogue – Enhanced dialogue between citizens and the authorities lies at the heart of participatory governance. A range of innovative approaches and tools can promote more productive interactions between multiple state and non-state actors.

e. Electoral transparency and accountability – Voting is a principal right and responsibility of citizens and a fundamental form of citizen participation. The elections are free and fair and help citizens make informed choices and hold politicians accountable for their electoral promises.

f. Policy and planning – The design and implementation of public policies and plans that respond effectively to citizens' priorities and needs are a key task of any authority.

g. Public budgets and expenditures – Transparent, accountable, effective and efficient public financial management is necessary for a good governance procedure. The tools in such a toolkit are designed to help citizens understand and influence decisions about the allocation of public resources, monitor public spending and hold government actors accountable for their management of public financial resources.

h. Monitoring and evaluating public services – Citizens around the world depend upon public services for their day-to-day existence. Services such as health care, education, public transport and others are essential for citizens to thrive and, indeed sometimes, to survive. This important collection of tools offers innovative ways for citizens to monitor and evaluate the accessibility, quality and efficiency of public services – leading to improved services and better quality of life for all citizens.

i. Public oversight – Many government around the world are plagued by corruption, patronage and lack of accountability. Such a toolkit outlines a number of methods that citizens and civil society organizations can use to monitor and oversee public action and seek retribution for injustices or misdeeds.

In addition, participatory tools may also be used for more specific tasks that could be derived from problem framing, such as: exploring the knowledge base (identifying knowledge gaps); assure the relevance of the assessment, increasing its social robustness and assuring the assessment's quality from a societal point of view (fitness for purpose, relevance and legitimacy). When exploring interrelationships different effects and establishing policy options participation may be used to get stakeholders involved in the development of scenarios. By doing so, stakeholders get involved in identifying cause–effect relations needed to build scenarios as well as aid the task of identifying which parts of knowledge are contested (scientific and societal controversies) and the adequacy of the available knowledge base.

When selecting the type of tool(s) to use to carry out a participatory process, six main criteria may be considered[12]:

<u>1. Participants number and method of identification/selection</u>

There are several methods to identify and select the participants in a participatory process. Many of the participatory tools methodologies already consider specific formats of identification and selection of participants. The identification and selection method is of crucial importance for the sake of transparency and, if deemed necessary, the 'representativeness' of the process. For example, INVOLVE (2005)[13] considered four selection processes:

1.   Self–selected participants – anyone who wants to join can. This selection process is appropriate when is wanted the community engagement as widely as possible.
2.   Stakeholder representatives – participants representing views, values and knowledge of specific interest groups or with specific skills.
3.   Demographically – samples are selected to provide a sample of a larger population.
4.   Number of participants – number of participants the tool/method foresees.

<u>2. The goal of carrying out a participation process</u>

Participatory processes may entail different type(s) of involvement emerging from the application of a tool/method. The applied tool may foster (or not) a more active participation in the result of the process by the participants. These types of participation can be divided into three broad categories adopted from the original ladder of Arnstein (1969)[14]:

1.   Consultation (gauging opinions, obtaining reactions or options) – Co–thinking.
2.   Partnership – Citizen engagement (in–depth thinking by citizens about key public policy issues, informing policy and the decision–making process with citizen perspectives and values) – Co–operating, Co–defining or Co–production.

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[12]   Pedrosa,   T.,   Pereira,   A.   G.   (2006).   Participatory   tools.   SustainabilityA-Test. http://www.ivm.vu.nl/en/projects/Archive/SustainabailityA-test/index.asp.
[13] INVOLVE (2005). People & participation – How to put citizens at the heart of decision–making, Beacon Press.
[14] Arnstein, S. (1969). A ladder of citizen participation in the USA. Journal of the American Institute of Planners, 216–224.

3.   Deliberation – Place final decision–Making in the hands of the public – Co–decision.

3. The problem content of the issue to be addressed

The nature and scope of the issue to be addressed can be regarded based on four aspects[15]:

1.   Knowledge – to what extent does the society already possess a general knowledge of the subject? To what extent relevant common knowledge is possessed by participants?
2.   Maturity – to what extent has the society already developed opinions or even legislation on the subject? Do strong views exist or is the issue so emergent that norms have not become established?
3.   Complexity – is the subject highly complex, such that a great deal of (technical) information is required?
4.   Controversy – is the issue highly controversial and has the debate become polarised, such that consensus is difficult to reach?

4. The type of desired outcome

Different methods produce different types of outcomes (INVOLVE, 2005). The knowledge already in possession or acquired during the process by the participants have to be accounted. Seven types of outcomes that tools are good at producing are considered:

1.   Map existing options – some methods are good for discovering existing opinions or impacts about an issue.
2.   Map of informed options – methods that involve deliberation usually lead to the creation of better informed opinions.
3.   Improved relationships – some methods are better than others are at revealing common interests and thereby improving relationships.
4.   Shared vision – some methods are good for creating a shared vision.
5.   New ideas – some methods are also excellent at producing new ideas and visions for change.
6.   Recommendations – some methods are good at producing recommendations.
7.   Participants empowerment – some methods empower participants by giving them skills and/or confidence to take a more active part in decision–making.

5. The style of moderation required

Each participatory tool requires a specific style of moderation that will affect the way that process are conducted, and results and outcomes are achieved[16]. The shape, use and results of methods are determined by who is using them, as well as by the nature of the methods themselves and the context, purpose etc. (INVOLVE, 2005). Also is to consider that some styles of moderation require more skills than others. Five styles are considered:

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[15] Steyaert, S. and Lisoir, H. (2005). Participatory methods toolkit – A practitioner's manual, King Baudouin Foundation and Flemish Institute for Science and Technology Assessment. Belgium.
[16] Guimarães Pereira, Â. (2005). Knowledge Assessment Methodologies Fall School – note book, European Communities, PB/2005/IPSC/0384.

1.   Arbitrator – style of mediation used when the direct discussion between two or more parties need to be arbitrated. The arbitrator facilitates the direct dialogue between participants.

2.   Facilitator – Leads the participants through an agenda, keeps the flow of the dialogue or provides the technical assistance to software deployment.

3.   Mediator – Mediators need the skills of facilitators plus need to assist with the communication between the participants, translating if necessary different languages. They need a good knowledge of the issues in discussion and if necessary, they should assist parties in reaching agreements.

4.   Negotiator – Have an active role on the final result of the participation process. He can have a direct interest on a specific result and his main objective is to achieve an agreement /solution regarding the issue(s) at stake.

5.   Assistance – Give the necessary assistance to the moderator.

Apart from the moderation styles considered above, it is desirable that either the moderator or a dedicated person has the role of 'integrator', that is the person that integrates different forms of knowledge feeding into and arising from the participatory process, and mediation of that knowledge in the assessment and policy making process. This task may be assigned to a moderator of the participatory process but it can also be assigned to a specific professional (as suggested in Guimarães Pereira et al., 2003a; 2003b)[17,18].

6. Whether and how Information and Communication Technology (ICT) is used

ICT can be used in two main ways in participatory process: they can be used as support to the process, i.e. the tool/method deploys ICTs that can help with the participatory process (introducing issues, facilitating visualization, etc); or they can guide the process itself, allowing stakeholders to participate virtually in the processes (e.g. internet, video conference, email, forums, etc). The deployment of ICT becomes the participatory process itself.

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[17] Guimarães Pereira, Â., Rinaudo, J.D., Jeffrey, P., Blasques, J., Corral Quintana, S., Courtois, N., Funtowicz, S.O. and Petit, V. (2003a). ICT Tools To Support Public Participation In Water Resources Governance & Planning: Experiences From The Design and Testing of a Multi–Media Platform. Journal of Environmental Assessment Policy and Management, 5 (3), 395–420.

[18] Guimarães Pereira, Â., Blasques, J., Corral Quintana, S., and Funtowicz, S.O. (2003b). TIDDD – Tools To Inform Debates Dialogues & Deliberations. The GOUVERNe Project at the JRC. European Commission, Ispra, Italy.

2.3. Levels of Stakeholders and Citizens Involvement in Participatory Governance

Several classifications have been developed that grade the different levels of involvement of stakeholders and citizens in the participatory governance procedure. One of the widely used classifications is presented in Figure 2.4 defining the levels of involvement as to Inform, Consult, Involve and Collaborate.
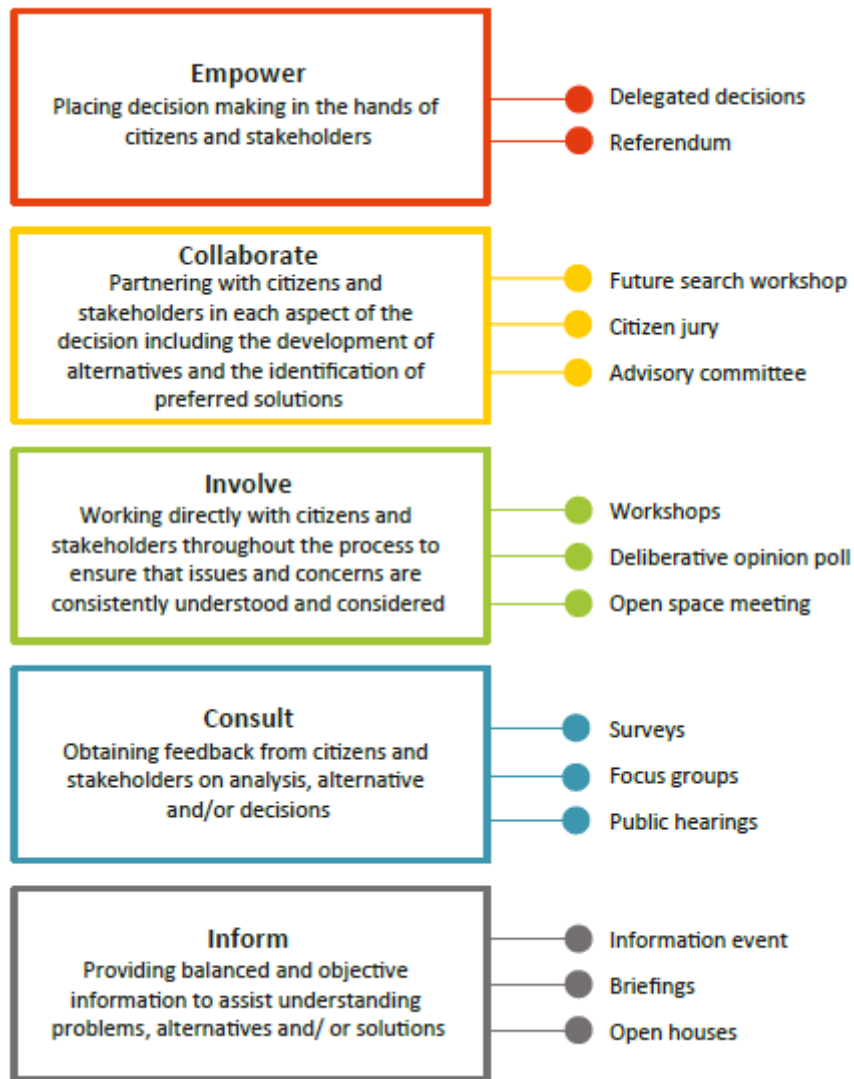
Empower
Placing decision making in the hands of citizens and stakeholders
- Delegated decisions
- Referendum

Collaborate
Partnering with citizens and stakeholders in each aspect of the decision including the development of alternatives and the identification of preferred solutions
- Future search workshop
- Citizen jury
- Advisory committee

Involve
Working directly with citizens and stakeholders throughout the process to ensure that issues and concerns are consistently understood and considered
- Workshops
- Deliberative opinion poll
- Open space meeting

Consult
Obtaining feedback from citizens and stakeholders on analysis, alternative and/or decisions
- Surveys
- Focus groups
- Public hearings

Inform
Providing balanced and objective information to assist understanding problems, alternatives and/ or solutions
- Information event
- Briefings
- Open houses

Figure 2.4 - Levels of participatory governance involvement and exemplary tools.[19]

REMEDIO project is co-financed by the European Regional Development Fund

3 Methodological Path of Governance Arrangements under REMEDIO Project – The Horizontal Condominiums

The REMEDIO project has been focusing on the strengthening of the capacity of cities to use low carbon transport solutions through the testing of an operational path in governance and management of high congested roads lacking of proper orbital roads or bypasses (common issue for many middle-sized Mediterranean cities) and to include the low carbon transport solutions in their mobility plans (Figure 3.1).
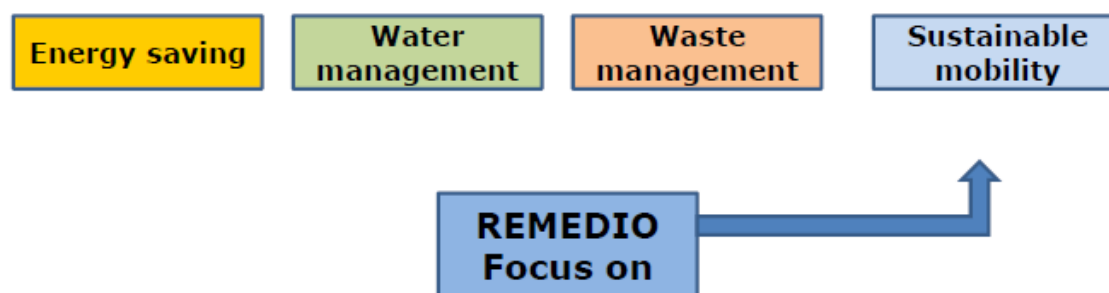

Figure 3.1 - REMEDIO project orientation.

In order to address this challenge, REMEDIO proposed to transform the congested roads into "Horizontal Condominiums". This term refers to forms of participatory governance that actively engage institutions, stakeholders and citizens with which a municipality can directly interact to improve multi-modal and low carbon mobility, freight logistic and environmental quality.

The REMEDIO project approach relied on a methodological path according to which decisions of strategic importance for each city and its inhabitants should be taken following the principals of participatory governance. The transition towards innovative low carbon mobility solutions requires active support from all interested groups, if successful and viable strategies are to be implemented. Under this vew, the methodological path towards a "Horizontal Condominium" includes the following steps:

1. **Developing a common vision**

What kind of road/neighborhood/city do we want to live in? How will it differ from now? A vision provides a qualitative description of a desired urban future and serves to guide the development of appropriate planning measures. The establishment of a representative team responsible for the development of the vision is necessary.

2. **Involving the strategic actors**

The strategic actors of a Horizontal Condominium include among others:

- ➢ Local authorities, Policy makers
- ➢ Economic entities: Business owners, Trade & Firm companies operating in the pilot areas, Transport & Logistic companies, Chambers of Commerce, Taxi drivers associations, Pther economical associations, banks, etc,
- ➢ Providers of local services: Public transport, Environmental services, etc,

- ➢ Education centers: Educational institutes, schools, Research institutions, universities, Training centers, etc,
- ➢ Social operators, NGOs, Citizens, Families, Local communities, etc.

3. Setting the context of the vision

An in depth analysis is necessary using different tools (expert working groups, encounters, assemblies, public consultations etc) to understand the needs, ideas, expectations, perspectives, degree of collaboration and commitment, pressure and conflicts of the strategic actors.

4. Agreeing on mid-term or long-term actions to achieve the common vision

Mid or long-term actions for transport and mobility development in the urban agglomeration are guiding elements for the participatory process and the planning processes. The actions should be concrete and have a broad perspective looking also the issues beyond the transport and mobility ones e.g. quality of life, health and land use.
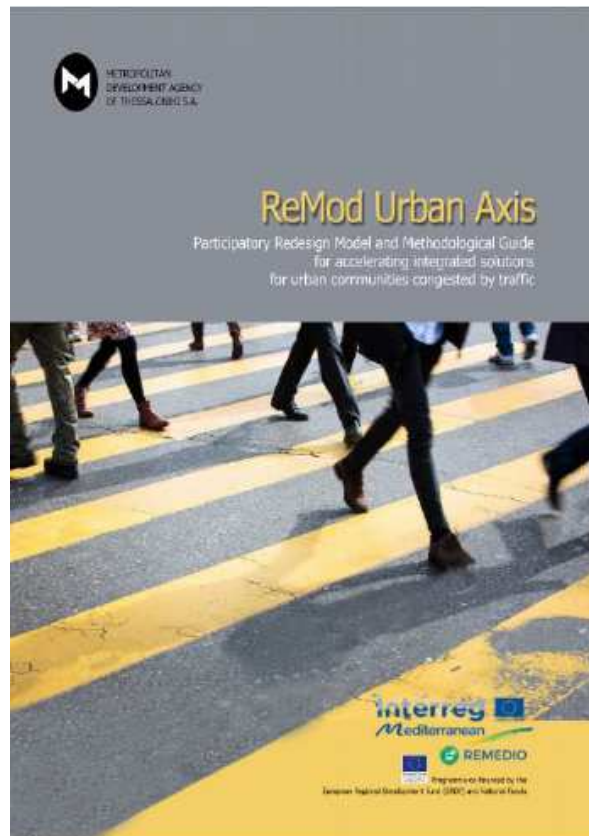
5. Building up the local juridical format of the participatory entity

Local agreements/Protocols/MoUs/Legal acts between the critical actors can contribute to the concrete actions for innovative low carbon mobility alleviating in a cost effective way the traffic congested roads, improving the environment in the cities and serving better the everyday life of citizens' and the commercial and financial development of the city. These acts, having one of the pre-mentioned forms, should include all the main elements for the implementation of the actions (e.g. type of interventions, soft measures, interested parties, time schedule, costs, possible developments, etc.). Draft versions of these acts are elaborated and discussed with the strategic actors while the final version of the acts should be published in an easy-to-understand format.

6. Strengthening of the "Horizontal Condominium"

Since the identity of a community needs time to grow, there should be a continuous effort to strengthen the membership of the "Horizontal Condominium" and to assure about the collective ownership and contribution to the common vision of sustainable urban mobility

Using the REMEDIO project overall methodology, together with other EU and international experiences and good practices, a Redesign Model for accelerating integrated urban solutions has been produced in the framework of REMEDIO by MDAT S.A. The "ReMod Urban Axis: Participatory Redesign Model and Methodological Guide for accelerating integrated multi-modal and low carbon mobility solution" is a methodological guide to provide standard tools and mobility solutions for participatory redesign of urban traffic in Mediterranean cities. The model has been developed in such a way as to provide an easily understood system for the users for participatory governance and transferability.

The Methodological Guide is a multi-page manual explaining the model and providing a toolkit of solutions (Figure 3.2). The Methodological Guide's analytical content is as follows:

- Presentation of the model development produced by the synthesis of REMEDIO methodology and input of international Good Practices.
- The Guide manual – The implementation manual of the Model including a toolkit of solutions and a implementation Roadmap in the fields:
  o Urban analysis methods and indicators' adaptation,
  o Participatory governance for urban mobility solutions,
  o Community building - networking at local level / local,
  o Participatory planning / planning tools in various planning levels,
  o Promotion and engagement,
  o Monitoring and evaluation.
- Index I: International good practices for integrated solutions in redesigning urban axes.
- Index II: MoUs and Agreements templates to commit actors in the integrated solutions.
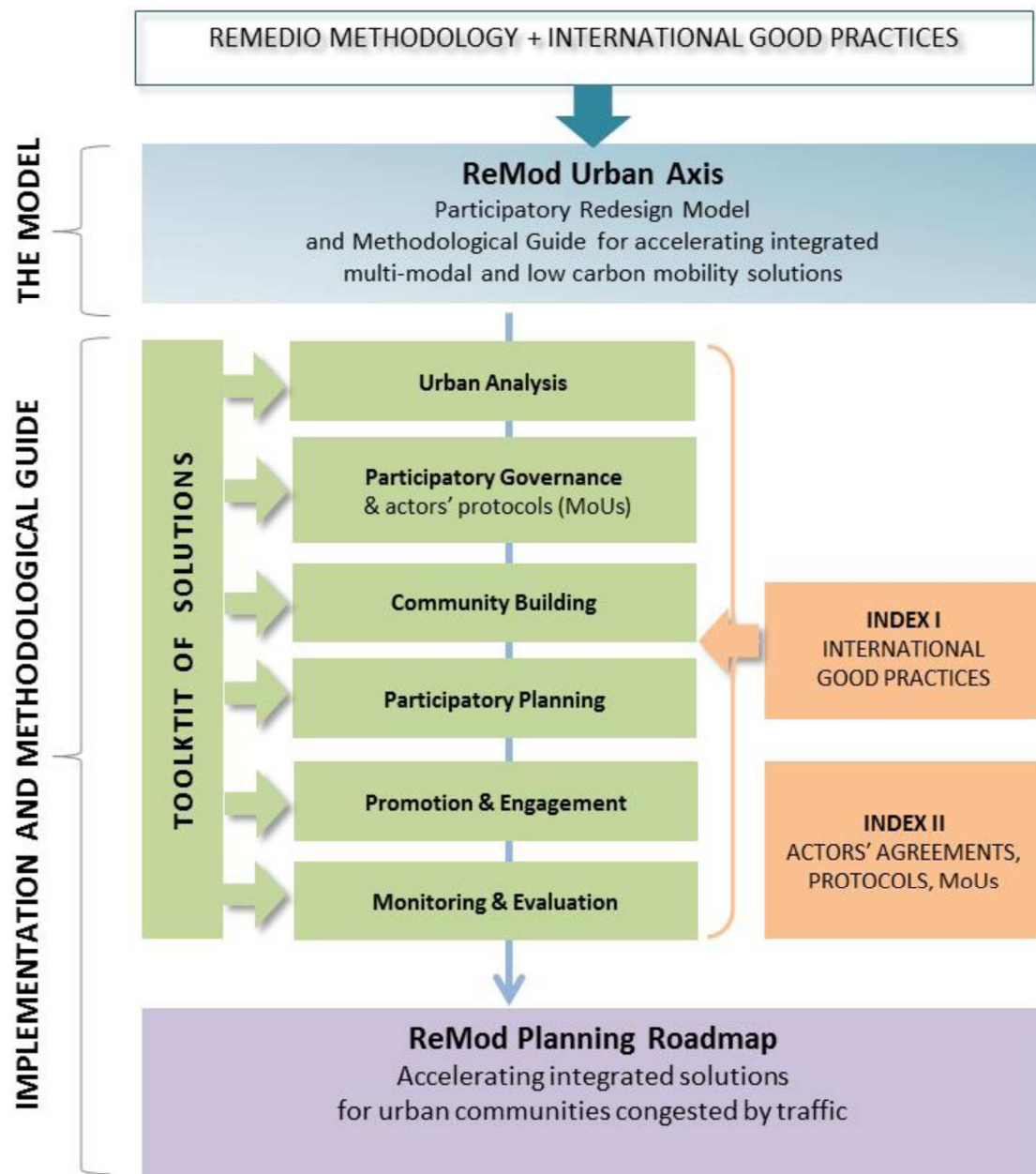
Figure 3.2 - The ReMod overall methodology and structure.

The participatory governance pathway of REMEDIO, as presented above, is a replicable scheme and could be a successful approach for many Mediterranean cities suffering by similar mobility issues affecting the environment and the quality of life.

4   Participatory Governance in the REMEDIO Pilot Areas

All the steps of the general methodological pathway described in the previous chapter were followed in all pilot areas of REMEDIO project. This chapter provides description of the specific pathway towards the achievement of the "Horizontal Condominium" in each city and the intervention area within REMEDIO project, including the organization of local events with key stakeholders and/or general public, the application of questionnaires, the use of Information and Communications Technology and the signature of agreements (Table 4.1). The specific pathway could allow the involvement of authorities, stakeholders and citizens in all levels of participatory governance as classified according to IAP2 (2007).

Table 4.1. Participatory governance pathway in the REMEDIO pilot areas

Local Events (with key stakeholders and/or general public)		
	Implementation	**Level of participation**
Loures	Fairs, Seminars	Inform, Involve, Collaborate, Consult
Split	REMEDIO Specific Workshops, Open Space Events	Inform, Involve, Collaborate, Consult
Thessaloniki	REMEDIO Specific Workshops, Open Space Events	Inform, Involve, Collaborate, Consult
Treviso	REMEDIO Specific Seminars, Workshops, Campaigns	Inform, Involve, Collaborate, Consult
Questionnaires		
	Implementation	**Level of participation**
Loures, Split, Thessaloniki	Citizens	Involve, Consult
Thessaloniki	Business Owners	Involve, Consult
Treviso	Students and Families	Involve, Consult

Information and Communications Technology		
	Implementation	**Level of participation**
Loures, Thessaloniki	Web-Platforms, On-Line Applications	**Inform, Involve, Consult**

Focus Groups		
	Implementation	**Level of participation**
Thessaloniki	Action Club	**Inform, Involve, Consult**

Memorandums of Understanding		
	Implementation	**Level of participation**
Loures, Split, Thessaloniki, Treviso	Signature	**Empower**