



METROPOLITAN
DEVELOPMENT AGENCY
OF THESSALONIKI S.A.

ReMod Urban Axis

Participatory Redesign Model and Methodological Guide
for accelerating integrated solutions
for urban communities congested by traffic



Interreg 
Mediterranean



REMEDIO

Programme co-financed by the
European Regional Development Fund (ERDF) and National Funds

ReMod Urban Axis

Participatory Redesign Model
and Methodological Guide for accelerating integrated
multi-modal and low carbon mobility solutions



Ευρωπαϊκή Ένωση
Ευρωπαϊκό Ταμείο
Περιφερειακής Ανάπτυξης

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CHAPTER 1

The REMEDIO Project

REgenerating mixed-use MED urban communities congested by traffic through Innovative low carbon mobility sOLutions

REMEDIO aims at strengthening the capacity of cities to use low carbon transport systems and include them in their mobility plans by testing existing mobility solutions, through an assessment tool and participatory governance schemes that result in an operational path replicable by other MED urban areas with different city sizes.

It addresses the challenge of the high density areas surrounding the city centres 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.

For such congested roads, REMEDIO proposes to transform them into “horizontal condominiums”, forms of participatory governance that actively engage institutions, stakeholders and citizens and with which the Municipality can directly interact to improve multi-modal and low carbon mobility, freight logistic and environmental quality.

The project aims at fostering the use of available low carbon transport systems and solutions through the testing of an operational path in the governance and management of high congested roads, a common issue for many middle-sized Mediterranean cities lacking of proper orbital roads or bypasses.

The test consists of the assessment of the system’s performance before and after the implementation of the mobility pilot activities, which include soft actions, existing multi-modality and interconnection solutions arranged in a single framework, through the use of a customized integrated modelling tool, based on the evaluation of transport-related and energy/environmental-related indicators.

The innovation in the operational path lies in the idea of establishing, for each pilot area, one form of participatory governance directly engaged in the improvement process, that will lead to the adoption of a multi-modal and low carbon mobility system for the congested road.

Both these elements of the operational path put the basis to further develop the sustainable urban mobility concept for the benefit of the larger urban area and the regeneration of urban communities.

The transferability of this approach and vision to the other MED cities moreover would stimulate the competitiveness of the Mediterranean area and improve the quality of life of citizens.

REMEDI0 also implements concrete actions to relieve traffic congestion in Treviso (IT), Thessaloniki (EL), Loures (PT), Split (HR) and Seville (ES), where territorial institutions, supported by research/technical partners, are involved as beneficiary partners and can put in place adaptation measures for improving the sustainability of urban mobility plans.

The involvement of a partner acting within the CAT-MED network is promising for the transfer of the tested solutions to a wider audience of cities/regions of MED and EU areas.

1. Regional Agency for Environment Protection in Veneto Region (επικεφαλής Εταίρος)
2. Municipality of Treviso
3. Aristotle University of Thessaloniki
4. Metropolitan Development Agency of Thessaloniki S.A
5. Instituto Superior Técnico - Lisbon
6. Municipality of Loures - Lisbon
7. University of Seville
8. City of Split

One of the territorial challenges for cities and towns in the Mediterranean area is traffic congestion in the high density areas surrounding the city centres where a lack of urban planning, in the course of time, has led to low efficient road and street networks and a poor quality of life for the surrounding communities.

They often contain a mix of office, retail, institutional, recreational, some manufacturing, along with varying densities of housing from older single family homes to new apartment buildings. The lack of proper orbital roads or bypasses, especially for small and medium-sized towns, and the consequent overcrowding of the main roads lead to traffic jam conditions with higher fuel consumption, increased noise and air pollution, poor quality of life, with negative effects on human health but also on social and economic development factors.

To foster the use of existing low carbon transport systems, the cities involved in the project will test some pilot activities, starting exactly from the most critical points in the road network.

They will test the adoption of multimodal and well interconnected low carbon transport systems for freight and passengers and the implementation of soft measures to reduce short-range individual trips.

The performance evaluation of the tested solutions through an integrated modelling tool and the promotion of forms of participatory governance to transfer those solutions to the territory will produce a double benefit. The relief of traffic congestion in the most critical points through the implementation of a mix of sustainable low carbon mobility solutions, built also on the tool results, and an incentive to develop SUMP's concept at urban scale.

Some partners have been involved also in the CAT-MED project and are signatories of

the Covenant of Mayors initiative: the operational path designed by REMEDIO can be shared within the network and can be helpful to update transport issues in their Sustainable Energy Action Plans.

The project tests an operational path consisting of technical and governance components, to the final result of transferring pilot actions of sustainable mobility in urban traffic hot spots.

Already existing technical tools will be customized in one single integrated tool, which will organize many transport, mobility, energy and environmental data (indicators) to assess the effectiveness and strength of scenarios of implementation of the low-carbon mobility schemes.

The project's innovation lies on two aspects:

- 1) Pilot actions will be implemented in the “worst-case” of local mobility in some pilot cities, representative of typical urban features in the Mediterranean area. The tested activity can produce a positive effect on a larger scale, such as the urban one, activating the local implementation of SUMPs and SEAPs (for transport issues);
- 2) the establishment or start-up of a participatory governance entity to carry out the concrete implementation of the sustainable transport schemes, building a strong agreement between institutions, stakeholders and citizens, conciliating sometimes opposite visions, but also promoting an urban renovation in terms of economic and social inclusion.

This mixed approach represents an evolution of existing planning practices and the opportunity to gain long-term benefits through the implementation of SUMPs and transport-related issues in SEAPs in cities where this practice is limited or completely lacking.

The trans-nationality enables the project to learn from a larger selection of low-carbon mobility solutions that could also be included in the test/simulation phase. Its added value comes not only from the partnership itself, but also from the foreseen networking activity, with regards to the CAT-MED network and the Covenant of Mayor initiative. The need to share expertise at transnational level concerns the scientific aspects, the transport-related issues and the governance approach.

The added value of this approach for the scientific partners comes from the possibility to exchange expertise in many different area of interest, such as transport & mobility, IT systems, environmental pollution, energy efficiency, climate change issues. The integrated modeling tool itself is going to be optimized on the basis of the exchange of expertise between the scientific partners.

As for the transport-related issues, this benefit is more evident for municipalities of Mediterranean countries, where low carbon transport systems are not as common as in the Northern ones, where the concept of sustainable urban mobility planning is more frequently adopted and implemented. In this sense, an interesting feature of REMEDIO's partnership is the involvement of one of the new regions that has joined the MED Programme, namely the Portuguese region of Lisbon.

Territorial partners are going to take advantage from trans-nationality gaining interesting examples of the best way to overcome implementation barriers/constraints, looking at the participatory governance schemes put into

practice in the pilot urban areas.

Transnational exchange of experiences on low-carbon mobility and environmental impact of transports, will help target groups, such as schools, general public, NGOs, local public authorities, public transport service providers, to raise their awareness and involvement in the participatory governance entities and to find innovative solutions to local mobility problems

333The testing module (M2) is suited to REMEDIO project, as its specific objectives are centred on the concrete transfer to the territory of tested low-carbon mobility solutions where urban communities suffer from traffic congestion conditions.

REMEDIO presents the right balance between scientific and territorial partners, both of them carrying relevant know-how and tools to fulfill the objectives. Territorial partners (the municipalities) have already identified the pilot areas, roads congested by traffic in each urban context, and also which actions of low-carbon mobility can be tested to improve the existing transport system. Furthermore, their participation is a guarantee that, also through the commitments/protocols designed by the participatory entity, pilot activities will be concretely transferred to the territory and will generate a long-term effect of sustainable transport planning in a wider geographical scale.

Form of participatory entities are equally known, such as the “river contracts” or the Treviso’s “horizontal condominium”: territorial partners are committed to identify different configurations of such entities, taking into account local institutional and socio-economic framework.

Scientific expertise is covered by research/technical partners who have gained experience, through previous projects, in the relevant fields of: transport, carbon footprint, energy efficiency, air pollution/emissions, noise pollution, etc., and customize the integrated modelling tool to answer the territorial needs.

Transport, mobility and environmental indicators are well identified and almost available: only a small activity of data collection is necessary to customize the modelling tool and to monitor the effects of the pilot activities implementation.

CHAPTER 2

The REMEDIO Project methodology and the ReMod Model

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.

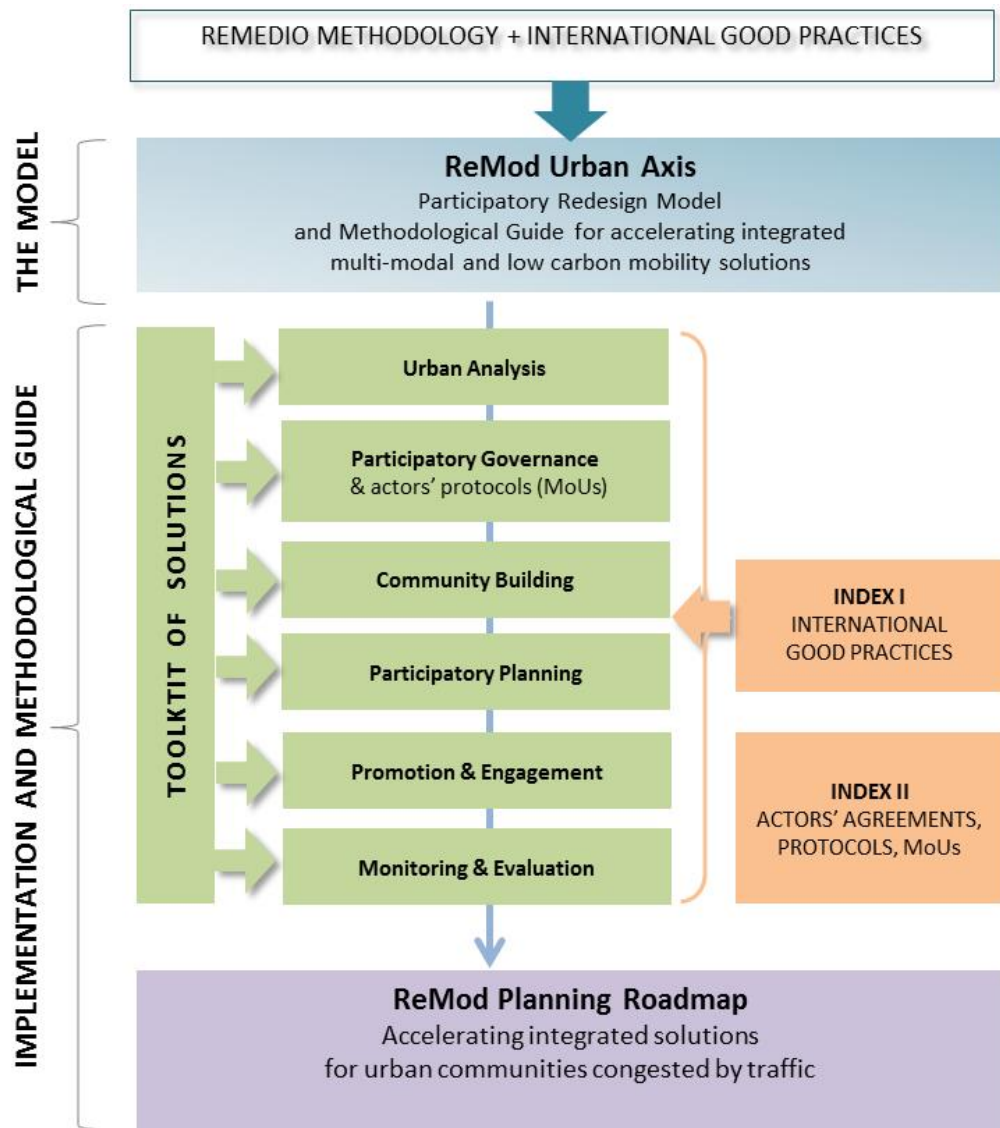
The ReMod Urban Axis Model is the synthesis of the REMEDIO system and methodology in order to provide standard tools and mobility solutions for participatory redesign of urban traffic in Mediterranean cities. The model has been developed in such a way as to provide an easily understood system for the users.

The Methodological Guide aims to support the transferability of the Model, the knowledge sharing and the capitalisation of the project results. ReMod Model's primary aim is to satisfy four fundamental objectives:

- ✓ To ensure the capitalization of knowledge gained through REMEDIO project and the transferability of knowledge
- ✓ To enhance model's users' understanding of the representative system
- ✓ To facilitate efficient transferability of the model's components between various stakeholders
- ✓ To provide a flexible toolkit and pool of solutions and ideas that can be recombined in different ways according to the needs

Contents and structure of the Methodological Guide: The Methodological Guide is a multi-page manual explaining the model and providing a toolkit of solutions. 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:
 - ✓ Urban analysis methods and indicators' adaptation
 - ✓ Participatory governance for urban mobility solutions
 - ✓ Community building - networking at local level / local
 - ✓ Participatory planning / planning tools in various planning levels
 - ✓ Promotion and engagement
 - ✓ 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



The ReMod overall methodology and structure

CHAPTER 3

Implementation Methodological Guide Toolkit of solutions

State of affairs: Urban and mobility data tools

1

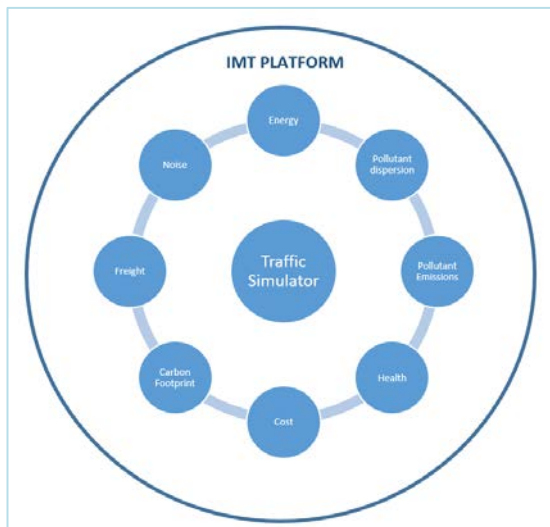


Remedio Integrated Modeling Tool (IMT)

Description: A novel Integrated Modelling Tool (IMT) has been developed in the framework of REMEDIO project as a tool for mobility decision making. The IMT provides to users (i.e. technician responsible for traffic management) the possibility to analyze the main effects of traffics over congested roads in the current situation, as well as analyzing the effects of applying potential soft-actions to mitigate the road-congestion problems. IMT is a common assessment tool, built up thanks to a strong joint work of technical / scientific partners applying their expertise on the fine-tuning of the thematic modules of a unique integrated model. The approach of tackle the mobility weakness of a city focusing in mixed-use congested roads and involving in a participatory process all the local stakeholders is certainly a replicable scheme and could be a successful approach in many Mediterranean cities, suffering by similar poor urban transport connections.

The tool has integrated different modules applying the state of the art of algorithms to calculate energy transport efficiency, air pollution emissions and concentrations, carbon footprint, health impact, freight streamlining, noise impact, monetary costs and other specific indexes for the performance of multi-modal urban transport.

The tool has firstly been applied in REMEDIO pilot cities, focusing on the high congested roads in the framework of the negotiated planning of the “horizontal condominium”. Others applications have been made considering the soft actions on transport mobility chosen by the REMEDIO Municipal authorities within each pilot urban area.



The REMEDIO IMT model and the integrated modules are available within the IMT Platform.

Link:

Recommendation for design and implementation:

Case study reference:



Urban Transport Data Analysis Tool (UT-DAT)

Description: The Data Analysis Tool for Urban Transport is a simple Excel-based tool that enables users to compare several urban transport related indicators in a city with similar indicators in peer cities. Such a comparison would allow users to identify areas where the city under study is performing well or is performing poorly.

The tool has been developed by the Transport Anchor of the World Bank, with support from the Energy Sector Management Assistance Program (ESMAP), using a database on urban transport covering over 93 cities with data collected only from secondary sources. The output is a report presenting how the city is performing vis-a-vis peer cities with respect to a set of performance indicators. The tool aims to provide a comparative framework for urban transport experts so that they can better identify the main deficiencies in the city's transport system and recommend the most appropriate remedial measures. The idea is to get a report that would be something like a pathologists report helping a doctor better identify the patient's ailment.

Recommendation for design and implementation:

Case study reference:

<http://www.worldbank.org/en/topic/transport/publication/urban-transport-data-analysis-tool-ut-dat1>



Questionnaires to users

Questionnaire Survey to Users (questionnaire via internet).

The questionnaire focuses on the opinion of the users regarding the project's goals and objectives and is a basic input for the workshops of the project.





Crowd-sourced data

Description: Crowdsourcing data collection consists in building data sets with the help of a large group of people. It's a quite new solution based on the recent augmentation of mobile and smart devices' use and the increase of social media interactions and networking society. Devices such as smartphones, with their sensor capabilities including GPS can be used to capture a wealth of mobility data at the scale of individual trips. In the framework of this Guide toolkit of solutions, the crowdsourcing practices can be used:

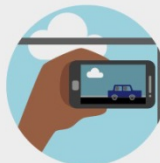
- to have “real-time” info about the service operation (i.e. driver behavior, level of cleanness, vehicle occupancy, traffic congestion, irregular conditions during the operation, etc.) which could help PTOs in optimization the process of service planning and quality control
- to register the travelers information (origin, destinations, line, etc.) in order to better understand the demand
- to assess the level of users satisfaction about the Public Transport performances or for supporting services (info apps, ticketing system, information campaign, etc.)
- to assess the level of acceptance of future Public Transport initiatives (changes of lines, new kind of services, etc.)

Using the intelligence of a vast interconnected organism – the crowd – a lot of applications are now available to deal with this new phenomenon. From avoiding traffic jams, to analyzing pedestrian flow patterns, crowdsourcing apps are showing that a new fresh and participatory way to gain the needed data in order to solve a traffic issue or to develop a new policy.

PLACEMETER

HOW IT WORKS: Placemeter pays people up to \$50 a month to suction-cup an old smartphone to their window and record what's happening on the street outside.

WHAT IT'S FOR: The raw data – pedestrian traffic, vehicle traffic and shop entries – is aggregated and used by local businesses, marketers and urban planners. The company assures the video feeds are anonymized.



WAZE

HOW IT WORKS: It uses the phone's GPS signal and user input to gather real-time data about traffic jams, accidents, and speed traps.

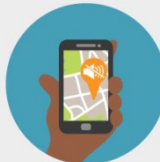
WHAT IT'S FOR: It works as a navigation app and offers advice on hold-ups, snarls, shortcuts and straight runs. One of the most successful crowdsourcing apps, it was bought by Google for \$1 billion in 2013.



STEREOPUBLIC

HOW IT WORKS: The app requires users to look for a quiet spot in their city, geo-tag it, and record 30 seconds of noise, or lack thereof, from that spot.

WHAT IT'S FOR: Stereopublic creates a map of the city based on sounds, and leads users to quiet urban areas, at the same time creating an audio archive of cityscapes.



BLABLACAR

HOW IT WORKS: The app allows users to input details of where and when they want to go, and provides a list of drivers headed in the same direction. By sharing long distance rides, the community increases the efficiency of road transport.

WHAT IT'S FOR: Dubbed the Airbnb of car sharing, the Paris-based company connects drivers who have empty seats with passengers looking for a ride.



User powered mobile apps for urban traffic. Recourse:

<https://edition.cnn.com/2014/11/13/tech/mobile/tomorrow-transformed-crowdsourcing-apps/index.html>

Recommendation for design and implementation: The use of the crowdsourcing tools for data collection must be simple for the users. A suitable option for the implementation of a crowdsourcing tool is to manage it as functionality of a Public Transport information (mobile application or web platform). The user should have the possibility to provide its input in a “smart” and “transparent” way without additional efforts.

Case study reference: <http://toolbox.ciptec.eu/innovations/details/2/59>



Big data

Big Data has begun to create significant impacts in urban and transport planning. This paper covers the explosion in data-driven research on cycling, most of which has occurred in the last ten years.

We review the techniques, objectives and findings of a growing number of studies we have classified into three groups according to the nature of the data they are based on: GPS data (spatio-temporal data collected using the global positioning system (GPS)), live point data and journey data. We discuss the movement from small-scale GPS studies to the ‘Big GPS’ data sets held by fitness and leisure apps or specific cycling initiatives, the impact of Bike Share Programmes (BSP) on the availability of timely point data and the potential of historical journey data for trend analysis and pattern recognition. We conclude by pointing towards the possible new insights through combining these data sets with each other – and with more conventional health, socio-demographic or transport data.

For the purpose of the present note, 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 deal 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.

Citizen engagement is the desired outcome or logical end of participatory governance. 8. 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 has been accepted by the world community as a fundamental human right. Participation also has instrumental value because it 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. Those goals are essential components of the United Nations Development Agenda.

With the rise of the democratic movement, citizens in most countries are asking for a greater say in the policymaking processes of the State. Many Governments, faced with new challenges of governance, are also making efforts at the national, subnational,⁴ regional and international levels to forge partnerships with non-governmental organizations, civil society organizations, business communities, trade unions and others. Governments engage in dialogue with those stakeholders and assimilate information from a variety of perspectives on formulating, implementing and monitoring public policies and programmes. Popular participation in a society's decision-making processes has many implications for economic growth and development, human rights, democracy, social capital, decentralized governance, efficiency of resource use, equity and social justice, and sustainable use of environmental resources, among others.

10. "Effective participation" is that which helps ensure efficiency and economic growth on the one hand, and equity and social justice on the other. Attempts to achieve effective participation do not always work. There is a need to determine the conditions that enable participation to be effective. A great deal of current research is focusing on that area in institutional design, incentive structures and social mobilization, for example.



Cross-sectorial partnerships for integration of Public Transport and shared services

Description:

Cambio car sharing is a flexible alternative option of transportation that provides its members with access to a fleet of vehicles for a short period of time. Members can book a car online, walk to the nearest station, open the doors using their electronic key card and drive to their destination. Customers are billed the total amount at the end of the month based on the time and miles covered. The car stations are visible on the maps of the respective Public Transport Operator allowing commuters to choose other alternative ways of transport. Moreover, the location of these car stations is carefully selected close to Public Transport services and in areas where parking is limited.

Cambio's vision was to change mobility patterns and enhance benefits for urban areas. People could opt for Public Transport for their shorter distances and reserve a car for needs that Public Transport could not cover. The concept was launched in Wallonia in 2002 and then spread to Brussels the next year. The key success factor lies in the fact that the car-sharing network has been rolled out in close collaboration between Public Transport Authorities of these regions. STIB (Brussels), De Lijn (Public Transport Operator in Flanders) and TEC (Public Transport Operator in Wallonia) are shareholders in the car-sharing scheme, create shared communication plans, offer their expertise and know-how in commercial marketing and advertising and in general work closely with the regional instances of Cambio. This makes that Cambio is a good example of Cross-sectoral Partnership.

Recommendation for design and implementation:

Factors to be considered include:

- Identify the most promising and key locations suited for the stations.
- Analyse local market trends.
- Perform competitors' analysis.
- Aim to have a range of members who will make use of the car at different times of the day,
- Build solid partnerships with local public transport actors.

Additional actions regarding the target users of the service include: (1). targeting local residents in the areas where car stations are to be located, and (2). designing approaches for attracting local businesses.

Depending on whether Car Sharing already exists in a city, region or country, it may be very difficult to ascertain the nature of the market, to provide a total market valuation, to identify market trends and to provide profiles of competitors.

Key actions which should be taken into account include the searching for areas that have a high combination of factors, such as:

- Higher population and jobs density.
- Limited access to a privately-owned motor car.
- Higher use of non-car modes to undertake regular journeys (e.g. to work, school or college, etc.)
- Households with a lower proportion of very young or elderly residents.
- Residents who are more likely to face on- and off-street parking difficulties.
- Higher than average income and social class.
- Higher employment rates.
- Higher affluence, lower deprivation scores.

Case study reference: <http://toolbox.ciptec.eu/innovations/details/2/68>



Companies taking part in financing better Public transport connections to their sites

Twelve companies in the Netherlands have organized themselves in a foundation, which will compensate the operator of a bus line to their business locations in the case the bus line does not attract enough travellers itself. With this measure, the risk of setting up the service is distributed and does not solely rely on the operator. The bus line, which from the beginning started out with sufficient frequency, attracted over 100 daily travellers after about one month in operation.

Case study reference: <http://toolbox.ciptec.eu/innovations/details/2/87>



REMEDIO Action Club



Online consultations tools



Local ambassadors for Public Transport users

Description¹: The use of "ambassadors" in Public Transport has been increasingly popular in recent years. A number of ambassadors are recruited, debriefed or/and trained on the specifics of a service. After that, they are commissioned with spreading out the good practice to their peers. There are a lot of paradigms of this sort in groups of pupils, older people, etc. The "ambassadors" usually work for this scheme for free or at very low cost. Sometimes they are compensated for their travel or given bonuses, such as free Public Transport tickets.

Recommendations for design and implementation: The initiator of such an innovative solution is usually a public authority (public initiative) or a business (private initiative). They are usually the ones who design and in the most cases implement the innovation. However, the innovation can only be realized by involving specific service users, as they are the ones who assume the 'ambassador' role but also are the addresses of the ambassadors' activity. Firstly, the ambassadors should be recruited e.g. via media or word-of-mouth advertisements and then they should be trained and be known to the public. After the first period of ambassadors' training, future training will be upon demand, as if another concept is introduced in the Public Transport systems (e.g. e-ticket), ambassadors should be trained about it. In addition, experience has shown that older people learn best from their peers, so it is recommended the ambassadors be at the same age with the focus group's age.

The innovation is relatively easy to implement, as it doesn't involve too novel

¹ Please also visit CIPTec toolbox to see more for this practice:
<http://toolbox.ciptec.eu/innovations/details/2/60>

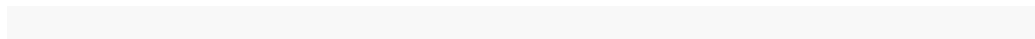
technological resources or legal regulations (doesn't have legal requirements, doesn't occupy space, doesn't involve infrastructure development) and can be implemented at a very low cost. In addition, it can be implemented in parts or in an entire city, as everyone is a potential beneficiary. The critical factor associated with this innovation is ambassadors. Considerable effort is required in order to attract the correct people, recruit them and train them on using and disseminating best practices. However, it can be implemented over a short period of time and once it has been implemented for the first time, it will be fairly easy to run it again in the future, and even adapt it to other user groups. Specific emphasis should be placed on marketing the initiative and on developing qualitative material and training methods. The only shortcoming is that its results might not be immediately noticeable.

Case study reference:

Social media based groups, chats and hashtags

Partner communities'

Events and meetups



Development of the “social-bus” application

<http://toolbox.ciptec.eu/innovations/details/2/38>

Application that allows PT users to interact with other people travelling with the same mode of transport at the same time, e.g. using the same train, bus, etc.

Use of new social media for re-design end-users services

<http://toolbox.ciptec.eu/innovations/details/2/82>

Social media can be used by PTAs and PTOs to communicate with passengers, market their services and collect useful information. Leading social media platforms are Facebook, Twitter and Instagram.

Social media can be used by PTAs and PTOs to communicate with passengers, market their services and collect useful information. Possible channels are: Twitter, Facebook, Forums, WhatsApp, Youtube, Snapchat, LinkedIn

They can be used for monitoring (specific topic by alerts + general reputation), helpdesk, marketing and branding, sales.

Strategic planning

Street management

A recently introduced aspect of developing street axes in a holistic approach, relates to the importance of management. Management models of urban areas, however, is not a new thing, as the concept and international examples of BID's (Business Improvement Districts) and its early variations, have been around since the 1970s. It's due to this almost 40-years history, that these models have had the chance to be prototyped, researched, evaluated and criticized by the academic and commercial world in such extent, as to provide opportunities for the development of a variety of management approaches, relevant to every city's and place's profile.

One may wonder on the connection among SUMP and Street Management models, and how could a street management coalition affect the environmental and transportational profile of an axis. It is specifically due the REMEDIO approach, that we seek to highlight the importance of integrating participatory governance and community engagement and involvement on every level (analysis, development, design, implementation and management) of the mobility pilot activities, as hereby proposed. The activation and close engagement of stakeholders along the process, not only secures the relevancy of the SUMP or other plans to the local context, but also creates the right basis in order to have sustainable (socially, economically and environmentally) outcomes and outputs of plans.

Nowadays, the practical experience of professionals, employed either in governance or being active on the entrepreneurial field, has allowed the whole approach of street management to flourish. The interdisciplinarity of the theme, involving urban planning, strategic planning, urban economics, real-estate management and, of course, sociology, prompts for experimentation of the management model, according the case under study.

The City at Eye Level, an international program and network developed by the Netherlands-based agency STIPO, has been crowdsourcing, researching, synthesizing, suggesting and implementing such models in cities around the Netherlands and internationally. The City at Eye Level approach emphasizes the importance of the "public realm" by integrating the street, as a public space entity, into the same framework as the sidewalk and the ground floor, along with the relevant activities of the building (what in dutch is called the "plinth"). Moreover, the key element of this approach and framework is the active involvement and engagement of the stakeholders, including the local community, in the analysis, design, development and management of the above-defined public realm. Due to this participatory aspect, the City at Eye Level approach is very much related, if not integrated, into the whole "placemaking" discourse, approach and methodology.

The City at Eye Level program, within the REMEDIO framework, has organised a one-day training workshop in Thessaloniki, in May 2018, in order to introduce to the

international participants the analysis method of the Eye Level Game and the many different -and yet not extensive- street management models that could be related to the REMEDIO axes cases. Below, are the approaches and cases that the initiator of the City at Eye Level and founder of STIPO, Mr Hans Karssenbergh, has introduced during the one-day training in Thessaloniki.

Property Lead Street Management

Case Study: De Meent, Rotterdam

<https://thecityateyelevel.com/2016/04/06/keeping-the-sleeping-beauty-awake/>

In many cities internationally, either newly-built areas or existing, historical centers, there is a high percentage of property into the hands of one owner, of private interest. In those cases, the managerial power that this owner may have, could even overcome the influence and impact of decision making and development that the public sector has. These are the cases where the building owner carries also the role of the developer.

This could go very wrong for the implications of his/her own decision making and development strategy, by neglecting aspects important for the urban daily life (e.g. chain-store only development, privatization of public space, lack of sense of community and belonging etc), or it could also mean a great opportunity for having a place-led development, where the local identity and resources become the asset, while keeping the local economic and social capital in mind.

Fortunately, this is what has happened in the case of De Meent street in Rotterdam. De Meent is a commercial street in the city center of Rotterdam, of specific architectural features, as many buildings on this street survived the Rotterdam Blitz, the aerial bombardment of the city by the German military in 1940, during World War II.

Regardless of its rich history, the street has undergone a decline in the recent past. However, it took only one property owner, who owned a big deal of the shops on the street, with a vision to bring the street back to life, with a feeling of local identity and belonging. Robin von Weiler, the property owner, has managed to turn de Meent in one of the major hotspots of the city, starting by replacing a “boring” and unsuccessful employment agency with a popular bakery store that featured also a terrace on the sidewalk. That was the first trigger that boosted the street’s and area’s development. With the support of other building and block owners in the area who have followed his lead, they are seeking to look at the area and street with fresh eyes all the time, and being open to what people think of the area.

A lesson that he shares from his experience, in the City at Eye Level book, is that there are specific values of a street, such as architecture, ease to cross the street and the length of the street, that should be maintained, as they guarantee the quality of the street. However, the manager and developer should remain flexible in order to follow and plan for the ever-changing rhythms and needs of the city. He also highlights the importance of crossing the street as an enticing factor that allows people to feel that the shopping street is longer, more interesting and thus it becomes more successful.

Of course, the rise of the rents as an outcome of the popularity of the street and the

influence of the market parties was almost inevitable. Von Weiler's method to maintain a balance is to keep a mediating role in the management and development of the street, by having an active role in the selection of the businesses that eventually "move in" the street.

The case of de Meent is an example of how one property owner could activate and engage different stakeholders, such as other owners, coalition of tenants, and the city, to leave aside individual interests, look out for good quality with local impact, while of course creating economic added value for the street and the central area.

Government Lead Street Management

Case Study: Nieuwe Binnenweg, Rotterdam

<https://thecityateyelevel.com/2016/04/06/uncovering-hidden-treasures/>

Probably, the most common and tested street management model is the one initiated and implemented by the city government itself. The question, however, is how to finance an integrated approach of revitalisation of a street and how to involve the private owners in the program. That was also the question for the case of the Nieuwe Binnenweg street, in Rotterdam.

Of course, the first step would be to activate and engage all relevant stakeholders in the formulation of a common vision and set of goals. After securing the social and business support, the city proceeded with the attraction of different funds that would fund that revitalization program, attracting amounts both from public and european sources, as well as private investors.

Civic Lead Street Management

Case Study: Haarlemmerdijk, Amsterdam

<https://thecityateyelevel.com/2016/04/04/the-never-ending-story-of-street-management/>

Commercial Portfolio Lead Street Management

Case Study: Schiphol Airport, Amsterdam

<https://thecityateyelevel.com/2016/04/06/image-builders-and-plinths/>

Joint Government & Entrepreneur Lead Plinth Management

Case Study: Zuidas, Amsterdam

<https://thecityateyelevel.com/2016/04/04/designing-for-the-street/>

NGO Lead Street Management

Case Study: Klarendal Fashion Quarter, Arnhem

<https://thecityateyelevel.com/2016/04/13/fashion-turns-a-street-around/>

Urban planning

Integration of land use policy into PT network design

<http://toolbox.ciptec.eu/innovations/details/2/78>

An integrated planning of city development and new settlements growth/restructuring is required to jointly achieve these objectives.

The Local Transport White Paper (2011) recognised the importance of integration of land use planning and transport. Just a limited vision for that is developing our towns and cities to start from insight into their transport infrastructure in order to assure the required capacity for the increased travel demand of new development. More widely, a sensible planning must be adopted in order to avoid journeys in the first place or enabled them by sustainable modes of transport. Where sustainability of transport is an integral consideration in the land use planning process, non-car modes of travel become dominant. The first and most fundamental choice is the overall location of a development in relation to urban centres and transport corridors.

Once location has been determined, the character of a development depends critically upon the development density. Many studies, at all scales from city-wide down to the level of a single neighbourhood, show that development at higher density results in lower car use. Masterplanning can influence travel behaviour by provision of local facilities and jobs - mixing together living accommodation, shops, services and jobs, so that the need for travel is reduced.

Provision of public transport will not, of itself, guarantee that travel patterns are sustainable. There is a mix of factors influencing the modes of transport people choose. The final respect in which the planning system can influence travel patterns is through a requirement for developers to implement 'smart' travel behaviour change measures. These comprise a combination of generally small-scale physical interventions, such as cycle parking facilities or cycle lanes, combined with improved public transport services backed up by information and marketing campaigns.

Urban mobility planning

Buss lane priority (Remedio Tool – IMET)

Innovative "light" system and users' information

<http://toolbox.ciptec.eu/innovations/details/2/36>

Celso is the winning breakthrough Automatic Vehicle Monitoring (AVM) system, adding to standard AVM functionalities (service monitoring, regulation, users information) an efficient assessment of bus service performances compared to scheduling (service validation) at remarkably lower prices than any other competitor on the AVM market.

The revolutionary Celso idea is based on two elements: a simple APP with easy to use driver interface and light technologies, such as smartphones and tablets and to collect service data during bus operations; an innovative data mining tool to validate Public Transport services. Its performance surpasses competing AVM products is

terms of availability of a validated set of data which can be exploited by Public Transport stakeholders to improve Public Transport services and overall mobility.

Celso design is based on 25 years of experience brought by MemEx in consultancy for AVM testing and operation and in assessment of Public Transport service performance.

Cycling Allowance Scheme

<http://toolbox.ciptec.eu/innovations/details/2/70>

Cycling allowance scheme is a type of innovation that provides financial incentives in order to motivate people to cycle to work. It's part of an increasingly popular scheme for commuters across Europe. Those who chose to commute to work by bicycle, are being rewarded with a reimbursement for every kilometer they cycle (usually around 0,20-0,25 €/km, tax-free).

French launched such an initiative in 2014, in the form of a trial scheme; for a six-months period, 20 companies with about 10,000 employees offered tax-free payments of 0,25€/km for employees to commute to and from work by bicycle. Although the results of this trial period have not been ideal, showing that 419 people agreed to cycle to work while the number of employees eligible to participate was 8,200, the innovation did attract more users to cycling and it might be able to attract more in the future. While 19% of the new riders switched from driving, most of those had been part of carpools, leaving the true mode shift away from cars closer to 5%. Other countries such as Belgium, the Netherlands, Germany, Denmark and Britain offer bike – to – work programs as well.

Behind the idea of this innovation is a straightforward financial incentive scheme aimed to decrease environmental pollution and car reliance. Using financial schemes to achieve a direct change in transport behavior is not new. Financial incentives are widely known to be efficient in many cases and these schemes are definitely noteworthy. A similar scheme could be devised for the use of Public Transport, achieving similar goals to the use of bikes.

Green platforms and “green technologies” systems at public transport stops

Green Platforms are systems at Public Transport stops, providing comfort and pleasure to the passengers. The idea is to create green spaces on the platform and to install green technologies systems (such as solar or photovoltaic panels) on the stops for electricity production. MRDH (Metropolitan Region of Rotterdam-Den Haag) and PZH (Province of Zuid Hollande) organised a crowdsourcing action for innovative solutions in Public Transport. The winner of the 2017 edition is 'Abri 2020', what means 'Shelter in 2020'. The solution is to provide a zero emission bus stop: local energy production with solar panels on top of the shelter; less energy consumption by reducing or switching off the electric devices on the stop (lights and information displays). Also providing charging devices for smart phones and tables (USB ports).

Monitoring transport operators' performance

<http://toolbox.ciptec.eu/innovations/details/2/34>

To find the right way to measure the performance of an operator needs some efforts to achieve. Performance of operators has several levels. One is output-related in terms of figures on reliability and punctuality compared to the assignments and timetables the LPTA is demanding.

In general service quality parameters need to be defined monitored and controlled with effective fines or bonuses for aims. These parameters are important and can be calculated in an objective way, if data from coordination centre and operation system are monitored and vehicles are connected. But the most important level is often left behind: Customer satisfaction is not monitored.

Customer satisfaction is influenced not only by operational data but by external incidents like the traffic situation and through service quality and customer care of the staff. Most important should be to improve and hold a certain quality of service, while operation has to be ensured. Quality of service can be improved if customer data is surveyed and if available data from a strong constraints management can be used to analyse and evaluate the quality and the service level by operator.

The performance needs to be monitored and controlled by a quality management that is considering not only operational data but also the view of the customer. This should include available data on operational figures (cost/Km, punctuality, regularity etc.) AND on customer satisfaction (overall, punctuality, cleanliness, friendly service gained by surveys) as well as data from complaints management to improve the service. General quality parameters need to be defined, contracted and controlled in agreement with the operators with effective fines or bonus for aims on base of existing data and values .The crucial point is to contract the need of improvements and operational figures that cannot be underrun and to monitor and control them. Aims can orientate on basis of a percentage that could be reached or that has to be kept. External effects (traffic incidents) can be soften if the figures are discussed quarterly and the average is causing bonus or fines at the end of the year that are explained clearly and covered by the contracts.

At the end there are all kind of reasons and constraints and handicaps why the service from the operator fails and the bus is not at the stop when the customer expects it to be. The customer can follow most of the reasons if they are communicated adequately. Sometimes a friendly driver is sufficient, welcoming the PT users, getting them informed about his state of knowledge, when there is a delay, giving an explanation what happened on the streets in the network, during operations, expressing an apology and a motivation to make up leeway by reaching the final destination. Staff that is focusing on service quality and is able to manage customer communication needs education and adequate payment. Monitoring is

necessary but to get customer orientation into operation subjective criterions need to be considered in the contracts with the operators either by adequate bonus or malus otherwise operators will benefit from providing low quality and bad service at low costs."

Comparability is limited and local context matters. Beginning by the set of bus lines / bus bundles the operator is running with its specific traffic (e.g. congestions) and geographical (e. g. hilly) situations, socio-economic backgrounds in city quarters and urban agglomerations, regions etc. can have influence either on objective data (no operation because of frequent incidents and congestions) as on subjective data (e.g. holiday time, empty vehicles, much construction works and deviations). That prevent figures to be comparable and benchmark with other operators/systems/cities but on a local level figures do show in general where problems occur and which operators manage better.

For both: operational data (objective approach) as-well as customer satisfaction and customer complaints data (subjective approach) there is no easy way to transfer and compare the data in detail. There is a lack of homogeneous and consistent modalities to calculate the service performances. This may be a problem when you need to compare the performance between different operators on a large scale working under different conditions not respecting local conditions. It has a minor relevance if you stay on a local level in the same system and nearly no effects if you can compare directly the same service in the following year when the operator changed through tendering. A solution to enable comparability is to launch on existing values (comparable or not) and agree on aims on basis of a percentage that could be reached or that has to be kept.

Compliance management sets the frame to bring the inputs together. It makes transparent in which extend the operator is performing by the book and the contract and is considering agreed standards and rules and quality parameter. By integrating available data on bad services (operational, survey and complaints data) it is enabling that the data takes an effect to improve the service. It can monitor the efforts and bad service/fines of the operator make it transparent and benchmark the performance.

To manage that available data on bad services (operational, survey and complaints data) takes an effect to improve the service a compliance management can monitor the efforts and bad service/fines of the operator can make it transparent and benchmark the performance of the compliance. This should be respected in future tenders. It must be ensured that consequences if the compliance of an operator is strongly underperforming should take an effect on existing and future operations. The possibility to resign the existing contract and to exclude the operator for the next/coming tenders should be given and made aware before operation starts.

Driving monitoring and training tool

<http://toolbox.ciptec.eu/innovations/details/2/41>

A number of systems monitoring driver performance through software linked to vehicle CAN bus system. The breaking, deceleration, acceleration, G-Forces can be

recorded along with fuel consumption. Driving instructors can act as a benchmarking to provide “best practice example” for any given vehicle being used on any given line.

Information downloaded from the vehicle will report on how each driver is performing against benchmarking standard. Drivers who are out with acceptable standards of performance can be retrained to provide more consistent levels of performance, enhancing passenger comfort, reducing wear and tear on vehicles, reducing fuel costs.

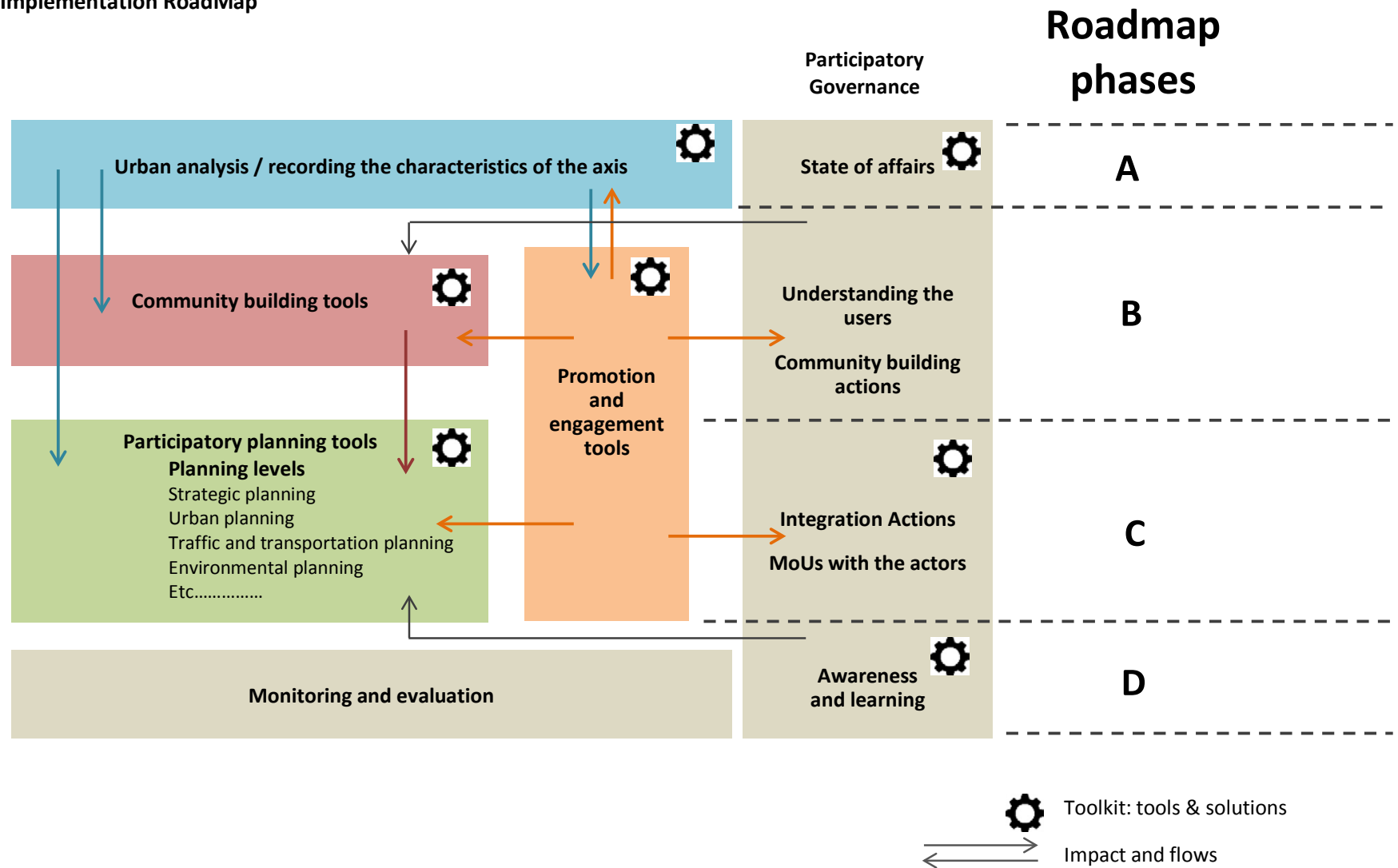
CHAPTER 4

Implementation Roadmap

How the ReMod model and guide can be used in various cases

1. Decide to adopt the model according the area of intervention and the problem faced
2. Select and adopt the toolkit of solutions according the specific needs: urban analysis solutions / community building / promotion and engagement / participatory planning tools (any level of planning) / participatory governance tools / monitoring tools
3. Follow the roadmap steps and phases
4. Use the Guide's two indexes for ideas, paradigms or templates

ReMod Implementation RoadMap



ANNEX I

International Best practices
for integrated solutions for urban traffic axes

Project Title:	Amsterdam Climate Street
Location (City, Country):	Utrechtsestraat, Amsterdam, Netherlands
Year of Implementation:	2016
Implementation Organisation(s) / partnerships:	The project was initiated by the entrepreneurs of the Utrechtsestraat, together with Vodafone, JC Decaux, Philips, Tauw, van Gansewinkel, PostNL, Club van 30, Ziut and Duncker.
Keywords:	Urban street, shopping street, sustainable regeneration, living lab methodology, local partnerships, community engagement

DESCRIPTION

Short description of the area / problems: A living lab right in the centre of Amsterdam will test sustainable initiatives. Together with entrepreneurs a unique Amsterdam street, the Utrechtsestraat, is transformed into a sustainable shopping street where innovative technologies are tested.

Implementation phase: Implemented

Project aims: In order for Amsterdam to be part of the international top of sustainable cities in 2040, the municipality of Amsterdam has launched several initiatives. One of these initiatives is the Utrechtsestraat Climate street. In the Climate street is determined which technologies, cooperative agreements and approaches are the most successful to make the city's (shopping) streets more sustainable on a large scale. With the aim of realizing CO2 reduction and environmental saving in the street. The Climate street was thus born in order to generate sustainability in a small area, with the aim of enrolling this further in the rest of the Netherlands. The Utrechtsestraat Climate street will therefore become the first living sustainable showroom in the world!

Results: A group of 40 enthusiastic entrepreneurs have been selected as the frontrunners group. They all actively wanted to participate in making the Utrechtsestraat area more sustainable. The frontrunner group was closely involved in the project and acted as test team and soundboard of the various sustainable initiatives. Also, a base measurement has been carried out, **mapping** out the current situation in the street concerning CO2 and NO2. This base measurement serves as a starting point for the introduction of the various solutions. Eventually, the project resulted in implementation of the Toon (see link under the page), which is a smart meter that is implemented in many Dutch households.

A blue print has been produced. Model for other cities (i.e. Helsinki)



Further Information Resources

<http://buurtwinkels.amsterdammuseum.nl/783/nl/de-klimaatstraat-duurzaam-ondernemen-en-wonen>

Blueprint: [https://issuu.com/klimaatstraat/docs/utrechtestraat klimaatstraat](https://issuu.com/klimaatstraat/docs/utrechtestraat_klimaatstraat)

<https://www.youtube.com/watch?v=g4SoFQkYcmw>

Project Title:	Circular Buiksloterham
Location (City, Country):	Amsterdam , Netherlands
Year of Implementation:	20015
Implementation Organisation(s) / partnerships:	City of Amsterdam – with 20 organisations
Keywords:	Circular economy

DESCRIPTION

Buiksloterham is a unique neighbourhood within Amsterdam that serves as a living lab for Circular, Smart, and Biobased development. Buiksloterham, on the northern bank of the IJ waterway, once the site of Amsterdam's most polluting industries, is being transformed into a sustainable area to live and work. The vision of a Circular Buiksloterham is of a neighborhood with exemplary performance on a set of systemic measures of urban and environmental quality. It is an area of continuous innovation and experimentation. It is a neighborhood with a tight-knit local community, strong civic engagement, and a resilient local economy. All energy comes from renewable sources. All products and materials are recovered for reuse, repair, and recycling. The area is biodiverse and features attractive and human-scale streets and buildings. These holistic performance criteria for a Circular Buiksloterham have been summarized in eight overarching goals for the neighborhood's development.

Systemic Interventions options:

Designate Buiksloterham as an official experimental zone or Living Lab.

Develop an inclusive governance and management structure for Buiksloterham.

Create new incentive structures and financial vehicles.

Build capacity for urban sensing and open data.

Implement a Circular Neighborhood Action Plan.



Further Information Resources

https://buiksloterham.nl/engine/download/blob/gebiedsplatform/69870/2015/28/CircularBuiksloterham_ENG_FullReport_05_03_2015.pdf?app=gebiedsplatform&class=9096&id=63&field=69870

Project Title: Haarlemmerdijk	Haarlemmerdijk
Location (City, Country):	Amsterdam , Netherlands
Year of Implementation:	2007
Implementation Organisation(s) / partnerships:	Private developer
Keywords:	

DESCRIPTION

Due to the new developments in Westerpark and the Westergas-fabriek, the Haarlemmerstraat and –dijk are now part of the routing network of the city: people walking and cycling through from and to the station. The street has been refurbished with new street pavement in the second half of the 1990s. Initially, all parking spaces would

disappear from the street, but we have managed to avoid that because it is important to have a few parking facilities along the street. Public space is not so much about the car versus other users, but the overall accessibility of the street: for delivering goods, for residents, and for those few visitors who want to come by car. The car is a guest in

the street, the biggest problems are the cyclists and scooters racing down the street making it difficult for pedestrians to cross the street. The challenge was to find a good balance between all these types of transport. The public space is important day and night. In the evening the street remains active and attractive, there are no closed shutters, people live there, there are restaurants – so the street is vivid and pleasant.

The main vision for the street is about craftsmanship and diversity. What do you have and what not, and what entrepreneurs do you want in order to have a larger range of shops for the customers. Changes in retail are of all times (we don't have a blacksmith any more) but it is the art to follow the dynamics, and to preserve the appearance of the street.



Further Information Resources

<https://thecityateyelevel.files.wordpress.com/2016/04/26-the-never-ending-story-of-street-management.pdf>

Project Title:	Artists For Humanity
Location (City, Country):	Boston, USA
Year of Implementation:	1996-present
Implementation Organisation(s) / partnerships:	Artists For Humanity
Keywords:	Youth Engagement

DESCRIPTION

Artists For Humanity AFH began with an imperative – to address the lack of arts experiences within the Boston Public School system – and with an ambitious, unconventional idea – young people can provide, through their innate talent and vision, contemporary creative services to the business community.

Artists For Humanity's (AFH) mission is to bridge economic, racial, and social divisions by providing under-resourced urban youth with the keys to self-sufficiency through paid employment in art and design. Our mission is built on twin philosophies: Engagement in the creative process is a powerful force for social change, and creative entrepreneurship is a productive and life-changing opportunity for young people and their communities.

AFH operates as a structured, paid apprentice program to pair teens with experienced artists in a broad range of fine and commercial arts for product development and services to the business community. Participating youth represent the entire city and come primarily from low-income neighborhoods. The program employs roughly eighty young artists in its microenterprise programs each year and serves over three hundred through drop-in programs. The young artists receive an hourly wage and have the opportunity to earn a 50 percent commission on each individual work they sell through the gallery, shows, or negotiated contracts. T-shirts, murals, graphic design, and fine art works are the primary earned-revenue sources. While AFH has earned over \$1.7 million since 1996, foundation grants and corporate sponsorships still account for the largest share of the organization's budget.

In 2004, AFH opened a state-of-the-art, environmentally friendly "green" facility with 23,500 square feet of studio, gallery, performance, and office space in Boston's Fort Point Channel Arts District.



Further Information and resources

<https://afhboston.org/>

Project Title:	Vauban Sustainable Urban District	
Location (City, Country):	Freiburg , Germany	
Year of Implementation:	20015	
Implementation Organisation(s) / partnerships:	NGO Forum Vauban	
Keywords:		
DESCRIPTION		
<p>The Vauban Sustainable Urban District is an ecological restoration process in old military barracks in the city of Freiburg, which were left empty after the withdrawal of French troops.Since the beginning of the project, the city council has been committed to fostering a process of public participation based on specific minimum levels of urban sustainability. During the 13 years that the project has been in existence, a sustainable urban district with a high level of social cohesion has been constructed, and it is now home to 5,000 people.</p> <p>At the beginning of the process, the aims were to reverse the trend towards suburbanisation (creating a new territorial culture more consistent with the principles of urban sustainability) and to take action in one of the key areas in the exclusion of the city's younger population: the difficulties involved in access to housing (many of the homes to be built were to be allocated to young people). The initial project aimed to create homes for 5,000 people, with nearby facilities, and to create an economic fabric that would lead to the creation of 600 jobs. Those were the initial objectives of the plan – the minimum aims of the Freiburg authorities for the ecological restoration process in the area. However, apart from some minimum levels, the Local Authority believes in a major degree of flexibility. This flexibility and the capacity for reinvention is guaranteed by the public participation process instigated by the NGO Forum Vauban. The participation process complements the initial objectives of the process by emphasising:</p> <ul style="list-style-type: none">• The development of a new concept of mobility based on the idea of the ‘car-free city’ which advocates alternative types of mobility.• Construction of other community facilities (a central market and community centre).• The development of an environment suit able for the construction of homes.• The promotion of self-management and the creation of housing cooperatives,establishing the groups responsible for the various tasks involved in the construction, maintenance, and management of buildings.• Maintenance of the old street plan, the natural watercourse area, and the 70-year-old trees.• Restoration of five warehouses in the old barracks to create a hall of residence for students.		
		
Further Information Resources	https://www.uclg-cisd.org/sites/default/files/Freiburg_2010_en_final.pdf	

Project Title:	Living Streets
Location (City, Country):	City of Ghent ,Belgium
Year of Implementation:	2012
Implementation Organisation(s) / partnerships:	Lab of Troy, City of Ghent
Keywords:	

DESCRIPTION

In 2012 group of citizens, entrepreneurs and civil servants imagined a sustainable future for their city, Ghent: a network of car-free zones built around central squares, with rapid transit bike lanes, public transit, and neighbors talking in the street. The group realized that only a vision by itself would not change the world. To make it really happen, they organized themselves as "[The Lab of Troy](#)" and launched concrete experiments, such as the Living Street.

The Living Street started as an experiment that should help the City of Ghent making choices around a new approach to urban space and new forms of long distance parking. More and more the Living Streets symbolized a new relationships between government and residents.

The experiment is an attempt to demonstrate that design and public policy can work together more harmoniously, while more deeply involving residents in the destinies of their communities. In Ghent, as in large and small cities all over the world, ways of life have changed a lot and very fast. Transport, waste management, and housing have each grown into problems on a new scale. Children play only indoors, spending less time outdoors, as streets give way to parking lots and expressways.

The Lab of Troy became a creative and temporal interspace between civil servants, citizens and companies. As the experiment expanded, so did the network. A remarkable element at the foundation was the fact that 31/12/2017 already was established as an end date of the ngo. This temporality proved to be the power of the entire network.



Further Information Resources

<http://www.labvantroje.be/en/>
<https://popupcity.net/streets-made-by-people/>
<https://www.fastcompany.com/3050299/belgian-streets-got-rid-of-cars-and-turned-into-beautiful-parks-this-summer>

Project Title:	Danville Transportation Enhancement Project
Location (City, Country):	Lilongwe, Malawi
Year of Implementation:	2003-present
Implementation Organisation(s) / partnerships:	Federation of the Rural and Urban Poor, NGO Centre for Community Organisation and Development
Keywords:	Economic sustainability

DESCRIPTION

The main aim is to empower poor people so that they are able to transform their own lives. This is done by working with the Federation of the Rural and Urban Poor using the Slum Dwellers International approach in the following areas:




- Development of poor people's organisations: carrying out activities such as assessment of community needs; developing partnerships; community-to-community learning; fundraising; community mobilisation and awareness campaigns; training on leadership, governance, financial management and budgeting.
- Community data for change: empowering organisations with skills and knowledge to collect and present data about their communities using SDI tools such as community-led profiling, mapping and enumerations.
- Basic services and infrastructure: setting up and lobbying for funds to support slum upgrading; construction of sanitation units, waste management and water connections; construction of housing and training of community contractors.
- Skills and livelihoods: achieving self-sustainability for the community members including setting up savings and loan groups; business development training and learning exchanges between entrepreneurs.


NGO CCODE is dedicated to empowering the poor in Malawi, through providing support to the Federation of the Rural and Urban Poor, a Federation of organised groups of poor people. CCODE particularly focuses on the fields of decent housing, water and sanitation, income generation, governance and rights. CCODE works to make people aware of the benefits of participation in their programmes. No activity is undertaken without communities giving their prior commitment. CCODE is one of few organisations addressing Malawi's fast-paced urbanisation, providing infrastructure and housing but also pushing for policy change.

evaluation activities have been carried out since the beginning of CCODE's work mostly according to donor demands and criteria for specific projects. Since 2014, an internal monitoring and evaluation position has been created to develop comprehensive systems for the organisation.

Further Information Resources	http://www.ccodemw.org	

Project Title:	De Meent Street	
Location (City, Country):	Rotterdam , Netherlands	
Year of Implementation:		
Implementation Organisation(s) / partnerships:	developer and building owner, Robin von Weiler	
Keywords:		
DESCRIPTION		
<p>In many cities internationally, either newly-built areas or existing, historical centers, there is a high percentage of property into the hands of one owner, of private interest. In those cases, the managerial power that this owner may have, could even overcome the influence and impact of decision making and development that the public sector has. These are the cases where the building owner carries also the role of the developer. This could go very wrong for the implications of his/her own decision making and development strategy, by neglecting aspects important for the urban daily life (e.g. chain-store only development, privatization of public space, lack of sense of community and belonging etc), or it could also mean a great opportunity for having a place-led development, where the local identity and resources become the asset, while keeping the local economic and social capital in mind.</p> <p>Regardless of its rich history, the street has undergone a decline in the recent past. However, it took only one property owner, who owned a big deal of the shops on the street, with a vision to bring the street back to life, with a feeling of local identity and belonging. Robin von Weiler, the property owner, has managed to turn de Meent in one of the major hotspots of the city, starting by replacing a “boring” and unsuccessful employment agency with a popular bakery store that featured also a terrace on the sidewalk. That was the first trigger that boosted the street’s and area’s development. With the support of other building and block owners in the area who have followed his lead, they are seeking to look at the area and street with fresh eyes all the time, and being open to what people think of the area.</p> <p>A lesson that he shares from his experience, in the City at Eye Level book, is that there are specific values of a street, such as architecture, ease to cross the street and the length of the street that should be maintained, as they guarantee the quality of the street. However, the manager and developer should remain flexible in order to follow and plan for the ever-changing rhythms and needs of the city. He also highlights the importance of crossing the street as an enticing factor that allows people to feel that the shopping street is longer, more interesting and thus it becomes more successful.</p>		
		
Further Information Resources	https://thecityateyelevel.files.wordpress.com/2016/04/33-keeping-the-sleeping-beauty-awake.pdf	

Project Title:	Nieuwe Binnenweg	
Location (City, Country):	Rotterdam , Netherlands	
Year of Implementation:	2007	
Implementation Organisation(s) / partnerships:	Municipality of Rotterdam	
Keywords:		
DESCRIPTION		
<p>Due to the economic decline of the street the local shopkeepers have since organised themselves and demanded action from the local government. In 2007, the local government and stakeholders of the Nieuwe Binnenweg started a program of revitalisation. The question was how to finance an integrated approach of revitalisation of the Nieuwe Binnenweg and how to involve the private owners in the program. To start the process, a wide range of stakeholders—major property owners on the street including the housing corporations and private property owners, the entrepreneur association, and the borough of Delfshaven—were invited to participate and formulate their goals and objectives. The revitalisation program was organized around four objectives: a safe and clean street; restoration of about 100 shops and houses; acquisition of about 40 new shops; and renewal and improvement of public space.</p> <p>So with a wide support of social and business participants, the municipality created a political bind to direct and fund a large part of the revitalisation. The local public transport authority RET, responsible for the almost worn-out tram lines, and the European Fund for Regional Development (EFRD) financed most of the project. The local government offered partial funding for housing rehabilitation and economic development. All together, about €20 million public funding was generated and about €15 million of private funding through the building improvements. Entrepreneurs could also invest in their shop. They could obtain 55% of their investment with a max of €15 000,- subsidy per shop.</p>		
<div></div>		
Further Information Resources	https://thecityateyelevel.files.wordpress.com/2016/04/38-uncovering-hidden-treasures.pdf	

Project Title:	San Mateo Sustainable Streets Plan	
Location (City, Country):	San Mateo, USA	
Year of Implementation:	2012	
Implementation Organisation(s) / partnerships:	Nelson\Nygaard, San Mateo	
Keywords:		
DESCRIPTION		
<p>Research in San Mateo, including the 2009 Aging Well study and the 2011 Pedestrian and Bike survey, showed a need for a more balanced, safe, and green transportation system.</p> <p>The City of San Mateo envisions a first-class multimodal network that will allow for safe movement by anyone. Given its proximity to San Francisco and San Jose and connections to regional transportation, San Mateo is well situated to reduce driving and meet goals to decrease greenhouse gas emissions.</p> <p>Solutions:</p> <ul style="list-style-type: none">• Guide street renovations and repairs toward complete and green streets• Provide a comprehensive tool for street design• Establish a street typology network and associated performance metrics and design criteria• Adopt vehicle miles traveled (VMT) per capita as its main transportation impact metric and use it to determine developers’ fair share contributions to a new Sustainable Streets Fee• Adopt a citywide Transportation Demand Management Plan and Ordinance <p>Outcome: In February 2015, the City Council accepted the plan, which will be folded into and environmentally reviewed in the upcoming General Plan Update.</p>		
		
Further Information Resources	http://www.nyc.gov/html/dot/downloads/pdf/ss09_update_lowres.pdf	

Project Title:	Southey Owlerton Area Regeneration (SOAR)
Location (City, Country):	Sheffield , UK
Year of Implementation:	2002
Implementation Organisation(s) / partnerships:	Sheffield City Council
Keywords:	evaluation

DESCRIPTION

Sheffield City Council took a risk by involving community representatives in the appointment of the design panel and the procurement and selection of consultants. This risk paid off by empowering individuals to take decisions about the future of the places where they live, as well as exciting them about the possibilities of good design.

The design panel: The design panel developed SOAR's ability to be a good and confident client. It nurtured the emergence of design champions, who are fully engaged in the changes taking place and who have the links back into the wider community. According to Sheffield, this has "demonstrated to the Council and other partners how neighbourhood groups can contribute positively to the process of design". The efforts to integrate the social and the physical – the role of community networks, physical linkages, educational and health services, recreational facilities and housing, within a varied, complex and rich landscape – led to developments and spaces which respond to and are rooted in the context.

Partnership working: Sheffield City Council learned important lessons about corporate working and using a partnership approach which it has since applied to other areas. The experience of SOAR showed that regeneration is not an isolated activity but linked to mainstream experience. This means integrating physical and non-physical projects and seeing housing as part of a wider picture of change.

Community-led regeneration: Through openness to design advice and a genuine commitment to quality in the design and planning of buildings and spaces, Sheffield City Council has put in place a strong, community-led framework for long-term regeneration in Southey Owlerton.

		
Further Information Resources	http://webarchive.nationalarchives.gov.uk/20110118125806/http://www.cabe.org.uk/case-studies/soar	

Project Title:	Sustainability St – It's a village out there
Location (City, Country):	City of Whitehorse, Australia
Year of Implementation:	Since 2001
Implementation Organisation(s) / partnerships:	A Sustainability Street is made up of a group of people who live in the same street, neighborhood or suburb and have similar interests in living sustainably.
Keywords:	

DESCRIPTION

Short description of the area / problems: Sustainability Street is an easy, fun, neighbourhood-focused program that provides information on how to live more sustainably and how to take action at a very local level – your street, your neighbourhood – to save energy and water, reduce waste, and minimise our impact on the environment. Over the past six years, Council has launched and supported four Sustainability Streets hubs (larger groups) in Whitehorse, but the focus now is to offer the program in a flexible, home-based manner. Residents can start up a Sustainability Street group of their own in a number of ways. Some residents will be able to gather a number of neighbours in their street or local area and simply follow the *Shortcut to Sustainability Street Manual*. Others may want to gain inspiration from existing Sustainability Street Hubs and 'Elders' and/or continual support via Council's Train the Mentor Sessions. Each new Sustainability Street will receive tools and support including:

- ✓ Sustainability Street Starter Kit containing the revised *Shortcut to Sustainability Street Manual* and templates, a Sustainability Street banner, coffee and tea for gatherings and more.
- ✓ Village Yeast (seed funding) towards a community outreach and sustainability project.
- ✓ Train the Mentor Sessions with Vox Bandicoot.
- ✓ Council support and mentoring.



Further Information & Resources:


About the Sustainability Street Approach

City of Whitehorse

<http://www.whitehorse.vic.gov.au/Sustainability-Street-Program.html>

Visit [Vox Bandicoot's](#) to learn more about their educational approach

 [Sustainability Street Fact Sheet.pdf \(550.19kB\)](#)

 [DIY Sustainability Street Fact Sheet \(394.47kB\)](#)

 [Shortcut to Sustainability Street Do It Ourselves.pdf \(2.38MB\)](#)

ANNEX II

Agreements/protocols/MoUs
to commit the actors in the integrated solutions

Guide for writing a Memorandum of understanding (MoU)

This tool is intended to be a guide for writing an MOU. The document is laid out in a recommended MOU structure with suggested headings for each section. The sample used in this document is for a city that is setting up an MOU among disciplines to commit the actors to take part in integrated solutions for redesign urban traffic roads.

Further, each community's MOU language will need to be modified according to the purpose of the agreement. The sample paragraphs provide examples and guidance only and should *not* be taken literally. This document does not address every issue that jurisdictions may face when seeking to establish an MOU. An MOU should be customized to the capability or resource for which it is established and should consider any unique characteristics of the specific community and participating jurisdictions.

MOU Section 1: Introduction

The introduction section of the MOU helps the reader to understand the agreement content. It describes the need, the agencies involved, why it is necessary to work together, etc. This section should be a simple explanation of the agreement and why it is necessary. It does not need to include details about past efforts or discuss how the agencies reached this level of agreement.

Questions to consider:

- ✓ For what capability or resource is this MOU being created?
- ✓ What agencies are participating in the MOU? Include public safety agencies, other governmental bodies, and any private services.
- ✓ Why is this MOU necessary?
- ✓ What agreements are set forth by this MOU?

MOU Section 2: Purpose

The purpose section should be a concise statement discussing the intention of the new or proposed capability that makes the MOU necessary. It explains how the agencies involved will use the new capability and under what circumstances.

Questions to consider:

- ✓ To what capability does the MOU apply? When answering this question, consider the questions that follow.
- ✓ What is the intended level of command?
- ✓ When will it be used?
- ✓ How will it be used?

MOU Section 3: Scope

The scope section lists the agencies and jurisdictions to be included in the agreement and describes their relationship. This section can also discuss end users, level of command, level of government, voice and/or data, etc.

Questions to consider:

- ✓ Who are the organisations, agencies, and/or other governmental and nongovernmental agencies that will use the capability/resource?
- ✓ What is the authorized user command level for the capability/resource?

MOU Section 4: Definitions

The definition section describes the operational and technical terms associated with the capability or resource for which the agreement is written. Providing definitions will help avoid confusion and uncertainty.

Questions to consider:

- ✓ What are the technical and operational aspects of the capability/resource? Consider including definitions for each.
- ✓ Are there any community-specific terms or acronyms? Consider including these acronyms and definitions.

MOU Section 5: User Procedure Requirements

This section outlines the obligations of this agreement. For an agreement on sharing an enhanced capability, obligations may include for example user requirements, responsible parties for ensuring training, and awareness.

Questions to consider:

- ✓ What are the specific requirements associated with participating in this MOU?
- ✓ Are there additional requirements?
- ✓ Are there any financial obligations that must be considered?

MOU Section 7: Maintenance

The maintenance section designates a responsible party or parties for maintaining systems, licenses or resources. The maintenance section can name a jurisdiction, agency, or individual.

Questions to consider:

- ✓ What are the maintenance requirements associated with participating in this MOU?
- ✓ Who will own the licenses?
- ✓ Who will maintain possible resources?

MOU Section 8: Oversight

The oversight section describes how agencies or jurisdictions will deploy the new capability. It can also describe how the agencies can provide recommendations that affect policy and whether other agencies accept or reject these recommendations.

Questions to consider:

- ✓ What governance structure oversees the use of this capability/resource and enforces all requirements of this MOU?
- ✓ Who is the chair of this governance structure and how is he/she appointed?
- ✓ What are the participation requirements in this governance structure of agencies entering this MOU?
- ✓ How do individual agencies establish oversight authority for the capability/resource?

MOU Section 9: Updates to the MOU

This section describes how updates can be made to the MOU. It includes information such as who has the authority to update the MOU, how updates will be made, how participating agencies will be notified of updates, and the types of updates that will require signatures of all participating agencies.

Questions to consider:

- ✓ Who has the authority to update/modify this MOU?
- ✓ How will this MOU be updated/modified?
- ✓ Will updates/modifications require this MOU to have a new signature page verifying the understanding of changes by each participating agency?

Sample Content // To be added