







#### PARTICIPANTS (11 + 2)

- Hanna Maidell /resident
- Sauli Rouhinen / Finnish Association of Landscape Industries
- Sirpa Lamminluoto / Special Investment Fund eQ Finnish Real Estate, Malmin Nova
- Merja Carlander / Entrepreuners of Helsinki, North Helsinki
- Tiina Antila-Lehtonen / Helsinki City, resident
- Maria Laurila / Malmi association, resident
- Satu Tarula / Helsinki City
- Niina Kylliäinen /HSY
- Antti Mentula / Helsinki City
- Hossam Hewidy / Aalto University
- Susanna Kankaanpää / Helsinki City
- Juanjo Galan / Aalto University
- Kirsi Hutri-Weintraub / Aalto University



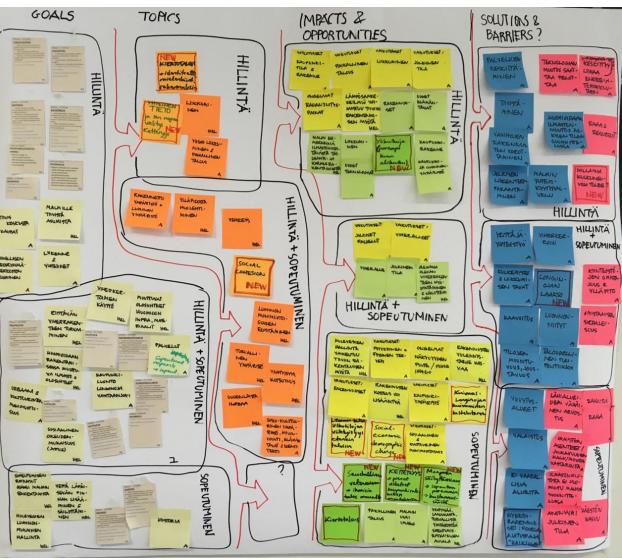


















## CO-DEFINITION OF KEY VALUES-GOALS for a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) IN THE MALMI

**DISTRICT**: A = from AALTO/AELCLIC-workshops 1 & 2, HEL= from CITY OF HELSINKI Programme for Climate Change Adaptation & Mitigation, MV= from MALMI-VISION

Concerning Climate Change MITIGATION	Concerning Climate Change MITIGATION + ADAPTATION	Concerning Climate Change ADAPTATION
Transport & connections (A) Compact center, shops (A)	Urban nature, Longinoja, Vantaa river (A) Urban and cultural diversity (A)	History (A) Natural treatment of storm waters (HEL)
Defining a network of local stakeholders (A)  Dense housing to Malmi (HEL)  Ecological (MV)  Easily reachable (MV)  Cozy structure with different kind of housing (MV)  Center with strong identity (MV)  Famed and attracted (MV)  Malmi-vision (MV) (Improving the development of attraction and image of Malmi with comprehensive actions)  City plan (MV) (The center of Malmi will be developed into the center of northeastern Helsinki: dense structure with concentration of services and a hub of public transport (including the new tramline), serves surroundings including the new airport area.)	Services adjust slowly (A + NEW)  Climate change and changing conditions will be take taken account in building (HEL)  Adequate green elements (HEL)  Green factor (HEL)  Changing conditions will be taken account, infrastructure, materials (HEL)  Social justice (HEL)  Public and private services (MV)  Flexible (MV)  Center with jobs and trades (MV)  Diverse (MV)  Exciting (MV)  Demographical balance (MV)  Attractive (MV)	Preserving and increasing of permeable surfaces (HEL) Construction of Malmi emphasize climate change adaptation and solutions (HEL) Environment with historical layers (MV) Green (MV)
<ul> <li>GOALS for Climate Change Mitigation in Malmi:</li> <li>SUSTAINABLE MOBILITY &amp; TRANSPORT</li> <li>COMPACT AND LIVELY NEIGHBORHOODS</li> <li>DIFFERENT URBAN FABRICS AND DIVERSE COMMUNITY</li> <li>UPGRADING/DEFINING MALMI IMAGE AND IDENTITY</li> <li>GREEN-BLUE INFRASTRUCTURE</li> </ul>	<ul> <li>GOALS for Climate Change Mitigation + Adaptation in Malmi:</li> <li>ADAPTATION OF BUILDINGS, INFRASTRUCTURES AND OPEN SPACES TO CLIMATE CHANGE</li> <li>COMPACT, MULTIFUNCTIONAL AND LIVELY NEIGHBORHOODS</li> <li>ADAPTATION AND IMPROVEMENT OF GREEN-BLUE INFRASTRUCTURE, GREEN FACTORS AND ECOSYSTEM SERVICES</li> <li>PROMOTION OF URBAN AND CULTURAL DIVERSITY AND CONSIDERATION OF HISTORICAL LAYERS</li> <li>FLEXIBLE AND DEMOGRAPHICALLY BALANCED DISTRICT</li> <li>STORM WATER MANAGEMENT AND SOIL PERMEABILIY</li> </ul>	







## CO-DEFINITION OF KEY THEMES/TOPICS for a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) IN THE

MALMI DISTRICT: A = from AALTO/AELCLIC-workshops 1 & 2, HEL= from CITY OF HELSINKI Programme for Climate Change Adaptation & Mitigation, MV= from MALMI-VISION

Concerning Climate Change MITIGATION	Concerning Climate Change MITIGATION + ADAPTATION
Smart mobility and local economy (A) Mobility (HEL) Circular economy: identity, interesting buildings <i>NEW</i> Shared information and fast transmission, flexibility <i>NEW</i>	Built and natural environment (A) Socio-cultural environment, wellbeing, ways of living and identity (A) Maintenance (HEL) Greenery (HEL) Promoting biodiversity (HEL) New kind of infrastructure (HEL) Coziness, attractiveness (HEL) Safe environment (HEL) Social cohesion NEW
<ul> <li>THEMES/TOPICS for Climate Change Mitigation in Malmi:</li> <li>SUSTAINABLE MOBILITY</li> <li>CIRCULAR ECONOMY</li> <li>FLEXIBILITY AND TRANSPARENCY</li> </ul>	<ul> <li>THEMES/TOPICS for Climate Change Mitigation + Adaptation in Malmi:</li> <li>SUSTAINABLE BUILT AND NATURAL ENVIRONMENT</li> <li>SOCIAL SUSTAINABILITY, WELLBEING, AND SUSTAINABLE WAYS OF LIVING</li> <li>GREEN-BLUE AND BIODIVERSE INFRASTRUCTURES</li> </ul>







# CO-DEFINITION OF KEY **CLIMATE CHANGE IMPACTS** to be considered in a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) IN THE MALMI DISTRICT: A = from AALTO/AELCLIC-workshops 1 & 2, HEL= from CITY OF HELSINKI Programme for Climate Change Adaptation & Mitigation, MV= from MALMI-VISION

Concerning Climate Change MITIGATION	Concerning Climate Change MITIGATION + ADAPTATION	Concerning Climate Change ADAPTATION
Urban space and structure (A) Local economy (A) Mobility (A) Public space (A) Crossing tubes over railway (A) Dense building → urban heath island phenomena increases (HEL)	Green areas (A) Public services (A)	Psychological and physical health (A) Lack of visibility / bad image (A) Urban environment (A) Buildings (A) Social and cultural diversity (A) Dense building → Control of storm waters comes difficult (HEL) Cooling of buildings increases (HEL) Humidity in buildings increases (HEL) Drought: Drying of Longinoja, need of watering NEW Outdoor spaces, especially in the winter NEW Social-economical demographic change NEW
<ul> <li>IMPACTS to be considered in Climate Change Mitigation in Malmi:</li> <li>FUNCTIONALITY OF URBAN SPACE, PUBLIC SPACE AND URBAN STRUCTURE</li> <li>VIABILITY OF LOCAL ECONOMY</li> <li>EFFECT OF URBAN DENSIFICATION</li> </ul>	<ul> <li>IMPACTS to be considered in Climate Change Mitigation + Adaptation in Malmi:</li> <li>SUSTAINABLE BUILT AND NATURAL ENVIRONMENT</li> <li>SOCIAL SUSTAINABILITY, WELLBEING, AND SUSTAINABLE WAYS OF LIVING</li> <li>GREEN-BLUE AND BIODIVERSE INFRASTRUCTURES</li> </ul>	<ul> <li>IMPACTS to be considered in Climate Change Adaptation in Malmi:</li> <li>PSYCHOLOGICAL AND PHYSICAL HEALTH</li> <li>WELLBEING AND SOCIAL &amp; CULTURAL DIVERSITY</li> <li>FUNCTIONALITY OF EXISTING BUILDINGS</li> <li>STORM WATER MANAGEMENT AND EFFECT OF DENSIFICATION</li> <li>QUALITY AND FUNCTIONALITY OF GREEN-BLUE INFRASTRUCTURE/SPACES</li> <li>IMAGE OF THE DISTRICT</li> </ul>







# CO-DEFINITION OF KEY CLIMATE CHANGE OPPORTUNITIES to be considered in a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) IN THE MALMI DISTRICT: A = from AALTO/AELCLIC-workshops 1 & 2, HEL= from CITY OF HELSINKI Programme for Climate

Change Adaptation & Mitigation, MV= from MALMI-VISION

Concerning Climate Change MITIGATION	Concerning Climate Change MITIGATION + ADAPTATION	Concerning Climate Change ADAPTATION
Mobility(A) New technologies (A) Urban structure (A) Urban and green environment (A) Buildings (A) New ways of living (A) Malmi as an example of climate friendly refurbishment ANDrenovation building (HEL) Crossings (better than pedestrian underpass) NEW	Green space (A) Public services (A) Utilizing the existence green structure (HEL)	New image to Malmi (A) Local economy (A) Comfortable, high-quality, safe environment with help of adaptation solutions (HEL) Circular economy <i>NEW</i> Flexibility: small steps in change of urban structure <i>NEW</i> Preserving the soil: adapts better, cost-effective <i>NEW</i> Regional attraction: people coming from elsewhere <i>NEW</i>
<ul> <li>OPPORTUNITIES to be considered in Climate Change Mitigation in Malmi:</li> <li>INTRODUCTION OF NEW TECHNOLOGIES AND MOBILITY SYSTEMS</li> <li>IMPROVEMENT OF URBAN STRUCTURE, OPEN SPACES AND BUILDINGS</li> <li>NEW WAYS OF LIVING</li> <li>MALMI BECOMES A REFERENCE IN CLIMATE CHANGE MITIGATION (Carbon Neutral District)</li> </ul>	<ul> <li>OPPORTUNITIES to be considered in Climate Change Mitigation + Adaptation in Malmi:</li> <li>TRANSFORMATION OF LOCAL ECONOMY (GREENER &amp; MORE CIRCULAR ECONOMY)</li> <li>ADAPTATION AND MITIGATION ACTIONS HELP TO GENERATE A MORE COMFORTABLE, SAFE AND LIVELY DISTRICT</li> <li>ADAPTATION AND MITIGATION ACTIONS LEAD TO THE IMPROVEMENT OF BLUE-GREEN INFRASTRUCTURE</li> <li>ADAPTATION AND MITIGATION ACTIONS LEAD TO THE IMPROVEMENT OF PUBLIC SPACES AND SERVICES</li> <li>SOIL, WATER AND ECOLOGY GAIN RELEVANCE IN PLANNING AGENDAS</li> <li>SMALL CHANGES PROMOTE A BIGGER AND SYSTEMIC CHANGE</li> </ul>	







# CO-DEFINITION OF KEY **SOLUTIONS/ACTIONS** to be considered in a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) IN THE MALMI DISTRICT: A = from AALTO/AELCLIC-workshops 1 & 2, HEL= from CITY OF HELSINKI Programme for Climate Change Adaptation & Mitigation, MV= from MALMI-VISION

Concerning Climate Change MITIGATION	Concerning Climate Change MITIGATION + ADAPTATION	Concerning Climate Change ADAPTATION
Centralization of services (A)  Densification (A)  Raising old buildings (A)  Malmi's ridesharing (A)  Improved public transport (A)  Climate-change friendly design of the public space (A)	Entrepreneurship & cooperation (A) Planning (A) Commuting culture (including bicycles) (A) Green factor (A) Longinoja valley (A) Natural meadows (A) Financial support (A) Flexible and versatile spaces (A)	No dangerous areas (A) Lightning (A) Delay areas (A) Hybrid buildings: "Forum", "Think corner" for all (A)
<ul> <li>SOLUTIONS/ACTIONS to be considered in Climate Change Mitigation in Malmi:</li> <li>DENSIFICATION</li> <li>CENTRALIZATION</li> <li>NEW MOBILITY SYSTEMS: Public transport, shared vehicles, commuting,</li> <li>CLIMATE-CHANGE FRIENDLY DESIGN OF THE PUBLIC SPACE</li> <li>UPGRADING OLD BUILDINGS</li> </ul>	<ul> <li>SOLUTIONS/ACTIONS to be considered in Climate Change Mitigation + Adaptation in Malmi:</li> <li>CLIMATE CHANGE FRIENDLY AND FLEXIBLE URBAN PLANNING AND DESIGN</li> <li>ADJUSTEMENT AND IMPROVEMENT OF GREEN-BLUE INFRASTRUCTURES, GREEN FACTORS AND ECOSYSTEM SERVICES (e.g. in the Longinoja valley, natural meadows)</li> <li>UPGRADING OLD BUILDINGS &amp; INFRASTRUCTURES</li> <li>FINANCIAL SUPPORT FOR IMPLEMENTING ADAPTATION ACTIONS</li> <li>NEW MOBILITY SYSTEMS AND PRACTICES: Public transport, shared vehicles, commuting</li> <li>NEW HYBRID BUILDINGS AND INFRASTRUCTURES</li> </ul>	







# CO-DEFINITION OF KEY BARRIERS to be considered in a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) IN THE MALMI DISTRICT: A = from AALTO/AELCLIC-workshops 1 & 2, HEL= from CITY OF HELSINKI Programme for Climate Change Adaptation & Mitigation,

MV= from MALMI-VISION

Concerning Climate Change MITIGATION	Concerning Climate Change MITIGATION + ADAPTATION	Concerning Climate Change ADAPTATION
Which vehicles will be developed? (A)	Fragmentation of ownership (fragmentation) (A)	Low use and value of nearby areas (A)
Money and resources (A)	Property ownership and maintenance (A)	Anonymous public space(A)
Technological changes might frighten (A)		People's attitudes / desire for comfort / resistance to change (A)
Too much emphasis in energy efficiency (indoor temperature rises)		Money & funding (A)
(A + <b>NEW</b> )		Climate change not included in the Malmi vision (A)
		Increase of population (A)
BARRIERS to be considered in Climate Change Mitigation in	BARRIERS to be considered in Climate Change Mitigation + Ad	aptation in Malmi:
Malmi:		
	MONEY AND RESOURCES	
MONEY AND RESOURCES	• LAND OWNERSHIP: FRAGMENTATION AFFECTS CHANGES &	& MAINTENANCE
UNCERTAINTY ABOUT NEW TECHNOLOGIES	RESISTANCE AND FEAR TO CHANGE	
RESISTANCE AND FEAR TO CHANGE	CLIMATE CHANGE IS NOT INCLUDED IN PLANNING YET	
	INCREASE OF POPULATION	

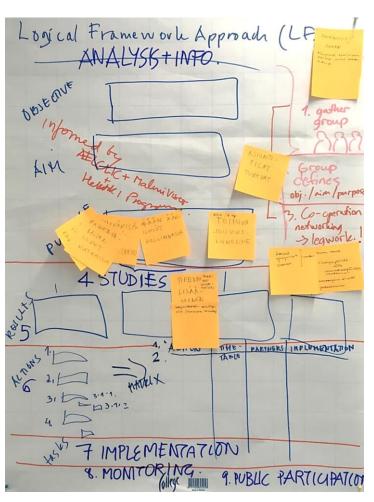






#### Structure for a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) IN THE MALMI DISTRICT:

PROCESS	
1. SET WORKING GROUP:	
LEADER: City of Helsinki	
Expand the AELCLIC Group (co-operation, networking)	
2. DEFINE OBJECTIVE / AIM(S) / PURPOSE(S) of the LACAP:	
Informed by AELCLIC, Malmi-vision & Helsinki Programs	РИВ
	PUBLIC PARTICIPATION
2. DETAILED STUDIES AND REPORTS:	
Develop specific technical, social and climatic studies for Malmi	
(AELCLIC pathfinder was based in generic exiting information)	PAI
3. ANALYSIS OF RESULTS, SYNTHESIS AND REVISION OF AIM(S) AND PURPOSE(S)	ION
4. DEFINITION OF ACTIONS AND PILOTS	
5. IMPLEMENTATION	
6. MONITORING AND ADJUSTMENT	



NEXT STEPS: It is decided that the City of Helsinki will be the leader and official representative of the Malmi\_AELCLIC-Network in future actions connected to the AELCLIC project (Climate-KIC) and that the City of Helsinki will study the different alternatives to advance in future funding applications connected to the Climate Change Adaptation of the District and its connection to other municipal plans or programmes. The Information produced in the AELCLIC\_pathfinder project will be fully available to the Local Network lead by the City of Helsinki and to the general public







#### PROCESS FOR THE PRODUCTION of a POTENTIAL LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (LACAP) for THE MALMI DISTRICT:

#### PARTCIPANTS AND ROLES IN THE DEVELOPMENT OF A LANDSCAPE ADAPTATION PLAN FOR THE MALMI DISTRICT

#### 1+2 SETTING A WORKING GROUP + DEFINING OBJECTIVE / AIM(S) / PURPOSE(S) of the LACAP:

- Helsinki City / Asemakaava
- Helsinki City / Ympäristöpalvelut
- Helsinki City / Myle
- HSY
- Finnish Association of Landscape Industries (Viherympäristöliitto)
- Finnish Association of Civil Engineers(RIL)
- Hanna + neighbours
- Entrepreneurs of Helsinki, North Helsinki

## 3+4 DETAILED STUDIES AND REPORTS + ANALYSIS OF RESULTS, SYNTHESIS AND REVISION OF AIM(S) AND PURPOSES:

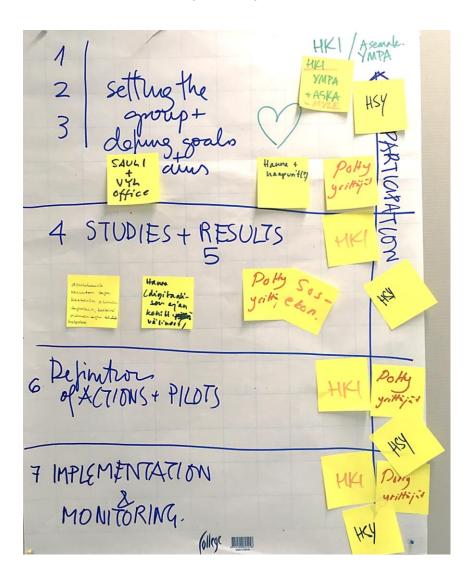
- Easy way to sustainable lifestyle for residents
- Hanna /digital time development tools
- · Helsinki City
- HSY
- Entrepreuners of Helsinki, North Helsinki
- Finnish Association of Landscape Industries (Viherympäristöliitto)?
- Finnish Association of Civil Engineers(RIL)?

#### 5. DEFINITION OF ACTIONS AND PILOTS

- Helsinki City
- HSY
- Entrepreneurs of Helsinki, North Helsinki

#### 6. IMPLEMENTATION AND MONITORING

- Helsinki City
- HSY
- Entrepreneurs of Helsinki, North Helsinki









#### PRELIMINARY CONTENTS, PROCESS & ACTORS OF A LANDSCAPE ADAPTATION PLAN FOR CLIMATE CHANGE (MALMI DISTRICT (HELSINKI))

#### **VALUES/ GOALS**

## GOALS FOR CLIMATE CHANGE MITIGATION:

- SUSTAINABLE MOBILITY & TRANSPORT
- COMPACT AND LIVELY NEIGHBORHOODS
- DIFFERENT URBAN FABRICS AND DIVERSE COMMUNITY
- UPGRADING MALMI IMAGE AND IDENTITY
- GREEN-BLUE INFRASTRUCTURE

## GOALS FOR CLIMATE CHANGE ADAPTATION & MITIGATION:

- ADAPTATION OF BUILDINGS, INFRASTRUCTURES AND OPEN SPACES
- COMPACT, MULTIFUNCTIONAL AND LIVELY NEIGHBORHOODS
- ADAPTATION AND IMPROVEMENT OF GREEN-BLUE INFRASTRUCTURE, GREEN FACTORS AND ECOSYSTEM SERVICES
- PROMOTION OF URBAN AND CULTURAL DIVERSITY AND CONSIDERATION OF HISTORICAL LAYERS
- FLEXIBLE AND DEMOGRAPHICALLY BALANCED DISTRICT
- STORM WATER MANAGEMENT AND SOIL PERMEABILIY

#### THEMES/TOPICS

## THEMES FOR CLIMATE CHANGE MITIGATION:

- SUSTAINABLE MOBILITY
- CIRCULAR< ECONOMY</li>
- FLEXIBILITY AND TRANSPARENCY

# THEMES FOR CLIMATE CHANGE ADAPTATION & MITIGATION:

- SUSTAINABLE BUILT AND NATURAL ENVIRONMENT
- SOCIAL SUSTAINABILITY,
   WELLBEING, AND SUSTAINABLE
   WAYS OF LIVING
- GREEN-BLUE AND BIODIVERSE INFRASTRUCTURES

#### **EXPECTED IMPACTS**

## IMPACTS FOR CLIMATE CHANGE MITIGATION:

- FUNCTIONALITY OF URBAN SPACE, PUBLIC SPACE AND URBAN STRUCTURE
- VIABILITY OF LOCAL ECONOMY
- EFFECT OF URBAN DENSIFICATION

## IMPACTS FOR CLIMATE CHANGE MITIGATION AND ADAPTATION:

- SUSTAINABLE BUILT AND NATURAL ENVIRONMENT
- SOCIAL SUSTAINABILITY, WELLBEING, AND SUSTAINABLE WAYS OF LIVING
- GREEN-BLUE AND BIODIVERSE INFRASTRUCTURES

## IMPACTS FOR CLIMATE CHANGE ADAPTATION:

- PSYCHOLOGICAL AND PHYSICAL HEALTH
- WELLBEING AND SOCIAL & CULTURAL DIVERSITY
- FUNCTIONALITY OF EXISTING BUILDINGS
- STORM WATER MANAGEMENT AND EFFECT OF DENSIFICATION
- QUALITY AND FUNCTIONALITY OF GREEN-BLUE INFRASTRUCTURE/SPACES
- IMAGE OF THE DISTRICT

#### **OPPORTUNITIES**

## OPPORTUNITIES FROM CLIMATE CHANGE MITIGATION:

- INTRODUCTION OF NEW TECHNOLOGIES & MOBILITY SYSTEMS
- IMPROVEMENT OF URBAN STRUCTURE, OPEN SPACES & BUILDINGS
- NEW WAYS OF LIVING
- MALMI BECOMES A REFERENCE IN CLIMATE CHANGE MITIGATION (Carbon Neutral District)

# OPPORTUNITIES FROM CLIMATE CHANGE ADAPTATION AND MITIGATION:

- TRANSFORMATION OF LOCAL ECONOMY (GREENER & MORE CIRCULAR)
- GENERATION OF A MORE COMFORTABLE, SAFE & LIVELY DISTRICT
- IMPROVEMENT OF BLUE-GREEN
   INFRASTRUCTURE
- IMPROVEMENT OF PUBLIC SPACES & SERVICES
- SOIL, WATER AND ECOLOGY GAIN RELEVANCE IN PLANNING AGENDAS
- SMALL CHANGES PROMOTE A BIGGER & SYSTEMIC CHANGE

#### **SOLUTIONS/ACTIONS**

## SOLUTIONS/ACTIONS FOR CLIMATE CHANGE MITIGATION:

- DENSIFICATION
- CENTRALIZATION
- · NEW MOBILITY SYSTEMS,
- DESIGN OF THE PUBLIC SPACE
- UPGRADING OLD BUILDINGS

# SOLUTIONS/ACTIONS FOR CLIMATE CHANGE ADAPTATION AND MITIGATION:

- CLIMATE CHANGE FRIENDLY AND FLEXIBLE URBAN PLANNING AND DESIGN
- ADJUSTEMENT AND IMPROVEMENT OF GREEN-BLUE INFRASTRUCTURES, GREEN FACTORS AND ECOSYSTEM SERVICES (e.g. in the Longinoja valley, natural meadows)
- UPGRADING OLD BUILDINGS & INFRASTRUCTURES
- FINANCIAL SUPPORT FOR IMPLEMENTING ADAPTATION ACTIONS
- NEW MOBILITY SYSTEMS AND PRACTICES: Public transport, shared vehicles, commuting
- NEW HYBRID BUILDINGS AND INFRASTRUCTURES

#### **BARRIERS**

## BARRIERS FOR CLIMATE CHANGE MITIGATION:

- MONEY AND RESOURCES
- UNCERTAINTY ABOUT NEW TECHNOLOGIES
- RESISTANCE AND FEAR TO CHANGE

# BARRIERS FOR CLIMATE CHANGE ADAPTATION AND MITIGATION:

- MONEY AND RESOURCES
- LAND OWNERSHIP: FRAGMENTATION AFFECTS CHANGES & MAINTENANCE
- RESISTANCE AND FEAR TO CHANGE
- CLIMATE CHANGE IS NOT INCLUDED IN PLANNING YET
- INCREASE OF POPULATION

NEXT STEPS: It is decided that the City of Helsinki will be the leader and official representative of the Malmi\_AELCLIC-Network in future actions connected to the AELCLIC project (Climate-KIC) and that the City of Helsinki will study the different alternatives to advance in future funding applications connected to the Climate Change Adaptation of the District and its connection to other municipal plans or programmes. The Information produced in the AELCLIC\_pathfinder project will be fully available to the Local Network lead by the City of Helsinki and to the general public

## 1. SET & EXPAND GROUP (Leader: City of Helsinki)

GOVERNMENTAL, ECONOMIC, SOCIAL AND ACADEMIC ACTORS

# 2. DEFINE OBJECTIVE / AIM(S) / PURPOSE(S) of the LACAP (Informed by AELCLIC, Malmi-vision & Helsinki Programs)

GOVERNMENTAL, ECONOMIC, SOCIAL AND ACADEMIC ACTORS

#### 3. DETAILED STUDIES AND REPORTS (Develop ad-hoc technical, social and climatic studies for Malmi)

GOVERNMENTAL, ECONOMIC, SOCIAL AND ACADEMIC ACTORS

#### 4. ANALYSIS OF RESULTS, SYNTHESIS AND REVISION OF AIM(S) AND PURPOSE(S)

GOVERNMENTAL, ECONOMIC, SOCIAL AND ACADEMIC ACTORS

## 5. DEFINITION OF ACTIONS AND PILOTS

GOVERNMENTAL, ECONOMIC, SOCIAL AND ACADEMIC ACTORS

# 6. IMPLEMENTATION and UPDATE of the PLAN

GOVERNMENTAL, ECONOMIC and SOCIAL ACTORS