**SUNRISE**

*Sustainable Urban Neighbourhoods
Research and Implementation
Support in Europe*

# D.1.1 SWOT REPORT

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# SWOT Analysis and Status-Quo Description + Participatory Process Documentation WP1

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*This deliverable is a product of Work Package 1 in SUNRISE. It assembles in a documentary way the steps taken by the City Partners towards the Co-Identification and Co-Validation of Problems and Needs in their Action Neighbourhoods. The performance and documentation of these steps has been supportet by the Work Package Leader urbanista and the Technical Support Partners Koucky & Partners AB, Rupprecht Consult, TU Vienna and Zaragoza Logistics Center.*
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# D.1.1 SWOT REPORT | BUDAPEST

## SWOT Analysis and Status-Quo Description + Participatory Process Documentation

| City: | Budapest |
|---|---|
| Reporting Period: | February 2019 |
| | |
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| | |
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## SWOT Analysis
## and Status-Quo Description | BUDAPEST

## Find first options for action in your neighbourhood and check the conditions for their implementation!

- Collect all relevant data for your neighbourhood
- Have a closer look at strength, weaknesses, opportunities and threats
- Find »Corridors of Options«
- Do a »Bottom-up review«
- Get a set of thoughtful options for actions that will be developed further in WP2

# Executive Summary

During the process of co-identification in the area of Törökőr, we reached many different groups who were ready to tell their opinion and problems concerning the mobility in the neighbourhood. Questionnaires were put out at different places, on-site conversations and online means of communication helped the process as well. The result, the SWOT analysis has been shown and validated by the members of the core group.

Concerning public transport, the main findings of the identification were that it is easy and fast to reach the centre of Budapest from the neighbourhood and that the area is well covered by public transport routes. Törökőr is a green neighbourhood with a nice atmosphere and good surrounding for walking and cycling, but the not proper division of public spaces and the missing infrastructure mean a problem in this area. Many streets are wide and comfortable to drive through, but there is a lack of pedestrian crossings and sometimes the sidewalks are missing as well. Accessibility, especially for blind, visually impaired people or people with wheelchairs or prams is also a problem. In the area of motorised individual transport now the biggest issue is the fact that a spontaneous Park&Ride use of the area has started since the enlargement of the pay-parking area in the centre of Budapest.

Based on the key findings of the SWOT analysis and the status quo description, the possible options for action emerged. These possible measures are traffic calming measures on residential streets, solutions for over demand in parking, measures to improve school mobility, solutions for improving safety of pedestrian crossings, solutions for improving accessibility by blind/visually impaired, low-scale measures supporting cycling and shared mobility solutions.

In Törökőr neighbourhood one of the main challenges is to find the best and most suitable way to develop pedestrian-friendly public spaces with the help of the redivision of roads and traffic calming measures giving special attention to the area of schools, kindergartens daily-nurseries and at the same time taking into account the real needs of motorised transport. Another challenge is to find out the real needs of locals concerning the public transport network of the area and then address them with the change of routes, establishment of new routes or new stops. During the project, an important objective and challenge at the same time is to change the attitude and mind-set of people concerning mobility-consciousness.

# Table of Contents

# A. Introduction: Frame and Method

## A.1 Objective and the Frame of the SWOT Analysis and Status-Quo Description

### THE OBJECTIVE OF THE SWOT ANALYSIS & STATUS - QUO DESCRIPTION

*The SWOT Analysis and Status-Quo Description (Task 1.5) is an important part of the first SUNRISE work package. Its main objective is to find a set of thoughtful options for action for your neighbourhood, based on Status-Quo data, an analysis of strength and weaknesses of the neighbourhood as well as influencing external factors and a bottom up reflection with citizens and stakeholders. The SWOT analysis and the summarised top-down description of the Status-Quo support the Action Neighbourhoods to conduct a revision of the local situation.*

### WHY VALIDATING THE SWOT ANALYSIS PUBLICALLY?

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments as well to approve planned actions, all relevant stakeholders and institutions in the Action Neighbourhood must be included in the elaboration of this local mobility analysis (Task 1.6). Therefore, the SWOT analysis and top-down description will be discussed and validated via co-creation activities (e.g. the Neighbourhood Learning Retreat) along the co-creation phase (part F in this template). This revised SWOT analysis with the corresponding "corridors of action" and the summarised description will be part of the SWOT Brochure (D1.1).*

## A.2 Steps of the SWOT Analysis and Status-Quo Description

1) ***Top-down Status-Quo Description (should be done in Task 4.2)***
   *> Collection of secondary data*
   *> Description of the mobility related status quo (including quantitative facts and figures & taking into account important overarching documents like SUMP, the case history*
   *> helps the action neighbourhoods to conduct a revision of the local situation*

2) ***Development of a SWOT Analysis***
   *> based upon the Status-Quo data gathered*
   *> **a) thinking of internal strength and weaknesses***
   *> **b) thinking of external opportunities and threats***
   *> **c) highlighting the main opportunities and challenges to be addressed within SUNRISE***
   *> **d) derive strategies***

3) ***Finding »Corridors of Options«***
   *> The strategies deriving from the SWOT:*
   *> listing of various options for action, contextualised with information about potential financial, legal, technical*

*4) **Bottom-up Validation***

*> Validation and Rethinking of the results deriving from the SWOT analysis and Status-Quo description by the public via participatory activities*

*> Forming a common ground for developing options for actions*

*> the bottom-up validation is part of the Neighbourhood Learning Retreat (NLR)*

## STRUCTURE OF THIS DOCUMENT

*This template includes:*

- *Introduction to the method and its objective in SUNRISE (Part A)*
- *The top-down Status quo Description (Part B)*
- *Collecting Internal and External factors (Part C)*
- *Main Challenges and Opportunities (D)*
- *The SWOT Analysis (Part E)*
- *The »Corridor of Options« (Part F)*
- *The bottom-up reflective approach (Part G)*

## A. 3 Method for SWOT Analysis

|  | Factors that will help in achieving objectives | Factors that hinder the achievement of objectives |
|---|---|---|
| Internal factors (characteristics of the system/ neighbourhood) | Strengths | Weaknesses |
| External factors (Characteristics of the environment) | Opportunities | Threats |

Graph 1: SWOT matrix (according to Becker, J. 1998: Marketing-Konzeption. München: 103)

## WHAT IS A SWOT ANALYSIS / WHY DOING A SWOT ANALYSIS IN SUNRISE?

*Originally, a SWOT analysis is a method for auditing an organization and its environment. Within SUNRISE we are using it for checking the conditions for the implementation of sustainable mobility solutions.*

*The SWOT analysis is a verbal-argumentative method for the identification and assessment of key factors influencing the achievement of the project goals in relation to the object of investigation, e.g. a neighbourhood. The advantage of a SWOT is the systematization of the factors influencing the outcome of the SUNRISE project at an early stage. An important prerequisite for the implementation of the SWOT analysis is the clear*

*formulation of an objective. The influencing factors are classified in a matrix with the following four categories: Strengths, Weaknesses, Opportunities and Threats (or risks).*

- *STRENGTHS are the useful features of the system for the goal achievement.*
- *WEAKNESSES are characteristics of the system, which are dangerous for the goal fulfilment.*
- *OPPORTUNITIES are useful external conditions for the goal achievement.*
- *THREATS are external conditions, which are dangerous for the goal fulfilment.*

## HOW TO DO A SWOT ANALYSIS?

*Strengths and weaknesses are so-called internal factors or characteristics of the neighbourhood which can be influenced by an actor, in this case by the city partners themselves, and are within their sphere of responsibility. Opportunities and risks, on the other hand, are external factors and also referred to as environmental factors. They cannot be directly influenced by city partners or actors of the neighbourhood and must therefore be observed and anticipated as early as possible. In some instances, it is challenging to determine which factor is internal or external, meaning influenceable or not by the actors. A structured look at the obstacles and hindrances as well as at the potential of sustainable mobility in the city region is helpful.*

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | The "**SO Strategy**" is designed to make use of strengths to take advantage of existing opportunities. | The "**OW Strategy**", the opportunities are used to reduce existing weaknesses. |
| | Threats | The "**ST Strategy**" uses strengths for avoiding existing dangers. | The "***WT Strategy***" can be used to minimize weaknesses and avoid dangers |

graph 2: SWOT strategies (Source: TUW/urbanista)

*After the systematization has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strenghts-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing opportunities. In contrast, the Strength-Threats-Strategy (ST Strategy) uses strengths for*

*avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can be used to minimize weaknesses and avoid dangers (Translation from German into English: TUW based on: Fürst, D. & Scholles, F. 2008: Handbuch Theorien und Methoden der Raum- und Umweltplanung. Dortmund: 503ff).*

# B. Status quo Description

## B.1 The general Situation of the Neighbourhood

### *Törökőr in the context of Budapest*

Törökőr is situated in Zugló, which is one of the 23 districts of Budapest, located in the transitional zone, between the core and the outskirts of the city. Budapest has 1,7 million residents, from which approximately 125.000 live in Zugló and 12.000 in Törökőr. The size of the neighbourhood is 1.75 km$^2$.
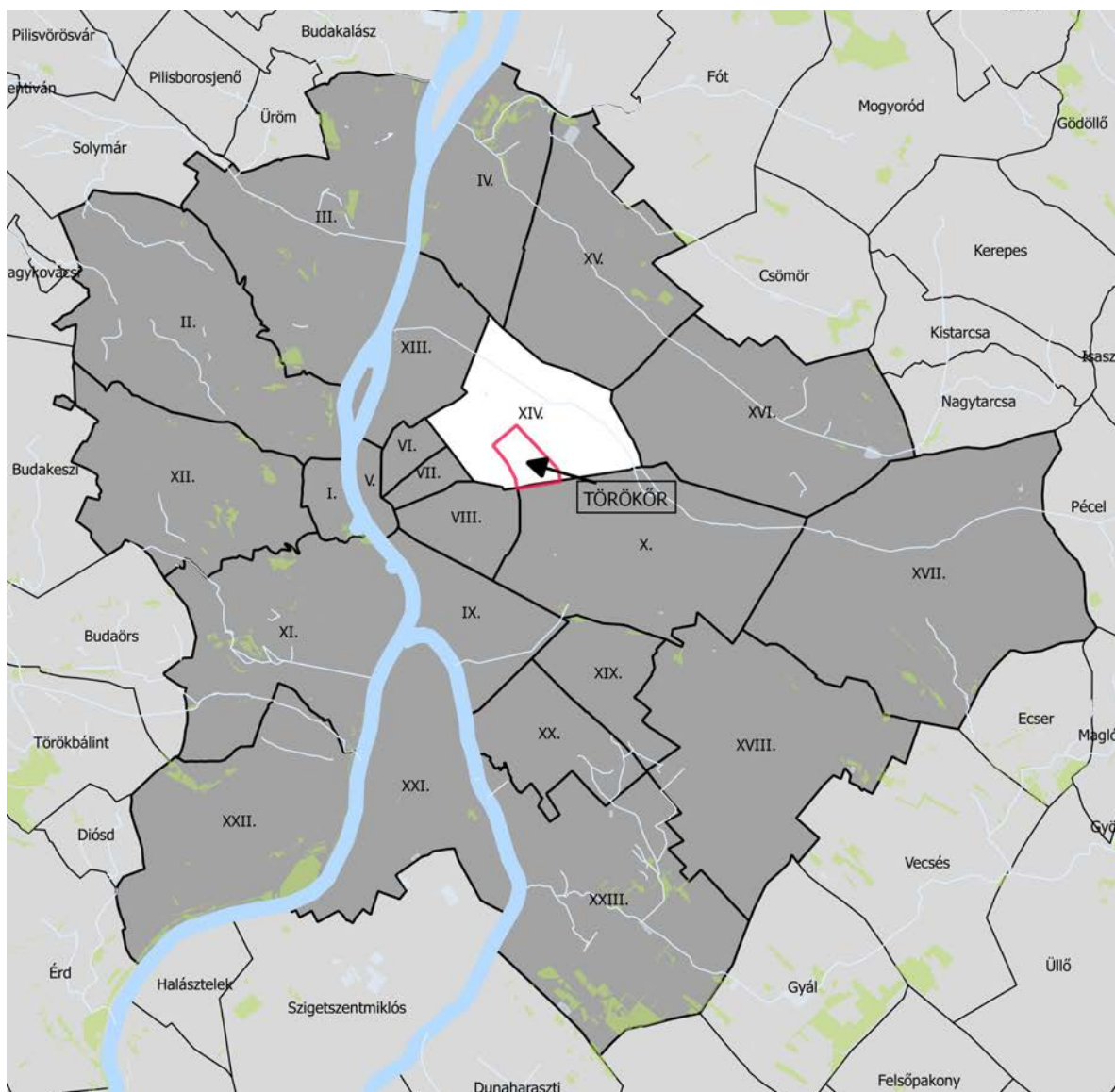


**Figure 1: The location of Törökőr in Budapest, source: own design**

Zugló became a district of Budapest in 1935. The first buildings of the neighbourhood were built between 1900 and 1930, when the main roads on its borders became structural elements of the City of Budapest. After WW2 industry and services were settled here

creating jobs for thousands, and new housing estates were built. From 1990 major industry has moved out, while small enterprises and new services were established. New housing estates were built on brownfield areas, but industrial-commercial areas still exist.

Budapest has a two-tier administrative system: The Municipality of the Capital City of Budapest being responsible for the issues of city level interest, and 23 district municipalities responsible for the issues of district-level interest. The Municipality of Zugló is the 14th district of Budapest, and has a representative body with elected representatives.



**Figure 2: The neighbourhood, source: Open Street Map, Google Earth**

### *Social features of Törökőr*

Törökőr has a population of 12 045 inhabitants, which is approximately 1/10th of the population of the whole district. Numbers show that the population of Zugló has been nearly unchanged since the 1990s, in the last ten years a slight increase can be observed.
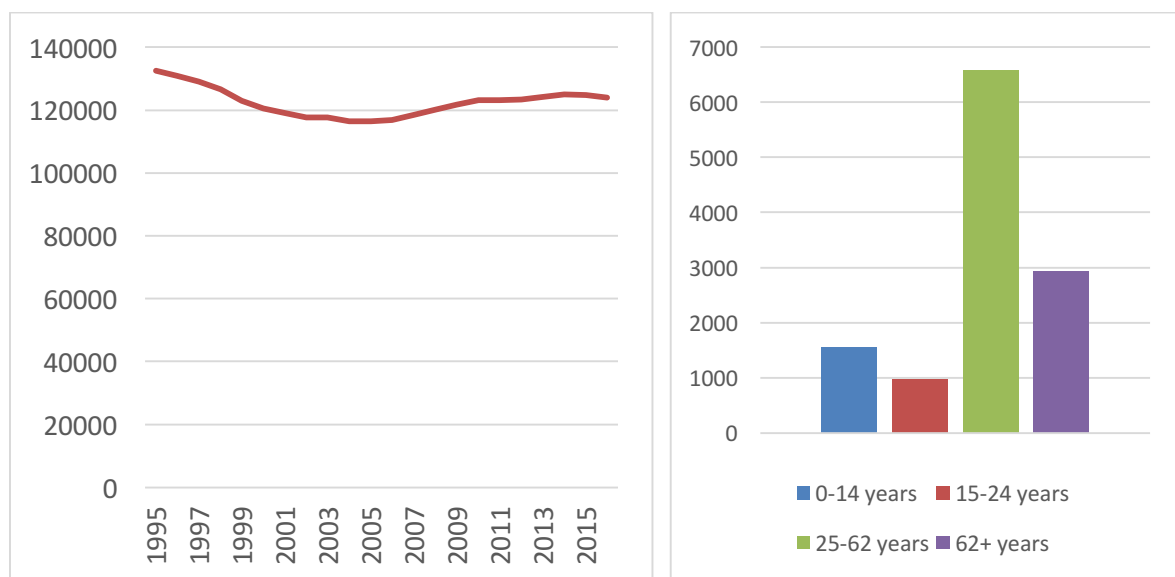
The issue of ageing population seriously affects the neighbourhood. The 12,045 people that were registered in 2015 fell into the following categories: 0-14 years: 1545, 15-24 years: 970, 25-62 years: 6586, 62+ years: 2944. Ageing causes problems for the municipality to reorganise the institutions like kindergartens, or schools. It also has its effects on mobility. For instance, ageing has an effect on public transport as there are areas with more passengers that suffer from locomotor diseases.

The neighbourhood is divided into 5 smaller areas by the railway and three crossing collector roads; the Egressy road, the Mogyoródi road and the Fogarasi road. West from the railway older tenement houses and empty sites lay, with a high population density in the blocks of the old buildings. East from the railway in the northern area there are mainly family houses with lower density, while in the southern part a housing estate lays with high population density in the blockhouses. In the middle of the area mostly commercial units are located with a few residential buildings. Törökőr is home to middle-class people with higher qualification than the average of Budapest. 5 kindergartens, 2 elementary schools, 7 technical collages and one high school are located in the area.



**Legend**

Population density (people/km2)

| | |
|---|---|
| | < 10.000 |
| | 10.000 - 20.000 |
| | 20.000 - 30.000 |
| | 30.000 < |
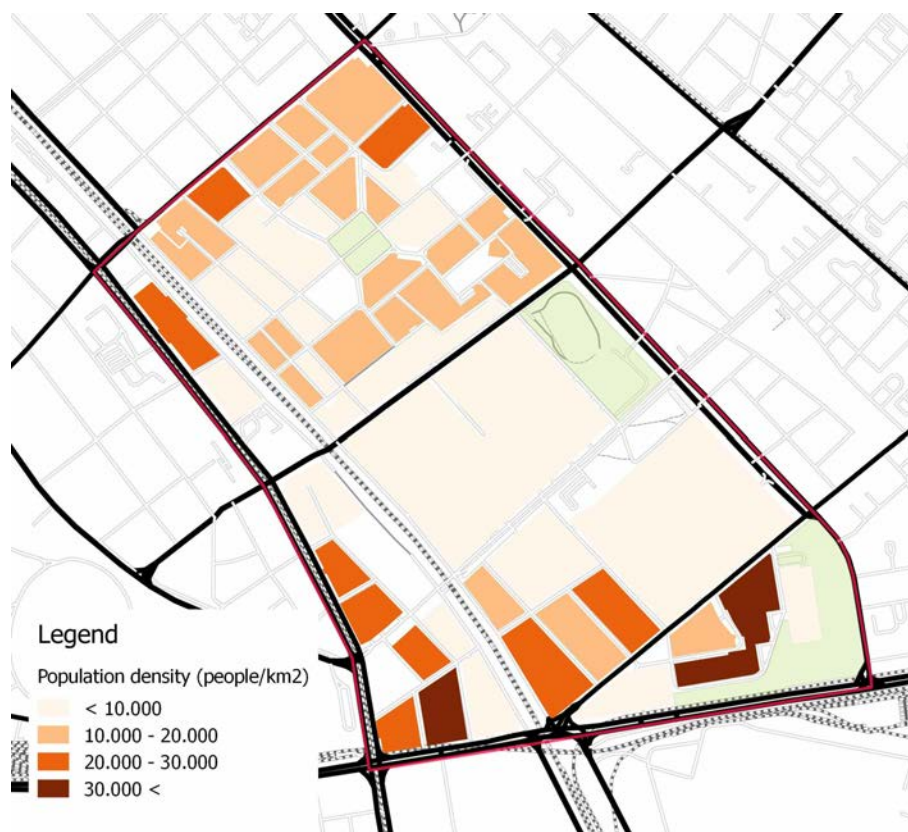
**Figure 5: Population density in Törökőr, 2017, source: Municipal Data**

### *Economic features of Törökőr*

Zugló is part of an economically strong area of the Budapest Functional Urban Area, which has higher economic indicators than the Hungarian and EU average and high potential for

further economic development. In the district, most of companies work in tertiary (service) and quaternary (R&D&I) sector providing higher added value products. The three most important sectors in the area are the technical scientific activities, the commerce and repair of motor vehicles and the information, communication sector.[1]

In the area of Törökőr 391 companies have operational permission, 70 companies have site permission and 7 gas stations are operating. The number of cars per 1000 habitants in Törökőr is really high (580)[2], but it is partly due to the big share of the company-owned cars. Counting only the privately-owned vehicles, the number drops down to 240, which is less than the average in Budapest (284) and in Hungary (308).[3]

Budapest most famous park, the City Park is located in the district. Despite the fact that park attracts lot of tourists from the country and from abroad, other areas of the district do not belong to the touristic destinations of Budapest. From the eight neighbourhoods located in Zugló, Törökőr is the third expensive concerning the average price per 1 m[2] of a flat.[4]

### *Environmental features of Törökőr*

In the Pest side of Budapest (the area located east form the river Danube), Zugló is the greenest district. Besides the City Park which is located here, the houses usually placed into greenery or have some garden on their own. The City Park is located in the north-western corner of the district at the end of Andrássy Avenue. The park was created more than 100 years ago and since then it is the city's most prominent green area with a lake and other attractions (Széchenyi Thermal Bath, Vajdahunyad Castle, Municipal Grand Circus...etc.)  used by locals and tourists throughout the year.

Besides the park, the other important natural element of the district is Rákos stream, which runs through the district form the east to the west, towards the river Danube, connecting four different districts on its way. The stream has been regulated and directed into a concrete ditch, much deeper, than the usual water level, which caused the loss of the natural scene of the stream. Plans have been made to revitalise the Rákos stream, make the surrounding of it more natural and pleasant to use, but they have not been implemented yet.

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[1] ITS megalapozó – gazdasági SWOT analízis
[2] source: Municipal Data
[3] source: Hungarian National Statistical Office
[4] ITS megalapozó - 118

**Figure 6: City Park, source: wikipedia.org/wiki/Városliget**

The two main sources of air pollution in the district – besides the residential heating – are the industry and the vehicles. The main industrial sites causing the pollution are located outside of the area of Törökőr. Mostly the $CO_2$, $NO_2$ and particulate matter pollution coming from the vehicles affect the area because lots of main roads with heavy traffic run around the neighbourhood (Hungária ring, Thököly road, Mogyoródi road).

## B.2 Description of the Mobility Issues in the Neighbourhood

Two city-level main roads and two district-level main roads run at the edge of the neighbourhood, causing congestion and a high level of air and noise pollution. Törökőr is divided from the inner city of Budapest by the main road Hungária ring. Along this road the volume of traffic has a significant negative effect for businesses (e.g.: the noisy surrounding is a big problem for office workers and also for enterprises in the HoReCa sector). Some can adapt to the circumstances by for instance, changing windows, or rebuilding their facilities. Others move from the place or suffer from the pollution. The number of private cars using alternative fuels is not known for the neighbourhood, but it is assumed that the number is very low.

The area suffers from a huge number of parking cars. 6,550 cars were registered in Törökőr in 2013, most of them are parked on public spaces; more than half of the cars are owned by enterprises. The area also serves as an "informal P+R" solution for commuters due to parking fees in neighbouring areas. Having the national sport stadium and Hungary's biggest sports court just across from the Hungária-ring also causes parking problems.

**Figure 7: Parking alongside of a residential street, source: Mobilissimus Ltd.**

The neighbourhood has a reasonably well-developed public transport system, however, coverage is not satisfying as there are white spots in the inner area. Getting to the main public transport lines causes problems for some groups of people (handicapped, aged or parents with babies).

Cycling is growing rapidly, the need for developing cycling infrastructure – cycling routes, bicycle parking – is evident. The public bike sharing system MOL Bubi does not reach Törökőr.

Within the area of the neighbourhood pedestrians can move in safe conditions. Conditions of crossings or harmonisations of traffic lights could be developed, but the main problem is on the borders of Törökőr, where the main roads block the movement and separate Törökőr from the neighbouring areas. New pedestrian crossings could improve the situation. The area is flat, ideal for walking and cycling.

## B.3 Objectives of the Neighbourhood in the SUNRISE Project

The core group (CG) of the participatory planning process in Törökőr set up its own hierarchy of goals for the project frame on the first CG meeting in 2017 autumn. During the ranking process, the participants evaluated different possible objectives according to their own opinion. Based on the results the list and priority of the goals emerged (see the table below).

| Importance | Goal | Points[5] |
|---|---|---|
| 1. | Community development (better cooperation between residents, and between different social groups) | 6 |
| 1. | Enlargement of green areas | 6 |
| 1. | Fostering the involvement of youngsters | 6 |
| 2. | Facilitating the use of sustainable mobility modes | 4 |
| 3. | Decreasing $CO_2$ emission | 3 |
| 3. | Providing better accessibility | 3 |
| 4. | Developing the mobility options of vulnerable people (e.g.: elderly, parents with children, visually impaired people, disabled people) | 2 |
| 4. | Building a democratic society, fostering the locals' interest in public questions | 2 |
| 5. | Safer mobility | 1 |
| 5. | Decreasing noise pollution | 1 |
| 5. | Facilitating the use of shared mobility solutions | 1 |
| 5. | Proper control of illegal parking, more suitable parking regulations | 1 |
| 6. | Increasing the area of traffic calming zones | 0 |
| 6. | Better security | 0 |

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[5] The number of CG members who indicated they agree with the objetive.

# C. Collecting internal and external factors

## C.1 Description of internal factors

Törökőr is located between the inner city and the outskirts, which determines its advantages and disadvantages concerning mobility. Served by the strong public transport system of Budapest, operated by BKK (Centre for Budapest Transport), from Törökőr the centre of Budapest can be reached easily and quickly. Bus and trolley lines, a tramline, an underground line and a railway run either at the border or across the area.

The main problem Törökőr is facing now also come from the fact that it is located in the transitional zone, just out the border of the pay-parking zone. This position turns the area into a spontaneous Park&Ride zone, where commuters park their cars to avoid payment.

### *Transport Demand and Supply*

The neighbourhood has a reasonably well-developed public transport system, however, coverage is not satisfying as there are white spots in the inner area. In Törökőr altogether 15,9 km bus line, 4,3 km tram line, 14,4 km trolley line, 5,1 km metro line and 2,6 km railway line run.

This public transport routes mostly run around the area on the northern, western and southern edges. On Róna street, which is bordering the area from the east there is no public transportation service except for a very short section. In the inner areas of the neighbourhood there are only two streets with public transport service, one is Egressy road, with a trolley line and the other is Fogarasi road with a bus and a trolley line. Between the roads served by public transport, there are big distances, which causes problems to the sensitive groups (handicapped, aged people or parents with babies). Public transport service is also available at night, two bus night services run at the border and four lines run through the area.
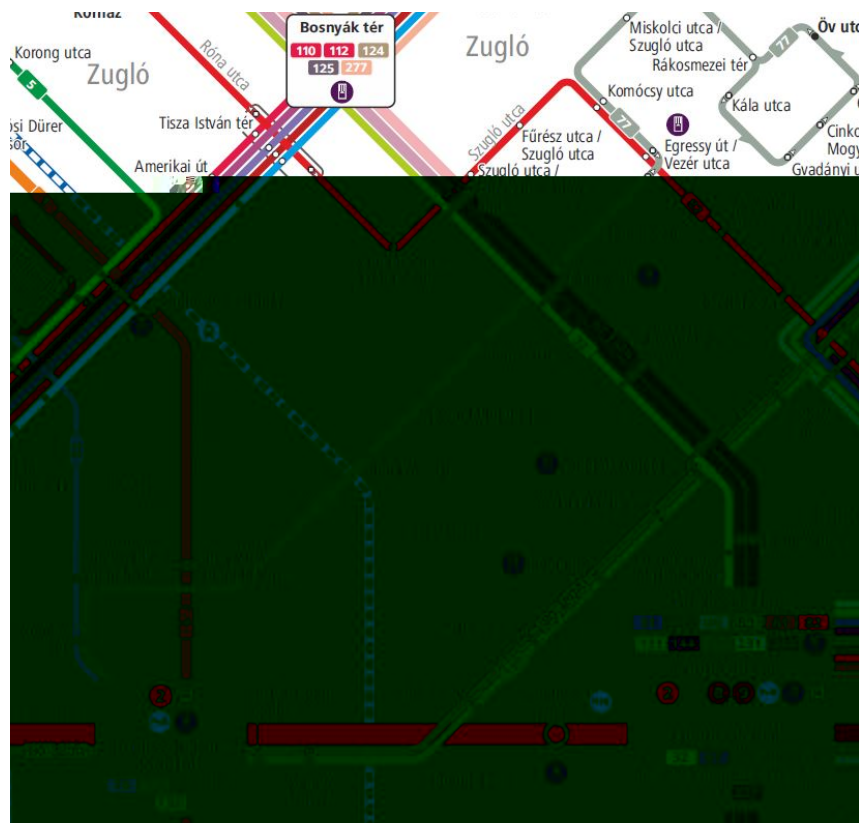
**Figure 8: Transport network in the area, source: Centre for Budapest transport**

Car sharing solutions have been introduced to Budapest only at the end of 2016. Today on market bases there are two car sharing companies operating: GreenGo and Limo[6]. Both of the companies are free floating and none of them is present in the whole city, just in the inner areas. They do not cover the area of Törökőr either. There is one station based car sharing operator[7] in Budapest, but its area does not cover Törökőr either.

Two bike sharing companies are present on the streets of the city, one of them is BuBi, which is operated by BKK (Centre for Budapest Transport), and the other one is Donkey Republic, but Törökőr is not covered by their service area. Cycling is growing rapidly in Budapest, the need for developing cycling infrastructure – cycling routes, bicycle parking – is evident.

The number of cars per 1000 habitants in Törökőr is really high (580)[8], but it is partly due to the big share of the company-owned cars. Counting only the privately-owned vehicles, the number drops down to 240, which is less than the average in Budapest (284) and in Hungary (308).[9] Congestion in peak hours is typical on the collector roads of the area, the situation is the most problematic on Hungária ring.

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[6] see https://www.greengo.hu/ and https://www.mollimo.hu/
[7] see http://www.carsharing.hu/
[8] source: Municipal Data
[9] source: Hungarian National Statistical Office

### Actual Travel Behaviour and Modal Split

With the increasing suburbanisation, passenger car use has been gaining ground against public transport, mainly in the urban-suburban relation. Furthermore, the decline in the level of service of public transport between the end of the 1980s and around 2010 has effected a significant unfavourable shift in modal split. The modal split in Budapest in 2014 was as follows: 45% share of public transport, 35% share of individual car use, 18% share of pedestrian traffic and 2% share of cycling.

There are typical two peak periods within the daily traffic flow in Budapest: The morning peak can be observed between 6:30 and 9:00, and it is culminating between 7:00 and 8:00, while the less pronounced peak period in the afternoon lies between 14:00 and 18:00, with a culmination between 16:00 and 17:00. Certain transit routes (e.g. Hungária ring) are overcrowded all the time, although the influence of the rush hour in the morning and afternoon is also felt here.

### Use of Public Spaces

The quality of public spaces in Törökőr shows a great variety. From the littered, weedy sites to the renewed, high quality playground everything can be found. There are three main parks/playgrounds in the neighbourhood: Pillangó Park, Újvidék square and a playground in Torontál street.

The biggest from these three is Pillangó Park, which is the name for the green area around the Pillangó housing estate, located in the southern part of the area. The 50,000 m$^2$ park has been under constant usage in the past decades, therefore it needs a renewal. The plans of the park have been prepared with the help of participatory planning methods in 2016 and the procurement process for the implementation started recently.

Újvidék square lays in the centre of a family house area in the northern part of the neighbourhood. The green square is dotted with sportsgrounds and a playground. Sidewalks run at some of the edges of the park and a bunch of trees give shadow in the summertime. The square is very popular between the children of different age groups, but there are problems concerning the way people, especially children can reach the square. There is only one pedestrian crossing, car roads are surrounding it and one also running through the middle of the park.

The third important public space is a small playground located in the northeast corner of the neighbourhood, surrounded and protected by apartment houses.

Public spaces alongside the railway are in the worst condition. In this zone empty and open building sites lay with trash and weed. The railway embankment is also littered. On Francia road an old and visually disturbing line of garages lays.

**Figure 9: Zugló Train Station - public spaces alongside the railway are in bad condition, source: Mobilissimus Ltd.**

Most of the sidewalks in Törökőr are not blind friendly. You can find a lot of big potholes. Tactile signs and sloped curbs are missing.

The area suffers from a huge number of parking cars. 6,550 cars were registered in Törökőr in 2013, which means that the number of cars per 1000 habitants is really high (580), partly due to the big share of the company-owned cars. Most of the vehicles are parked on public spaces. The area also serves as an "informal P&R"-solution for commuters due to parking fees in neighbouring areas. Having the national sport stadium and Hungary's biggest sports court just across from the Hungária-ring also causes parking problems.

### *Perceptions and Attitudes Regarding the Neighbourhood and its Mobility*

The neighbourhood, just as the whole district, is full of trees and green providing a liveable area for its residents. Especially the northern part gives high living standards. But the housing estate with blocks of flats in the southern part has a higher prestige then the average housing estate of similar kind in the city. Zugló has a strong identity, people usually enjoy living here.

During the co-identification of problems and strengths in the area, we had the opportunity to speak to many people who either live or work in the neighbourhood. A great variety of opinions and attitudes are existing between them concerning the mobility of Törökőr. In general it could be said that they value the fact that the area is well covered by public transportation routes, even though many of them miss a bus line on Róna street.

## C.2 Description of external factors

**External factors are factors like trends and policies that can't be influenced by the local actors (municipality).**

### *Mobility-relevant Trends*

- **Electromobility**

Technological development and stricter regulations on emission helped the development of electromobility. At present, e-vehicles have shorter range compared to conventional cars, but it is mainly the high investment cost and the lack of (especially rapid) charging infrastructure that is limiting the expansion of the electric vehicles. The key for the future is the development of the battery technology. The global stock of the fully electric and plug-in hybrid cars grew from 12 thousand in 2010 to 1,26 million vehicles in 2015. Until 2020 most of the leading countries expect a further growth with 8 to 15 times more vehicles than the number of the existing stock.[10]

The expansion of electric vehicles and charging facilities was a slow process in Hungary until recently. Electricity providers played an important role in the implementation of the charging stations. The change came with the introduction of the "Ányos Jedlik Plan" in 2015, which aims to make Hungary a competitive actor in the electric mobility sector. For this reason, the plan supports R+D+I activities and economic development as well as the establishment of the charging stations network and the expansion of the electric vehicles by financial and regulatory incentives. In the middle of 2016, 100 public charging stations were operating. With the help of subsidies 500 more could be established in the future.

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[10] Kamu az elektromos autók térnyerése? Százszor több van belőlük, mint pár éve. Portfolio.hu, 2016.12.01
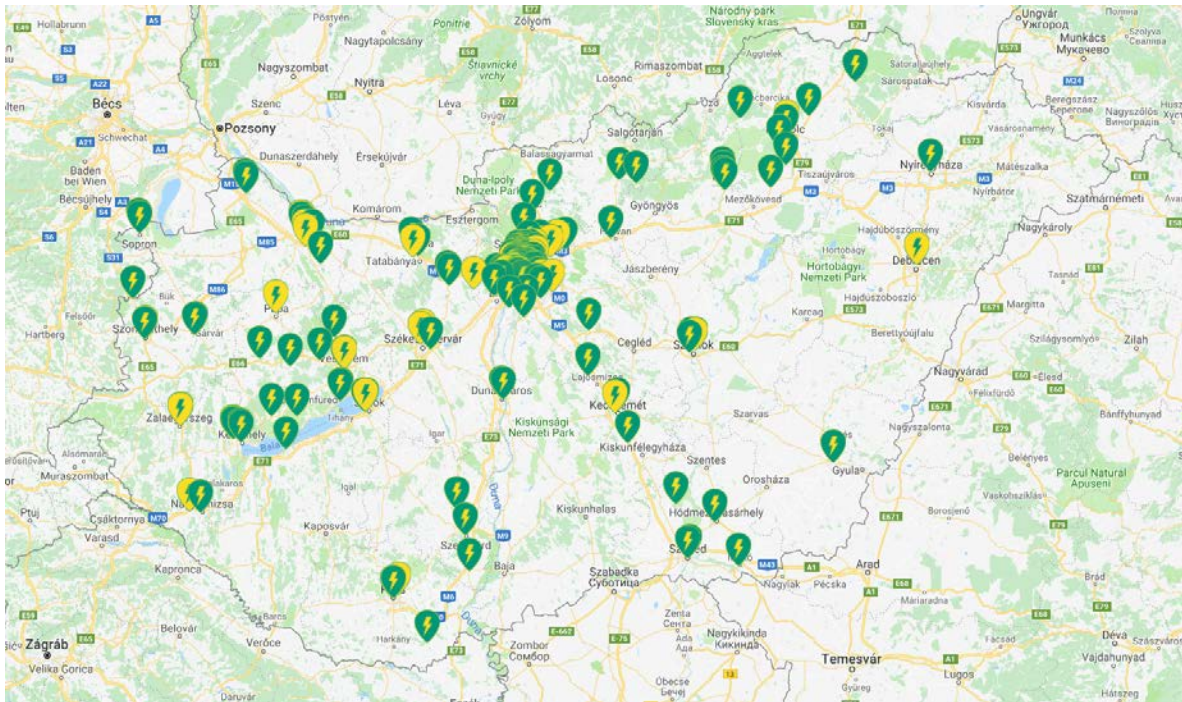
**Figure 10: Existing electric charging network in Hungary, source: https://toltopont.eu/**

Electric drive appeared in many areas of the mobility in Hungary. Scheduled electric buses run only in Budapest, where taxi and car sharing services with a fully electric vehicle stock are also available. Some further Hungarian cities are supposed to introduce electric vehicles in public transport in small amounts in the following years (e.g. Tatabánya) subsidized by the Hungarian State. The aim of the Ányos Jedlik Plan is to have 63,000 electric vehicles on the street by 2020, from which 54,000 would be personal cars and – according to the plan – this number would grow up to 504,000 by 2030. As the housing estates of Törökőr have no garages, this will increase the need for on-street charging.



**Figure 11**: **Electric bus and electric taxi in Budapest, source: Mobilissimus Ltd.**

- **Shared mobility solutions**

Trends in car usage show that there is a significant shift of emphasis from owning to sharing. The reasons are mainly the growing expenses of ownership and parking of the cars. The sharing solutions are expanding quickly especially in big cities, where more and more incentives and regulations are introduced to solve the problems caused by traffic jams and parking. 110,000 shared vehicles serve 7 to 8 million people worldwide, in the sector a 10% growth was observed in the last years. [11]

Carpooling (e.g.: Oszkár in Hungary) and ride sharing options make the long-distance travels easier and cheaper for both the drivers and the travellers, while ride sourcing (e.g.: Uber, Lyft) options make it possible to meet demand and supply with the help of specific mobile applications.

Three privately owned car-sharing companies operate in Budapest. Avalon offers a station based service with 8 stations in private garages. GreenGo (since late 2016, with over 170 electric cars) and MOL Limo (since early 2018, with 300 cars, 100 of them electric) are both free-floating. Station based car sharing companies do not yet exist, only privately owned car renting companies. The introduction of car-sharing systems could be a big opportunity for cities, for example in Bremen every car in the car-sharing system replaces 11 privately owned car, which means that less parking space is needed and the overall investement and maintenance cost is lower.

Public bike sharing companies exist in around 13 settlements. The biggest one among them – BuBi – has the most extended network covering the whole inner city with more than 1200 bikes.

Törökőr is at the border of the city area where such services are viable on a market basis, which is from one point of view an opportunity, but also a risk that people from the agglomeration will park there private car in the area and change here to shared services.

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**Figure 12: Bike-sharing in Budapest, source: Mobilissimus Ltd.**

- **Autonomous vehicles**

One of the most prominent innovation in car industry is the appearance of the autonomous vehicles. Although the rate of expansion and their influence is still speculative, they could change mobility significantly in the future. Self-driving technologies already exist in some well controlled areas, but the appearance of fully autonomous vehicles in road traffic is realistic in the early 2020s.[12]

- **Mobility, as a service**

In connection with the processes described above, the mobility system – which used to be built up from different, separately defined modes – now is shifting toward a service. Each travel can be freely planned based on real-time mobile information with the use of a multimodal mobility system. In this way, public and private mobility services are part of the same integrated mobility system.

### *Mobility-relevant Policies and Plans*

## Policy framework of mobility and transport in Budapest

- **Balázs Mór Plan I. (BMT I.)**

A strategic planning document, the mobility plan of Budapest transport system. This mobility strategy defines mobility and transport related measures for 2014 to 2030.

- **Balázs Mór Plan II.**

The plan is the more detailed continuation of BMT I. It is a SUMP methodology-based mobility policy document, which defines projects and their investment costs and impacts related to measures determined in the BMT I.

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[12] Autonomous Vehicles: A Potential Game Changer for Urban Mobility. UITP Policy Brief, January 2017

- **Strategy on Freight Traffic**

This strategy enables limited access on permit of freight vehicles according to their total weight. Budapest has been divided into 15 freight traffic zones. It has a designated road network for destination traffic, which can be only used in case of a destination traffic permit.

## LET/LTZ in Budapest

There are no existing Low Emission Zone regulations in Budapest. But there are so called protected zones in some areas of the city, which are mainly protected for environmental reasons. Such a zone has been implemented on "Margaret Island", one of the biggest recreation areas of the city.

Some historical parts of the city e.g. "Buda Castle" or the narrowly delineated inner city are protected zones (Limited Traffic Zones) and can only be accessed by permit.

There is a regulation setting different weight limits for freight vehicles for each zone of the city. The area of Törökőr belongs to the "orange zone" where only vehicles below 12 tonnes are allowed to go in, in the case of heavier freight vehicles, a permit is required.

## Parking regulations

In Budapest, there are 61 on-street parking zones with different parking fees depending on the zoning system. Those have been introduced to serve the different parking needs. However, an integrated parking system covering every district of Budapest in terms of regulation, customer service and payment does not exist.

Considering the parking regulations, Törökőr is divided into two areas. A narrow belt, laying west from the railway, is now part of a pay-parking area, with a 265 HUF/hour fee. In the area laying east from the railway, parking is for free at the moment, but based on the decision of the General Assembly Of the Municipality of Budapest in May 2018, pay-parking will be introduced in these area as well, with a 175 HUF/hour fee.

There are 14 P&R sites maintained by Budapest Közút Ltd principally next to main railway (metro, tram, train stations and stops) connections within the city. These can be used by buying daily/weekly/yearly ticket, which is valid for the public transport network in Budapest.

On-street parking in Budapest is regulated by the Act 2011/ CLXXXIX. on municipalities, by the Act 1988/I. on road transport, and by the regulation of Budapest City Council and parking regulations of the district municipalities as well.

There are no regulations for off-street parking in the core city.

## Policy framework of mobility and transport in Zugló

- **Concept for Zugló Transport**

The strategy document first describes and analyses the mobility situation of the district in detail, then sets up the objective for the future and in the third step determines the necessary measures in short- and medium term. The concept was created with the same

mentality as in the cases of SUMPs, giving priority to sustainable transport modes and handling mobility issues in an integrated system.

- **Zugló Bicycle Network Plan**

The plan was prepared with the participation of citizens and was ready by the spring of 2017. The document gives a status quo description of the cycling infrastructure and possibilities in the district and suggests short-term, medium-term and long-term measures to improve the possibilities of cycling in the area.

# D. Main Challenges and Opportunities

### D.1 Main Challenges of the Project

One of the main challenges in Törökőr is to find the best and most suitable way to develop pedestrian friendly public spaces with the help of the redivision of roads and traffic calming measures. Those measures need to give special attention to the area of schools, kindergartens and day nurseries. Another challenge is to find out the real needs of locals concerning the public transport network of the area. Those findings should be addressed subsequently by the change of routes, the establishment of new routes or new stops. During the project, an important objective and challenge at the same time is to change the attitude and mind-set of people concerning mobility-consciousness. The reason for it is firstly that if locals do not have a different mindset, bad feedback could emerge after "unwanted" and not understood infrastructural changes, and secondly, that the real change of modal split only could happen if locals voluntarily chose active and sustainable mobility modes.

### D.2 Main Opportunities of the Project

Törökőr has many wide, green streets which could be used more for cycling and walking. For this aim a change of street division and further measures are needed. It is the opportunity of this project to be the starting point of this process. Since Zugló has its own municipality and representative body it has the power to influence the public transport routes in the area. Due to SUNRISE the municipality has the collected needs and problems of the residents concerning the topic. Those could be presented to the responsible organizations. Within the project one of the most important and long-lasting opportunity of the partners is to find ways to change the mind-set and the way of thinking of locals. It also offers possibilities to motivate them to shift from individual motorised transport modes towards sustainable mobility modes.

# E.SWOT Analysis

## E.1 SWOT-Matrix

During the co-identification phase and the status quo description we categorised and handled the SWOT items in three different categories according to the mobility modes they refer to: pedestrian and bicycle traffic, public transportation and individual motorised transportation.

| INTERNAL FACTORS | |
|---|---|
| **Strengths** | **Weaknesses** |
| Pedestrian and bicycle traffic:<br><br>• Existing bicycle infrastructure<br>• Bicycle usage for everyday purpose is more common<br>• Existing bicycle racks (at some locations)<br>• Wide, green streets, ideal for cycling, walking<br>• Existing Bicycle Network Plan and a cycling referent responsible for the cycling issues in the district<br><br>Public transportation:<br><br>• Renewed tram number 1<br>• Accessible tram stops<br>• Many low floor buses, trams and trolleybuses in the area<br><br>Individual motorised transport:<br><br>• Main roads with big capacity around the area<br>• Traffic calming measures on the side streets | Pedestrian and bicycle traffic:<br><br>• Bicycle infrastructure is not suitable and not kept in good condition<br>• Missing elements of the bicycle network<br>• Some roads are not suitable for cycling<br>• Missing bike racks (at other locations) and bike rental stations<br>• Public spaces and intersections are not pedestrian-friendly<br>• Accessibility problems in public areas<br>• Missing or not safe pedestrian crossings<br>• Degraded, littered area around the railway and Zugló Train Station<br><br>Public transportation:<br><br>• Some areas without suitable public transportation<br>• Not entirely accessible vehicles and infrastructure<br>• Missing bus lanes and missing public transport priority on some streets<br>• Intersections which are not well designed for public transportation (e.g. trolleybus can not turn left properly)<br>• Missing train station on Kerepesi road<br>• Degraded trolleybus infrastructure<br>• Missing connections on the trolleybus |

network
- Zugló Train Station is in bad condition and not accessible

Individual motorized transport:

- P&R usage of the streets, P&R parking is not properly legislated
- Significant through traffic on the narrow, low capacity streets
- Dangerous intersections (e.g.: not foreseeable, missing traffic lights), pedestrian crossings
- Temporary traffic jams, illegal parking e.g. in front of educational and social institutions
- During big events, there are conflicts between the residential and client parking, not enough parking lots

| EXTERNAL FACTORS | |
|---|---|
| **Opportunities** | **Threats** |

Pedestrian and bicycle traffic:

- The culture of cycling is getting stronger in Budapest
- Available financial sources for sustainable mobility solutions
- Strengthening eco- and mobility conscious education in schools

Public transportation:

- Accessibility issues get more attention in media and public, civil forums
- Aspects and problems of the sensitive groups in the area of mobility are taken into account more seriously by planners and in many cases by politicians as well

Individual motorized transport:

- Appearance of electric driven vehicles
- Installation of electric charging facilities
- Appearance of car-sharing systems

Pedestrian and bicycle traffic:

- Growing number of cars on the roads due to the economic recovery after the years of the financial crisis started in 2018

Public transportation:

- The appearance of autonomous cars might increase the number of cars on the streets
- Decrease of demand due to growing car use, leading to financial unsustainability

Individual motorised transport:

- Increased through traffic on the roads
- More people using the area as a P&R zone due to the implementation of the parking fees

# E.2  SWOT-Strategies

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| **EXTERNAL FACTORS** | **Opportunities** | - | The dominance of weaknesses in the SWOT analysis of Törökőr resulted that the OW Strategy was taken into account. 1) The use of the growing mobility-consciousness and stronger bicycle culture in the society, could be a good basis for the development of the cycling infrastructure in the area and also motivational for the people to cycle more. 2) The growing attention towards sensitive groups could be used to get support for a mobility infrastructure which is understandable and accessible for everybody. 3) The expansion of sharing trends in mobility is also a possibility to build upon and make the mobility system more sustainable. |
| | **Threats** | - | - |

# F. Corridor of Options

- **Traffic calming measures in residential streets**

Despite the fact that at the borders of the neighbourhood feeder roads connect the core of Budapest with the suburbs, in peak hours many drivers chose to go through the area aiming a fast transit passing. Tempo 30 areas exist in Törökőr, but in many cases drivers do not keep the speed restrictions. More and/or more serious measures are needed to make Törökőr quieter and safer for pedestrians and cyclists, especially around kindergartens, schools, playgrounds.

Possible specific measures:

- **Residential zone in the northern family house area**

    The design of a residential zone in the northern area of Törökőr is a complex measure which can take place only if the responsible bodies and authorities on local and city-level both approve the idea. The measure should be built upon an elaborated traffic management plan, which alters all the streets into one-way streets in order to exclude through traffic. The cost of full implementation may be high, not fitting into the budget of the SUNRISE project, but a basic version can be a result of the project.

- **Raised intersections for pedestrian priority**

    The low-cost measure can be useful especially near schools, kindergartens or green areas where lot of children, but adults as well cross the streets to reach their destination. The design of a raised intersection requires a traffic management plan and approval from the responsible authorities.

- **Chicanes**

    The introduction of chicanes on a residential street needs elaborated and detailed planning, especially because these forms of traffic calming are not yet common in Hungary. The cost of this measure can vary according to the design, in the case of the usage of simple mobile panels and plant boxes the cost is low, but in the case of a detailed and permanent design it can be higher. Since the measure affects directly only one street it is questionable if it is worth to spend big amount of money on it.

- **Speed bumps**

    Even though there are many speed bumps in the area, more of them are needed and different ones, since the design of the existing ones are not suitable. This low-cost measure could be especially useful in the family house area or near the educational institutions.

- **Reduced corner radii**

    The reduction of a corner radius gives more space to pedestrians in the intersections and at the same time makes the drivers more cautious because of the

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723365

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narrowed street width. It is a low-cost measure, but it still needs a simple traffic management plan and the approval by authorities.

- **Solutions for overdemand in parking**

Using the area as a spontaneous Park&Ride zone is a serious problem, therefore solutions need to be found by managing the demand for parking and fostering the use of public transport or other modes and by restricting the illegal parking on sidewalks and green areas.

Possible specific measures:

- **Extension of the pay-parking zone to cover the area of Törökőr**

    The regulation of parking and the determination of parking zones and pay-parking areas within the capital is a joint responsibility of the districts and the City of Budapest. That is way in spite of the fact that the decision about the expansion of the pay parking area cannot be made in the Municipality of the XIV. District alone, as a result of SUNRISE the voice of the residents can interpreted to the responsible bodies of the city. A possible constraint of the intervention is that extending the pay parking zone could reallocate the problems to other areas.

- **Stricter control of illegal parking**

    One of the biggest problem concerning the illegal parking in the area is the discrepancy of the control. The vehicles parking on an appointed parking space without a parking ticket are controlled by a parking company, but those ones parking on green areas or illegal spots are controlled either by the police or by public-space controllers (similar to municipal police). To change this situation the adjustment of the system or an extended scope of the parking controllers is needed. The measure does not require high implementation cost, but the good cooperation between the different actors.

- **School mobility**

In Törökőr and especially in the northern areas there are lots of schools, kindergartens and day-nurseries and many of them have serious problems regarding mobility (e.g.: huge amount of parking cars at the beginning and the end of school time, dangerous intersections, crossing, missing public lighting....etc.) Solutions to these problems mean both measures which aim to make physical, infrastructural changes (e.g.: new pedestrian crossings, proper sidewalks…etc) and the change of the mobility habits of parents and children by changing their attitudes toward sustainable mobility solutions (e.g.: introduction of walking bus, bicycle train…etc.).

Possible specific measures:

- **Ban for motor vehicles/creation of dead end streets in front of schools, kindergartens**

The measure can have a high positive effect on the safety of school and kindergarten areas with relative low-cost interventions. Even the simplest solutions (only the placement of some mobile panels or plant boxes) can have really positive outcomes, but in the case of a stronger financial background the design of a beautiful public space is also possible.

- **Awareness raising, mobility-consciousness games/campaigns in schools (e.g.: STARS)**

   The implementation of the measure depends on three major factors: the financial background, the know-how and the willingness of the schools. The measure is low-cost, even small amount of dedicated money is enough for a programme, the know-how is available from public sources or earlier similar projects in Hungary and the third factor is the most unpredictable, the willingness of schools mostly depends on the mind-set of the leaders.

- **New pedestrian crossings, building of the lacking sections of sidewalks**

   The elaboration of new pedestrian crossings or new sections of the sidewalk can be a big help for the pedestrians in the area. Both of the measures need a traffic management plan and the approval of the responsible authorities. The cost of these measures can be categorised as low- or medium cost.

- **Designating Kiss&Go drop-off points near schools**

   For the establishment of a Kiss&Go zone the approval of the local authorities and the understanding of the leaders and parents of the school is also needed. The action needs a traffic management plan, the solutions can be low- or medium cost. In Hungary Kiss&Go zones are not common yet, that is way the right communication is really important and the parents probably need some time to get used to the changed surrounding.


- **Solutions for improving safety of pedestrian crossings**

Existing pedestrian crossings in the area in many cases are not safe, because of the lack of streetlight or traffic lights, unforeseeable corners or sometimes they are dangerous just because of the missing attention of drivers. The improvement of these crossings is necessary with the attention for the different problems and surroundings of them.

Possible specific measures:

- **Improving public lighting (street lights)**

   Missing street lights are not only a mobility problem, but also a problem of public safety. The placement of new street lights needs thorough utility plans.

- **Installing traffic lights**

   Some of the intersections of Törökőr are dangerous in spite of the fact that pedestrian crossings link the pavements. The solution can be the placement of

traffic lights, which needs a detailed traffic management plan and the reconsideration of the harmonisation of traffic lights in the area.

- **Traffic mirror**

  The placement of a traffic mirror is a low-cost and fast solution, which could be a big help at certain intersections and corners. Most of these intersections are not foreseeable because of dense bushes, but lay near to educational institutions, in an area, which is used constantly by children.

- **Solutions for improving accessibility for mobility impaired and blind/visually impaired**

The Institute for blind people is located near Törökőr and because of this many blind or visually impaired people use or live in the neighbourhood. They are a group with specific mobility needs and problems, which should be solved by making the use of public transport easily accessible and creating blind-friendly public spaces for them.

Possible specific measures:

- **Lowering the curbs of the pavement**

  The measure is a low-cost solution, which does not need special permissions or plans, but could improve the mobility situation of the sensitive groups significantly.

- **Awareness raising within the society**

  Many creative modes of awareness raising exist, which can have a big impact on people who otherwise do not know how to help those who need it. These solutions usually are low-cost and the success of them highly depend on the good design and the well-worded message.

- **Low-scale measures supporting cycling**

There are several elements of the cycling infrastructure in the area (both bicycle lines and bicycle parking facilities) but the cycling network is not complete and at some important locations bicycle parking facilities are missing.

Possible specific measures:

- **Installing new bicycle racks**

  New bicycle racks make the use of bicycle for everyday mobility much easier. The implementation does not need a big budget and can be done step by step. Possible locations for bicycle racks are in front of schools, kindergartens, shops, office buildings and parks.

- **Opening one-way street to two-way cycling**

  If the specific road is wide enough the implementation of this measure does not need hard infrastructural changes, only the painting of the signs on the road and the putting of street signs at the ends of the road are necessary. The measure is

low-cost, but can help a lot to connect the existing bicycle infrastructure and create a continuous bicycle network.

- **Creating new bicycle routes (Róna utca, Mogyoródi út)**

  The bicycle network in the area is not continuous and there are important and frequently used streets where there is no infrastructure for cyclist even though in some of the cases the streets are really wide. The expansion of the network is necessary to foster the use of bicycles for everyday purposes. The difficulty of these interventions is that main roads are operated by the City of Budapest and not by the district.

- **Shared mobility solutions**

Shared mobility solutions currently are not available in the area. The extension of the already existing bike-sharing systems (MOL BuBi and Donkey Republic) or a station based car-sharing system could give the residents the possibility to use the shared mobility solutions.

Possible specific measures:

- **Extension of existing bike sharing system(s) to the area**

  The extension of the existing bike sharing systems can foster the use of active modes in the neighbourhood, but this measure meets serious obstacles since the system on the extended area might not be maintained economically and another obstacle is that extending bike sharing systems is not only an investment, but would probably need the constant co-financing of operation.

- **The establishment of the area's own bike sharing system**

  If it is not possible to extend the already existing bicycle sharing systems, the solution can be the experience of Törökőr's own bike sharing system. There are many different operational models, finding the right one probably would be one of the most important and hardest task.

- **Extension of existing station based car sharing system to the area**

  There is only one station–based car-sharing system in Budapest, which is mostly used by companies for business trips and not by residents. The popularity and promotion of the system is not strong either. That is why the extension and more visible promotion of the system is necessary. The implementation needs high investment cost, which does not fit into the budget of Sunrise, but the project can have a big role in catalysing such a process.

# G. Bottom-up: Discussion and Validation

## G.1 Comments to the Status-Quo of the Neighbourhood

The status quo description of the neighbourhood has been discussed on the first and on the third meeting of the CG. On the first meeting the group members set up the objectives of the project, while on the third meeting the SWOT - based on the results of the status quo description and the co-identification - had been introduced. The presentation of the status quo description and the SWOT-Analysis have not been separated sharply. After the presentation the SWOT-Analysis and the Status-Quo of the neighbourhood have been discussed, all the comments have been talked over in depths by the members of the group and the experts, this way the CG have accepted and validated them.



**Figure 13: First CG meeting, source: Municipality of District 14 of Budapest**

## G.2 Comments to the SWOT-Analysis

The SWOT-Analysis has been presented to the CG members on the third CG meeting, where participants could give their comments about it. It has been sent out to the members as well, so they could send their opinion via email as well. We divided the feedback into three categories: accepted comments, which we later be included into the SWOT, comments which are not realistic in the timeframe of the project and comments which do not meet the criteria of a SWOT item.

Comments which were built into the SWOT analysis:

- Wide, green streets, ideal for cycling, walking (Strength)
- Existing Bicycle Network Plan and a cycling referent responsible for the cycling issues in the district (Strength)
- Missing or not safe pedestrian crossings (Weakness)
- Degraded, littered area around the railway and Zugló Train Station (Weakness)
- Appearance of electric cars (Opportunity)
- Installation of electric charging facilities (Opportunity)

Comments which were not built into the SWOT analysis because they are not realistic in the moment or in the timeframe of the project:

- New tramline on Thököly road (Opportunity)
- The implementation of a congestion charge in Budapest (Opportunity)

Comments which were not built into the SWOT analysis because they are not SWOT items, but more project ideas:

- The renovation of Zugló Train Station (Opportunity)
- The implementation of pay parking in Törökőr neighbourhood (Opportunity)



**Figure 14: Third CG meeting, source: Jóügy**

## G.3 Comments on SWOT-Strategies, Strategic Goals and Options

The corridors of options have been decided by the members of the CG. On the third CG meeting – after the presentation of the status quo and the SWOT-Analysis – the participants had the opportunity to work together in smaller groups and think about those areas which can be improved in the frame of the SUNRISE project. For this task a big help for the members were the already presented SWOT-Analysis and status quo description and the presentation of those areas in Törökőr where most of the problems occurred during the co-identification phase (these areas were selected from the online problem-mapping tool). After a short brainstorming, the lists of the groups have been presented and the ideas put together.

# H. References

- Concept for Zugló Transport, Budapest, 2012, Városkutatás Ltd.
- Strategy for the Integrated Development of Zugló, Budapest, 2015, HBH Euroconsulting, BFVT Ltd.
- Zugló Bicycle Network Plan, Budapest, 2017, Hungarian Cycle Association

# Participatory Process Documentation WP1 | BUDAPEST

## Looking Back and Forward!
Summarise the preparation and execution of the bottom-up participation process and the planned steps

- What were your expectations and assumptions towards Co-Identification and Co-Validation in Work Package 1 (WP1)?
- Which stakeholders and target groups have been identified?
- Which outcomes have been generated during your participatory events?
- How did you deal with data collected to be transferred?
- Which are next steps to be taken towards Co-Creation?

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# Executive Summary

The SUNRISE participatory planning process in Zugló-Törökőr is seen as an opportunity to test various formats, with the ultimate goal to integrate successful formats in the municipal planning processes beyond the project lifetime. Consequently, a broad range of formats have been tested in the phase of co-identification of problems & co-validation of needs.

The collection of problems and strengths has been successful, as a large number of items have been collected by a wide range of events and tools (both online and offline, covering several areas of Törökőr), for all areas of the neighbourhood and also covering all mobility issues and transport modes. The CCF and CG meetings, as well as the thematic walks contributed to the more in-depth common understanding of specific areas or problems for different stakeholders.

Regarding the different methods used, some can be considered fully successful, while others could not contribute to the process to the envisaged extent; e.g. the open questionnaire mainly due to the overlap with the problem mapping; the customer service office due to the high need of human resources etc.

For the next steps, the main conclusion is that currently only a small, committed group of people (the CG members) are willing to regularly spend time and effort on the co-creation process, mainly due to internal motivation. In order to reach a wider group of residents and stakeholders, the right formats have to be found, and the content has to be specific enough so that people can identify if they are directly affected and motivated to take part in the process.

# Table of Contents

# I. Introduction:
# Participatory Process Documentation

## I.1 Objectives of the Participatory Process Documentation WP1

*This template serves to reflect the summarised the results of the participation and execution of the bottom-up activities during the Co-Identification and Co-Validation phase in Work Package 1 (WP1) in each SUNRISE Action Neighbourhood (relating to Task 1.4, based on the data documented in the Co-Creation Evaluation Report (CCER)). As a conclusion, within this report, lessons learnt are captured and planned upcoming steps for participatory activities individually per Action Neighbourhood are sketched:*

- ***Reflection on the methodology, activities and results of the bottom-up participation process in WP1***
- ***Planned next steps for participatory activities leading to WP2***

## I.2 Structure of this Document

*This document is structured in three parts. It first introduces the objectives of the report and its embedment within the Co-Identification and Co-Validation phase. In a second part, it mainly reflects on the participatory activities during WP1 individually per Action Neighbourhood. Methodology and outcomes of the participatory activities performed so far are captured and evaluated. Deriving from this reflection, lessons learnt are formulated. Finally, an outlook into next steps during the Co-Creation phase is given by sketching upcoming participatory activities.*

1. *Introduction:*

   *Objectives and embedment in WP1*

2. *Reflection:*

   *Bottom-Up Participatory activities during WP1 – Lessons Learnt*

3. *Outlook:*

   *Planned steps for the participatory activities during Co-Creation*

# J. Reflection: Participatory Process

## Which lessons learnt can be drawn from your bottom-up participatory activities in WP1?

### J.1 Methodological approach

*In this section, the methodological approach of the participation process during the Co-Identification and Co-Validation phase is reflected. Here, we are looking back at early expectations and aims, how participants have been or have not been reached out to and activated for the project, which tools and formats have been chosen and further factors which influenced on the dynamics of the participation process.*

#### J.1.1    Expectations and Aims

Zugló has started the participation process with an open approach: to truly hear the local residents' and stakeholders' voices, and empower them to co-identify problems and needs as well as co-develop solutions (with no pre-defined measures).

As there was already a participation process in the area before (Pillangó Park), the idea was to build on its existing core group and adapt it to the SUNRISE project's focus. Those Stakeholders included local residents, NGOs, institutions (schools, kindergartens) and local businesses. District councillors elected in Törökőr were also invited. Universities with campuses in Zugló or with a relevant scope (transport engineering, communication, civic involvement etc.) were regarded as potential partners.

Besides the core group, the aim was to reach out to every potential mobility and social group who use the area. These include every generation, the elderly, the adults, the youngsters and the children as well, include the sensitive groups with special mobility needs, such as the blind and visually impaired people, the disabled and possibly include the responsible members of every institution, civic or other NGOs working in the area.

There is also a goal on the political level in Zugló to introduce participatory budgeting, and SUNRISE can be a first step into this direction.

Figure 15: The perceived position of Zugló on the scale of participation between information and citizen control at the beginning of the project

In Hungary participatory planning does not have a long history and tradition, that is a reason why people are at first shy or reserved when asked to give their contribution to a plan or idea. Most of the time the residents are only informed about what is going to happen in their surroundings, but do not have the real power to influence the changes. The method of the SUNRISE project means a paradigm shift in the way of communication. The co-planning of the Pillangó Park was a good first step in this process, but the area of the plan only covered a small part of Törökőr. According to our experiences in SUNRISE the turning point is when after a short time of resistance we can get the certain person to tell his own opinion, this way he start to feel connected and involved not only in the project, but in the life and society of his neighbourhood as well. After many "turning points", the mindset of people has changed and the overall position of Zugló has moved from "information" to "citizen control".

In spite of this shift the main barrier is still that the range of people that are reached during the participatory processes (in the CG and beyond) is not yet wide and representative enough. However, the design workshops are aiming at co-developing solutions with (more) citizens and stakeholders, and finally let them vote about the proposed measures, giving them more control about their neighbourhood.

### J.1.2 Participation Promise

The Participation Promise (or the goals of the project) as formulated in the Memorandum of Understanding:[13]

- Identification of the problems regarding broadly defined mobility in the Törökőr neighbourhood, with the involvement of the community.

- Development of sustainable solutions by common planning, taking into account all participants and modes of mobility, such as pedestrians, people with wheelchair, visually impaired, cyclists, elderly, young, people with small children, car drivers etc.

- Taking into account maximally the priorities of the local community when using the financial sources provided by the project (ca. 65 000 EUR).

- Development of the sustainable mobility action plan of Törökőr.

- Experimental use of participatory planning in mobility issues.

- Testing and disseminating sustainable mobility solutions.

- Shaping attitudes.

- Local community development.

The participation promise was established by the Municipality of the XIV. District according to the aims of the project, the possible outcome of the process and the financial resources available within the project. The participation promise is available on the website of the project and have been presented and discussed on the first CG meeting as well.


### J.1.3 Process Design

The process of participation was planned in the autumn of 2017 and during the following months it went according to the plan. The main steps are described in the figure below:[14]

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[13] See http://mizuglonk.hu/wp-content/uploads/Egyuttmukodes_SUNRISE_ZUGLO_20180201.pdf
[14] Source: http://mizuglonk.hu/sunrise-projekt/

Figure 16: Process design figure of the participation

The participatory process involved many different methods, formats and events. The co-identification phase, when the collection of problems and ideas happened, took place between September and November in 2017. This was the most intensive phase of problem-gathering. For one week every day a stand was put up in different frequently used places in the neighbourhood and the local or those people who work or study in the area could share their problems, ideas or give feedback on the good solutions in the neighbourhood.

The main co-identification events are described in the following table:

| Event | Date | Location | Aims | Participants/Target group |
|---|---|---|---|---|
| **Internal kick-off** | 08/09/17 | Zugló City Hall, Community room on the 5th floor | • Presentation of the project and the application.<br>• Preparation of the bottom-up participatory process. | Active stakeholders – ca. 20 selected participants |
| **European Mobility Week – Advertisement of the project** | 16-22/09/17 | Törökőr | • Reaching as many people as possible with advertisement and the communication of the project.<br>• MIZUglonk/SUNRISE website, local newspaper (fortnightly), facebook, flyers | All stakeholders |
| **Neighbourhood festival** | 16/09/17 | Törökőr<br><br>Open air in front of the tennis club | • Short presentation of the project (10-15 min on the stage)<br>• Collection of SWOT items of the area.<br>• Application possibilities to the CG<br>• Connected festival programmes: co-discovery of the area by bike ("Tour de Törökőr"), games etc. (TBC) | Local residents |
| **European Mobility Week** | 16-17/09/17 | Andrássy Avenue – MiZuglónk stand | • Advertisement of the project and the application.<br>• Collection of SWOT items of the area. | Residents |
|  |  | Andrássy Avenue – BKK stand | • Information on the project | Residents |

| Event | Date | Location | Aims | Participants/Target group |
|---|---|---|---|---|
| **CCF Kick-off** | 5/10/17 | Törökőr, local school | • Presentation of the project and the participation process<br>• Discussion of the participation promise (rules)?<br>• Collection of SWOT items | All stakeholders |
| **Participatory events for getting to know the opinion of the local people** | 16-20/10/17 | Törökőr, public spaces | • Collection of SWOT items of the area. (e.g.: stands) | Local residents, people who work or study in the area |
| **Online problem gathering map** | Launch: 09/10/17 | - | • Reach as many people as possible<br>• Collect and geographically organise the mobility problems of Törökőr | All stakeholders |
| **Thematic walk with visually impaired people** | 18/01/18 | Törökőr, public spaces | • Walk in the area with visually impaired people to understand better their special needs and problems | Visually impaired or blind people |
| **Thematic walk with prams** | 28/03/18 | Törökőr, public spaces | • Walk in the area with parents or grandparents with prams to understand better their special needs and problems | Parents or grandparents who often walk with prams |
| **Thematic walk with disabled people** | 19/04/18 | Törökőr, public spaces | • Walk in the area with disabled people to understand better their special needs and problems | Disabled people, people with wheelchair |

### J.1.4 Target groups and participants

The stakeholder mapping was done at several preparatory meetings during the Summer 2017. In addition to brainstorming, several checklists have been used (e.g. from the SUMP Guidelines).

As there was already a participation process in the area before (Pillangó Park), the idea was to build on its existing core group and adapt it to the SUNRISE project's focus. Stakeholders would have included local residents, NGOs, institutions (schools, kindergartens) and local businesses. District councillors elected in Törökőr were also invited. Universities with campuses in Zugló or having relevant scope (transport engineering, communication, civic involvement etc.) were regarded as potential partners.

A group of stakeholders (around 20) were invited to the internal kick-off to present the project to them and discuss the way working of the CG. Invitations were mostly sent by e-mail. Later on, those residents who showed great interested to the project were invited personally to the CG.

To bring people to the CCF and make them interested in the project many different advertising methods were used. There were reports about the project in the local newspaper from time to time, on the website and on social media the events were always advertised. Before the thematic walks and workshops posters were put out in the relevant places and there were leaflets dropped in to every mailbox in the neighbourhood. People could also openly register their interest at events (awareness raising events and the open CCF kick-off) and on the website (promoted also on Facebook).

*Involvement of participants*

- Local residents: currently only a small, committed group of people (the CG members) are willing to spend regularly time and effort on the co-creation process, mainly due to internal motivation. Since there is not a long history of co-planning in Hungary, the mindset of people towards this cannot easily be changed. SUNRISE is a good step, but the change of the attitude of a whole society always takes longer time. The lesson in the SUNRSIE project is that the best way to catalyse the participatory process is to find those key persons, who are local-patriots and feel committed to the development of the area.

- Blind people: direct approach via the Institute of Blinds (with seat in Zugló) proved successful.

- Universities: students of Central European University (CEU) have participated at several events. Budapest University of Technology (BME) organised a student case study competition on Zugló railway station (in Törökőr), where the winning team also built on the results of the SUNRISE problem mapping. The lesson is that with every participatory project is really important to try connecting it to other already existing projects with similar scope (in topic or in territorial), because this way more information is available and the projects can support each other to be more effective.

This project has re
Union's Horizon 20
under grant agreer
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- People with little babies: The thematic walk with prams was not a success, not many people participated, even though the timing was probably good for them (in the morning). It is not easy to understand the reason for low participation; it can be either that they are not interested or haven't read the information, but the lesson here is that these group has to be reached personally, not on online forums or posters, but probably through their own social media groups or personally in kindergartens or health centres.

### *People or groups to be activated within the next steps of bottom-up participatory activities*

- Further local residents and other stakeholders: In order to reach a wider group of residents and stakeholders, the right formats have to be found, and the content has to be specific enough so that people can identify if they are directly affected and motivated to take part in the process. To reach also those groups who are not directly affected, awareness raising programmes or projects are needed in order to convey how and why the quality of the neighbourhood and the situation of mobility affects their lives. Also, better communication of the Pillangó Park process is a prerequisite to save the credibility of the participation process, because the plan of the Pillangó Park was created by co-planning, but after the pans were ready, the Municiplality has stopped communicating about the further steps of the process this way leaving the locals in uncertainty about the whole situation.

- Local institutions (schools, kindergartens): people who are willing to participate from schools and kindergartens area are especially important because through them, large groups  of parents and children can be reached, and they can also have an important multiplicatory role in the process. Some representatives participated at the internal kick-off, but after that they did not follow the project. In their case a more direct approach should be used (e.g.: visiting them personally in their institutions).

- Local businesses: Local business are important for two main reasons. Firstly, the business starts to connect more to the neighbourhood, and therefore feel more responsible for it. Secondly, they have the possibility and the resources to support a project which can be important for them as well. Businesses have to be addressed via direct contact, e.g. for sponsorship (when the measures have been identified). In the project just a few of them have been contacted directly, the others only via e-mail, but since local businesses receive many ads through email, this way is not effective in their case.

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723365

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### J.1.5 Core Group (CG)

**Set Up of the Core Group**

As there was already a participation process in the area before (Pillangó Park), the idea was to build on its existing core group and adapt it to the SUNRISE project's focus. A group of stakeholders (around 20) were invited to the internal kick-off to present the project to them and discuss the way working of the CG. The CG membership was however open: people could register at events and on the website, and also at the open CCF kick-off.

Based on the contacts from the previous participatory planning process of the Municipality 60 people received direct invitation to be a member of the CG and 3 more people registered on the first promotional activities. At the first CG meeting 7 people participated.

The CG was planned to be an informal group from the beginning, to avoid any administrative burden resulting from a legal form. As meeting place the ZETI office has been selected (see below), being much easier to access from the street than any municipal office. The fund and operational costs of the CG are not high, partly thanks to the ZETI Office which is possible to use for this reason, only a small amount of printed materials and sometimes some beverage and snacks were needed, which were financed from the project budget.

**Members of the Core Group**

The CG officially consists of 10 people as of 06/04/2018 (those who have signed the Declaration of Membership[15] required to become a member). Nine of them are local residents and one represents a local business. From the residents, one is representing an informal local group of local patriots (The neighbourhood group) and one is a civil member of the Municipality's Committee for Environment.   Apart from him, two members have a background connected to the topic, they are urbanists, one of them currently on maternity leave and the other one already active in civic initiatives and a member of the Hungarian Cycling Association. The others are motivated to be part of the CG because they feel responsible for their surrounding end the development of the area.

Fluctuation cannot be measured yet, as there were only 3 CG meetings so far. The average participation from the CG's part is four people, plus the project partners (including NEM and Municipality). From the Municipality usually one or two people are present, who are responsible for the project.

**Responsibilities and powers of the Core Group**

The meeting rhythm and procedures are flexible, adapted to the actual phase of the project. The goal is that while maintaining a regular meeting rhythm, not to bother the

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[15] See http://mizuglonk.hu/wp-content/uploads/Tags%C3%A1gi-nyilatkozat.pdf

members (spending the spare time) with meetings if there is no actual question to discuss and decide.

In addition to the meetings, there is a mailing list for the CG which is also used carefully and in a focused way to share relevant information. The presentations and minutes are made public on the MIZUglónk website.[16]

The core CG members (local residents) are people committed to participation in general and therefore are stable, regularly contributing to the process. Other stakeholders (e.g.: business owners, leaders or teachers of local educational institutions) are however harder to reach and integrate to a regular series of meetings. The reason for it is that people who are working in the area, but living someplace else, rush home after the end of the workday and are not in Törökőr when the meetings and other events of the SUNRISE project take place. Another reason could be that they do not care as much about the area of Törökőr as they do about the areas where they live. A promotional campaign targeted specifically to those people who are not living in the area, but working here, could help to involve them more in the project.

## J.1.6   Tools, formats, events

The SUNRISE participatory planning process in Zugló-Törökőr is seen as an opportunity to test various formats, with the ultimate goal to integrate successful formats in the municipal planning processes beyond the project lifetime. Consequently, a broad range of formats have been tested in the phase of co-identification of problems & co-validation of needs.

### Activity 1 – Title: Core Group (CG) & Co-Creation Forum (CCF) meetings

This activity covers a series of events. An internal kick-off was held on 08/09/2017 to present the SUNRISE project and process and give insight into participation in general and the co-identification process (including the role of CG) to key stakeholders. The CCF kick-off on 09/10/2017 aimed for a wider audience (open for all) and already included the collection of SWOT items of the area. We used two different techniques for the identification of problems and strengths in the area, one was a mapping tool with the help of a big satellite picture of the area and the other was a questionnaire. The 1st (forming) meeting of the CG was held on the 09/11/2017. The 2nd CG meeting was dedicated to successful examples of participatory planning processes in Hungary and abroad, while the 3rd CG meeting on the 14/02/2018 to the SWOT presentation and validation and setting topics for the co-design workshops. On the 3rd workshop, after the presentation of the SWOT, the members discussed its items and added those ones, which they thought were missing, then the preparatory work for the co-design workshops have been started with 3 small groups who did a free brainstorming on the possible topics of the workshops and then shared and discussed it with the others.

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[16] See http://mizuglonk.hu/sunrise-projekt/torokor-tanacsado-testulet/

Participants were generally positive, but participation levels remain low. The core CG members (local residents) are people committed to participation in general and therefore are stable, regularly contributing to the process. Other stakeholders are however harder to reach and integrate to a regular series of meetings.

### Activity 2 – Title: Awareness raising events (neighbourhood festival, European Mobility Week)

Two existing events have been used to raise awareness about the SUNRISE process: A neighbourhood festival on 16/09/2018 in Törökőr, open air in front of the tennis club, as well as the main European Mobility Week event of Budapest, on 16-17/09/2018 at Andrássy Avenue.

The objective was to raise awareness about the co-creation process. This was more successful at the neighbourhood festival which was organised in Törökőr (also some SWOT items were already collected), while the EMW event was off site and most people were not relevant for Törökőr.

In the neighbourhood festival the SUNRISE project was present with its own tent, informational desk, problem mapping tool, questionnaire and different games connected to the mobility of the area. With the help of these tools and games the collection of SWOT items has been started.

### Activity 3 – Title: MIZUglónk website and Facebook channel, local press

The main communication channels of the co-creation process towards the general public are the following:

- MIZUglónk website (http://mizuglonk.hu/) with a SUNRISE subpage;
- MIZUglónk facebook channel (https://www.facebook.com/mizuglonk/, the channel is followed by around 450 people)
- local (municipal) newspaper (fortnightly)
- SUNRISE flyers

**Figure 17: SUNRISE flyers**

Articles, news, events are also shared at partners' websites and Facebook channels (Mobilissimus and BKK).

The wider public is being informed about the co-creation process and its results. There is generally low level of interaction on the Facebook channels.

### Activity 4 – Title: On tour problem mapping

After the CCF kick-off, a problem mapping tour was organised. For a week, a stand (table, chairs, project banner) was set up in several different frequented public spaces in Törökőr, in order to collect problems and strengths perceived by the residents (SWOT items). Nine locations were chosen for the tour; around half of them were in front of kindergartens or schools and half of them were near busy transport nodes (e.g.: in front of the metro station, near a big shopping mall). Thanks to the different locations, we reached a wide range of people: those who are living in the area, those who work here and those ones who bring their children here to study as well. During the tour we used a big satellite picture of the area, where the participants could mark the locations of the problems, ideas or good solutions they experienced in the area with the help of different coloured stickers according to the different mobility modes.
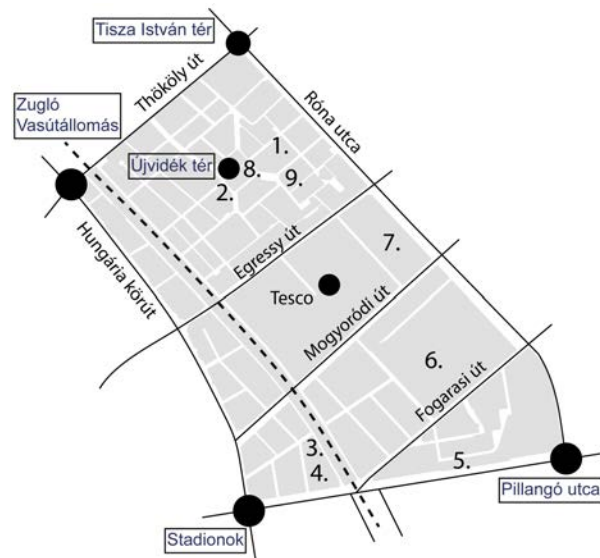
Figure 18: The locations of the on-tour problem mapping

During the tour we tried to contact everybody passing by the stand. People were generally reserved and not going up to the stands by themselves, they had to be approached personally. People approached were generally open to sharing their ideas, but were mostly sceptical ("nothing will happen anyway"). When they shared their experiences and ideas, we put marks on the map, this way everybody could see which locations had been identified as having more or fewer problems. answers have been manually uploaded to the online mapping tool (see below). 280 items (problems, strengths, ideas) have been collected in total (on tour & online).

### Activity 5 – Title: Online problem mapping

The Nextseventeen online mapping tool has been provided and adapted by Urbanista, translated by Zugló and Mobilissimus and integrated into the MIZUglónk website.

People could pin locations on the online map with problems, strengths or ideas they know, and include description and photo. They could also comment on already uploaded ideas.

280 items (problems, strengths, ideas) have been collected in total (on tour & online). The answers of the on-tour mapping (see above) have also been manually uploaded to the online mapping tool, thus giving a full overview of items identified. The results were later exported to excel, analysed by Mobilissimus experts, published on the MIZUglónk website and presented to the CG, who had the opportunity to review and discuss it, by adding the members' own opinions and experiences to it on the event or afterwards by e-mail.

### Activity 6 – Title: Online and offline problem questionnaire

An open problem (and success) perception questionnaire has been developed and published on the MIZUglónk website, and also offline with ballot boxes at 9 locations (mostly schools, kindergartens) for 2 weeks. The format was successful earlier in other cities. Also, a blind-friendly version has been developed. The questionnaire had three parts: the first was a table about the transport habits of the respondents (how often they use the different transport modes), in the second part there were open questions about the perceived problems and strengths of the different transport modes in the area and in the third part there were questions about personal data, which was required to fill in, if the responders wanted to participate in the later activities. The questionnaire was promoted on the webpage of the project as well as on its Facebook channel.

Due to the overlap with other activities (especially the on tour and online problem mapping) the number of answers (57 in total, of which 42 on paper, 13 online and 2 blind-friendly) remained relatively low. Also, shops and services (hairdresser's etc.) were not open to host the ballot boxes. For this reason most were placed in schools and kindergartens, but a school holiday also negatively affected the number of answers.

The results were later exported to excel and analysed by Mobilissimus experts, presented to the CG and also published on the MIZUglónk website.


### Activity 7 – Title: Customer service office (ZETI office)

The plan was to upgrade the existing ZETI (energy efficiency consultancy for residents) customer service office to also serve as a regular contact point for residents about SUNRISE (with a limited opening time of one afternoon by week). This did not realise due to the location outside of the area, technical constraints (access to keys etc.) and limited human capacity to staff the office.

The office still serves as a meeting point for the CG, being much easier to access from the street than any municipal office.


### Activity 8 – Title: Thematic walks

As the Institute of Blinds is based in Zugló, several people with visual impairment walk and travel day-by-day in the area. The aim of the first walk (18/01/2018 13:00) was to map out the specific obstacles and identify suitable solutions.

The second walk (13/03/2018 7:30) was a site visit to Újvidék tér, Bölcső utca and neighbouring schools and kindergartens to see the traffic situation of the morning peak when schools start.

A few active and cooperative blind people and active and engaged local residents in the Újvidék tér area made both events successful, especially for raising awareness and providing in-depth local knowledge to municipal staff.

Figure 19: Core Group (CG) & Co-Creation Forum (CCF) meetings – Internal kick-off, CCF kick-off



Figure 20: Awareness raising events – Neighbourhood festival

Figure 21: MIZUglónk and Zugló facebook channel, BKK website

Figure 22: On tour problem mapping

Figure 23: Online problem mapping



Figure 24: Offline problem questionnaire (with ballot box)

Figure 25: Thematic walk with blind people

## J.2 Outcomes and Transfer

### J.2.1 Results

The collection of problems and strengths has been successful, as a large number of items have been collected through a wide range of events and tools (both online and offline, covering several areas of Törökőr), for all areas of the neighbourhood and also covering all mobility issues and transport modes. The CCF and CG meetings, as well as the thematic walks contributed to the more in-depth common understanding of specific areas or problems for different stakeholders.

Regarding the different methods used, some can be considered fully successful, while others could not contribute to the process to the envisaged extent; e.g. the open questionnaire mainly due to the overlap with the problem mapping; the customer service office due to the high need of human resources etc.

### J.2.2 Potentials and challenges

| | Potentials | Challenges |
|---|---|---|
| 1 | Engaged core members of the CG | Low participation levels, especially when needing regular effort |
| 2 | People generally open (even if passive) | Weak outreach to local businesses, institutions |
| 3 | More concrete topics (more specific location/area, more specific topic) potentially attracting more people | Weak participatory culture (in general), trust must be built (results delivered) |

### J..2.3 Data collection and transfer

280 items (problems, strengths, ideas) have been collected during the problem mapping in total (on tour & online). The answers of the on-tour mapping (see above) have also been manually uploaded to the online mapping tool, thus giving a full overview of items identified. The results were later exported to excel.

The 57 answers of the problem questionnaire in total (online & offline) were also exported to excel (from the google sheet of the online questionnaire and manually for the offline).

The items collected were analysed by Mobilissimus experts by taking the following steps:

- The individual items of the online and offline mapping tool and the individual answers to the questionnaire's different questions have been combined together in an excel document.

- The problems and suggestions have been put together into one page since they usually refer to the same issue only two from different viewpoints and the strengths have been put on a different page.

- 48 problem categories have been created in 6 transport modes for the evaluation of the problems/suggestions and 11 strength categories have been created for the evaluation of the strengths.

- All the items have been read carefully and an X have been put in all of the problem/suggestion or strength category the item concerned.

As a result it became visible which were the most serious problems and often mentioned ideas. These were summarised in charts and the SWOT analysis

presented to the CG to be validated and also published on the MIZUglónk website.

# K. Outlook: Next Steps of Participatory Activities towards Co-Creation!

For the next steps, the main conclusion is that currently only a small, committed group of people (the CG members) is willing to regularly spend time and effort on the co-creation process, mainly due to internal motivation. In order to reach a wider group of residents and stakeholders, the right formats have to be found, and the content has to be specific enough so that people can identify if they are directly affected and motivated to take part in the process.

The topics of the 3 design workshops to be organised in March and April were selected in a way that allows residents and stakeholders to concentrate their efforts on the topics and areas most relevant for them.

The voting on the measures to be implemented within the SUNRISE project has to be broadly available and easily accessible for the local residents and stakeholders, both online and offline.

The promotion of events and other contribution opportunities is key, in due time, with broad reach and in an appealing format. The 1st design workshop will be e.g. promoted via leaflets distributed to the mailboxes of 1660 households in the area of Újvidék tér and Bölcső utca.

| ACTIVITIES | objectives | expectations | tools | participants | schedule |
|---|---|---|---|---|---|
| 1. Title: technical meetings | exchange information with key stakeholders (implementers)<br><br>pre-check the feasibility of some ideas | getting to know major projects affecting Törökőr (schedule of known road developments, possible rail projects) and the possibility to solve collected problems<br><br>provide the relevant collected problems to the partners to include them into their planning<br><br>inviting them to public design workshops, if relevant | meetings<br>e-mail, phone… | BKK (public transport authority)<br><br>Budapest Közút (road authority)<br><br>MÁV (Hungarian State Railways) | March 2018 |
| 2. Title: Design workshops | Defining measures to be prepared with the involvement of stakeholders | a set of measures selected for deeper preparation/planning | public design workshops (with walks before) | local residents<br><br>other local stakeholders<br><br>municipality<br><br>experts<br><br>possible implementers (road authority, PT authority etc.) | March-April 2018 |
| 3. Title: Study tour with CG | get to know good practices from Vienna<br><br>reward CG | ideas taken home (with proposed measures in mind) | 1-day study tour | CG members<br><br>municipality | early May 2018 |
| 4. Development of measure proposals | More detailed development of proposed measures | Measure sheets developed (technical content, feasibility, costs…) | expert workshops | municipality<br><br>experts<br><br>international experts | April-May 2018 |

| 5. Title: Voting on measures | co-decision on the measures to be implemented within SUNRISE | set of measures selected | online and nonline voting | (Koucky) CG possible implementers (road authority, PT authority etc.) local residents & stakeholders | June 2018 |

# L. References

# D.1.1 SWOT REPORT | BREMEN

## SWOT Analysis and Status-Quo Description + Participatory Process Documentation WP1

| City: | Bremen |
|---|---|
| Reporting Period: | February 2019 |
| | |
| Responsible Author(s): | **Susanne Findeisen, Michael Glotz-Richter** |
| | **Freie Hansestadt Bremen, Der Senator für Umwelt,** |
| | **Bau und Verkehr (SUBV)** |
| | (Ministry of the Environment, Urban Development and Transportation of the Free Hanseatic Town of Bremen) |
| | |
| Responsible Co-Author(s): | |
| | |
| Date: | August 2018 |
| Status: | Final |
| Dissemination level: | Confidential |

# SWOT Analysis
# and Status-Quo Description | BREMEN

## Find first options for action in your neighbourhood and check the conditions for their implementation!

- Collect all relevant data for your neighbourhood
- Have a closer look at strength, weaknesses, opportunities and threats
- Find »Corridors of Options«
- Do a »Bottom-up review«
- Get a set of thoughtful options for actions that will be developed further in WP2

# Executive Summary

*1 page*

*A brief summary of key findings of the SWOT analysis and the identified options for action and challenges of the SUNRISE project [ REMINDER: Please use UK English throughout!]*

The street space of the direct neighbourhood of the "Neues Hulsberg" area is heavily overused. Although the modal split of the neighbourhood shows a preference of non-motorised modes, a key problem remains being a high pressure of car parking and its related consumption of street space. This is clearly visible in the topics being mentioned by citizens in the SUNRISE process.

Many sidewalks are partly used for car parking. As a consequence, the space for pedestrians is significantly reduced. Bicycle parking on the sidewalks and garbage bins further add to the problem. The integration of the new neighbourhood "Neues Hulsberg" with new residents might increase already existing problems.

There is a wide range of options to improve the situation: Illegal parking could be reduced by stronger parking enforcement in accordance with the road traffic regulations and by constructural measures. The list of potential measures include parking management, introduction of fee based parking in public areas, an introduction of residential parking, a coordinated price system of local public transport and car parks/parking fees. Also the development of more parking opportunities for the public was seen as an option, either by opening up existing car parks/spaces on private properties or by building (multi-storey) car parking adjacent to the neighbourhood. Sustainable mobility options should be supported by a wide range of measures, e.g. a further increase of car-sharing stations to create alternatives to private car ownership, a new street design to implement innovative mobility concepts ("shared space"), barrier-free/cyclist-friendly road surface (no cobblestone), the improvement of crossing situations, more bicycle parking spaces, micro-hubs to reduce delivery traffic, increased accessibility for mobile impaired and visually impaired people, the implementation of lending station(s) with (rental and) freight bicycles, innovative services complementing conventional public transport (shuttle buses, new taxi services etc.), measures to privilege bicycle traffic (further development of "bicycle streets", introduction of "bicycle zones") or measures to improve the overall cycling infrastructure. Further options refer to the improved quality of stay (e.g. temporary "play streets") and an information campaign. Also, the active involvement in the development of the mobility concepts of the hospital "Klinikum Bremen Mitte" and the new neighbourhood "Neues Hulsberg-Viertel" could be an option.

Car parking has become emotionally overcharged and an extremely sensitive theme within the neighbourhood and a political issue. Over decades, the practice of parking partly on sidewalks was accepted – although not being legal. With the situation that cars become bigger, the situation is getting more precarious. It needs the political will to change things. Another challenge of SUNRISE is the relatively short duration of the project. Four years is very short for urban and mobility planning including participation. The project budget for the actual implementation is very small. The financing of the implementation of measures is unclear and might be only possible in the middle or long term.

# Table of Contents

# A. Introduction: Frame and Method

## A.1 Objective and the Frame of the SWOT Analysis and Status-Quo Description



Figure 1: Process of the SWOT Analysis & Status-quo Description in the SUNRISE project (Source: TUW/urbanista)

### *THE OBJECTIVE OF THE SWOT ANALYSIS & STATUS - QUO DESCRIPTION*

*The SWOT Analysis and Status-quo Description (Task 1.5) is an important part of the first SUNRISE work package. Its main objective is to find a set of thoughtful options for action for your neighbourhood, based on status-quo data, an analysis of strength and weaknesses of the neighbourhood as well as influencing external factors and a bottom up reflection with citizens and stakeholders. The SWOT analysis and the summarised top-down description of the status-quo support the Action Neighbourhoods to conduct a revision of the local situation.*

### *WHY VALIDATING THE SWOT ANALYSIS PUBLICALLY?*

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments as well to approve planned actions, all relevant stakeholders and institutions in the Action Neighbourhood must be included in the elaboration of this local mobility analysis (Task 1.6). Therefore, the SWOT analysis and top-down description will be discussed and validated via co-creation activities (e.g. the Neighbourhood Learning Retreat) along the co-creation phase (part F in this template). This revised SWOT analysis with the corresponding "corridors of action" and the summarised description will be part of the SWOT Brochure (D1.1).*

## STEPS OF THE SWOT ANALYSIS AND STATUS-QUO DESCRIPTION

5) **Top-down status-quo Description (should be done in Task 4.2)**
   > Collection of secondary data
   > Description of the mobility related status quo (including quantitative facts and figures & taking into account important overarching documents like SUMP, the case history
   > helps the action neighbourhoods to conduct a revision of the local situation

6) **Development of a SWOT Analysis**
   > based upon the status-quo data gathered
   > **a) thinking of internal strength and weaknesses**
   > **b) thinking of external opportunities and threats**
   > **c) highlighting the main opportunities and challenges to be addressed within SUNRISE**
   > **d) derive strategies**

7) **Finding »Corridors of Options«**
   > The strategies deriving from the SWOT:
   > listing of various options for action, contextualised with information about potential financial, legal, technical

8) **Bottom-up Validation**
   > Validation and Rethinking of the results deriving from the SWOT analysis and status-quo description by the public via participatory activities
   > Forming a common ground for developing options for actions
   > the bottom-up validation is part of the Neighbourhood Learning Retreat (NLR)

## FORM AND SUPPORT FOR THIS TEMPLATE

*The deliverable this template and the »WP1-Participatory Process Documentation Template« serve for is called »Report including SWOT Results and Status-Quo Description of the Action Neighbourhood (D1.1)«. In the DoA the term »brochure« is still used but was changed during the process as the term »brochure« was misleading.*

**For internal reviews, the report should be sent by the city partners to urbanista as a first draft March 16<sup>th</sup> and a final version April 6<sup>th</sup>, 2018. Urbanista and TU Vienna are happy to help you with further assistance during your development of the SWOT analysis.**

## STRUCTURE OF THIS DOCUMENT

*This template includes:*

- **Introduction to the method and its objective in SUNRISE (Part A)**
- **The top-down Status quo Description (Part B)**
- **Collecting Internal and External factors (Part C)**
- **Main Challenges and Opportunities (D)**
- **The SWOT Analysis (Part E)**
- **The »Corridor of Options« (Part F)**
- **The bottom-up reflective approach (Part G)**

## A.2 Steps for the "Report including SWOT Results and Status-Quo Description of the Action Neighbourhood" (D1.1)



Figure 2: Steps for the "Report including SWOT results and status-quo description of the action neighbourhood" (D1.1) (Source: TUW/urbanista)

### STEPS FOR THE SWOT BROCHURE

*1. Summarised top-down description of the neighbourhood*

*2. SWOT analysis including main challenges opportunities and strategies*

*3. Finding »Corridor of options«*

*4. Discussion and Validation of points 1, 2, 3, 4 during via co-creation activities*

*5. Summarising of the execution and the results of the co-creation process for the co-identification phase*

*6. Description of the planned next steps for the co-creation process within the action neighbourhoods*

*8. Gathering all results from step 1 to 7 in the document "Report including SWOT results and status-quo description of the action neighbourhoods"*

*ORGANISATIONAL EMBEDDING TOWARDS A SWOT REPORT (D.1)*

*The »SWOT Analysis and Status-quo Description« is one part of the Deliverable D1.1 »Report including SWOT results and status-quo description of the action neighbourhoods«, due in month 12 (May 2018). The second part, is a summary of the results of the participatory process in WP1 so far as well as an outline of the planned upcoming steps for the participatory process within each Action Neighbourhood (Task 1.4). The »WP1 Participatory Process Documentation Template« will easily guide you to document the required content. Additionally, the »Process Documentation Form« of the »Co-Creation Evaluation Report« (CCER) will help you here. The report finally functions as background document and »reference guide« for all following steps within the co-identification phase and also the ensuing co-development phase (WP2).*

## A.3  Method for SWOT Analysis

|  | Factors that will help in achieving objectives | Factors that hinder the achievement of objectives |
|---|---|---|
| Internal factors (characteristics of the system/ neighbourhood) | **Strengths** | **Weaknesses** |
| External factors (Characteristics of the environment) | **Opportunities** | **Threats** |

Figure 3: SWOT matrix (according to Becker, J. 1998: Marketing-Konzeption. München: 103)

*WHAT IS A SWOT ANALYSIS / WHY DOING A SWOT ANALYSIS IN SUNRISE?*

*Originally, a SWOT analysis is a method for auditing an organization and its environment. Within SUNRISE we are using it for checking the conditions for the implementation of sustainable mobility solutions.*

*The SWOT analysis is a verbal-argumentative method for the identification and assessment of key factors influencing the achievement of the project goals in relation to the object of investigation, e.g. a neighbourhood. The advantage of a SWOT is the systematization of the factors influencing the outcome of the SUNRISE project at an early stage. An important prerequisite for the implementation of the SWOT analysis is the clear formulation of an objective. The influencing factors are classified in a matrix with the following four categories: Strengths, Weaknesses, Opportunities and Threats (or risks).*

- *STRENGTHS are the useful features of the system for the goal achievement.*
- *WEAKNESSES are characteristics of the system, which are dangerous for the goal fulfilment.*
- *OPPORTUNITIES are useful external conditions for the goal achievement.*
- *THREATS are external conditions, which are dangerous for the goal fulfilment.*

## HOW TO DO A SWOT ANALYSIS?

*Strengths and weaknesses are so-called internal factors or characteristics of the neighbourhood which can be influenced by an actor, in this case by the city partners themselves, and are within their sphere of responsibility. Opportunities and risks, on the other hand, are external factors and also referred to as environmental factors. They cannot be directly influenced by city partners or actors of the neighbourhood and must therefore be observed and anticipated as early as possible. In some instances, it is challenging to determine which factor is internal or external, meaning influenceable or not by the actors. A structured look at the obstacles and hindrances as well as at the potential of sustainable mobility in the city region is helpful.*

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | The "**SO Strategy**" is designed to make use of strengths to take advantage of existing opportunities. | The "**OW Strategy**", the opportunities are used to reduce existing weaknesses. |
| | Threats | The "**ST Strategy**" uses strengths for avoiding existing dangers. | The "**WT Strategy**" can be used to minimize weaknesses and avoid dangers |

Figure 4: SWOT strategies (Source: TUW/urbanista)

*After the systematization has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strenghts-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing opportunities. In contrast, the Strength-Threats-Strategy (ST Strategy) uses strengths for avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the*

*case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can be used to minimize weaknesses and avoid dangers (Translation from German into English: TUW based on: Fürst, D. & Scholles, F. 2008: Handbuch Theorien und Methoden der Raum- und Umweltplanung. Dortmund: 503ff).*

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# B. Status quo Description

## B.1 The general Situation of the Neighbourhood

*Information on social, economic, and environmental features of the neighbourhoods and the city, considering also the dossier prepared in the application stage and the available secondary data (to copy from the A&E Plan Part B: Introduction!).*

The Free Hanseatic City of Bremen (or "State of Bremen") is the smallest of Germany's 16 states and is situated in the North. The state consists of the City of Bremen as well as the small exclave of Bremerhaven, which lies around 55 km further north, at the North Sea. The City of Bremen has about 560,000 residents (Statistisches Landesamt Bremen, 2018 a) and is the 11 largest city in Germany (Statistisches Landesamt Bremen, 2018 a). Bremen is part of the Bremen/Oldenburg Metropolitan Region, with 2.4 million people.



Figure 1: Free Hanseatic City of Bremen - Historic market place

Industries, trade and administration are the backbone of Bremen's economy. Today Bremen has particular expertise in maritime services, logistics, aerospace engineering, wind energy and automotive. Being a harbour city, Bremen suffered severely under the structural changes of shipbuilding, fish industry etc.. The level of unemployment is above German average – causing also some financial restrictions.

The SUNRISE focus area - the surrounding streets of "Neues Hulsberg-Viertel" - belongs to the borough "Östliche Vorstadt". It is situated close to the city centre and is a densely populated residential and mixed-use area, with its 29,500 inhabitants (figure for 2015, Statistisches Landesamt Bremen, 2018 b). It is an area with a wide mix of social groups: Traditionally a high percentage of students and academics live in this borough. In 2015 more than 40% of the residents were young to middle aged grown-ups (age 25-50 years old). Around 20% of the residents had a migration background. This is however significantly lower than in the whole of Bremen (more than 32%) (Statistisches Landesamt

Bremen, 2018 a, b). In the last years, house prices have increased significantly – the quarter faces gentrification. In 2015, the average income of this area has been a bit over the overall city level (Statistisches Landesamt Bremen, 2018 a, b). The borough is very lively, hosting a large area for shopping, with restaurants, pubs and bars. Also, the "Weser Stadion", Bremen's soccer stadium, is situated in the borough. Therefore, a large number of visitors is regularly attracted to the quarter.

The "Östliche Vorstadt" is experiencing some new developments in one of its quarters, the "Hulsberg"-Quarter: A local hospital ("Klinikum Bremen Mitte") is undergoing a spatial concentration. Only parts of the former 10 ha large hospital area will be further used from the hospital – this makes room for new housing (about 1,500 new apartments, 2,200 - 2,500 additional inhabitants) and hospital related businesses (figure 2). The new residential area is referred to as "Neues Hulsberg" (New Hulsberg). The development and planning processes for "Neues Hulsberg" have started in 2011/12 and are still in process. Just recently, in June 2018, the official development plan entered into force.

The streets around the "Neues Hulsberg" and the hospital have been defined as the neighbourhood in focus of SUNRISE (figure 3). These streets belong to several quarters: to the old "Hulsberg"-quarter, "Steintor", "Fesenfeld" and "Peterswerder". All of those are historically evolved quarters, with narrow streets and houses in block construction (figure 4-7). Typically, the buildings are narrow 2 to 3 storey townhouses for 1 up to 3 families. Many of the houses were built around 1900 but also post-war buildings can be found, some of them being apartment buildings. Typically, the houses have only tiny front yards, some of them do not even have those.

The residents and other stakeholders of the 'Östliche Vorstadt' have already experienced many participation processes on various themes of urban development. For the new housing area 'Hulsberg', an intense participation process has started in 2012 and will continue during the planning and implementation phase (www.neues-hulsberg.de).

Figure 2: Area of new development: The spatial concentration of the hospital (Klinikum Bremen-Mitte) makes room for a new residential area (Neues Hulsberg-Viertel) [www.neues-hulsberg.de]



Figure 3: Focus area of SUNRISE in Bremen – the surrounding streets of the
"Neues Hulsberg-Viertel"

Figures 4-7: Typical streets in the "SUNRISE –quarter" – the surrounding of the "Neues Hulsberg-Viertel"

## B.2 Description of the Mobility Issues in the Neighbourhood

*This section should give a briefly description of the specific mobility issues in the neighbourhood.*

Bremen has a high level of sustainable modes in the modal split of the citizens. In total, 60% of all journeys of Bremen citizens are made with sustainable modes. The bicycle is very present on Bremen's streets with a 25% share, every fourth trip is done by bicycle (figure 8 - 9).



Figures 8 and 9: Bremen is a "cyclists-town" - Every fourth trip is done by bike. left: Many school kids go to school by bike. right: "bicycle-street" Humboldtstraße – where cyclists have priority

Bremen is also a tram city – all public transport is overground. The tram is the backbone – being extended in the last two decades – even running into neighbouring municipalities. The public transport system in Bremen is part of a regional public transport association (Verkehrsverbund Bremen/Niedersachsen) – 39 operators working jointly under one ticketing and information system.

The City of Bremen actively promotes station based car sharing, to offer alternatives to car ownership (Figure 10–11). The 14,000 users (2017) have taken more than 5000 cars off the road [Team Red, 2018]. Every car-sharing car replaces about 16 private cars in Bremen. It is regarded as a key measure to reduce the number of cars in inner city areas [Bremen's Car Sharing Action Plan, 2009; Bremen's Sustainable Urban Development Plan "VEP" 2025, 2014]. Therefore, the promotion of car sharing has become a crucial part of the strategy in Bremen to reclaim street space – for pedestrians, cyclists, the provision of cycle-parking, etc. The City of Bremen implements 'mobil.punkt and mobil.pünktchen' car sharing stations' in the narrow streets of the inner city neighbourhoods. Here, not only car sharing cars are provided, but as well bike-racks help to improve the parking situation for bicycles. Extended kerbs at intersections improve safety – as there is better visibility without cars being parked into the intersection. But it also helps bigger vehicles like waste collection or fire fighters to manoeuver into the small streets. Accessibility for such vehicles is a big concern in the neighbourhood.

Bremen has recently updated its Sustainable Urban Mobility Plan (VEP Verkehrsentwicklungsplan 2025) and won the European SUMP Award – not only for the ambition in terms of sustainable transport but as well for its innovative participation concept. Online tools were used in addition to concepts of proactive consultations (e.g. on Saturdays in shopping centres) and with an online scenario game. With this concept, new (younger) groups got involved – and the intense involvement on the political level led to an unanimous decision in the political bodies on the Bremen SUMP (2014).



Figures 10 and 11: Station based car sharing concept in the public space: the "Mobil.punkt" or "Mobil.pünktchen" (for smaller stations)

The street space of the direct neighbourhood of the "Neues Hulsberg" area – the focus area of SUNRISE – is heavily overused (Figures 12–13). Although the modal split of the neighbourhood shows a preference of non-motorised modes (which are quite space efficient), the obvious and widely discussed key problem is the high pressure of car parking and its related consumption of street space.

Sidewalks are partly used for car parking. As a consequence, the space for pedestrians is significantly reduced. Bicycle parking on the sidewalk and garbage bins further add to the problem. In many streets, people with rollators, prams or shopping bags must use the road ways instead. Illegal parking is regularly happening to the extent that fire brigades cannot pass many streets and crossings.

Currently the residents have to share the space with visitors of the shops, restaurants and also with visitors of the hospital. Although a parking garage for visitors and employees of the hospital will be build, it is expected that people try to avoid the parking fee and search for free parking spots in the surrounding streets.

Figure 12 and 13: One of the main problems related to car parking in the Bremen borough "Östliche Vorstadt" is illegal parking, which also can result in blocking fire engines

Over decades, the practice of car parking halfway on sidewalks was accepted – although not being legal. The introduction of a stricter approach represents a problem as it would mean to reduce the number of parked cars by around 50%. Due to the high pressure on parking space, car parking has become emotionally charged and an extremely sensitive theme within the neighbourhood as well as a political issue.

The integration of the new neighbourhood "Neues Hulsberg" might increase already existing problems: While a significant number of new residents will move to this quarter, the parking situation might become even more difficult at the same time. The former hospital area, these days used as illegal parking space by residents and visitors, will not be available for this purpose anymore. Conservative solutions like neighbourhood garages are not financeable and the space for building them is rarely available.

During the planning process of the new neighbourhood "Neues Hulsberg" a mobility concept has been developed. It builds on an increased use of sustainable modes. The new residential area will have a ratio of 4 car parking spaces per 10 apartments. However, it will offer high quality bicycle parking, car sharing and services for bike sharing, freight delivery etc. as integral part of the innovative mobility concept. Street space will primarily be dedicated to pedestrians and cyclists with no car parking except for handicapped. While those ambitious mobility goals of car-reduced living add to the living quality of the new neighbourhood, there is a certain risk of shifting the additional stationary traffic coming with the new residents into the surrounding streets.

Also, the hospital is working on a mobility concept – this process is still in progress. There are ongoing debates about how to reduce the risks of attracting more car traffic (of visitors and patients) and how to prevent cars parking in the residential area next to the hospital.

## B.3 Objectives of the Neighbourhood in the SUNRISE Project

*This section should briefly describe the specific objectives of the neighbourhood in the SUNRISE project.*

The aim of the Bremen SUNRISE activities is to foster innovative sustainable mobility options. It will be the goal to develop a concept to reduce space consumption of parked cars and to carry out a pilot demonstration of re-allocating street space to walking, cycle-parking, greening etc.

It is also the aim of SUNRISE to carry out an intense "co-creation" process: Street-users, residents, businesses and other stakeholders shall participate in all phases of the process; including the identification of problems, the development of concepts, implementation of solutions and evaluation of results.

The development of solutions shall be based on the discussion with and among citizens and stakeholders as well as on quantitative data derived from the SUNRISE study on parking in the neighbourhood.

The vision for the SUNRISE neighbourhood – the surrounding of the „Neues Hulsberg"-Quarter is

- Better and fair use of the limited road space
- Improved quality of stay and quality of life in the neighbourhood
- Improving the mobility of all population groups with different mobility needs
- Keeping routes for fire engines clear at all times

Within the four years project duration the following should be achieved

- a concept for innovative, sustainable mobility solutions and a coordinated action plan agreed with local residents and stakeholders
- individual measures to improve the use of street space and to foster sustainable mobility – implemented and tested in an exemplary manner
- a sound basis for further, medium to long-term implementation after the end of the project
- increased trust between residents and stakeholders in order to continue the dialogue and to work on further sustainable solutions for the street space in the neighbourhood

Concrete qualitative targets have been defined for SUNRISE in Bremen with regard to car sharing, which is a suitable measure for reclaiming street space for all street users: about 500 new car sharing users – and about 100 cars shall be taken off the roads.

# C. Collecting internal and external factors

## C.1 Description of internal factors

By internal factors characteristics of the neighbourhood are described that can be influenced by the local actors (municipality) on their own and are inside their own sphere of responsibility.

Feel free to any graphics or plans here to complement the text.

### Transport Demand and Supply

*This section describes briefly internal factors regarding the transport demand and supply in the neighbourhood (especially motorisation rate, existing public transport, active modes and shared-mobility, including congestion both on the road as well as in public transport).*

*See Chapter B and D*

### Actual Travel Behaviour and Modal Split

*In this section,      the actual travel behaviours in the neighbourhood, with particular regard to the current modal split are described.*

*See Chapter B and D*

### Use of Public Spaces

*This section describes the use of public spaces, including for instance the parking situation in the neighbourhood (in particular short- and long-term parking behaviour), the amount of people spending time outdoors (different age groups, different group sizes, different activities), quality and appropriation of public space etc.*

*See Chapter B and D*

### … (Please feel free to add further categories and factors)

## C.2 Description of external factors

**External factors are factors like trends and policies that can't be influenced by the local actors (municipality).**

*In addition to presenting the current situation in the neighbourhood, national and global trends (e.g. demographic change, population growth, changes in values, developments in the labour market, etc.) as well as planning frameworks and policies (e.g. urban development plan, national or EU environmental directives, etc.) must be considered for the SWOT analysis.*

### Mobility-relevant Trends

*This section describes the mobility-relevant national and global trends and their possible effects on the neighbourhood.*

See Chapter D

### Mobility-relevant Policies and Plans

*This section describes the mobility-relevant planning and political framework conditions and their possible effects on the neighbourhood.*

See Chapter D

# D. Main Challenges and Opportunities

## D.1 Main Challenges of the Project

*The goal of this section is highlighting the main challenges to be addressed within SUNRISE from the perspective of the municipality and external experts.*

SUNRISE will deal with an extremely sensitive and highly controversial issue, which is regularly subject in the local media: space consumption by parked cars in residential areas (figure 14). It is the established practice to tolerate illegal parked cars (e.g. halfway on the pathways) in many neighbourhoods in Bremen for decades. This has led to the perception that those parking habits are legal or - at least - do not result in any consequences. Also, parking of cars on public space is for free in most areas of the neighbourhood. This leads to an attitude of entitlement, that public space can be occupied with private vehicles. On the other hand more and more opposition against this car-friendly practice is formed. Citizens and activists demand that blocking the ways of other street users must stop and the limited space available must be allocated to all street users – also pedestrians, bike riders, children and disabled persons – in a fairer manner (Figure 15, 16). It can be assumed, that changing those long established practices will create strong conflicts with the car owners and finding some consensus between car owners and other street users might be difficult. Therefore it needs the political will to change things in favour of those whose interests were neglected for a long time – like pedestrians, bike riders, children and disabled persons.



Figure 14: Local Newspaper "Weser Kurier", 27.09.2018
("Here the parking pressure is especially high")

Figure 15: Local Newspaper "Weser Kurier", 03.02.2018
("Parking spaces to become scarce and expensive")



Figure 16: Magazine of Bremen's office of the German Cyclists' Federation (ADFC), 10/2018, Topic
"How will we use space in the city? – The absurd normality of the distribution of urban space"

Another challenge of SUNRISE is the relatively short duration of the project (4 years).
Urban development and mobility projects often are long processes, which need a suitable
time frame for the development, planning and implementation phases. The single phases
can be deferred by many factors which are outside the sphere of influences (e.g. decision-
making in political processes, the involvement of many stakeholders, the time slots
granted by the responsible authorities for construction works etc.). Also the intense
participation process of SUNRISE is very time consuming. In a good bottom-up-process
the process needs to have a certain flexibility, to react on the needs of the citizens in the

different project phases. Additional process steps might be required. Producing "measurable" outputs within the time span of SUNRISE is therefore a real challenge and in many cases beyond the control of the SUNRISE project management.

The SUNRISE project budget for the actual implementation is very small. Furthermore, Bremen is a state with a very tight financial budget, so that the financing of mobility measures is strictly limited to the most needed actions. The financing of the implementation of measures is unclear and might only be possible in the medium or long term.

### D.2 Main Opportunities of the Project

*The goal of this section is highlighting the main opportunities to be addressed within SUNRISE from the perspective of the municipality and external experts.*

Currently there are a number of parallel initiatives in the neighbourhood that enforce a debate about the use of street space, illegal car parking and the need for pricing public space for car parking. It seems as it is the right time for initiating a change. Supported by those other initiatives, SUNRISE might be able to use this momentum.

The issues in the SUNRISE neighbourhood are complex and the problems have been subject of debates among the residents, the borough administration and the borough parliament for years. SUNRISE has the (personal) resources to manage the process of urban and mobility development in a systematic and integrated manner. This represents an opportunity to find sound and sustainable solutions and to initiate substantial changes in the street space of the neighbourhood.

# E. SWOT Analysis

## E.1 SWOT-Matrix

*The following section identifies the key messages from the status quo and the identified internal and external factors. Therefore, please categorise the outcomes of your internal and external factors into »strengths«, »weaknesses«, »opportunities«, »threats« and fill them into the SWOT table.*

| INTERNAL FACTORS | |
|---|---|
| **Strengths** | **Weaknesses** |
| See below | See below |

| EXTERNAL FACTORS | |
|---|---|
| **Opportunities** | **Threats** |
| See below | See below |

**Strenghts**

A) Pedestrian traffic

- Many pedestrians in relation to total traffic: 30% of all ways by foot (for statistical district "Bremen Mitte"; Bremen as a whole: 25%)
- Short connections within the quarter for pedestrians (low factor of detours)
- 30 km/h on most roads reduces the risk of accidents
- Many school children walk to school
- some streets of the neighbourhood with a lot of vegetation
- Sufficiently good surface condition of many footpaths (for users without special needs!)
- High urban density, short distances
- High quality of urban development with many picturesque town houses etc.

## B) Bicycle traffic

- Many cyclists in relation to total traffic: 29% of all ways are done by bicycle (for statistical district "Bremen Mitte"; Bremen as a whole: 23%)
- Increased visibility and safety of cyclists through "critical mass"
- Very high bicycle ownership rate (88%, for statistical district "Bremen Mitte"; Bremen as a whole: 84.6%)
- 3 "bicycle streets" in the SUNRISE neighbourhood (20 in total in Bremen), with priority for bicycle traffic
- One-way streets opened for bicycle traffic in the opposite direction
- Bicycle tests for primary school children
- Offers for refugees to use bicycles to participate in Bremen

## C) Local public transport

- High frequency of tramlines and buses
- Coordinated timing of trams (time-shifted)
- Some public transport services also at night
- Good bus stop facilities (roofed, protected from rain/wind)
- Dynamic passenger information
- Barrier-free public transport vehicles (low-floor technology, use of lifts, etc.)
- Environmentally friendly engines (trams with 100% green electricity, 3 electric buses)
- Electronic tickets ("BOB Ticket", mobile ticket of the VBN Regional Traffic Association)
- Joint ticket system for all public transport of regional traffic association VBN
- App for timetable and ticketing available

## D) Individual motorised transport

- Generally comparatively few road congestions in Bremen and in the neighbourhood
- low share of individual motorised transport in relation to total traffic (25% of all ways by car for statistical district "Bremen Mitte") compared to Bremen as a whole (36%)
- Small number of cars compared to other districts and the German average (in the borough "Östliche Vorstadt": 34.3 cars/100 inhabitants; 31.4 private cars/100 inhabitants; Bremen in total: 41.1 cars resp. 35.6 cars/100 inhabitants; Germany: 55,5 cars/100 inhabitants)
- High share (48%) of households without cars (46% with 1 car/household; 6% with 2 cars/household) (for statistical district "Bremen Mitte")
- More than 15000 users of station-based car-sharing in Bremen; 4 stations with 11 vehicles in the neighbourhood (in the wider area: 14 additional stations, 54 vehicles)

- Many one-way streets – reduces through traffic in many residential streets
- Temporary resident parking is regularly established during soccer games in the local soccer stadium (free parking space just for residents)

**Weaknesses**

A) Pedestrian traffic

- Many sidewalk are too narrow – little room for pedestrian traffic
- Sloping sidewalks reduce the accessibility (freedom of barriers)
- Frequently blocked sidewalk due to cars not parked in accordance with the rules - without being sanctioned
- Poor visual conditions for pedestrians (especially for children) due to cars parked in zones of parking bans
- Regularly blocked sidewalks due to garbage bins, waste paper etc.
- Many blocked sidewalks due to parked bicycles
- Pedestrians are disturbed by cyclists who illegally use the sidewalks (especially when they want to avoid cobblestone roads with their reduced comfort and safety for cyclists)
- Missing crossing aids on many roads
- Some traffic lights are unfavourable for pedestrians (too short green light phases for crossing the whole street, long waiting time)
- Some hazardous locations for pedestrians near bus/tram stops, where users of the bus/tram easily get in conflict with individual motorised transport or cyclists
- Low accessibility for blind and visually impaired people as infrastructural elements (e.g. tactile elements) are mostly missing
- Reduced accessibility for mobile impaired people as structural requirements (e.g. paving, lowering) are mostly missing
- Low accessibility for mobile impaired people due to impassable cobblestones on the roadways of many residential streets
- Large hospital area of "Klinikum Bremen Mitte" represents a barrier for pedestrians
- Few areas for children's play, no reduced traffic areas ("play streets" – streets forming a designated playing area), no "temporary play streets"
- Some streets with only little vegetation
- Few green areas (parks)
- (Almost) no public seats
- Few spaces of encounter
- Temporary problems: Littering

B) Bicycle traffic

- Many cycle paths are too narrow
- Cycle paths are often blocked by cars, which do not park in accordance with the rules, which leads e.g. to unsafe situations due to the reduced visibility for cyclists

- Cobblestone roads in many residential streets which are difficult to drive on by bike (comfort/safety issue)
- Often poor surface quality of cycle paths
- Some cycle paths with interruptions or ending abruptly
- Risk of accidents due to cycle paths in the close proximity of parked cars (opened car doors)
- Risk of accidents due to spatially separated cycle paths which reduce the visibility of cyclists)
- Risk for bike riders by incorrect turning of cars and disregarding the priority regulations
- Lack of attention/consideration of some motorists, e.g. urging cyclists using the road
- No consistent design of "bicycle streets", resulting in uncertainties among street users and some disregarding the specific rules
- Not all cyclists use the "bicycle streets" according to the rules, e.g. as they feel unsecure about riding on the road (Humboldtstraße)
- Traffic lights partially unfavourable for cyclists
- Not enough parking spaces for bicycles or bicycles with special features, e.g. for (expensive) e-bikes or cargo bikes (rain-prove, secured, with large dimensions)
- Missing crossing aids, e.g. on main roads
- Barrier effect of the hospital "Klinikum Bremen Mitte"
- Lack of good bicycle routes connecting the neighbourhood with different parts of the city
- Inadequate accessibility of the neighbourhood via important junctions in the surrounding area (e.g. "Am Dobben")
- Parts of the population are not riding bicycles at all due to cultural reasons
- Limited range of rental bicycles and  almost no bike-sharing offer of freight bikes
- Risky ways for cyclists where tram tracks have been laid ("Vor dem Steintor").


C) Local public transport

- No barrier-free bus/tram stations (kerbstone heights of 12 cm)
- Noise pollution from rail traffic
- Relatively unfavourable public transport access in "Neues Hulsberg" area, especially for hospital (distance from tram stops e.g. to main entrance; for shift workers hardly usable because of the few night rides)
- Despite sufficient traffic potential, the implementation of a new railway station ("Mitte") is not feasible
- 16% of all journeys are made by public transport (statistical district "Bremen Mitte", Bremen as a whole: 16 %) – this is a rather low value compared to other cities

D) Individual motorised transport

- No residential parking in the neighbourhood – foreigners compete with residents for parking spaces
- Free parking in public spaces - only a few exceptions
- Free parking attracts car traffic
- Only few parking area monitoring: toleration of cars not parked in accordance with the rules (Parking not in accordance with the rules is perceived as "customary law")
- Often cars are parked illegally (double-sided parking or parking half-way on the pavement) and thus block the way for other street users
- There are significant safety risks for residents as ambulance services and the fire brigade often cannot pass junctions or streets due to the illegal parking of cars
- Stationary traffic dominates many roads
- Continuously very high parking pressure (more cars than parking spaces) which leads e.g. to a lot of traffic due to the search of parking spaces
- Parking pressure is additionally increased by the many visitors of the quarter/hospital/soccer games etc.
- The hospital "Klinikum Bremen Mitte" generates high car traffic
- Only a few parking spaces are clearly marked
- Very high traffic volume on the main roads which leads to noise and air pollution
- Road space often strongly car-oriented
- Lots of transit traffic on all main roads and in individual residential streets
- Increased noise due to cobblestone pavement
- Car drivers often exceed the speed limit (partly subjective perception)
- Low fees for parking in parking garages (in the city centre / next to the neighbourhood), public transport more expensive
- Very low availability of charging stations for alternative fuels – electric charging stations, hydrogen filling station
- Car-sharing in the neighbourhood has almost no e-vehicles
- Occasionally poor condition of the road surface
- No parking garage in the neighbourhood

**Opportunities**

- High quality and availability of station-based car sharing in Bremen (Cambio, Flinkster, MoveAbout)
- A high level of environmental and sustainable mobility awareness among residents
- Atmosphere "pro bicycle/pedestrian" in the neighbourhood (and in Bremen in general), coming from the population, politics and being supported by initiatives
- Declining importance of driving licence and car ownership among young people
- Replacement of car rides / attracting new groups of cyclists with pedelecs/e-bikes and freight bicycles (additional areas of use and larger radius of action)
- Trend: "using" instead of "owning"

- Many car-sharing users ("testimonials")
- A study, commissioned by the city of Bremen, showed that one station based shared car can replace 16 individual private cars
- Bike-sharing providers (also freight bikes, e-bikes) looking for markets
- New leasing offers for bicycles for the job (instead of company cars)
- Vehicles with low-emission engines- reduction of environmental pollution
- Discussion about Diesel and impending driving bans in other cities
- Aging society – which could lead to an increasing consideration of accessibility
- Development of the hospital and the "Neues Hulsberg" area could enable improved pedestrian routes between neighbourhoods
- EU, federal and regional funding programmes for sustainable mobility (e.g. for digitisation in pedestrian traffic)
- Framework conditions of the federal policy beneficial for a change in transport policy
- Strategies of Bremen's transport policy promote sustainable mobility
- Inclusion/participation as objective of many policy areas
- Innovative "micro-hubs" concept facilitating local logistics – use of decentralised collection points by suppliers / parcel service providers
- Digitisation in traffic (e.g. sensor-controlled parking management systems to reduce parking search traffic, apps for barrier-free routes)
- Innovative shuttle concepts (e.g. VW: Moia) supplement public transport
- "Micro-mobility" (electric scooters, segways, hoverboards) as opportunity for sustainable mobility but requires to clarify where and how to use
- New mobility offers through the new development of the hospital/"Neues Hulsberg" area, which can also be used by local residents (car-sharing, micro-hubs, parking facilities, etc.)
- Short distances in the neighbourhood, good local supply situation
- New residents in "Neues Hulsberg" area secure the demand for a local supply with everyday necessities (i.e. a contribution to make local shops economic viable in the long term - which contributes to a liveable city)
- New "Neues Hulsberg" area residents increase public transport demand
- Potentially new tram stop "Sorgenfrei" could give better accessibility to "Neues Hulsberg" area
- Popular urban living environment - citizens become involved to increase the quality of life in "their" neighbourhood


**Threats**

- Additional traffic through new development of the hospital/"Neues Hulsberg" area (e.g. at entrances and exits to car parks)
- Ambitious mobility concept of the "Neues Hulsberg" area which could lead to the relocation of stationary traffic to the surrounding districts
- Delay of several years in the construction of the multi-storey car park of the hospital "Klinikum Bremen Mitte"

- With the development of the Hospital/"Neues Hulsberg" area comes an elimination of unofficial parking areas (at night) for residents from neighbouring streets which could lead to an increasing parking pressure for the neighbourhood
- Unfinished mobility concept of the hospital
- Possible conflicts between supporters and opponents of cobblestone
- A high number of bicycle theft
- Cycling infrastructure is not suitable for increasing speed differences and vehicle widths (pedelecs/e-bikes, freight bicycles, child trailers)
- Potentially reduced acceptance of bike-sharing due to (non-regulated) free-floating bike-sharing offers (many cities have experienced problems with the large number of wildly parked bikes of bike sharing companies)
- Free-floating car-sharing offers tighten parking problems
- "Micro-mobility" (electric scooters, segways, hoverboards) as problem if used with some speed on sidewalks
- High public transport rates: it can prevent people to use buses or trams (and can increase the use of private cars)
- Economic constraints of BSAG (Bremen's Public transport company)
- Election of the City Parliament ("Bürgerschaft") and Borough Parliament ("Stadtteilbeirat") in spring 2019: Sensitive decisions might become postponed for the time after the election; possible new political objectives of transport policy
- Lack of courage (political will) to demand enforcement of traffic rules
- Unclear financing of measures (limited budget of Bremen)
- Long process for the further development of the traffic rules (legislative procedures)
- Increase of match days in the soccer league – additional burdens for residents during the working week
- Increasing number of parents driving their children by car to school, leisure activities etc. ("mama taxi /Elterntaxi")
- (Subjectively perceived) increase of aggressiveness/lack of consideration in road traffic
- Increased parking pressure through digital aids for drivers (e.g. apps for displaying free parking spaces)
- Increasing car ownership through gentrification
- Increasing motorised traffic (also with electric cars)
- Increasing number of commuters in Bremen
- Increasing width of cars exacerbates parking problems (SUVs)
- More delivery traffic due to increasing online trade
- "Micro-mobility" on sidewalks (electric scooters, segways, hoverboards) can interfere with pedestrians if the according infrastructure is not designed to meet those extra needs
- Privileged status (i.e. tax advantages) of company cars increase the use of MIV
- Low fines for illegal parking

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## E.2 SWOT-Strategies

*After the systematisation has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strengths-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing opportunities. In contrast, the Strengths-Threats-Strategy (ST Strategy) uses strengths for avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can minimize weaknesses and avoid dangers.*

*The following figure combines the four categories to SWOT-strategies.*

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | -/- | - Reduction of illegal parking<br><br>- Support of sustainable mobility options<br><br>- Improvement of the quality of stay<br><br>- Implementation of information campaign |
| | Threats | -/- | - Introduction of parking management<br><br>- Contributing to the development of the mobility concepts of the hospital ("Klinikum Bremen Mitte") and the new neighbourhood ("Neues Hulsberg-Viertel") |

# F. Corridor of Options

*The "corridor of actions", is a spectrum of realistic options defining guidelines for implementation. Coming from the SWOT-Strategies and having in mind the main challenges and opportunities identified, options for future actions within the Action Neighbourhood are developed and listed. Those options represent a spectrum of possible actions during SUNRISE´s implementation phase, but will be defined more precisely in another phase. Here, the options are listed and contextualised with information about potential financial, legal, technical etc. constraints and implications drawn from the status-quo description and SWOT analysis. Such a "corridor of options" does not preclude the generation of radically different options in the co-development phase (WP2).*

*Although presented in bullet format, the description should still be text with full sentences. "Option for action 1" etc. should be overwritten with the title of the option described.*

### 1. Reduction of illegal parking (W-O-Strategy)

Illegal parking shall be reduced to minimise the blocking of sidewalks and cycle paths, to minimise barriers for mobility impaired persons and to reduce the risks of fire engines not being able to pass junctions and streets. The current atmosphere "pro bicycle/pedestrian" coming from the population, politics and being supported by initiatives could change the political will to tackle the conflicts around car parking and to shift the space allocation towards a fairer consideration of the demands of other street users. To reduce effects on residents, this strategy should be implemented in combination with parking management measures and with improved offers on alternative mobility options.

The reduction of illegal parking should be done by the following measures:

- **Stronger monitoring** (and fining parking offences) to enforce parking in accordance with the road traffic regulations
- **Constructional measures** to reduce illegal parking (e.g. bollards in narrow junctions)
- **Other measures** to reduce illegal parking (e.g. markings to clearly indicate legal parking spaces)

### 2. Introduction of parking management (W-T-Strategy)

The current situation of free parking in the neighbourhood for everybody attracts parking cars and the related traffic. Thus it intensifies the problem around the limited street space available for residents. Therefore parking management measures shall be implemented to enable the steering of parking in the neighbourhood. This is particularly important for reducing the potential threat of attracting parking visitors and employees of the hospital and to reduce possible relocation effects of stationary traffic into the neighbourhood, derived by the ambitious mobility concept of the "Neues Hulsberg" area.

A fee based parking has to be introduced in combination with residential parking to allocate the limited parking space available to residents and to reduce the attractiveness for visitors to park in the neighbourhood. This has to be accompanied by a tuned price system for local public transport and parking fees – so that public transport becomes more attractive than car rides or even private car ownership. Finally parking opportunities should be further developed to cover the need of the residents (which is the legal requirement for implementing residential parking). The exploitation of existing space (e.g. supermarkets) for the public can be a cost-efficient option. It has to be investigated, if the construction of a multi-storey car park is also an option.

In summary, the following measures shall be included:

- Pricing of parking space/introduction of **fee based parking in public areas**
- Introduction of **residential parking**
- **Coordinated price system** of local public transport and car parks/parking fees in adjacent neighbourhoods (to make public transport more attractive)
- **Development of parking opportunities** for the public on existing car parks/spaces on private properties (car parks of supermarkets, car park of football stadium etc.)
- **Construction of (multi-storey) car parks** to reduce the number of parking cars on the streets

### 3. Support of sustainable mobility options (W-O-Strategy)

The support of sustainable mobility options will be a vital strategy in a situation where the street space is very limited, the space for parking is scarce and common (illegal) parking practices needs to be further reduced to prevent blocking of other street users. Sustainable mobility options (walking, cycling, using public transport) and innovative services (e.g. car-sharing, sharing of freight bikes) can reduce the number of private cars. Therefore, related offers have to be enhanced and conditions have to be improved to draw more people or "users" towards sustainable mobility and away from using or owning cars.

The support of sustainable mobility options should be done by the following measures:

- Further increase of **car-sharing stations** to create alternatives to private car ownership
- Implementation of **lending station(s) with (rental and) freight bicycles** etc.
- Creation of **bicycle parking spaces** in the neighbourhood - also rain protected/ large dimensioned / secured spaces for pedelecs, freight bicycles etc.
- Measures to improve **cycling infrastructure** (cycle paths, better marking of cycle paths etc.)
- Measures to **privilege bicycle traffic** (further development of "bicycle streets", introduction of "bicycle zones")
- **Micro-hubs** (decentralised collection points for suppliers / parcel service providers), to reduce delivery traffic
- **Barrier-free/cyclist-friendly road surface** (no cobblestone) in residential streets, to increase accessibility and to free the sidewalks from cyclists

- Measures to improve **important crossing situations** (street refuge, traffic lights, pedestrian crossing)
- **New street design** to implement innovative mobility concepts ("meeting zones", "shared space") instead of speed limitation to 30 km/h
- **Digital help** to improve the finding of available parking space
- **Digital help** for pedestrian traffic
- Further improvement of **accessibility of public transport stations**
- Measures to increase **accessibility for mobile impaired and visually impaired** people (paving, lowering, tactile elements, etc.)
- Revision and further development of **public transport services** (stops, lines)
- **Innovative services complementing conventional public transport** (shuttle buses, new taxi services, bike sharing etc.)

### 4. Improvement of the quality of stay (W-O-Strategy)

Currently in many streets of the "SUNRISE"-neighbourhood the quality of stay is reduced by the dominance of parking cars. The potential of many streets is not utilised to invite residents to meet, to communicate or spent time in them. Furthermore, children have not many options to play in the public area. Measures should be taken to improve the quality of stay in the streets. They can be supported by resident's initiatives: There is a high level of environmental and sustainable mobility awareness among residents and many of them have proved to be very engaged. This engagement can be used by for

- The creation of more **space for play of children** (playgrounds, traffic-calmed streets - "play streets", temporary "play streets")
- **Measures to improve the quality of stay**: greenery initiatives, waste bins, expansion of "nice toilet" initiative of gastronomy, benches etc.

Another important measure can be the enforcement of speed restrictions, which can add to the quality of life and safety in the neighbourhood, in particularly:

- **Speed monitoring on main roads**

### 5. Contributing to the development of the mobility concepts of the hospital ("Klinikum Bremen Mitte") and the new neighbourhood ("Neues Hulsberg-Viertel") (W-T-Strategy)

The motivation for SUNRISE in Bremen has been the new developments in Hulsberg – the re-alignment of the hospital and the development of a new housing area – with the related concerns about increasing the existing traffic and parking problems for the neighbouring streets. It is clear that solutions for a better use of street space need to encompass the whole area, a) to avoid relocation of problems b) to make use of synergy effects between the neighbouring areas and the hospital. Therefore, it will be a key strategy to become involved in the development and/or implementation of the mobility concepts of the hospital and the new neighbourhood and to consider those concepts in the design of own

measures.

In summary, the following measures are included:

- Development of proposals/ a catalogue of requirements for the mobility concept of the hospital "Klinikum Bremen Mitte"
- Development of proposals/ a catalogue of requirements for the mobility concept of the new neighbourhood ("Neues Hulsberg-Viertel")

## 6. Implementation of information campaign (W-O-Strategy)

Sustainable mobility - innovative options and services, costs, benefits etc. - need to be communicated to the public to initiate a change of habits. The organisation of events and activities can be suitable to establish first contacts to new technologies and to make people curious and interested. Last but not least the understanding of other street users demands is essential for creating an acceptance for a reallocation of street space.

Therefore, the following measure is included:

- Information campaigns about (sustainable) mobility offers, car-sharing, multimodality, consideration etc.

# Bottom-up: Discussion and Validation

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments, all relevant stakeholders and institutions must be included in the elaboration of this local mobility analysis. To emphasise the SUNRISE mission of co-creation of course also the citizens in the neighbourhood play a very important role here.*

*Therefore, in the next step the former top-down description and the SWOT analysis, including the main challenges and "corridor of options" will be discussed and validated during the Neighbourhood Learning Retreat (NLR) via participatory activities by local citizens, relevant stakeholders and institutions (Task 1.6). The final aim is to get a set of shared goals for the overall SUNRISE process.*

*Co-creational methods should be used, or new, innovative ways tested to not only achieve acceptance for the former status-quo descriptions but to co-create new outcomes and think further collectively.*

*Please document this activities by taking pictures that can be attached at the end of the document (please provide the name of the photographer).*

## F.1 Comments to the Status-Quo of the Neighbourhood

*In this section, the outcomes of the bottom- up discussion and validation to the status-quo description (part C in this template) will be documented. Please, also make clear which changes have occurred how and by the participation of whom compared to the top-down perspective.*

The status-quo description has been discussed as part of the SWOT-Analysis. See below.

## F.2 Comments to the SWOT-Analysis

*In this section, the outcomes of the bottom- up discussion and validation to the SWOT-analysis including the main challenges and opportunities will be documented. Please also make clear how and by the participation of whom which changes have occurred compared to the top-down perspective.*

The SWOT analysis has been discussed with the SUNRISE core group ("Projektbeirat"), in a dedicated Workshop ("SWOT-Workshop", June 20, 2018). 13 persons of the core group were present (figures 17 and 18). Thus, the following stakeholder groups were present:

- Borough Administration ("Ortsamt Mitte/Östliche Vorstadt")
- Borough Parliament ("Stadtteilbeirat")
- Chamber of Commerce
- ADAC (Automobile Club in Germany)

- ADFC (Traffic club for cyclists in Germany)

- Association for granting assistance for person need support ("Ambulante Versorgungsbrücke")

- Initiative of residents who want to reuse a building of the "old" hospital for sustainable living in the quarter ("Stadtteilgenossenschaft")

- Ministry of the Environment, Urban Development and Transportation (SUBV, SUNRISE Partner, Der Senator für Umwelt, Bau und Verkehr)

Other members of the core group (e.g. fire brigade, police, hospital etc.) could not participate.



Figure 17 and 18: Members of the core group discuss the SWOTs prepared in advance by the SUNRISE team (from SUNRISE Partner SUBV) during the "SWOT-Workshop"

The strengths, weaknesses, opportunities and risks, which had been prepared in advance by SUBV (Bremen SUNRISE partner) have been validated by the core group (figures 19-20). Only minor adaptions were made, following discussions among the group.

In some cases, the assessment of a "strength", "weakness", "opportunity" or "threat" has seen differently by the core group (e.g. The quality of the sidewalks was considered as not suitable for mobility-impaired people (due to existing slopes)).

In a few cases, the wording had been changed, to be more neutral (e.g. the threat: "budget emergency of Bremen" had been changed into "the financing is open").

Furthermore, a few aspects were deleted, some were added (e.g. the strength: "urban density, area with short distances").
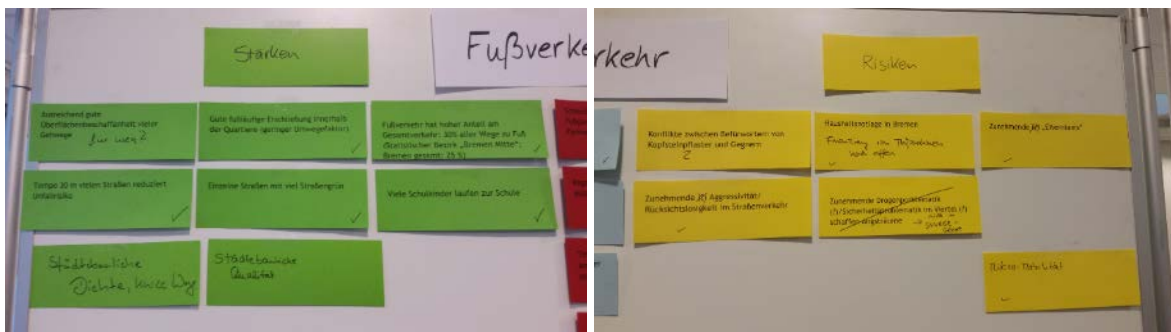
Figure 19 and 20: Validating Strengths, Weaknesses, Opportunities and Threats

The resulting SWOT-strategies were discussed by the core group in a similar manner (figures 21-22). Some more strategies were identified by the group. A few of those were in a different level of detail and can be considered as measures/sub-tasks of already identified strategies. Those were collected too, to be considered when further refining the strategies.

Overall, the feedback on the SWOT-Workshop was very good. The need for further working on the strategies and producing a more detailed and concrete plan quickly became clear.



Figure 21 and 22: Discussion of the SWOT-Strategies

## F.3 Comments on SWOT-Strategies, Strategic Goals and Options

*In this section, comments on the SWOT-strategies, the strategic goals and »Corridors of Options« are reported. State here, how and by whom those are further developed under public review and validation.*

The "Corridors of Option" ("Handlungsoptionen") will be further discussed during another workshop with a core group, which will be held on September 5, 2018. It will be the aim of this workshop to further characterise the options and prioritise them. Options with a high priority will be introduced into Bremen's SUNRISE plan of action. Those will include measures which will be actively implemented within SUNRISE, and measures which have to be pursued by others (due to financial implications, competencies, time restrictions etc.).

# H. References

*In this section, the titles of the considered studies and the datasets used will be documented.*

- Der Senator für Umwelt, Bau und Verkehr, Freie Hansestadt Bremen (2014): Verkehrsentwicklungsplan Bremen 2025
  Senate Department for Environment, Construction and Transport (2014): Sustainable Urban Mobility Plan 2025.
  https://www.bauumwelt.bremen.de/verkehr/verkehrsentwicklungsplan-5586

- Statistisches Landesamt Bremen (2018 a). Statistische Daten zur Freien Hansestadt Bremen; Statistical data about Bremen
  http://www.statistik-bremen.de/tabellen/kleinraum/stadt_ottab/1.htm#oben

- Statistisches Landesamt Bremen (2018 b). Statistische Daten zum Stadtteil Östliche Vorstadt; Statistical data about the borough „Östliche Vorstadt"
  http://www.statistik-bremen.de/tabellen/kleinraum/stadt_ottab/131.htm

- Team Red (2018). Analyse der Auswirkungen des Car-Sharing in Bremen; Analysis of the effects of car-sharing in Bremen.
  https://share-north.eu/2018/08/impact-analysis-of-car-sharing-in-bremen-english-report-published/

# Participatory Process Documentation WP1| BREMEN

## Looking Back and Forward!
## Summarise the preparation and execution of the bottom-up participation process and the planned steps

- What were your expectations and assumptions towards Co-Identification and Co-Validation in Work Package 1 (WP1)?
- Which stakeholders and target groups have been identified?
- Which outcomes have been generated during your participatory events?
- How did you deal with data collected to be transferred?
- Which are next steps to be taken towards Co-Creation?

# Executive Summary

*[ 1 page ]*

*A brief summary of your methodological approach and main outcomes of bottom-up participatory activities during Co-Identification and Co-Validation in Work Package 1.*

The first phase of SUNRISE has been very successful. The participation process started and citizens (mainly residents) contributed with their view on problems, with own ideas and good examples in a bottom-up-process. About 380 contributions from citizens and stakeholders were collected. Based on the bottom-up characterisation of the neighbourhood and own research, the SUNRISE-team produced a SWOT-Analysis, which was validated by the core group. In a second step, options for actions were discussed and validated with the core group in further workshop.

Relevant (key) stakeholders have participated in SUNRISE and have supported the processes. Many of them are part of the core group: e.g. representatives of the Borough Administration ("Ortsamt Mitte/Östliche Vorstadt"), the elected Borough Parliament ("Stadtteil-Beirat"), the management of the hospital "Klinikum Bremen Mitte", the Development Agency of the new neighbourhood "Neues Hulsberg Viertel" (GEG), the Fire Department, the Chamber of Commerce, Bremen's parking space management company (Brepark), the German Automobile Club (ADAC), German Cyclists' Association (ADFC), etc.

A wide range of participation activities have been carried out in SUNRISE. An internal kick-off meeting and a public kick-off event have started the process. Citizens and stakeholders actively participated during a workshop (during the public kick-off), via an online participation tool and a series of eight "street chats" (i.e. dialogues with citizens in the neighbourhood at a mobile market stand). Workshops with the core group were conducted – parts of them also serving the function of a "Neighbourhood Learning Retreat". An inspiraltional field trip to Hamburg was offered, to learn about sustainable mobility projects in Hamburg. A wide range of communication channels were established: A project website, press releases, newsletters, interviews and distribution of flyers. Overall around 300 persons (rough estimate) - citizens and other stakeholders- have been involved so far. The main concern was about parking: the space consumed, illegal parking, related problems for other road users, barriers for pedestrians in general etc.

The main drivers of the participation process were the high pressure of problems, the current developments in the neighbourhood (the plans for developing a new housing area and the resulting fear of additional problems), highly engaged citizens and the strong support from key stakeholders.

# Table of Contents

# I. Introduction:
## Participatory Process Documentation

### I.1 Objectives of the Participatory Process Documentation WP1

*This template serves to reflect the summarised the results of the participation and execution of the bottom-up activities during the Co-Identification and Co-Validation phase in Work Package 1 (WP1) in each SUNRISE Action Neighbourhood (relating to Task 1.4, based on the data documented in the Co-Creation Evaluation Report (CCER)). As a conclusion, within this report, lessons learnt are captured and planned upcoming steps for participatory activities individually per Action Neighbourhood are sketched:*

- *Reflection on the methodology, activities and results of the bottom-up participation process in WP1*
- *Planned next steps for participatory activities leading to WP2*

### I.2 Embedment in the Co-Identification and Co-Validation

*The Participatory Process Documentation is one essential part leading to the >>Report including the SWOT analysis and the status-quo description of the Action neighbourhood" (D.1.1). The report is developed with the help of two phases: First, the SWOT analysis and top-down status-quo description is prepared. Second – in this template – the bottom-up perspective of participatory activities is reported and next steps for Co-Creation are defined. Finally, contents from both perspectives are summarised within the report due in month 12 (May 2018).* **For internal reviews, the report should be sent by the city partners to urbanista as a first draft March 16th and a final version April 6th, 2018. Feel free to contact sunrise@urbanista.de for support concerning the the templates / the report (D.1.1).**



Figure 1: Process of the SWOT Analysis & Status-quo Description in the SUNRISE project (Source: TUW/urbanista)

## I.3 Structure of this Document

*This document is structured in three parts. It first introduces the objectives of the report and its embedment within the Co-Identification and Co-Validation phase. In a second part, it mainly reflects on the participatory activities during WP1 individually per Action Neighbourhood. Methodology and outcomes of the participatory activities performed so far are captured and evaluated. Deriving from this reflection, lessons learnt are formulated. Finally, an outlook into next steps during the Co-Creation phase is given by sketching upcoming participatory activities.*

4. *Introduction:*

   *Objectives and embedment in WP1*

5. *Reflection:*

   *Bottom-Up Participatory activities during WP1 – Lessons Learnt*

6. *Outlook:*

   *Planned steps for the participatory activities during Co-Creation*

# J. Reflection: Participatory Process
## *Which lessons learnt can be drawn from your bottom-up participatory activities in WP1?*

## J.1 Methodological approach

*In this section, the methodological approach of the participation process during the Co-Identification and Co-Validation phase is reflected. Here, we are looking back at early expectations and aims, how participants have been or have not been reached out to and activated for the project, which tools and formats have been chosen and further factors which influenced on the dynamics of the participation process. [Content documented in the Co-Creation Evaluation Report (CCER) could especially serve as basis for this section.]*

### J.1.1 Expectations and Aims

*Looking back at the planning and designing phase of your bottom-up participatory activities in WP1: What was your aim of the participatory process? Which participant groups and outcomes were expected to play which roles?*

Aims of the participation process:

The participation process in SUNRISE shall go beyond the standards legally required. It encompasses the consultation of the public in all phases of the project – from the identification of local needs, the development of new solutions towards the implementation and evaluation of them.

Interested citizens, residents, stakeholders etc. can become involved by:

- bringing problem descriptions and formulating own wishes and ideas;
- developing and discussing solution approaches, the action plan and measures;
- initiating, joining or supporting implementation activities;
- collaborating in the evaluation of outputs and the process;
- participating in shaping the procedural steps and formats of the participation process.

In SUNRISE, participation of a wide range of stakeholder groups shall be facilitated. Specific efforts will be made to involve groups, which often are underrepresented in participation processes (e.g. mobility impaired people).

The participation process of SUNRISE shall contribute to an increased trust between citizens, other stakeholders and decision-makers. It also shall increase the understanding and appreciation of the demands of all street users and of sustainable mobility options.

(See CCEP)

<u>Which participant groups and outcomes were expected to play which roles?</u>

- **Citizens**
  <u>Who?</u> *Mostly residents of the respective neighbourhood*
  <u>Role?</u> *To contribute their view on problems, own ideas, to learn about sustainable mobility solutions*

- **Borough administration** –
  <u>Who?</u> *The head of the borough administration ("Ortsamt Mitte/Östliche Vorstadt")*
  <u>Role?</u> *Member of the core group; To organise support in the borough with a wide range of stakeholders; to act as an interface between SUNRISE and various initiatives in the neighbourhood as well as to the elected borough parliament; to bring in long term experiences from work in the neighbourhood*

- **Elected Borough parliament** –
  <u>Who?</u> *Three members of the elected Borough parliament (representing three political parties – Green Party, The Left Party, Social Democrats)*
  <u>Role?</u> *Member of the core group; To represent a large portion of citizens (voters) in the participation process; to act as an interface between SUNRISE and various initiatives, to bring in long term experiences from work in the neighbourhood*

- **Management of hospital** –
  <u>Who?</u> *Managing Director and representatives*
  <u>Role?</u> *Member of the core group; To exchange about the hospital's mobility concept, how displacement effects of parking cars (of visitors and patients of the hospital) into the neighbourhood can be prevented, and how the neighbourhood can benefit of new mobility services in the future*

- **Development Agency of New Neighbourhood (Neues Hulsberg)** –
  <u>Who?</u> *Managing Director*
  <u>Role?</u> *Member of the core group; To exchange about the mobility concept of the "Neues Hulsberg-Viertel", how displacement effects of parking cars into the neighbourhood can be prevented, and how the neighbourhood can benefit of new mobility services in the future*

- **Police**
  <u>Who?</u> *Head of police station in the neighbourhood ("Steintor")*
  <u>Role?</u> *Member of the core group; To contribute input from the police point of view*

- **Fire department** –
  <u>Who?</u> *Head of Preventive Fire Protection Unit*
  <u>Role?</u> *Member of the core group; To contribute the requirements of the preventive*

*fire protection, to support SUNRISE with a test ride with a fire brigade's vehicle and the development of a "risk cadastre"*

- **Chamber of Commerce** –
  <u>Who?</u> *Project Manager (for urban traffic, etc.)*
  <u>Role?</u> *Member of the core group; To represent local business and their needs*

- **Bremen's parking space management** –
  <u>Who?</u> *Project Manager (for car-sharing etc.)*
  <u>Role?</u> *Member of the core group; To contribute the requirements of parking space management, implementation and operation of car-sharing stations etc.*

- **Automobile club (ADAC)**–
  <u>Who?</u> *Project Manager*
  <u>Role?</u> *Member of the core group; To represent car drivers and their requirements in the street room*

- **Traffic club for cyclists (ADFC)** –
  <u>Who?</u> *Director and representatives*
  <u>Role?</u> *Member of the core group; To represent bike riders and their requirements in the street room*

- **Citizen's initiative for the development of a cooperative housing project in the new neighbourhood ("Stadtteilgenossenschaft Neues Hulsberg")**
  <u>Who?</u> *Representative*
  <u>Role?</u> *Member of the core group; To represent citizens engaged in the neighbourhood, who work for sustainable living project and support sustainable mobility in the neighbourhood*

- **Association, which provides ambulant care ("Ambulante Versorgungsbrücke e.V.")**
  <u>Who?</u> *Director and representatives*
  <u>Role?</u> *Member of the core group; To represent mobility impaired people and their requirements in the street room*

- **Ministry of Internal Affairs (Senator für Inneres, der Freien Hansestadt Bremen)** –
  <u>Who?</u> *Referent/Advisor*
  <u>Role?</u> *Member of the core group; To exchange about police issues; to support SUNRISE with a test ride with a fire brigade's vehicle and the development of a "risk cadastre"*

*During the Kick-Off Workshop of the Co-Identification and Co-Validation phase in Malmö, Sweden, all city partners were asked to position themselves on the "Scale of Participation" between information and citizen control. How do you position yourself on this scale now after your activities in WP1? Describe your shift in practice and understanding of participation according to your methodological approach in WP1! You can find the documentation of the WP1 Kick-Off in Malmö on the SharePoint in the folder "WP1 Co-*

Scale of participation

During the SUNRISE kick-off meeting in Malmö in May 2017, the current level of participation in Bremen had been described as "advanced". There have already been a number of intense participation processes in Bremen, to involved citizens and stakeholders in planning processes far beyond what is legally required (e.g. the development of the Strategic Urban Mobility Plan (Bremen's VEP – Verkehrsentwicklungsplan 2025) or the development of the new Hulsberg Quarter ("Neues Hulsberg Quartier"). However, Bremen does not have the ressources (personnel and financial) to carry out this level of participation in all planning process.

Within the first phase of SUNRISE, the level of participation can be described to be similar like those above mentioned examples. It is planned that participation in SUNRISE goes further, including citizens also in the implementation phase. Nevertheless, decision making for neighbourhood affairs in SUNRISE will be carried out according to applicable legislation. The sovereignty of the responsible bodies remains untouched. Depending on the type, scope and impact of the measures, decisions are taken by

- the Borough Parliament ("Stadtteilbeirat");
- the administration of the Free Hanseatic City of Bremen
  e.g. by the Road Authority ("Amt für Straßen und Verkehr");
- the City of Bremen's Deputation for Environment, Construction, Traffic, Urban Development, Energy and Agriculture;
- Bremen's Parliament ("Bürgerschaft");
- private players, investors, others.

## J.1.2   Participation Promise

*[Here please insert your given participation promise]*

**What are the overall aims of SUNRISE in Bremen?**

The aim of the Bremen SUNRISE activities is to foster innovative sustainable mobility options. It will be the goal to develop a concept to reduce space consumption of parked cars and to carry out a pilot demonstration of re-allocating street space to walking, cycle-parking, greening etc.. As for many European cities with intense problems in streets due to high parking pressure, any change by re-organising limited street space is a sensitive political issue – SUNRISE is seen as a chance to moderate this process and also give more voice to those who are often not heard – like 'vulnerable road users'.

Thus, it is one aim of SUNRISE to carry out an intense "co-creation" process: Street-users, residents, businesses and other stakeholders shall participate in all phases of the process; including the identification of problems, the development of concepts, implementation of solutions and evaluation of results. The development of solutions shall be based on the

discussion with and among citizens and stakeholders as well as on quantitative data derived from the SUNRISE study on parking in the neighbourhood.

The vision for the SUNRISE neighbourhood – the surrounding of the „Neues Hulsberg"-Quarter is:

- keeping routes for fire engines clear at all times;
- a better and fair use of the limited street space available;
- improved mobility of all population groups and increased use of sustainable mobility options:
- Improved quality of stay and quality of life in the streets of the neighbourhood.

**What outputs can be expected?**

Within the four years project duration the following should be achieved:

- a concept for innovative, sustainable mobility solutions and a coordinated action plan agreed with local residents and stakeholders;
- individual measures to improve the use of street space and to foster sustainable mobility – implemented and tested in an exemplary manner;
- a sound basis for further, medium to long-term implementation after the end of the project;
- increased trust between residents and stakeholders in order to continue the dialogue and to work on further sustainable solutions for the street space in the neighbourhood.

Concrete qualitative targets have been defined for SUNRISE in Bremen with regard to car sharing, which represents an alternative for private car ownership and a measure for reclaiming street space: about 500 new car sharing users – and about 100 cars taken off the roads.

**How is the participation process designed?**

SUNRISE will be implemented by running a highly participatory "co-creation" process in all phases of the project, including the identification of problems and needs, the development of concepts, the implementation of solutions and evaluation of results. Everyone who is interested shall feel invited to express ideas and concerns related to the current and future mobility situation and the use of street space within the Hulsberg neighbourhood: street users, residents, businesses, individuals, initiatives or organisations.

Participation is facilitated via

- **the Co-Creation Forum ("Forum Straßenraum")**
  it is the overall framework for participation in SUNRISE - the "platform" on which all participation activities are carried out, where participants meet and get involved;

- **the Core Group ("Projektbeirat")**
  which is formed from members of the Co-Creation Forum and represents citizens and stakeholders, and which meets regularly and works in cooperation with the SUNRISE implementation Team (SUBV) on the development of the project and discussion of results.

For further details please see also Chapter 4. "Roles and Functions".

**What does "participation" mean in SUNRISE?**

The participation process in SUNRISE goes beyond what is required by law. It encompasses the consultation of the public in all phases of the project – from the identification of local needs, the development of new solutions towards the implementation and evaluation of them.

Interested citizens, residents, stakeholders etc. can become involved by:

- bringing in problem descriptions and formulating own wishes and ideas;
- developing and discussing solution approaches, the action plan and measures;
- initiating, joining or supporting implementation activities;
- collaborating in the evaluation of outputs and the process;
- participating in shaping the procedural steps and formats of the participation process.

In SUNRISE, participation of a wide range of stakeholder groups shall be facilitated. Specific efforts will be made to involve groups which often are underrepresented in participation processes (e.g. by target group specific workshops).

**What will be done with the input from the citizens?**

The ideas and suggestions from the people becoming involved will be taken up and represent the basis for all working steps within SUNRISE: The input received from the participating residents and other stakeholders will be collected and analysed by the SUNRISE project team, considering technical feasibilities, financial and legal implications or interdependencies within the whole mobility system.

It will also be the task of the SUNRISE implementation Team (SUBV), in cooperation with the core group, to weigh the different positions. This way, also the interests of groups can be adequately considered, who do not have the opportunity or ability to become involved in the project in the same extent as other groups can (e.g. mobility impaired people).

The use of street space and parking of cars is a topic, which is discussed very controversially. Therefore, it can be expected, that the input from the citizens will be very divers – reflecting the diverse interests, needs and convictions of the people. When it comes to re-allocating street space, there will be one group who will "gain" from the changes, but there will be others, who may experience negative effects. It therefore can be expected that there will be no consensus with regard to some of the measures taken.

It is clear from the start, that not all wishes and ideas can be fulfilled.

**Who is involved in decision making in SUNRISE?**

Decision making in SUNRISE is carried out according to the applicable legislation. The sovereignty of the responsible bodies remains untouched.

Depending on the type, scope and impact of the measures, decisions are taken by

- the Borough Parliament ("Stadtteilbeirat");
- the administration of the Free Hanseatic City of Bremen
  e.g. by the Road Authority ("Amt für Straßen und Verkehr");
- the City of Bremen's Deputation for Environment, Construction, Traffic, Urban Development, Energy and Agriculture;
- Bremen's Parliament ("Bürgerschaft");
- private actors, investors, others.

**What financial resources are available through SUNRISE?**

SUNRISE is funded by the European Commission' research and innovation programme "Horizon 2020". The financial resources available for the City partners (e.g. Bremen) mainly cover the personnel costs to set up and manage the participation process, the development of an action plan, the implementation of pilot solutions, the evaluation of results and processes.

Being funded as a research project, the project has rather limited funding available for investments. Only trials of solutions (pilots) identified for the locations as well as small scale interventions can be covered by the SUNRISE funding from the European

Commission. Therefore, the implementation of further measures has to be covered by other sources identified within SUNRISE.

**What is the focus area of SUNRISE in Bremen?**

In Bremen, SUNRISE will focus on the direct neighbourhood of the "Neues Hulsberg-Viertel", the new housing area currently being developed, and of the hospital "Klinikum Bremen Mitte".
Figure 1 gives an indication about the approximate extension of the "SUNRISE-Neighbourhood".



Figure 1: The "SUNRISE Neighbourhood" in Bremen: the surrounding streets of the "Neues Hulsberg-Viertel" and the "Klinikum Bremen Mitte"

**What is the timeframe of SUNRISE?**

The project duration of SUNRISE is four years: from May 2017 to April 2021. All direct activities of SUNRISE need to be carried out within this timeframe. Nevertheless, there will be more long-term impacts – as behavioural impacts are part of a rather longer process.

**SUNRISE is a European Research Project – What does this imply?**

Being funded by the European Commission's research and innovation programme "Horizon 2020", SUNRISE has significant research elements. SUNRISE processes themselves and their impacts will be systematically described and assessed in order to extract key transferable lessons learnt. This extraction of lessons will not only take place towards the end of the project, but throughout the life of the project for constant reflection to "learn as we go", as well as build guidance for future projects.

As a part of a European consortium, we will share learning and inspiration with partner cities (Bremen, Budapest, Jerusalem, Malmö and Thessaloniki) and will receive guidance and assistance of a number of SUNRISE "Technical Support" partners. In a 'media society', there is a growing role of 'lighthouse projects' and 'best practice examples' elsewhere that inspires and influences local politics and decision-making.


**Which are our principles for working together?**

In SUNRISE, we want follow the following principles of working together:

- all voices and ideas, different perspectives and opinions are heard and valued in the project
- we facilitate an open discussion and carry out a neutral moderation
- we make processes and results transparent for the citizens and stakeholders
- formal responsibilities e.g. of the politically elected bodies are respected.


**How will transparency of the steps and methods taken through the process be ensured?**

Transparency is ensured by regularly providing information on the SUNRISE processes, results and the current status of the project. A wide range of communication channels will be applied to reach the different stakeholder groups and the general public
- the SUNRISE website (www.sunrise-bremen.de)
- SUNRISE newsletter or emails to those having subscribed to the SUNRISE-distribution (all interested persons can subscribe under www.sunrise-bremen.de)
- presentations at specific SUNRISE events, workshops etc.
- presentations of SUNRISE at external events (public meetings of the Borough Parliament), Conferences etc.
- press releases
- articles, interviews
- etc.

All relevant (intermediate) results of the SUNRISE activities in Bremen will be documented in reports and made available. Furthermore, all relevant official SUNRISE "deliverables" (EU-project language: English) will be made available for interested citizens and stakeholders.

### J.1.3   Process Design

*How did your local methodological approach look like – steps taken and aims set? How did your process design react on the expectations and aims set before? [Please, also insert your process design figure. The template for this was given as a part of the Memorandum of Understanding (MoU)]*

The implementation of SUNRISE follows a similar approach in all six participating neighbourhoods, which has been predefined in the proposal. SUNRISE consists of six work packages (WP):

**WP 1:  Inventory of problems and needs in the neighbourhoods, together with residents and stakeholders ("Co-identification of problems & co-validation of needs")**

It is the objective to identify and validate local mobility-related problems as perceived by residents and businesses of the action neighbourhoods through collaborative processes. The overall participation process of the project is set up. Residents and other local stakeholders are invited and activated to participate in the project. The open participation process is launched with the identification of problems of needs in the neighbourhood. The outputs of this work package include the neighbourhood mobility status quo description, co-identified and co-validated inventory of mobility concerns and challenges expressed by citizens, experts and stakeholders and a SWOT analysis. The key output will be the *Neighbourhood Mobility Dossier*.

**WP 2:  Identification and selection of mobility solutions for the neighbourhood ("Co-development & co-selection of solutions")**

Novel solutions are developed, prioritised and selected in this work package, through a collaboration of residents and stakeholders that are interested in, affected by and required for the implementation, operation and maintenance of these solutions. The key output will be a *Neighbourhood Mobility Action Plan* for each neighbourhood.

**WP3:  Pilot-like implementation and testing of solutions ("Co-implementation & co-creation of solutions")**

Work package 3 deals with the implement of innovative solutions through co-creative processes involving residents and other stakeholders. Within the framework of SUNRISE, solutions will be exemplary tested (Pilot-Actions). Concrete improvements of people's quality of life shall be achieved from these pilot activities. Furthermore, recommendations will be developed to facilitate learning from experience made within SUNRISE cities, for other interested cities (e.g. a position paper on SNMP Sustainable Neighbourhood Mobility Planning).

**WP4:  Assessment and Evaluation of outputs and processes ("Co-assessment & co-evaluation")**

The objective of this work package is to identify optimal (as well as problematic) co-creation techniques (i.e. participation methods) and solutions for changing mobility patterns with an explicit view on transferability. Participation processes applied and the

impact of the developed novel solutions are analysed, assessed and evaluated, both quantitatively and qualitatively. The results will be documented in assessment, evaluation and transferability reports. A key output will be final "Lessons Learned" documents.

## WP5: Joint Learning, Communication activities ("Co-learning & Uptake")

This work package includes all dissemination and communication activities from the neighbourhoods to inform, activate and involve residents and other stakeholders (e.g. by project websites, newsletters etc.). Furthermore, findings are disseminated towards other cities and the European research community. An exchange and "co-learning" within the SUNRISE consortium and with so called "Take-Up Cities" which are interested to benefit from the results and findings of SUNRISE is organised. Bremen is additionally active in various networks of cities on national, European and international level.

## WP 6: Project Management

This work package involves activities like regular financial and technical reporting to the European Commission and consortium meetings.

Figure 2: [Please, insert, the process design figure adjusted to your local design. The template was given as a part of the Memorandum of Understanding (MoU) and rename its title.]

➔ Figure:
  Please see the information required in the Neighbourhood Mobility Dossier Chapter B3

### J.1.4 Target groups and participants

*How have people to be involved in your local participation process been identified (e.g. stakeholder-mapping) and activated (face to face, via multiplicators, (personal) invitation, newsletter, social media, PR campaign, …)?*

Identification:

- Stakeholder mapping

- Via multipliers (recommendations)

Involvement:

- Face-to face, personal invitations

- Press releases

- Via multipliers

- SUNRISE Newsletter and Emails to subscribers

- Press releases

- Posters in the neighbourhood

- Mobile stand in the neighbourhood at several dates

- Workshop

*Going into detail, which lessons do you extract from your approaches towards different groups to be involved in your SUNSRISE project so far?*

- ***Citizens***

  o Different activities are suitable for different groups (e.g. evening events not suitable for young families) – a good mix of activities is therefore important to reach different groups

  o The involvement of more/other persons than the "usual suspects" (engaged persons regularly becoming involved) is done by low-threshold participation activities (like street chats where you can meet and talk to people where they live)

  o Some groups were still underrepresented (e.g. Young people, kids, mobility impaired persons) and need to be involved by specific actions (e.g. activities with schools)

  o The "CCF" is dynamic and open "group" without a formal commitment – people can contribute once (e.g. as a participant of a workshop) or can

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become involved more frequently. Therefore, you have to expect that people participating are "new" to SUNRISE and do not have the knowledge on the background and the ongoing process. This influences the way you have to communicate throughout the project.

- Borough administration, Elected Borough parliament, Management of hospital, Development Agency of New Neighbourhood (Neues Hulsberg), Police, Fire department, Chamber of Commerce, Bremen's parking space management, Automobile club (ADAC), Traffic club for cyclists (ADFC), Citizen's initiative for the development of a cooperative housing project in the new neighbourhood ("Stadtteilgenossenschaft Neues Hulsberg"), Association, which provides ambulant care ("Ambulante Versorgungsbrücke e.V."), Ministry of Internal Affairs (Senator für Inneres, der Freien Hansestadt Bremen):
  - o Very engaged, most of them in core group

*Which people or groups still need to be activated under which circumstances within the next steps of bottom-up participatory activities?*

Some groups were still underrepresented (e.g. Young people, kids, mobility impaired persons) and need to be involved by target group specific actions, for example thematic walks for students. The selection of suitable activities will be done together with the core group, based on the current status and needs of the project.

### J.1.5 Core Group (CG)

*How well did the constitution of the Core Group work (explanation of the format, nomination, legal form, meeting place, funds, …)?*

The implementation of the core group was very successful and without problems, as key stakeholders had a strongly professional and/or personal interest in improving the mobility situation in the SUNRISE quarter and they have been willing to become directly involved. The involvement of key stakeholders needed diverse informal meetings in advance, to inform about the project, its targets, the planned processes etc. It has been supportive that many of the core group members and parts of the SUNRISE team have known each other before. Some of them have worked together in other professional topics together and in many cases, there have been already established trustful relations.

- Format: open group, with irregular meetings every couple of months (due to time constraints of relevant key stakeholders)

- Legal form: No legal form

- Meeting place: Different meetings places, e.g. rooms from borough administration, rooms of SUNRISE management team (of Free Hanseatic City of Bremen)

- Funds: no funds

- The SUNRISE implementation team is the head of the core group
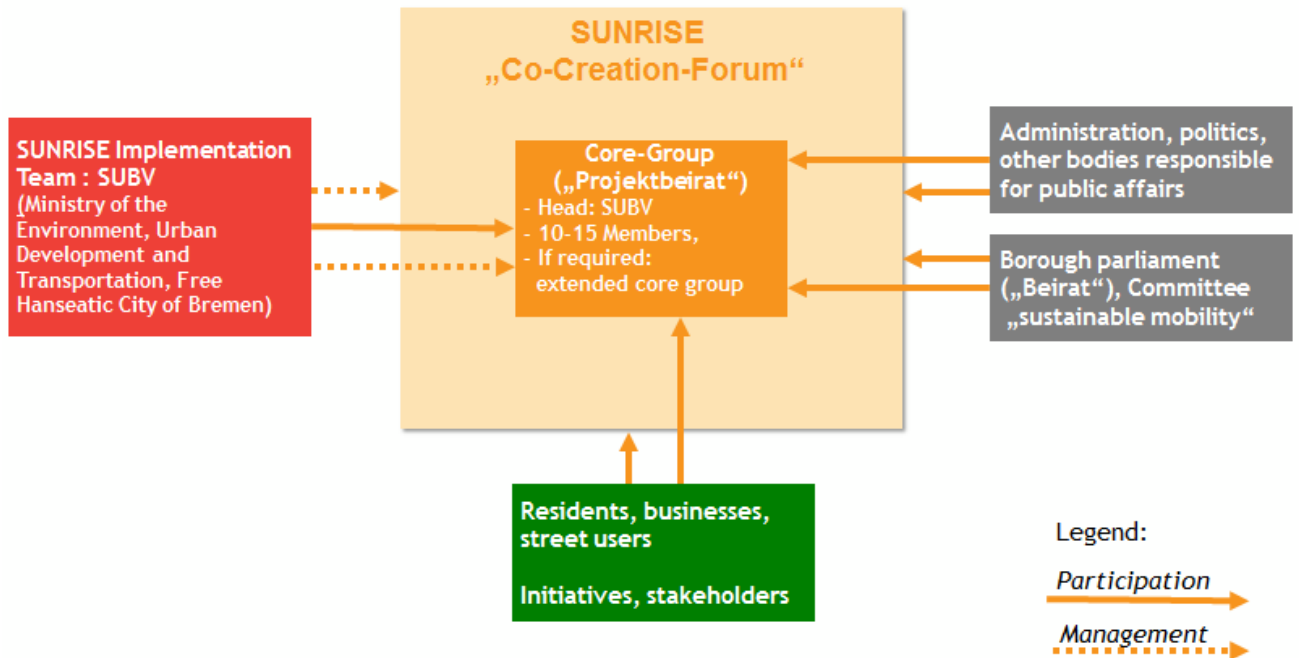


Figure 2: The structure of the participation ("co-creation") process

*Who is part of the Core Group (please add here if the person is a neighbour/citizen, multiplicator, belongs to a certain institution, …)? What about the number of participants at meetings and general fluctuation in the group?*

| Names | Roles/Positions | Functions in SUNRISE |
|---|---|---|
| Susanne Findeisen | Project Manager responsible for SUNRISE at „Der Senator für Umwelt, Bau und Verkehr (Free Hanseatic City of Bremen, Ministry of the Environment, Urban Development and Transportation) | SUNRISE implementation team (Neighbourhood Project Manager Neighbourhood Evaluation Manager, Neighbourhood Dissemination Manager) |

| Michael Glotz-Richter | Project Manager responsible for Sustainable Mobility at Free Hanseatic City of Bremen, Ministry of the Environment, Urban Development and Transportation (Der Senator für Umwelt, Bau und Verkehr) | SUNRISE implementation team |
|---|---|---|
| Daniel De Olano | Borough Parliament (Stadtteilbeirat Östliche Vorstadt) | Member of the CG |
| Sven Eckert | General German Bicycle Club (ADFC) | Member of the CG |
| Steffen Eilers | Borough Parliament (Stadtteilbeirat Östliche Vorstadt) ( | Member of the CG |
| Hellena Harttung | Borough Administration (Ortsamt Bremen Mitte/Östliche Vorstadt) | Member of the CG |
| Andreas Kartscher | Bremen Parking Management (Brepark GmbH) | Member of the CG |
| Helmut Kersting | Member of the Borough Parliament | Member of the CG |
| Florian Kommer | Property Development Agency Hospital Bremen-Mitte (Grundstücksentwicklung Klinikum Bremen-Mitte GmbH & Co KG) | Member of the CG |
| Anne Mechels | Borough Cooperation for Reuse of a Hospital Building (Stadtteilgenossenschaft) | Member of the CG |
| Frank Möller | Fire Department Bremen (Feuerwehr Bremen) | Member of the CG |
| Daniela Wendorff | Hospital Bremen Mitte (Klinikum Bremen Mitte) | Member of the CG |
| Elsbeth Rütten | Ambulantory Supply Bridge Initiative (Ambulante Versorgungsbrücke AVB) | Member of the CG |
| Dirk Matthies | Automobile club (ADAC) | Member of the CG |
| Axel Lindemann | Police Bremen (Police Station Steintor) | Member of the CG |
| Torsten Öljeschläger | Ministry of Internal Affairs (Der Senator für Inneres) | Member of the CG |
| Olaf Orb | Chamber of Commerce (Handelskammer) | Member of the CG |

Around 10-13 members of the core group regularly participate. Some members of the core group are considered to be the "extent" group which become involved when topics

*How well does the CG work (decision making procedures, tasks and responsibilities, meeting rhythm, communication routines, exchange/adjustments with the CCF, …)?*

- Decision making procedures: There are no strict decision-making procedures established for the CG. The group works with open discussions, exchanging arguments, mostly resulting in consensual decisions or compromises. Decision making on major issues (e.g. approval of action plan measures) is carried out according to the applicable legislation. The sovereignty of the responsible bodies remains untouched. Depending on the type, scope and impact of the measures, decisions are taken by

    o the Borough Parliament ("Stadtteilbeirat");

    o the administration of the Free Hanseatic City of Bremen

    o e.g. by the Road Authority ("Amt für Straßen und Verkehr");

    o the City of Bremen's Deputation for Environment, Construction, Traffic, Urban Development, Energy and Agriculture;

    o Bremen's Parliament ("Bürgerschaft");

    o private players, investors, others.

- tasks and responsibilities: Tasks and responsibilities are not further allocated within the CG. However, the SUNRISE management team is considered as head of the CG

- meeting rhythm: irregular, due to strict time constraints of key members of the CG

- communication routines: via emails to the group or bilateral communication

### J.1.6  Tools, formats, events

*[Describe the preparation and execution of the different tools and formats tested during your local bottom-up participatory activities. Include a description of the methods and how the participations reacted to the method.]*

- **Internal kick-off meeting (Dec 2017)**
  The internal kick-off meeting has been organised as a three-hour workshop, to introduce SUNRISE, to identify core group members and to safeguard support and involvement from relevant stakeholders. Around 15 invited representatives of key stakeholder groups have participated: the Borough Administration, the elected Borough Parliament, the Management of the hospital "Klinikum Bremen Mitte", the Development Agency of the new neighbourhood "Neues Hulsberg-Viertel" (GEG), Fire department (Preventive fire protection), Chamber of Commerce, Bremen's parking space management, automobile club (ADAC), traffic club for cyclists (ADFC) etc.. The meeting has been very successful. The project has been received well and everybody expressed their willingness to support SUNRISE. A number of participants agreed to become a member of the core group.

- **Start of public relation activities**
  A wide range of public relation activities have been started in the first phase of SUNRISE, to reach and involve (a cross section) of citizens and relevant stakeholders, to inform about the project, ongoing processes and upcoming events and to report about latest developments. The activities have included the production of press releases, the production and distribution of PR material/ project information, interviews in newspapers/ magazines or invitations of the press to events. There have been a good and positive media echo. The activities will be continued until the end of the project.

- **Public kick-off-event (Feb 2018)**
  A public evening event has been carried out as an information event and workshop. It was the aim to inform about SUNRISE, to safeguard acceptance and support from citizens and to involve them into the participation process to come. A key note speech on sustainable mobility solutions in other cities was held by Michael Koucky, technical support partner in the SUNRISE project, a mobility expert from Göteborg, Sweden. Last but not least, a workshop has been carried out where the participants had the opportunity to identify problems in the street room and contribute ideas or good examples. Around 80 participants – interested residents, representatives of local initiatives, businesses, administration etc. – took part in the event.

- **SUNRISE-website with online participation tool (questionnaire) (Since Feb 2018)**
  A project website for Bremen's SUNRISE activities has been set up with the aid of SUNRISE partner Urbanista, to provide online information and frequent updates about the project ([www.sunrise-bremen.de](www.sunrise-bremen.de)). A key feature of the website is the online participation tool, which allows citizens and stakeholders to contribute their opinion within the co-creation process, independent from physical events or workshops. The online tool also has been used to display all contributions (including those collected at non-line activities), for maximum transparency. The online tool ("NEXTSEVENTEEN" tool) has been kindly provided by Urbanista.

- **SUNRISE Bremen newsletter and email communications**
  Interested citizens have been provided with direct information on SUNRISE by means of a SUNRISE newsletter and email communications. Around 80 persons have registered for the mailing list within a few months.

- **Series of eight "Street Chats" (Straßengespräche) (Apr 2018)**
  An opportunity for direct dialogues with residents and "street users" in the neighbourhood was organised by means of series of "Street Chats". The SUNRISE team was present in the neighbourhood with a "mobile market stand", equipped with a tent, table, DIN-A0 street map and prepared cards to collect the input of the people. The team was present at eight dates and different locations. The aim was to make the project known to more residents, to talk directly to residents and street users on site and to collect their views on problems, ideas, good examples. Around 110 persons participated – mostly residents passing the stand by chance.

However, some people visited the stand on purpose, after having read about it in the newspaper, to use the opportunity to talk to the SUNRISE team and to contribute their views.

- **Workshop with Core-Group (of Co-Creation Forum) (Jun 2018)**
  A three-hour internal workshop has been successfully carried out with the members of the SUNRISE core group. The group jointly validated the SWOT-Analysis, which had been prepared by the SUNRISE team on the basis of the citizen's contributions. Furthermore, the workshops was used to exchange on the process so far and to discuss the plans for the further SUNRISE process ("Neighbourhood learning retreat")

- **Field trip to projects on sustainable mobility in neighbourhoods (Jun 2018)**
  An inspirational one-day field trip was organised for interested residents and other stakeholders to Hamburg (projects visited: "Neue Mitte Altona" and "HafenCity"). The main aim was to collect impressions and ideas from other projects on sustainable mobility solutions. The trip was also used to exchange about the ongoing work in SUNRISE and to discuss the joint further processes ("Neighbourhood Learning Retreat"). Last but not least, the trip served the purpose of team-building. Being a successful event, more field trips will be organised.

Figure 3: Internal Kick-off meeting (© M. Glotz-Richter/ City of Bremen)



Figure 4: Internal Kick-off meeting (© M. Glotz-Richter/ City of Bremen)

Figure 5: Press releases on Bremen's SUNRISE activities

Figure 6: SUNRISE Flyer (City of Bremen)

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Figure 7: Interview of SUNRISE manager Susanne Findeisen in the magazine of Bremen's office of the German Cyclists' Federation (ADFC, pedal, 10/2018, Topic "How will we use space in the city?)



Figure 8: Test ride of Bremen's fire brigade within the SUNRISE neighbourhood, with local media invited (© S.Findeisen/City of Bremen)

# STADTTEIL-KURIER

ZEITUNG FÜR MITTE · ÖSTLICHE VORSTADT · HASTEDT

MONTAG, 5. MÄRZ 2018 | NR. 54 | MITTE

## Zeit der Wünsche

Am Forschungsprojekt Sunrise zur Mobilität im Umfeld des Neuen Hulsberg-Viertels können sich alle beteiligen

VON GERALD WESSEL

> „Man kommt nicht mal als Fußgänger vernünftig an manchen Ecken durch."
> Astrid Thomsen

## Das europäische Projekt

Weser Report (Mitte), 8.4.18          MITTE

Die Entwicklung des Neuen Hulsberg-Viertels hat weitreichende Folgen für die benachbarten Straßen. Deshalb sollen Anwohner vorab zu Problempunkten befragt werden.
Quelle: Sunrise Bremen

## Bürgermeinung ist gefragt

### Verkehrsbehörde lädt zu Straßengesprächen rund um das Neue Hulsberg-Viertel ein

ÖSTLICHE VORSTADT. Die Bremer Verkehrsbehörde lädt Bürgerinnen und Bürger zu Straßengesprächen ein. Der Name der Veranstaltungen hat dabei einen doppelten Sinn. Es sind Gespräche auf der Straße und über die Straße, im Mittelpunkt steht dabei die Situation im Neuen Hulsberg-Viertel. Der Bürgerdialog ist Teil des Sunrise-Projektes, das von der Europäischen Union mit rund vier Millionen Euro gefördert wird. Davon entfallen etwa 450.000 Euro auf den Bremer Projektteil.

Zwischen dem 10. und 28. April wird ein Team der Verkehrsbehörde mit einem mobilen Stand im Quartier unterwegs sein, um mit Bürgerinnen und Bürgern über die Verkehrssituation und den Straßenraum ins Gespräch zu kommen. Probleme, die sich aus Sicht der Betroffenen

durch die Nutzung des Straßenraums ergeben stehen dabei im Blickpunkt. Relevante Themen können zum Beispiel sein: Parken von Autos, Fahrrad- und Fußverkehr, Barrierefreiheit, Sicherheit im Straßenverkehr oder gesicherte Betreuungswege sowie die Benennung konkreter Problempunkte.

Die Beiträge der Bürgerinnen und Bürger werden gesammelt und im Rahmen des Bestandsaufnahme ausgewertet. Sie dienen so als Basis für die Entwicklung von Lösungskonzepten.

Der mobile Stand wird an neun Terminen an unterschiedlichen Standorten in den verschiedenen Quartiersbereichen rund um das Klinikum Bremen Mitte und das Neue Hulsberg-Viertel aufgebaut.

Die ersten beiden Straßen-

gespräche finden an der Sankt-Jürgen-Straße / Ecke Feldstraße (10. April) und am Brommyplatz / Ecke Hoyaer Straße (11. April) jeweils von 15 bis 18 Uhr statt. Die weiteren Termine und Standorte können im Internet unter sunrise-bremen.de nachgelesen werden.

Als alternatives Angebot zu den Straßengesprächen können sich interessierte Bürgerinnen und Bürger auch über die Online-Befragung auf der Sunrise-Webseite einbringen. Hier werden die Meinungen, Kommentare und Vorschläge von Bürgerinnen und Bürgern erfasst. (rl)

### SUNRISE-PROJEKT

Können wir den verfügbaren Straßenraum besser nutzen? Mit dieser Frage beschäftigt sich das auf vier Jahre angelegte europäische Forschungsprojekt Sunrise (2017 – 2021), das die Freie Hansestadt Bremen gemeinsam mit 15 europäischen Partnern durchführt. Sunrise steht für „Sustainable Urban Neighbourhoods – Research and Implementation Support in Europe" – frei übersetzt: „nachhaltige Stadtquartiere – europäische Unterstützung in Forschung und Anwendung". Das Projekt beschäftigt sich mit der Entwicklung und Erprobung neuer Lösungen für die Mobilität in Wohn- und Mischquartieren. Die Straßen rund um das neue Hulsberg-Viertel stehen dabei in Bremen im Fokus.



Projektkoordinatorin Susanne Findeisen und Praktikantin Stefanie Harms markieren auf einer großen Karte Probleme und Anregungen von Bürgern im Wohnquartier rund um das Gelände des Klinikums Bremen-Mitte.
Foto: Schlie

## Straßengespräche gestartet

### Behörde sammelt im Dialog mit Bürgern Anregungen für nachhaltige Verkehrskonzepte

ROBERT LÜRSSEN

ÖSTLICHE VORSTADT. Die erste Bürgerin stand schon bereit, als Susanne Findeisen und Stefanie Harms von der Bremer Verkehrsbehörde noch dabei waren, ihren kleinen Infostand für das erste Straßengespräch aufzubauen. Kaum war die Karte vom Neuen Hulsberg ausgelegt, klebten die ersten bunten Punkte darauf. Rote markieren Probleme, die Gelben stehen für Ideen und die Grünen für gute Beispiele – immer aus Sicht der Bürger. Die blauen Punkte schließlich, so erklärt Susanne Findeisen. Sie ist Projektkoordinatorin für nachhaltige Mobilität beim Senator für Umwelt, Bau und Verkehr.

Insgesamt lässt sich die EU das auf vier Jahre angelegte Sunrise-Projekt rund vier Millionen Euro kosten. Für den Bremer Teil stehen 450.000 Euro zur Verfügung.

„Wir sind noch in der ersten Phase der Bestandsaufnahme", sagt Findeisen. Die Straßengespräche sollen direkten Zugang zu den Bür-

Dabei geht es streng genommen gar nicht um das, was mit und auf dem Gelände des Klinikums Bremen-Mitte passiert, sondern eigentlich um die umliegenden Wohngebiete. Konkret: um Möglichkeiten zur Entlastung der Straßen, insbesondere vom Autoverkehr.

„Für uns Krankenhaus und das neue Quartier gibt es ein eigene Mobilitätskonzepte", erklärt Susanne Findeisen.

gern haben, um zu erfahren, was sie im Bereich Verkehr am meisten stört, aber auch, um ihre Ideen zur Verbesserung der Situation aufnehmen zu können. Gefragt ist dabei alles, was mit Verkehr zu tun hat, von Parkproblemen über Barrierefreiheit bis zu Fragen der Sicherheit und Konflikten zwischen Fußgän-

gern und Radfahrern. Im zweiten Schritt soll es dann um die Entwicklung von konkreten Lösungen gehen.

Für die Forscher geht es neben der inhaltlichen Komponente (nachhaltige Mobilitätslösungen) auch um die Optimierung der Prozesse. Im Bremer Fall ist das das Thema Bürgerbeteiligung.

### STRASSENGESPRÄCHE

Mi., 11.4., 15 – 18 Uhr: Brommyplatz/Ecke Hoyaer Straße
Fr., 13.4., 11 – 14 Uhr: Bismarckstr. /Ecke Sankt-Jürgen-Str.
Sa., 14.4., 9 – 12 Uhr: Am Hulsberg, Nähe Rossmann/Rewe
So., 15.4., 12 – 13.30 Uhr: Humboldtstraße, Friedenskirche
Mi., 18.4., 15 – 18 Uhr: Hamburger Str./Ecke Hemelinger Str.
Do., 19.4., 9 – 12 Uhr: Friedrich-Karl-Straße/Ecke Graf-Haeseler-Straße
Fr., 27.4., 15 – 18 Uhr: Fesenfeld/Ecke Sachsenstraße
Sa., 28.4., 9 – 12 Uhr: Sankt-Jürgens-Straße/Ecke Graf-Haeseler-Straße

Termin- und/oder Standortänderungen sind insbesondere aufgrund der Wetterlage möglich. Aktuelle Änderungen im Internet unter sunrise-bremen.de/#kommende)

# STADTTEIL-KURIER

## ZEITUNG FÜR MITTE · ÖSTLICHE VORSTADT · HASTEDT

MONTAG, 16. APRIL 2018 | NR. 88 | MITTE



## Großes Interesse an Mobilität

**M**obilität ist ein großes Thema rund um das Neue Hulsberg-Quartier im Viertel und im Fesenfeld, das wissen auch die angehende Verkehrsingenieurin Stefanie Harms (links) und Susanne Findeisen von der Behörde für Umwelt, Bau und Verkehr. Sie befragen für das europäische Sunrise-Projekt die Anwohner zu den Verkehrsproblemen in der näheren und weiteren Nachbarschaft und sammeln deren Kritikpunkte und Ideen. Anschließend sollen mit weiteren Teilnehmern am EU-Projekt zukunftsweisende Mobilitätskonzepte entwickelt werden. Das Interesse im Quartier war groß: Fehlender Parkraum, zu kurze Ampelphasen und mangelhafter Straßenbelag – das waren einige Punkte, die angesprochen wurden. Immer wieder wird die Überlastung des vorhandenen Raumes genannt. Das Sunrise-Projektteam war unter anderem am Brommyplatz und ist noch an insgesamt acht Terminen an verschiedenen Standorten in der Östlichen Vorstadt anzutreffen.
TEXT: XHO/FOTO: MATTHIAS HOLTHAUS

Figure 10-14: Examples of the wide and positive coverage of SUNRISE by local media

Figure 15: SUNRISE Kick-off Meeting: Key note speaker Michael Koucky (partner of the SUNRISE consortium) presents how other cities deal with sustainable mobility and parking problems (© M.Glotz-Richter/City of Bremen)



Figure 16: SUNRISE Kick-off Meeting: Key note speaker Michael Koucky (partner of the SUNRISE consortium) presents how other cities deal with sustainable mobility and parking problems (© M.Glotz-Richter/City of Bremen)

Figure 17: SUNRISE Kick-off event: Citizens discuss problems in the street room during the workshop (© M.Glotz-Richter/City of Bremen)



Figure 17: SUNRISE Kick-off event: Citizens discuss problems in the street room during the workshop (© Gerald Weßel)

Figure 18: Kick-off event and Workshop: Citizens have used the opportunity to define problems in the neighbourhood (© M.Glotz-Richter/City of Bremen)



Figure 19: Kick-off event: The SUNRISE Team (Michael Glotz-Richter and Susanne Findeisen, City of Bremen) and the Moderator (Andreas Lieberum) introduce SUNRISE to the audience (© Gerald Weßel)

Figure 20: Website for SUNRISE Bremen ([www.sunrise-bremen.de](http://www.sunrise-bremen.de))



Figure 21: Online participation tool on the SUNRISE website
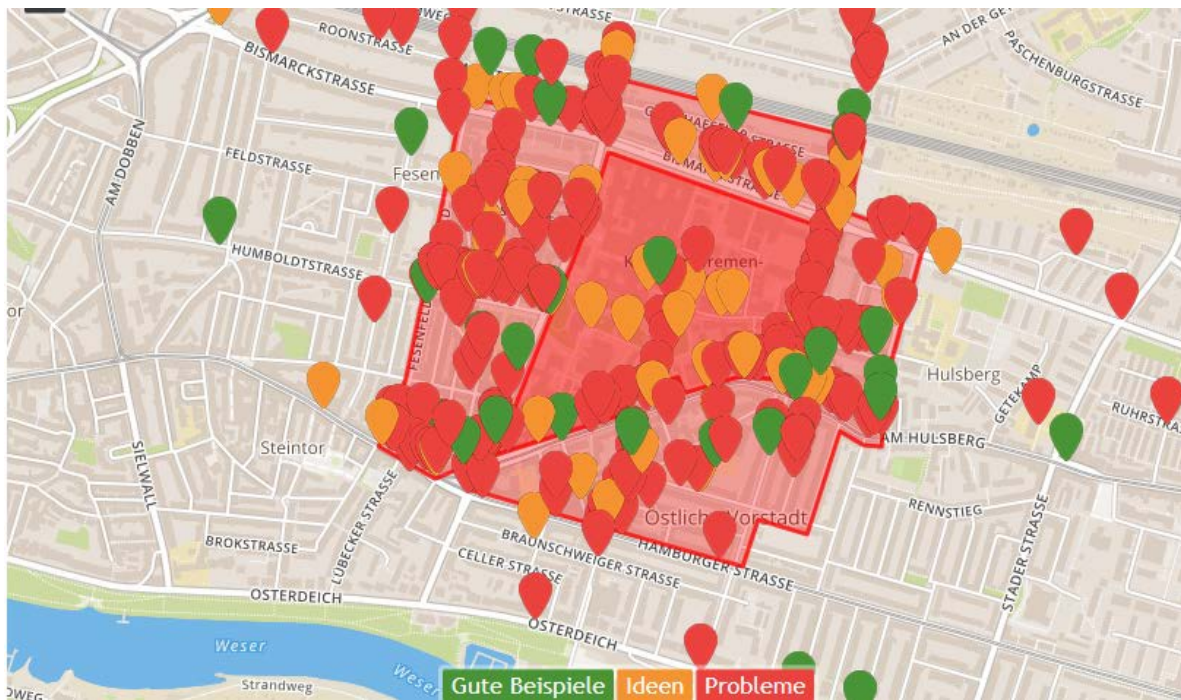
Figure 22: Online participation tool on the SUNRISE website: Stated "problems", "ideas" and "good examples" can be allocated to a specific location in the neighbourhood

Figure 23: SUNRISE Newsletter

Figure 24: **" Street chats"** in the neighbourhood (© KW Schlie )



Figure 25: **" Street chats"** in the neighbourhood (© Mattias Holthaus)

Figure 26: **" Street chats"** in the neighbourhood (© S.Findeisen/City of Bremen)



Figure 27: " Street chats" in the neighbourhood (© S.Findeisen/City of Bremen)

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723365

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Figure 28: "Street chats" in the neighbourhood (© S.Findeisen/City of Bremen)



Figure 29: "Street chats" in the neighbourhood (© S.Harms/City of Bremen)
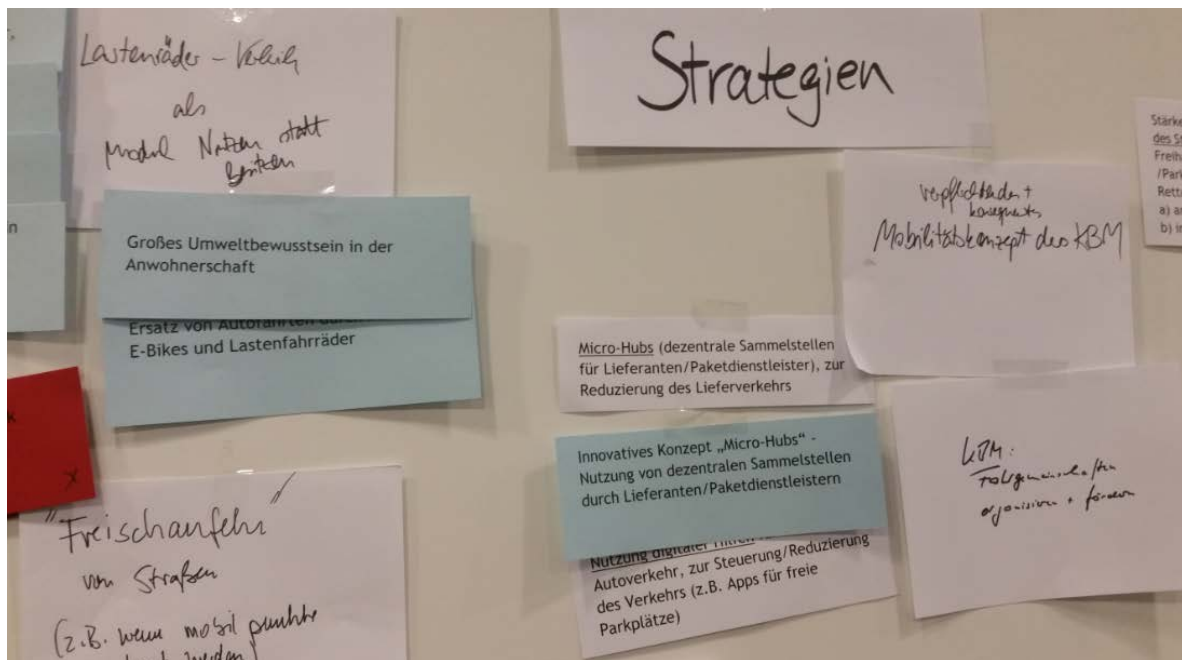
Figure 30: "Street chats" in the neighbourhood (© S.Harms/City of Bremen)

Figure 31: Internal Workshop with the SUNRISE core group ("Projektbeirat")
(© S.Findeisen/City of Bremen)


Figure 32: Internal Workshop with the SUNRISE core group ("Projektbeirat")
(© S.Findeisen/City of Bremen)

Figure 32: Internal Workshop with the SUNRISE core group ("Projektbeirat")
(© S.Findeisen/City of Bremen)

Figure 33: Inspirational field trip to Hamburg (© S.Findeisen/City of Bremen)


Figure 34: Inspirational field trip to Hamburg (© M.Glotz-Richter/City of Bremen)

Figure 35: Inspirational field trip to Hamburg (© S. Findeisen/City of Bremen)

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723365

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## J.2 Outcomes and Transfer

*In this section, the methodological approach is reflected and potentials as well as challenges for next steps are drawn.*

### J.2.1 Results

*How do the outcomes from your bottom-up participatory activities (documented in the Co-Creation Evaluation Report (CCER)) relate to our prior expectations and aims? How did your methodological approach support your findings?*

- **Establishment of dedicated SUNRISE core group ("Projektbeirat")**
  A SUNRISE core group has been identified and established. The members represent important stakeholder groups and work dedicated on the success of SUNRISE.
- **Establishment of communication channels to the target groups and effective communication**
  Communication channel to interested stakeholders, citizens have successfully been established (newsletter, website) to inform them directly about the project, the ongoing process and participation opportunities.
- **Involvement of citizens and stakeholders into the project**
  Citizens and stakeholders have actively participated via the online-tool and at events (e.g. Public Kick-off event, "street chats").
- **Awareness on SUNRISE in the public, with stakeholders and institutions**
  The public, stakeholders and institutions have been made aware on SUNRISE, by public relation activities and events carried out.
- **Bottom-up identification of problems, ideas, good examples**
  The first participation phase has been successfully carried out. Around 380 contributions from approx. 200 persons have been collected in an open process with on-street market stands and as well internet based tools between February and June 2018: concrete problems in the street space, ideas suitable to overcome problems or good examples on how former problems have been solved successfully. Furthermore, strategies and options for actions have been brought in by the core group.
- **Increase of knowledge on sustainable mobility options and learning from best practices with stakeholders**
  Participants of the kick-off meeting and excursion have increased their knowledge on sustainable mobility options and could learn from best practice examples.
- **Validation of top-down SWOT Analysis**
  On the basis of bottom-up characterisation of the neighbourhood and own research a SWOT-Analysis has been produced by the SUNRISE-team, which has been validated by the core group (during the "SWOT-Workshop").

- **Validation of options for actions**
  Options for actions have been discussed and validated with the core group
  (Workshop to validate options for actions).
- **Feedback on the process so far and ideas for the SUNRISE process ahead**
  The core group members provided feedback on the SUNRISE process so far and
  contributed new ideas for the implementation of SUNRISE. The excursion to
  projects in Hamburg served as inspiration.

- **Successful first phase of co-creation process**
  Overall, the project has been well received so far. A wide range of key
  stakeholders support the project, many of them as part of the core group.
  Furthermore, citizens have been open and supportive and show appreciation for
  the project.

### J.2.2   Potentials and challenges

*Which potentials and challenges arose during your participation process in WP1? Which ones play a significant role for further planning and execution of participatory activities? (Here, potentials and challenges concerning your overall WP1 participatory approach are described on a more abstract level than the detailed description of barriers and drivers per participatory activity in the CCER)*

*[Use the table below to list and describe the potentials and challenges defined!]*

**Potentials:**

- **A high pressure of problems**
  The problems with relation to over-used street space and car parking are considered to be very high in the neighbourhood.

- **Current developments in the neighbourhood**
  The development of the new neighbourhood "Neues Hulsberg-Viertel" and the realignment of the hospital (Klinikum Bremen Mitte) have created the apprehension that the pressure on the limited street space available might increase in the future.

- **Important topic of discussion for years**
  The topic "Use of Street space" and many related issues have been subject for discussions and conflicts for years and decades in the neighbourhood.

- **High interest of local media**
  Due to public debates on the topic "Use of Street space" and Hulsberg developments, the media have strong interests in any news about it.

- **Highly engaged citizens**
  There are many highly engaged citizens, who are interested in becoming involved in any process relating to their neighbourhood, the environment in general etc. Some of them have experiences with participation processes.

- **Information needs and participation demands**
  Stakeholders, residents etc. are interested in SUNRISE and want to have access to current information on the project and on activities. Many of them follow the topic "Use of street space" and related topics with relation to their neighbourhood for years. Some stakeholders are active in the field of developing the quarter and sustainable mobility. Some want to become involved.

- **Key stakeholder: long history of working together**
  Many SUNRISE key stakeholders (members of core group) know other members for years and have a long history of working together in committees or with regard to the development of traffic projects, the development of the "Neues Hulsberg-Viertel" or other projects.

- **Strong support for the project from key stakeholders**
  SUNRISE is strongly supported by key stakeholders (the borough administration and the elected borough council and others). Many key stakeholders have become member of the core group.

- **Need for different participation options/formats to reach different stakeholder groups**

Stakeholders groups are very divers, therefore different participation formats have to be used to reach different groups. Some groups will only participate in flexible participation options which offer the opportunity to participate independently of time and place requirements (i.e. demand of online-participation tools). Some people only can be reached, if they are approached directly where they are (i.e. on the street in their neighbourhood).

- **Good examples serve as inspiration**
  There are many innovative projects (e.g. in other cities) which are worth getting to know and which can serve as good examples and inspiration for own neighbourhood.

## Challenges:

### 1. Missing Support with individual key stakeholders

**Description of the problem**

- Some parts of the administration and of the elected borough committee have rejected the participation or do not support SUNRISE, due to the reluctance to deal with highly conflict-laden issues, foreseen strong conflicts within the neighbourhood about the parking issue and the expected difficulties to change things.

**Corrective action taken (if any)**

- Support of other (key) stakeholder has been secured.

**Resulting deviation from plan/ strategy (if any)**

-/-

### 2. Unfulfilled expectations with preceding participation processes

**Description of the problem**

- Some residents/initiatives of the neighbourhood have been engaged in other participation processes carried out before. These processes had created frustration with some of the (former) activists, due to unfulfilled expectations (e.g. very long duration of the process; the feeling that ideas were not adequately considered in decisions that have been made). As a consequence, the trust into another participation project (i.e. SUNRISE) and the willingness to participate has been low with some of those citizens.

**Corrective action taken (if any)**

- Support of other (key) stakeholder has been secured.
- Information on the participation process in SUNRISE and the "participation promise" has been communicated to the stakeholders, to reduce the risk of unfulfilled expectations.
- Options to participate will be offered throughout the SUNRISE phases. Citizens can join the process (or participate in one or more activities) to a later stage.

**Resulting deviation from plan/ strategy (if any)**

-/-

## 3 – Reaching and involving (a cross section) of citizens

**Description of the problem**

- It is a challenge to reach and involve a good cross section of citizens with public relation activities and participation events,
    - e.g. the online tool only reaches people with high web-affinity; some (often senior) people do not use the internet
    - e.g. not everybody can participate during evening events (time/mobility constraints)
    - e.g. participating at an excursion is time-consuming and not everybody can and wants to invest the time/effort
    - generally, persons get involved who have a (strong) interest in mobility issues, their living environment and who have the time/ability to do so

**Corrective action taken (if any)**

- Different participation formats were used to potentially involve a representative reach different stakeholder groups
    - "online" and "non-line" participation options are used in parallel (Public events, "Street Chats" etc.)
    - The "Street Chats" were carried out at several days (at different locations, different days of the week, at different times of the day)
    - There are plans for target group specific activities to be carried out at a later stage of the project
- A wide range of communication activities were used to reach citizens
    - Press work (press release, invitation of journalists)
    - Production and distribution of project material (flyer, website)
    - Core group members were involved with multiplier function
    - Direct communication activities to interested stakeholders by newsletter, Emails

**Resulting deviation from plan/ strategy (if any)**

-/-

## 4 – Time constraints with relation to joint meetings, events with the core group

**Description of the problem**

- It has been difficult to find time slots for events which suit all invited stakeholders (some of them act in an honorary function, with regular jobs at the day time).

**Corrective action taken (if any)**

- The number of workshops to be carried out with all stakeholders has to be limited. Around 3-4 core group meetings are possible each year.
- Workshops with the core group are carried out in the evening (e.g. 18:00 - 21:00).
- Long 3-hour workshops are usually carried out (due to long agendas).

**Resulting deviation from plan/ strategy (if any)**

- Neighbourhood learning retreats have been organised as part of other core group events (e.g. the SWOT Workshop, the excursion to Hamburg). To organise those as separate events is not possible (due to the individual time constraints of the core group members).

## 5 – Data protection

**Description of the problem**

- Data protection rules have to be obeyed with relation to the SUNRISE-newsletter (storing email addresses), the SUNRISE Website (and online-tool) and the study on "Parking situation" with video-documentation of the street room.

**Corrective action taken (if any)**

- The data protection officer had been involved, to clarify procedures and to produce the data management documentation.

**Resulting deviation from plan/ strategy (if any)**

-/-

### J.2.3 Data collection and transfer

*How do you collect data generated during bottom-up participatory activities so far? How is the data collected evaluated and transferred into next steps for Co-Creation?*

Data collection:

- All contributions from citizens have been made visible through the online-tool
    - Online contributions are directly visible
    - "non-line" contributions (from workshops, street chats) are transferred into the online-tool (with clear identification of the date and location of contribution) by the SUNRISE team

- Contributions of citizens and stakeholders (problems/Ideas/good examples) have been analysed and grouped with regard to "topics mentioned"

- Summaries of citizens input, with example "quotes" and locations mentioned in this context have been produced

- Results have been used as basis for SWOT Analysis and strategy development

- Contributions have shown the whole spectre of problems. The contributions cannot be considered as "representative".

# K. Outlook: Next Steps of Participatory Activities towards Co-Creation!

*Finally, we are looking at conclusion drawn from the bottom-up participatory activities in the Co-identification and Co-Validation phase in order to conclude and formulate next steps for the upcoming Co-Creation phase. Which conclusion can be drawn from your bottom-up participatory activities in WP1 in order to concept next steps towards Co-Creation?*

*[Please, describe in form of a brief text which conclusion drawn lead to plan which following step.]*

*Please, fill the table below to capture objectives and expectations of each upcoming step. Further, describe how you plan to proceed including tools to be tested and participant groups to be reached.]*

| ACTIVITIES | objectives | expectations | tools | participants | schedule |
|---|---|---|---|---|---|
| 1.Core group Workshop (Strategy development | To discuss and validate strategies and measures for the SUNRISE neighbourhood | To discuss and validate strategies and measures for the SUNRISE neighbourhood | Workshop Open Group discussion | Members of core group | Sep 18 |
| 1. Field trip to Cologne | Inspiration from other neighbourhoods Teambuilding | To learn how other other cities/neighbourhoods deal with parking problems (residential parking, parking management etc.) | Meeting with representative of local traffic authority etc. Guided tour around the visited neighbourhood | Interested citizens, stakeholders (representatives of the administration, borough parliament etc.), members of the core group etc. | Nov 18 |
| 3. Public event and workshop on action plan | To inform about the outcomes of the first phase of the participation process, the preceeding analysis and the suggested action plan To collect a feedback on the action plan | Participation of citzens and stakeholders Diverse feedback on the different measures Increased understanding for the need for measures | Information event (presentation of results) Workshop element to collect citizens feedback | Interested citizens, stakeholders (representatives of the administration, borough parliament etc.), members of the core group etc. | Apr 19 |
| 4. Field trip to Munich | Inspiration from other neighbourhoods Teambuilding | To learn how other other cities/neighbourhoods deal with parking problems (residential parking, parking management | Meeting with representative of local traffic authority etc. Guided tour around the visited neighbourhood | Interested citizens, stakeholders (representatives of the administration, borough parliament etc.), members of the core group etc. | Jun 19 |

| | | | | |
|---|---|---|---|---|
| | | etc.) | | |
| **5. Several thematic walks** | To show problems and explain measures<br><br>To target specific stakeholder groups | To increase the understanding for other street users and the need for measures | Interested citizens, stakeholders (representatives of the administration, borough parliament etc.), members of the core group etc. | Apr – Oct 19 |

# L. References

*In this section, the titles of the considered studies and the datasets used will be documented.*

Authors, year, title, place of publication; journals with title, volume or year of the publication, number and page

- Figures: see above
- Online tool: NEXTSEVENTEEN urbanista GmbH & Co KG

# D.1.1 SWOT REPORT | JERUSALEM

## SWOT Analysis and Status-Quo Description + Participatory Process Documentation

| City: | Jerusalem |
|---|---|
| Reporting Period: | February 2019 |
| | |
| Responsible Author(s): | Miri Reiss, Maya Tapiero, Adi Perri |
| | |
| Responsible Co-Author(s): | Urbanista, TU Vienna, Rupprecht Consult |
| | |
| Date: | February 28th, 2019 |
| Status: | Final |
| Dissemination level: | Confidential |

# SWOT Analysis
# and Status-Quo Description | JERUSALEM

## Find first options for action in your neighbourhood and check the conditions for their implementation!

- Collect all relevant data for your neighbourhood
- Have a closer look at strength, weaknesses, opportunities and threats
- Find »Corridors of Options«
- Do a »Bottom-up review«
- Get a set of thoughtful options for actions that will be developed further in WP2

# Table of Contents

# A. Introduction: Frame and Method

## A.1 Objective and the Frame of the SWOT Analysis and Status-Quo Description

### *THE OBJECTIVE OF THE SWOT ANALYSIS & STATUS - QUO DESCRIPTION*

*The SWOT Analysis and Status-quo Description (Task 1.5) is an important part of the first SUNRISE work package. Its main objective is to find a set of thoughtful options for action for your neighbourhood, based on status-quo data, an analysis of strength and weaknesses of the neighbourhood as well as influencing external factors and a bottom up reflection with citizens and stakeholders. The SWOT analysis and the summarised top-down description of the status-quo support the Action Neighbourhoods to conduct a revision of the local situation.*

### *WHY VALIDATING THE SWOT ANALYSIS PUBLICALLY?*

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments as well to approve planned actions, all relevant stakeholders and institutions in the Action Neighbourhood must be included in the elaboration of this local mobility analysis (Task 1.6). Therefore, the SWOT analysis and top-down description will be discussed and validated via co-creation activities (e.g. the Neighbourhood Learning Retreat) along the co-creation phase (part F in this template). This revised SWOT analysis with the corresponding "corridors of action" and the summarised description will be part of the SWOT Brochure (D1.1).*

## A.2 Steps of the SWOT Analysis and Status-Quo Description

1) ***Top-down status-quo Description (should be done in Task 4.2)***
   *> Collection of secondary data*
   *> Description of the mobility related status quo (including quantitative facts and figures & taking into account important overarching documents like SUMP, the case history*
   *> helps the action neighbourhoods to conduct a revision of the local situation*
2) ***Development of a SWOT Analysis***
   *> based upon the status-quo data gathered*
   *> a) thinking of internal strength and weaknesses*
   *> b) thinking of external opportunities and threats*
   *> c) highlighting the main opportunities and challenges to be addressed within SUNRISE*
   *> d) derive strategies*
3) ***Finding »Corridors of Options«***
   *> The strategies deriving from the SWOT:*
   *> listing of various options for action, contextualised with information about potential financial, legal, technical*

**4) Bottom-up Validation**
> *Validation and Rethinking of the results deriving from the SWOT analysis and status-quo description by the public via participatory activities*
> *Forming a common ground for developing options for actions*
> *the bottom-up validation is part of the Neighbourhood Learning Retreat (NLR)*


### STRUCTURE OF THIS DOCUMENT

*This template includes:*

- **Introduction to the method and its objective in SUNRISE (Part A)**
- **The top-down Status quo Description (Part B)**
- **Collecting Internal and External factors (Part C)**
- **Main Challenges and Opportunities (D)**
- **The SWOT Analysis (Part E)**
- **The »Corridor of Options« (Part F)**
- **The bottom-up reflective approach (Part G)**


## A.3 Method for SWOT Analysis



graph 1: SWOT matrix (according to Becker, J. 1998: Marketing-Konzeption. München: 103)


### WHAT IS A SWOT ANALYSIS / WHY DOING A SWOT ANALYSIS IN SUNRISE?

*Originally, a SWOT analysis is a method for auditing an organization and its environment. Within SUNRISE we are using it for checking the conditions for the implementation of sustainable mobility solutions.*

*The SWOT analysis is a verbal-argumentative method for the identification and assessment of key factors influencing the achievement of the project goals in relation to the object of investigation, e.g. a neighbourhood. The advantage of a SWOT is the*

systematization of the factors influencing the outcome of the SUNRISE project at an early stage. An important prerequisite for the implementation of the SWOT analysis is the clear formulation of an objective. The influencing factors are classified in a matrix with the following four categories: Strengths, Weaknesses, Opportunities and Threats (or risks).

- **STRENGTHS** are the useful features of the system for the goal achievement.
- **WEAKNESSES** are characteristics of the system, which are dangerous for the goal fulfilment.
- **OPPORTUNITIES** are useful external conditions for the goal achievement.
- **THREATS** are external conditions, which are dangerous for the goal fulfilment.

## _HOW TO DO A SWOT ANALYSIS?_

_Strengths and weaknesses are so-called internal factors or characteristics of the neighbourhood which can be influenced by an actor, in this case by the city partners themselves, and are within their sphere of responsibility. Opportunities and risks, on the other hand, are external factors and also referred to as environmental factors. They cannot be directly influenced by city partners or actors of the neighbourhood and must therefore be observed and anticipated as early as possible. In some instances, it is challenging to determine which factor is internal or external, meaning influenceable or not by the actors. A structured look at the obstacles and hindrances as well as at the potential of sustainable mobility in the city region is helpful._

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| **EXTERNAL FACTORS** | Opportunities | The "**SO Strategy**" is designed to make use of strengths to take advantage of existing opportunities. | The "**OW Strategy**", the opportunities are used to reduce existing weaknesses. |
| | Threats | The "**ST Strategy**" uses strengths for avoiding existing dangers. | The **"WT Strategy"** can be used to minimize weaknesses and avoid dangers |

graph 2: SWOT strategies (Source: TUW/urbanista)

_After the systematization has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strenghts-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing_

*opportunities. In contrast, the Strength-Threats-Strategy (ST Strategy) uses strengths for avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can be used to minimize weaknesses and avoid dangers (Translation from German into English: TUW based on: Fürst, D. & Scholles, F. 2008: Handbuch Theorien und Methoden der Raum- und Umweltplanung. Dortmund: 503ff).*

# B. Status quo Description

## B.1 The general Situation of the Neighbourhood

**Baka's population is 13,000 inhabitants and is a strongly diverse neighbourhood, with communities spanning: the religious and nonreligious; economically well to do and economically more marginal; native born and new immigrants; a European cultural orientation and a Middle Eastern cultural orientation. Despite the different cultural orientations of the population, the community has a pluralistic ideology which fosters a shared sense of community identity, a heightened sense of environmental awareness, and a strong commitment to civic duty.**

The community activity is organised under the "Bak'a neighbourhood community council" which functions as a "mini municipality", and includes services, cultural activities, local communal committees that handle operational and strategic matters in the local level.

There is a long history of interaction between the municipality and the community on both the political level and on the professional level. This has included the preparation of the neighbourhood master plan with active community involvement. As in many cities there is also the tension between neighbourhood priorities and city wide priorities which at times leads to scepticism and lack of trust. The Baka Community Council's role is to bridge between the municipality and the community interests. The council is led by an elected board which includes residents, municipal and political representatives.

The vision of this community as it recently evolved as part of the neighbourhood master plan, with hundreds of residents participating, states:

> *"The Baka Neighbourhood is part of the "weave" of neighbourhoods that make up the city of Jerusalem.  The neighbourhood has developed over 120 years and wisely sustained its unique heritage... The neighbourhood is to remain green with well-developed open public space accessible to all: children, adults, disabled and senior citizens. Streets are to be pleasant and safe, accommodating pedestrians, cyclists, and motorists.  The neighbourhood is to develop, linking the past with the future, in keeping with three underlying principles: community, historic preservation, and "green" innovation."*

Thus it is important to point to the high level of environmental awareness and commitment held by the residents of Baka. Alongside this, one of the major challenges in the implementation of programs for sustainable transportation is the social-cultural dynamic, which is expressed in a high percentage of car ownership and low satisfaction with public transportation. The growth percentage in car ownership in Jerusalem was 6.5% at 2017. Cycling paths in Bak'a and from the neighbourhood are not connected with popular destinations in the neighbourhood and outside it, along with rickety cycling infrastructures. That is why encouraging cycling as part of encouraging sustainable transportation, as a

main tool to reduce private car usage, is problematic because of safety considerations, especially among kids that arrive to school and to afternoon activities.

There are multiple forums in which civil society takes action, such as forums for urban planning, sustainability, and pensioners. The forums are diverse and reflect the multi-cultural make-up of the population. A commitment to sustainability is shared by all these groups in Baka, as a cross-sectional issue shared by different groups. Along with communal vibrant participation there are residents that are less represented, as elderly ages, immigrants, students and youngsters that are not consuming local communal services.

The other side of participatory heritage is the expectation that the process will be focused on results. At that point - generating long methodological process may exclude some residents.

Baka is a well-organized community, with structured communal participatory activities and decision making processes, which enables the development of new models for active engagement and community partnership in implementing sustainable transportation innovations at the local level.

## B.2 Description of the Mobility Issues in the Neighbourhood

The agricultural history of the neighbourhood has left its imprint of narrow dead-end streets that make travel by roads cumbersome. Congestion is a major issue for travel within the neighbourhood and through the neighbourhood. Parts of the infrastructure to enable creating a walkable and cycleable district are already in place. Specifically, an old rail line into the city, which was previously an obstacle to local transportation, has been transformed into a "Rail Line Park" and pedestrian/cycle way linking the neighbourhood on one side to an industrial commercial area and on the other side to the CBD.

Main traffic routs are marked with blue line



The policy of Jerusalem and Israel in general is to ensure accessibility to all forms of public transportation. In the Baka neighbourhood this has been implemented in most of the bus

stops (design-friendly to the visually-impaired and wheelchairs) and will be incorporated into the light rail transportation system.

## B.3 Objectives of the Neighbourhood in the SUNRISE Project

The stated objective of SUNRISE in the Baka neighbourhood are to:

- Increase the number of children walking to school rather than being driven by car
- Reduce air pollution through increased use of public transport and less motorised travel
- Change the split of travel mode in general: less motorised transport, more walking and cycling
- Redesign public spaces that enable safe and pleasant non-motorised travel
- Implement a neighbourhood "Mobility Innovation Centre"
- Advance community cohesiveness and programming that encourages the above objectives

Through SUNRISE, neighbourhood stakeholders that were not previously involved in the formulation of these goals will be identified and their views taken on board towards a truly representative community vision. This vision will be translated into a clear work plan with shared responsibilities among stakeholders. The focus of action is anticipated to be around the redesign of public spaces and the creation of a low-motorised "Green Path" to link residential areas, community institutions and businesses (the Green Path was identified some decades ago by the neighbourhood council and residents as a principal axis to be developed by and for the community. During Sunrise's proposal preparations, the community steering committee decided to consider the detailed planning of the Green path as one of the project modules).

# C. Collecting internal and external factors

## C.1 Description of internal factors

**By internal factors characteristics of the neighbourhood are described that can be influenced by the local actors (municipality) on their own and are inside their own sphere of responsibility.**

### Transport Demand and Supply

- Narrow dead-end streets that make travel by roads cumbersome - as mentioned above.
- Congestion is a major issue for travel within the neighbourhood and through the neighbourhood, especially during school beginning and ending time, because the existing of two elementary schools at the neighbourhood.
- Main bus lines are on the neighbourhood borders – that makes public transportation accessible to residents, but less to the elderly population.
- In some areas sidewalks and other obstacles have not been adapted to people with disabilities and not all locations have adequate access to public transportation.
- Except elderly population, residents prefer that bus line will not cross in the neighbourhood.

### Actual Travel Behaviour and Modal Split

- At this point close to 60% of the population travels to work by car and about 30% use public transportation with only 4% walking or cycling.

### Use of Public Spaces

- Baka's public spaces (parks and Beit Lehem Street, a commercial centre) are often full of residents, with a lot of activity throughout the day.
- There's a strong culture and desire for an open and aesthetic public space, and many residents invest in greenery and beautification of their facades and fences for the good of the public sphere.
- Parking situation – there are 900 parking places in the neighbourhood (on-street parking only). The urban planning communal committee and the SUNRISE's CCF is now promoting initiative to convert 120 parking places into walking paths and to encourage walkability by additional shade, benches and pleasant open space.
- In light of the fact that the parking is free at the neighbourhood and that Baka's borders are with main public transportation lines, passengers from peripheral neighbourhoods park their cars at Bak'a and take the bus to their destinations from Bak'a. That increase congestion at rush hours and the use of a long term parking in Bak'a.
- Many of Baka's streets are narrow and without sidewalks, causing positive and negative outcomes:

- cars, pedestrian and cyclists overlap and weave within each other's routes
- it slows the travel speed of cars
- it has the effect of pedestrianizing the street
- there is often congestion for all three types of modes
- decreases the safety of pedestrians, seniors and children
- it creates issues of accessibility for seniors, parents with carriages, and people with disabilities
- The community with the communal urban planner has a new initiative to replace parking places into walking paths, and encouraging walkability with shade, benches etc. part of the plan is to limit the parking only to residents.

## C.2 Description of external factors

**External factors are factors like trends and policies that can't be influenced by the local actors (municipality).**

### Mobility-relevant Trends

- The state is pushing forward policies for urban regeneration without providing adequate measures for public works (schools, parking, parks), impacting the density in the neighbourhood and increasing congestion.
- There is a joint national-municipal body for public transportation (Transportation Master Plan) that is in charge of the mobility system (the whole spectrum from walkability to train network).
- Walkability is now embedded at all new transportation plans – as a municipal policy.
- The Environment Ministry is just beginning to integrate electric buses into mass public transportation

### Mobility-relevant Policies and Plans

- The development of two new light rail lines on two sides of Bak'a – the neighbourhood would be affected during the construction period and when the train will be activated. During construction, congestion will increase and a reduction is predicted with the train activation.
- Parking rearrangement – as described before. Bottom-up initiative that will reduce private cars' entry to Bak'a.
- Walking to school project – by City Architect
- Air pollution redaction projects – by Education Administration

# D. Main Challenges and Opportunities

## D.1 Main Challenges of the Project

- The historic urban morphology\ building environment of the neighbourhood limits the infrastructural changes that can be made, and increase costs of physical interventions that can be made in order to improve walkability and cycling.
- Accessibility for all populations - people with disabilities, seniors, parents with strollers and the like - is a neighbourhood-wide challenge and requires a neighbourhood-scale improvement
- It is unclear how to integrate cycling lanes into the narrow streets
- Bicycles cannot be placed in public transportation vehicles by law. This prevents bicycle riders from having true connectivity – if they can't combine cycling and public transportation, it impacts their decision to cycle at all.
- It will be necessary to allocate additional budget for some of the initiatives. A collaboration with other municipal programs will be required and we can't guarantee the implementation of those initiatives.
- There is a tension between encouraging residents to propose their own initiatives and the professional understanding of what can and needs to be done by the professional team (facilitation is necessary and delicate)
- Retaining resident involvement due to the minimal budget and *perceived* impact of the project (The SUNRISE Baka Team notes, "It seems that in order to achieve SUNRISE's goals it is necessary to add infrastructure intervention – and it is not fit the budget frame")

## D.2 Main Opportunities of the Project.

- There is a strong basis for community involvement and leadership
- There is an established commitment to sustainability and walkability
- The neighbourhood lies at the cross-section of significant urban areas (post-industrial zone of Talpiot, the German Colony, the First Station, main thoroughfares, proximity to the city centre, etc)
- The topography is suitable for walking and bicycle riding.
- There is a professional SUNRISE team in Baka that is very familiar with the neighbourhood and its communities
- Local schools are partners in project for reducing air pollution
- Baka is already a pleasant neighbourhood to experience (but lacks real accessibility)
- Major road and transportation changes around Baka provide an opportunity to introduce further change at the neighbourhood level

# E. SWOT Analysis

## E.1 SWOT-Matrix

| INTERNAL FACTORS | |
|---|---|
| **Strengths** | **Weaknesses** |
| <ul><li>The community's commitment and the residents vision to find alternative transportation means.</li><li>The main route in the neighbourhood which has the potential to encourage connectivity and walkability.</li><li>Geographical location and the layout of the neighbourhood enable the citizens to be in proximity with the city centre and other daily sites, such as the centre for employment and commerce.</li><li>The topography is suitable for walking and bicycle riding.</li><li>There is a designated team in charge with bridging and connecting the citizens to the urban-planning experts. This team is familiar with the currents issues in the area and is very accessible to the residents.</li><li>Existing vast communal infrastructure to support the issues of the community within the neighbourhood.</li><li>The local schools participate in a reducing pollution project.</li></ul> | <ul><li>Dead-end streets discourage connectivity and walkability.</li><li>Rickety pavement infrastructure and lack of accessibility in some spots at the neighbourhood.</li><li>Lack of continuity in sustainable transport (e.g., bicycles cannot be placed in public transportation vehicles).</li><li>According to national regulation, children under the age of 9 years old cannot walk to schools and kindergartens due to the need to cross roads.</li><li>The community's joint work is dependent upon the active participation of diversified group of citizens.</li><li>There is no budget allocated to the green path construction.</li><li>A relatively short timeframe to execute a significant and prolonging change.</li><li>A project which was imposed on the neighbourhood hinders the residents' sense of ownership over the project</li></ul> |
| EXTERNAL FACTORS | |
| **Opportunities** | **Threats** |
| <ul><li>Implementing the SUNRISE project in Baka.</li><li>Implementing new bottom-up approaches by the urban planning experts.</li><li>Transport revision at one of the main streets at Bak'a might open opportunities for infrastructure and walkability improvement.</li><li>A master transportation plan is committed to implement changes according to the current needs of the residents.</li><li>Similar objectives to the "Eden Talpiyot" plan to improve the walkability in the area. Neighbourhoods in proximity to Baka will also benefit the changes in transportation.</li><li>Continuing SUNRISE initiatives and implementing additional activities due to cooperation with similar projects.</li></ul> | <ul><li>Neglecting the promises already made to the residents with relation to transport planning.</li><li>Existing city plans contradict the desired trends. These plans have an impact on the capacity of the neighbourhood and its transport infrastructure.</li></ul> |

## E.2 SWOT-Strategies

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | ● Changes to surrounding thoroughfares may impact the number of cars driving by Baka but also provide an opportunity to have the Municipality implement infrastructural changes as part of its cityworks projects. In fact, the Municipality-approved Master Plan for Baka demands such changes for accessibility and walkability. <br> ● diverse communities will have different challenges, and also diverse ideas for solutions | ● Strong participation with a limiting physical infrastructure means SUNRISE projects can be creative in its community-based programming <br> ● The need for better cycling infrastructure and rules in Baka can bolster the changes needed for the locality and for the city as a whole. Baka can join cycling movements, promoting initiatives in the municipal level. <br> ● The limited budget means it is necessary to prepare in advance and work with the right stakeholders in the municipality to get projects implemented. Therefore, Baka SUNRISE is pulling resources from other programs (the Baka team has already recruited 10,000 NIS for physical intervention from the city's "placemaking" grant and we have a partnership with the educational administration for the coming educational plan of 2018-19) |
| | Threats | ● Baka's community network and political experience can help open up avenues for budgets and solutions <br> ● The professional team in | To compensate for the potential lack of influence residents have on transport policies around Baka: <br><br> ● Ensuring shared expectations from the |

| | | | |
|---|---|---|---|
| | 171 | Baka and in the municipality can do the same<br><br>● The location of Baka is strategically important to Jerusalem's transportation fluidity. Therefore it is almost guaranteed that any interventions around Baka will improve services for the neighbourhood as a whole. | start (being on the same page)<br><br>● Ensuring dialogue between municipal actors and residents, and navigating compromises in public works projects |

D.3.2 Indicators to Monitor/Measure Achievements

Indicators to monitor and measure the achievements through the strategies are listed in this section.

• Indicator 1: mobility communal initiatives in the neighborhood level that the was improved by the municipality

• Indicator 2: mobility communal initiatives in the neighborhood area level that the was improved by the municipality

Indicator 3: the implementation of a physical communal intervention

• Indicator 4: the implementation of a behavioral communal intervention

# F. Corridor of Options

- Walking to school programmes in conjunction with the City Architect project "the way to the gymnasia", may lead to budget allocation for implement the "green path".
- Connectivity and walkability initiatives can be financed by transportation major projects on the edges of Bak'a.
- Placemaking approach for implementing small scale projects and improving an overall sense of walkability
- All infrastructure projects will be done in conjunction with Baka's district office (Rova Oranim) and the municipality. Because public works sector is very hands-on, we will meet with them only when the projects are well-defined

# G. Bottom-up: Discussion and Validation

## G.1 Comments to the Status-Quo of the Neighbourhood

In the last CCF meetings, several discussions took place about the context in which Baka and SUNRISE operate. The SUNRISE team and the residents are working together to find the right projects and opportunities for implementation within the budgetary and policy limits.

- Co identification - defining with the CCF who the population in the neighbourhood is to identify their needs.
- Synthesis – needs that came out during the identification process were synthesised by the CCF.
- Target intervention objectives – the CCF decided what are the intervention objectives according to the needs that were identified and synthesised.
- Place Making – a dedicated committee were established, included youngsters, to propose "Place Making" initiatives. From 10 suggestions, two were elected and proposed as part of a PlaceMaking grant. The community has got now additional 10,000 NIS  to implement physical intervention/ the CCF decided where it will be placed (according to needs and SUNRISE's goals)
-  Educational program – the two elementary schools in Bak'a took part in an educational program to reduce air pollution in the neighbourhood from December 2017. A dedicated SUNRISE's steering committee for schools interventions, that include parents and teachers, is now preparing the continuation of this program to the next educational year (starts at September 2018). The committee decided to start focus on arriving to school by foot instead of private cars. That can be by encouraging walking or by organize walking groups. For the last month we started a walking pilot at schools in order to:
  - embed walking to school as a "preferred behaviour"
  - Identify with parents obstacles – we ask them what can make them send the kids by foot.
  - Mapping popular walking paths – so we can offer them to parents that are willing to take walking groups.
- Co creation – after processing the different modules of SUNRISE the CCF compiled a list of interventions.

- Intervention selection and prioritization – after the list had been complied, the CCF selected the initiatives according to the budget and discussed the implementation phases.

## G.2 Comments to the SWOT-Analysis

The SWOT was shared with residents during a springtime CCF meeting, and their comments and ideas were included in our conclusions. The main points to arise were that:

- Baka's strength is based on its human resources and communal organization. This was agreed with the CCF from the beginning.
- The community were most preoccupied by the threats – specifically that municipal plans can affect traffic in the neighbourhood and negatively impact congestion, air pollution, and pedestrian safety..

## G.3 Comments on SWOT-Strategies, Strategic Goals and Options

We are working with the residents as a team to overcome the challenges, and they are involved in implementing the strategies with us. For example, the CCF was invited to join our meetings with the City Architect, and for each smaller-scale project we are helping each other to figure out who to talk to in the municipality, creating sub-committees, and working on how to organize volunteers for the implementation phase.

# H. References

# Participatory Process Documentation WP1 | JERUSALEM

## Looking Back and Forward!
Summarise the preparation and execution of the bottom-up participation process and the planned steps

- What were your expectations and assumptions towards Co-Identification and Co-Validation in Work Package 1 (WP1)?
- Which stakeholders and target groups have been identified?
- Which outcomes have been generated during your participatory events?
- How did you deal with data collected to be transferred?
- Which are next steps to be taken towards Co-Creation?

| | |
|---|---|
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# Executive Summary

*[ 1 page ]*

*A brief summary of your methodological approach and main outcomes of bottom-up participatory activities during Co-Identification and Co-Validation in Work Package 1.*

*[ REMINDER: Please use UK English throughout! ]*

# Table of Contents

# I. Introduction:
# Participatory Process Documentation

## I.1 Objectives of the Participatory Process Documentation WP1

*This template serves to reflect the summarised the results of the participation and execution of the bottom-up activities during the Co-Identification and Co-Validation phase in Work Package 1 (WP1) in each SUNRISE Action Neighbourhood (relating to Task 1.4, based on the data documented in the Co-Creation Evaluation Report (CCER)). As a conclusion, within this report, lessons learnt are captured and planned upcoming steps for participatory activities individually per Action Neighbourhood are sketched:*

- ***Reflection on the methodology, activities and results of the bottom-up participation process in WP1***
- ***Planned next steps for participatory activities leading to WP2***

## I.2 Structure of this Document

*This document is structured in three parts. It first introduces the objectives of the report and its embedment within the Co-Identification and Co-Validation phase. In a second part, it mainly reflects on the participatory activities during WP1 individually per Action Neighbourhood. Methodology and outcomes of the participatory activities performed so far are captured and evaluated. Deriving from this reflection, lessons learnt are formulated. Finally, an outlook into next steps during the Co-Creation phase is given by sketching upcoming participatory activities.*

1. ***Introduction:***

***Objectives and embedment in WP1***

2. ***Reflection:***

***Bottom-Up Participatory activities during WP1 – Lessons Learnt***

3. ***Outlook:***

***Planned steps for the participatory activities during Co-Creation***

# J. Reflection: Participatory Process

## *Which lessons learnt can be drawn from your bottom-up participatory activities in WP1?*

### J.1 Methodological approach

*In this section, the methodological approach of the participation process during the Co-Identification and Co-Validation phase is reflected. Here, we are looking back at early expectations and aims, how participants have been or have not been reached out to and activated for the project, which tools and formats have been chosen and further factors which influenced on the dynamics of the participation process.*

#### J.1.1 Expectations and Aims

Our aim was to:

1. To establish a core group of local activists
2. To engage previously unaffiliated residents in community development
3. To invite the wider public to be aware and involved with SUNRISE themes and activities
4. To gage the issues and needs of the diverse local populations

We expected

1. Residents already involved in community initiatives to take up leading roles in the SUNRISE core group
2. Unaffiliated residents to join the core group and/or to take part in SUNRISE events such as the walking tours, the Baka street festival, and filling out the survey
3. The wider public to be involved in filling out the survey and providing their perspective on the challenges, needs and positive qualities of the neighbourhood
4. Diverse groups to be involved in different phases and in different ways i.e. seniors were instrumental in identifying infrastructural and transportation challenges, while youth activists were able to imagine solutions by walking around the neighbourhood

The Baka neighbourhood has a strong legacy of community participation, a legacy that has continued with the implementation of the SUNRISE project. The community is well-organized into several sub-networks, each with their own representatives and engaged activists.

While the SUNRISE project was introduced by the municipality and the EU, the content and key decisions are still directed by the residents themselves in the CCF and the Core Group.

At the start of the project, the CCF and Core Group came to meetings and discussed as a collective the general direction of the SUNRISE project in Baka. With each meeting, residents voiced their desire to see results on the ground, and with this feedback the work plan was divided into several projects, each one with a point person from the CG. While budgetary decisions are still taken as a collective, each project is being moved along at the initiative of leading residents for each project.

### J.1.2 Participation Promise

Our aims for Baka in the participation process were the following:

1. To establish a core group of local activists
2. To engage previously unaffiliated residents in community development
3. To invite the wider public to be aware and involved with Sunrise themes and activities
4. To gage the issues and needs of the diverse local populations
5. For the community to design and implement initiatives regarding SUNRISE themes.
6. Reducing motorised travels and increase sustainable transportation.

- *Which possibilities and limits do the process and its outcomes have?*
- *How and by whom are decisions made throughout the process (Explain why and if there exist limits or dependencies framing our SUNRISE project such as area, target groups, topics, etc.*
- *Please spell out the condition under payment will occur in order to give an orientation on the financial resources.)?*

**Please see the table below, taken from the SWOT document.**

| | |
|---|---|
| ● The community's commitment and the residents vision to find alternative transportation means. <br><br> ● The main route in the neighbourhood which has the potential to encourage connectivity and walkability. <br><br> ● Geographical location and the layout of the neighbourhood enable the citizens to be in proximity with the city centre and other daily sites, such as the centre for employment and commerce. <br><br> ● The topography is suitable for walking and bicycle riding. <br><br> ● There is a designated team in charge with bridging and connecting the citizens to the urban-planning experts. This team is familiar with the currents issues in the area and is very accessible to the residents. <br><br> ● Existing vast communal infrastructure to support the issues of the community within the neighbourhood. <br><br> ● The local schools participate in a reducing pollution project. | ● The community's joint work is dependent upon the active participation of diversified group of citizens. <br><br> ● There is no budget allocated to the green path construction. <br><br> ● A relatively short timeframe to execute a significant and prolonging change. <br><br> ● A project which was imposed on the neighbourhood hinders the residents' sense of ownership over the project <br><br> ● The municipal system is very bureaucratic and it is difficult to receive funding or public works maintenance for projects outside of the municipal agenda |

These were communicated at each CCF meeting, in which the background and aims of SUNRISE in Baka were communicated and developed

In order to empower stakeholders to transform their statements into projects, the following steps were taken:

1. There is a designated team in charge of bridging and connecting the citizens to the urban-planning experts. This team is familiar with the current issues in the area and is very accessible to the residents.
2. An existing and vast communal infrastructure supports the issues of the community within the neighbourhood.
3. The community's joint work is dependent upon the active participation of diversified group of citizens. The diverse partners include more targeted populations of the stakeholders' such as elected stakeholders at the neighbourhood and the municipal level.
4. A relatively short timeframe to execute a significant and prolonging change.
5. A project which was imposed on the neighbourhood hinders the residents' sense of ownership over the project.

## J.1.3 Process Design

1. **Recruiting the CCF**

CCF meetings and focus groups were organized to begin the co-identification process.

The CCF and Core Group were formed by inviting residents to join:
- ○ Format: invitation to join, with information about SUNRISE
- ○ Method: recruiting took place through public events, phone calls, facebook, the Baka Community Council PR channels
    - i. July 2017 - Stakeholder Internal Workshop
    - ii. October 2017 - Street Festival
- ○ Participants: all Baka residents
- ○ Aims: to create a community of residents involved and leading in SUNRISE
- ○ Outcomes: The CCF and the Core Group were formed

**2. CCF Meetings**
- ○ Format: meetings at the community council in the evenings when working parents can arrive
- ○ Method: committee meetings with discussion, voting, sharing information between residents and staff
    - i. regular meetings from July 2017 until the present
    - ii. July 2017 - Stakeholder Internal Workshop
    - iii. July 2017 - Communal Kick-off Event - Urbanista
- ○ Participants: CCF members

    Aims: to create a community of residents participating and making decisions around the SUNRISE aims, vision and projects
- ○ Outcomes: the CCF
- ● Nov. 2017 - March 2018 - The SUNRISE survey and Focus Groups

    The SUNRISE survey was designed for a diverse set of populations, and distributed throughout the neighbourhood by online media, the local community network, and the school network. The aim was to collect information on current mobility behaviour (walking, cycling, driving etc.) by all types of residents (ages, gender, occupation, place of residence)
    - ○ Format: Questionnaire about mobility behaviours in Baka
    - ○ Method: Online survey distributed through email, Facebook, WhatsApp and person-to-person conversations, and a focus group was conducted at the seniors home (due to limited mobility of seniors)
    - ○ Participants: all Baka residents and Jerusalem residents who come through Baka
    - ○ Aims: to identify the issues relating to sustainable mobility in Baka
    - ○ Outcomes: a database of information on how people are mobile in and around Baka (walking/cycling/driving etc, according to background of residents and activities)
- ● Jan 2018 - Synthesis with the CCF - Once most of the issues and needs of the neighbourhood were identified, the CCF was convened to discuss potential projects - thereby initiating the Co-Creation phase. The CCF chose the overarching themes to focus on: upgrading the Green Path to a neighbourhood linear node, walking to school programmes, and communal initiative projects
    - ○ ○○○○Both problems and ideas for projects were discussed in parallel at meetings, citing the sources for every problem raised (survey,

conversations etc). Overarching challenges and solutions were suggested during the discussions

- ○ Tables and lists of every issue and potential solution were presented at the CCF, and a vote took place on what was more important and feasible according to the budget and the municipal system
- Jan 2018 - A mapping workshop with HQ architects was conducted to provide an additional approach to identifying issues in the neighbourhood
- Feb 2018 - A walking tour to identify additional issues and potential projects was conducted between CCF meetings

### J.1.4 Target groups and participants

*Involvement of participants:*

- The Baka team listed all the different populations in the neighbourhood and connected with representative groups i.e. seniors were contacted through the Bet Moses retirement home, the youth were contacted through youth groups
- The Baka team met residents randomly by tabling at the Baka neighbourhood street festival, and by publishing and disseminating PR materials during conversations with residents
- As a group, the CCF also did ground work, by walking around the neighbourhood and chatting with pedestrians, parents and kids, seniors, shopkeepers etc.
- The Community Council has a strong network of established and long-time active residents
- The Community Council's social worker, urban planner, and youth, senior and education coordinators are all in touch with residents relating to their specialty; they invited residents they knew to be interested in advancing Baka's mobility needs in tandem with SUNRISE, through phone calls, Facebook and mailing lists

*Lessons learned from approaches:*

- Different groups need different approaches in terms of timing, the amount of time spent, the number of times approached, and the topics broached.
- For example, the seniors at Bet Moses had an easy time communicating through conversations, and were able to meet in the late afternoon
- Conversely, active and committed residents with kids could attend CCF meetings only in the late evenings
- And in parallel, the youth groups enjoyed taking part in physically active events, such as a neighbourhood tour and brainstorming sessions outdoors

*People or groups to be activated within the next steps of bottom-up participatory activities:*

- Seniors, people with special needs, single parents, and people in lower income brackets are more limited in time and availability, and they should be invited to meetings at times they can attend (or the SUNRISE team should go meet them where it's easier for them - in the seniors home, parks etc)

- The community at large (not just the CCF) should be involved in the SUNRISE process through events every few months, and given the chance to provide feedback on the CCF's work

### J.1.5 Core Group (CG)

*Set Up of the Core Group*

- The Core Group was established by inviting members of the CCF to take the lead or to join in specific SUNRISE projects, such as the Walking to School programme.
- The core group was very motivated to be involved in this project about sustainable mobility and walkability in Baka, and they identified strongly with the values and framework of the project

- The multitude of steps and meetings tired out several of the core group members, especially because they want to achieve concrete results on the ground *already*. *The Baka team* encouraged them to stay with the process, and presented the budget for  discussion and vote
- The meeting place in the Community Centre is a great space to meet and do workshops, and walking around the neighbourhood has proven to help with brainstorming and seeing outside the box
- Despite the efforts made to explain the division of funds within the project, many Core Group members felt the budget for implementation is too small for the scope of the vision advanced by SUNRISE

### *Members of the Core Group*

- The Core Group is mostly composed of local residents, some of whom are elected within the neighbourhood to be representatives on the Community Council's Board of Directors. A few examples include:
    - The chair of the Parents Board for the Efrata Elementary School
    - The deputy chair of Baka's Community Council Board of Residents
    - A long-time activist in Baka's urban forum
    - Young parents who lives along the Green Path
    - A young couple
    - Two of the Core Group are Jerusalem City Council Members
- The number of attendees has stayed between 12-16 people at a time

### *Responsibilities and powers of the Core Group*

The CG is very aware of what it wants in the neighbourhood, and has expressed their visions through the various CG meetings held at the community centre

Every meeting and workshop has yielded a strong response of values, aims, and physical and community-based elements intended for SUNRISE projects

Currently we are developing project formats and timetables with motivated individuals in order to advance each idea and aim

Members of the CG meet frequently, depending on the project being implemented. The members involved in the Walking to school programme met once a week for a month during the Pilot program; the members involved in the seating area upgrade have met 3 times so far, and will meet several more times this summer until the project is completed; and so on.

### J.1.6 Tools, formats, events

1. Baka street festival and conversations with residents on the ground
2. Focus groups and SUNRISE survey
3. CCF meetings and the CCF workshop with TSP HQ Architects
4. Walking tour of the Green Path with the CCF

#### Activity 1:

**Baka street festival**

● Tabling and PR materials for SUNRISE (interactive dissemination of PR materials as a way to spread the word and get feedback at an early stage)
● Conversations with interested residents about sustainable mobility in Baka and Jerusalem
● Summarised the feedback concerning challenges and desired changes in the neighbourhood on posters and charts
● Several of the residents became part of the CCF

The aims of tabling at the festival were:
● Co identification - Collecting information on the issues residents shared with us a part of the Co-identification process
● PR about the project to the whole neighbourhood
● Recruiting residents to the CC

#### Activity 2:

**Focus groups and SUNRISE survey**

In order to assess the current transportation and mobility situation in Baka, we designed several strategies for reaching residents, including hard-to-reach-populations. The Co-identification phase was conducted through:

1. Residents meetings, custom designed to the needs and availabilities of the residents - open discussion at the Seniors' Home Bet Moses, walking tour with a group of youth movement members, evening-hours meetings for working individuals and parents
2. Custom-designing a survey (in partnership with the municipal strategic division and the survey unit of Transportation Master Plan) for multiple types of residents (parents, children, working individuals and students). The survey assesses people of all ages, occupations, and mobility patterns currently employ various modes of transportation in Baka, and for what purposes (school, errands, sports and leisure, work, etc)
   a. The survey format is a questionnaire and it was distributed online by email, WhatsApp and Facebook, as well as by approaching people in the street. The survey was interactive and showed different questions based on the age and occupation of the respondent, including students.
3. Walking around the neighbourhood with Baka's community worker, and talking to pedestrians, cyclists and car-owners, business-owners and residents, about the project and giving the survey link through WhatsApp or email.

**CCF Meetings**

- At CCF meetings we have presented a summary of the SUNRISE aims and format, a summary of previous activities, a work plan for that particular meeting, the budget, and the timeline for overall SUNRISE projects. So far there have been 8 meetings
- Tables and charts have been produced and shown for: Co-Identification activities and feedback about challenges and opportunities relating to Baka's walkability and transportation modes; the stated values, aims and means of the CCF in Sunrise; the projects viewed as having the most potential
- For each CCF meeting, an email and Facebook post is sent out
- Currently the chosen projects of residents are being developed and built for implementation. The CCF voted on which projects are most important according to SUNRISE principles, Baka's needs, and a realistic assessment of what can be done with the available budget and the municipality's readiness
- Meetings with HQ Architects were designed as workshops in order to provide concrete mapping tools for the residents to visually articulate their visions. HQ ran a workshop with the CCF in which they asked the resident about the urban layout, design and connectivity of Baka. The residents communicated their needs while explaining how Baka works well and less well.
- HQ is currently working on designs for the Green Path. In the Co-Creation and co-implementation phases, HQ will be involved in the detailed planning of the Green Path, and there are several urban intervention projects being planned by the residents themselves

### Activity X :

**Walking Tour of the Green Path**

- Materials included maps (as a tool for seeing connections between landmarks and streets), a summary of the identified needs and challenges in the neighbourhood (as a guide to identify problems and solutions along the green path), and a mini-workshop in Placemaking (based on Project for Public Spaces).
- With the materials in hand, residents could identify and articulate particular aspects in public spaces that required upgrades, whether through physical or social interventions
- Great brainstorming sessions occurred on the walking tour because residents could feel and see what needed attention in the actual moment
- Residents came up with ideas for implementation based on the tour and on the list of challenges distributed at the start of the tour. The ideas with the most potential to be realized (according to the Baka team and the residents) were articulated into project proposals for both the Placemaking competition in the Jerusalem Municipality, and for the next phases of SUNRISE
- One project from this tour recieved funding from the municipality's placemaking 2018 budget.

## J.2 Outcomes and Transfer

*In this section, the methodological approach is reflected and potentials as well as challenges*

*for next steps are drawn.*

### J.2.1 Results

In Baka there is an active CCF group, and many residents are aware of the SUNRISE activities and are happy about them. Residents from a variety of backgrounds have expressed whole-hearted agreement with the aims of SUNRISE, and on this basis the Co-Identification and Co-Design phases have been successfully ongoing.
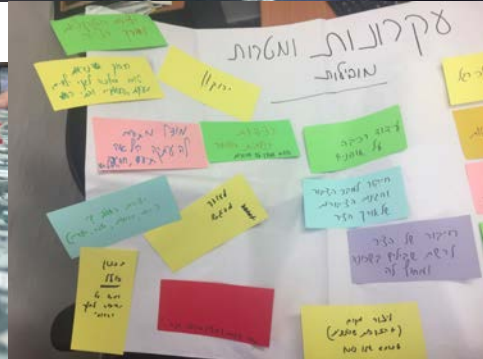
We were able to reach most of the populations we intended to contact and engage, and with future projects we hope to continue involving populations from all parts of Baka.

However, we are currently facing 2 main obstacles:

1. The community has been involved with SUNRISE since the start of the proposal stage in 2016, and has also been engaged with urban issues since before SUNRISE - they feel it is time for implementation, and these detailed processes are overdrawn.
2. When the needs were identified and the initiatives were designed, the participants were dismayed at the stark difference between their ideas and the budget allocated for initiatives within the SUNRISE framework.

**Photos by the Sunrise Baka team**

### J.2.2 Potentials and challenges

|  | Potentials | Challenges |
|---|---|---|
| **1** | The community's commitment and the residents vision to find alternative modes of transportation | The participants hold high expectations for results on the ground; |
| **2** | Implementing new bottom-up approaches by the urban planning experts | The needs of the community may not be met due to budgetary limits |

### J.2.3 Data collection and transfer

1. Focus groups - the meetings are documented by summaries and tables, with a 'next steps' section
2. Walking tours with participants - feedback was summarized in a list, including problems and ideas for implementation. Leading up to the next CCF, the Baka team did research on budget estimates for each idea, and the feasibility of implmentation within the municpal system. This was then brought up for discussion at the CCF.
3. Survey - we have been collecting data mainly with the survey on current use of transportation to and from, and in the neighbourhood of Baka. The data is being analyzed by the professional steam at the Urban Strategic Unit of the municipality.

# K. Outlook: Next Steps of Participatory Activities towards Co-Creation!

The CCF residents are very motivated to get results, but they need to feel like their contributions are concrete and going somewhere. For this reason, the Co-Creation phase will be largely organized around smaller and more focused meetings with residents relating to particular projects, in order to ensure steady advancement and creative control. Each phase of individual projects will be shown at the larger monthly CCF meetings, and CCF members will be invited to join the work on any or all of the individual projects.

Moreover, the budget for the concept planning and implementation of SUNRISE projects will be made transparent for the CCF members.

| ACTIVITIES | objectives | expectations | tools | participants | schedule |
|---|---|---|---|---|---|
| CCF meetings | Community Participation and empowerment | residents to be in charge of content and decisions of the SUNRISE initiatives | workshops, discussion | Residents | ongoing |
| Baka Street Festival | -Publicize Sunrise project<br>- Invite interested/engaged residents to join the CCF<br>-To begin the co-identification phase | To garner interest in the project, to recruit participants, and to begin the co-identification phase by inviting residents to map and list thei challenges of Baka | Mapping<br>Discussion<br>Registration | e.g. Sunrise team, residents, Municipality | Month 4 |
| Focus groups | needs identifications of target populations in the | to collect data on the needs and challenges of various population | open discussion at the Seniors' Home Bet Moses, walking tour | seniors, teens, working parents, pedestrians and cyclists | |

| | | s and hard to reach groups in Baka | with a group of youth movement members, evening-hours meetings for working individuals and parents | | |
|---|---|---|---|---|---|
| **Survey** | To collect data on the needs and challenges of various populations and hard to reach groups in Baka | to form a statistical basis as comparison for Co-Evaluation phase | Questionn aire | everyone | **7** |
| **Walking tour on the Gree n Path** | To collect data and garner insight on the needs and potential solutions on the ground | to come up with tactical solutions throughout the Green Path | tour | CCF, youth groups | **10** |

# L. References

# D.1.1 SWOT REPORT | MALMÖ

## SWOT Analysis and Status-Quo Description + Participatory Process Documentation

| City: | Malmö |
|---|---|
| Reporting Period: | February 2019 |
| | |
| Responsible Author(s): | Kerstin Geppert |
| | |
| Responsible Co-Author(s): | Joanna Christensson |
| | |
| Date: | 12.11.2018 |
| Status: | Final |
| Dissemination level: | Confidential |

# SWOT Analysis and Status-Quo Description | MALMÖ

## Find first options for action in your neighbourhood and check the conditions for their implementation!

- Collect all relevant data for your neighbourhood
- Have a closer look at strength, weaknesses, opportunities and threats
- Find »Corridors of Options«
- Do a »Bottom-up review«
- Get a set of thoughtful options for actions that will be developed further in WP2

# Executive Summary

Lindängen's comparably low car ownership, well-developed cycling network, alongside the neighbourhood's relative high share of public transport, were identified as internal strengths. According to an aggregated Accessibility Index from 2013 the neighbourhood only has an acceptable to poor level of accessibility to sustainable modes of transport, on top of this, existing bus stops and parts of cycling and pedestrian network are avoided at certain times due to sense of insecurity and car-free zones not being respected.

There are many ongoing processes with active forums and engaged residents, coming together with a sense of urgency to find solutions to security related issues. This is an opportunity, but on the other hand, it can also be seen as an internal weakness since SUNRISE is only one process amongst others competing for residents' and actors' time and engagement. Although previous "fruitless" experiences left many residents disappointed, SUNRISE has an opportunity to show tangible results by facilitating the implementation of measures.

These strengths, weaknesses and opportunities have a backdrop of ongoing gang violence and narcotic sales – increasing the sense of insecurity further and posing as a complex external threat making sustainable mobility issues to be perceived less urgent.

Going forward, the high level of experienced insecurity in the Lindängen area should be seen as an overarching perspective and factor that any mobility solution has to take into consideration. Emphasis should be put on engaging people and partners by exploring methods facilitating the assessment of underlying mobility needs and the development of relevant solutions. Improvements on a short to medium term can be achieved together with partners and local actors working on and testing relevant mobility measures. These should focus on improving perceived accessibility (i.e. people's perception of being able to access and utilise sustainable mobility infrastructure).

Two corridors of options have been identified - Placemaking to activate certain places and Reclaiming urban space.

The SUNRISE co-creation process in Lindängen should build on an openness and understanding of direct and indirect connections between mobility and sense of insecurity. In order to prevent contributing to any further disappointment, SUNRISE should (to the largest extent possible) ensure that residents' engagement in SUNRISE will result in tangible outcomes.

# Table of Contents

# A. Introduction: Frame and Method

## A.1 Objective and the Frame of the SWOT Analysis and Status-Quo Description

### *THE OBJECTIVE OF THE SWOT ANALYSIS & STATUS - QUO DESCRIPTION*

*The SWOT Analysis and Status-quo Description (Task 1.5) is an important part of the first SUNRISE work package. Its main objective is to find a set of thoughtful options for action for your neighbourhood, based on status-quo data, an analysis of strength and weaknesses of the neighbourhood as well as influencing external factors and a bottom up reflection with citizens and stakeholders. The SWOT analysis and the summarised top-down description of the status-quo support the Action Neighbourhoods to conduct a revision of the local situation.*

### *WHY VALIDATING THE SWOT ANALYSIS PUBLICALLY?*

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments as well to approve planned actions, all relevant stakeholders and institutions in the Action Neighbourhood must be included in the elaboration of this local mobility analysis (Task 1.6). Therefore, the SWOT analysis and top-down description will be discussed and validated via co-creation activities (e.g. the Neighbourhood Learning Retreat) along the co-creation phase (part F in this template). This revised SWOT analysis with the corresponding "corridors of action" and the summarised description will be part of the SWOT Brochure (D1.1).*

### *STEPS OF THE SWOT ANALYSIS AND STATUS-QUO DESCRIPTION*

9) ***Top-down status-quo Description (should be done in Task 4.2)***
   *> Collection of secondary data*
   *> Description of the mobility related status quo (including quantitative facts and figures & taking into account important overarching documents like SUMP, the case history*
   *> helps the action neighbourhoods to conduct a revision of the local situation*
10) ***Development of a SWOT Analysis***
    *> based upon the status-quo data gathered*
    *> a) thinking of internal strength and weaknesses*
    *> b) thinking of external opportunities and threats*
    *> c) highlighting the main opportunities and challenges to be addressed within SUNRISE*
    *> d) derive strategies*
11) ***Finding »Corridors of Options«***
    *> The strategies deriving from the SWOT:*

> *listing of various options for action, contextualised with information about potential financial, legal, technical*

**12) Bottom-up Validation**

> *Validation and Rethinking of the results deriving from the SWOT analysis and status-quo description by the public via participatory activities*
> *Forming a common ground for developing options for actions*
> *the bottom-up validation is part of the Neighbourhood Learning Retreat (NLR)*

### FORM AND SUPPORT FOR THIS TEMPLATE

*The deliverable this template and the »WP1-Participatory Process Documentation Template« serve for is called »Report including SWOT Results and Status-Quo Description of the Action Neighbourhood (D1.1)«. In the DoA the term »brochure« is still used but was changed during the process as the term »brochure« was misleading.*

*For internal reviews, the report should be sent by the city partners to urbanista as a first draft March 16ᵗʰ and a final version April 6ᵗʰ, 2018. Urbanista and TU Vienna are happy to help you with further assistance during your development of the SWOT analysis.*

### STRUCTURE OF THIS DOCUMENT

*This template includes:*

- **Introduction to the method and its objective in SUNRISE (Part A)**
- **The top-down Status quo Description (Part B)**
- **Collecting Internal and External factors (Part C)**
- **Main Challenges and Opportunities (D)**
- **The SWOT Analysis (Part E)**
- **The »Corridor of Options« (Part F)**
- **The bottom-up reflective approach (Part G)**

## A.2 Method for SWOT Analysis



|  | Factors that will help in achieving objectives | Factors that hinder the achievement of objectives |
|---|---|---|
| Internal factors (characteristics of the system/ neighbourhood) | **Strengths** | **Weaknesses** |
| External factors (Characteristics of the environment) | **Opportunities** | **Threats** |

Figure 3: SWOT matrix (according to Becker, J. 1998: Marketing-Konzeption. München: 103)

## WHAT IS A SWOT ANALYSIS / WHY DOING A SWOT ANALYSIS IN SUNRISE?

*Originally, a SWOT analysis is a method for auditing an organization and its environment. Within SUNRISE we are using it for checking the conditions for the implementation of sustainable mobility solutions.*

*The SWOT analysis is a verbal-argumentative method for the identification and assessment of key factors influencing the achievement of the project goals in relation to the object of investigation, e.g. a neighbourhood. The advantage of a SWOT is the systematization of the factors influencing the outcome of the SUNRISE project at an early stage. An important prerequisite for the implementation of the SWOT analysis is the clear formulation of an objective. The influencing factors are classified in a matrix with the following four categories: Strengths, Weaknesses, Opportunities and Threats (or risks).*

- *STRENGTHS are the useful features of the system for the goal achievement.*
- *WEAKNESSES are characteristics of the system, which are dangerous for the goal fulfilment.*
- *OPPORTUNITIES are useful external conditions for the goal achievement.*
- *THREATS are external conditions, which are dangerous for the goal fulfilment.*

## HOW TO DO A SWOT ANALYSIS?

*Strengths and weaknesses are so-called internal factors or characteristics of the neighbourhood which can be influenced by an actor, in this case by the city partners themselves, and are within their sphere of responsibility. Opportunities and risks, on the other hand, are external factors and also referred to as environmental factors. They cannot be directly influenced by city partners or actors of the neighbourhood and must therefore be observed and anticipated as early as possible. In some instances, it is challenging to determine which factor is internal or external, meaning influenceable or not by the actors. A structured look at the obstacles and hindrances as well as at the potential of sustainable mobility in the city region is helpful.*

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | The "**SO Strategy**" is designed to make use of strengths to take advantage of existing opportunities. | The "**OW Strategy**", the opportunities are used to reduce existing weaknesses. |
| | Threats | The "**ST Strategy**" uses strengths for avoiding existing dangers. | The **"WT Strategy"** can be used to minimize weaknesses and avoid dangers |

Figure 4: SWOT strategies (Source: TUW/urbanista)

*After the systematization has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strengths-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing opportunities. In contrast, the Strength-Threats-Strategy (ST Strategy) uses strengths for avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can be used to minimize weaknesses and avoid dangers (Translation from German into English: TUW based on: Fürst, D. & Scholles, F. 2008: Handbuch Theorien und Methoden der Raum- und Umweltplanung. Dortmund: 503ff).*

# B. Status quo Description

## B.1 The general Situation of the Neighbourhood

Lindängen is located in the south of Malmö and home for 7.620 people. Compared to other parts of Malmö, the population in this neighbourhood is characterized by a high migration background. 76 % of the population of Lindängen have foreign background compared with the Malmö average of 45 %. Most frequently spoken languages are Arabic, Polish, Danish and Serbian/Croatian. Lindängen is home to a very young population. 36 % of the residents are below the age of 24 compared to 29 % for Malmö's average. In Lindängen households with children are more common than city average. In Lindängen a significantly lower share of the population has reached a high level of education compared to the Malmö average. However, the school results rank above average. Other socio-economic statistics describing Lindängen are an employment rate and per capita disposable income below the city average.

The neighbourhood is representative for the Swedish building style of the 1960s-70s. The buildings consist of multi-storey buildings with a high percentage of rental flats, but hardly no detached houses, compared to the rest of Malmö. During a time when housing was scarce, the national government encouraged the construction of one million new apartments with a clear separation of transport modes. Up until now, parking is reserved in underground garages and outside the neighbourhood. Inside, bike lanes and pedestrian paths connect residential areas with its central amenities, shops and services. Public places where people can meet are parks with vast lawns, a central square, public and residential playgrounds and sportsgrounds.

Malmö is once again standing at the outset of a building boom and Lindängen will be one of the main beneficiaries of this development. 200-300 new apartments will be built and two existing schools expanded to meet the needs of a growing population. Two bus express lines will be directed through the neighbourhood and accompanied with complementary changes e.g. redistribution of public and private space, bike-sharing system, bicycle paths (Nellerup and Andreasson 2016).

## B.2 Description of the Mobility Issues in the Neighbourhood

The traffic separated neighbourhood might have been intended to become a safe environment for children to play. Unfortunately, it is not used in that way. In the absence of an adequate system to direct public and private services, e.g. deliveries, maintenance, police heavy vehicles regularly occupy pedestrian and bicycle lanes. Insecurity has become a notable factor influencing residents' everyday mobility choices. Besides a high crime rate, other factors influencing the perception of insecurity include illegal and fast driving on bicycle lanes. The absence of residential houses along the pedestrian and bicycle paths and close to the centre leaves no eyes on the street after dawn. Moreover, slurred ownership structures between public and private space has been complicating

maintenance issues in the past. Consequently, people take detours and avoid moving through the neighbourhood at certain locations or certain times. The question is how to facilitate sustainable travel in a neighbourhood that was built during a strong phase of motorisation and where peoples' mobility choices are determined by a high perception of insecurity?

## B.3 Objectives of the Neighbourhood in the SUNRISE Project

Malmö has two objectives with SUNRISE:

1) On an overarching level, we want to identify a method and tools that help us, together with the population of a certain neighbourhood, to identify, test and develop relevant mobility solutions. As a result, residents and companies shall be able to contribute in concrete ways to implementing Malmö's sustainable urban mobility plan.

2) We also want to identify and test concrete mobility solutions that facilitate people living and working in Lindängen to travel in a more sustainable way.

# C. Collecting internal and external factor

## C.1 Description of internal factors

**By internal factors characteristics of the neighbourhood are described that can be influenced by the local actors (municipality) on their own and are inside their own sphere of responsibility.**

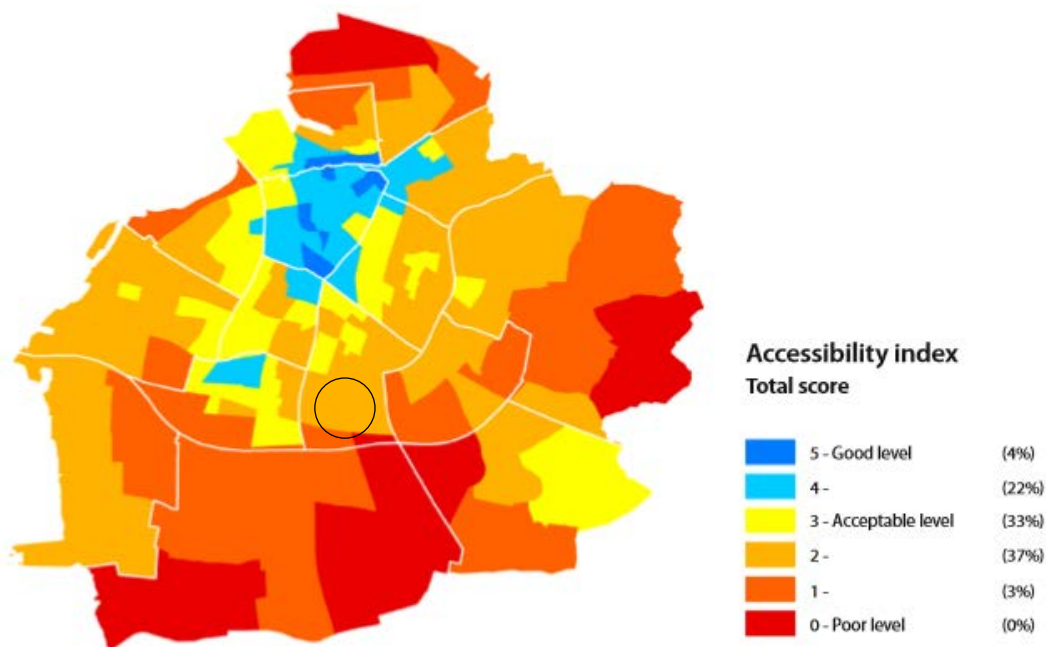### *Transport Demand and Supply*

**Accessibility**

Figure 1 below depicts the result of the aggregated Accessibility Index from 2013. The index divides Malmö into 225 zones according to eight indicators. These indicators consist of

1) travel time by walking to 10 destinations

2) travel time by cycling to 10 destinations

3) travel time ratio bicycle/car to 10 destinations

4) travel time ration public transport/car to city centre, nearest commercial area/ shopping mall, and nearest public transport node

5) distance to nearest bus stop (with good headway)

6) distance to nearest major public transport node

7) distance to nearest car sharing facility

8) range of travel opportunities, i.e. access to several sustainable transport modes with good accessibility (freedom of choice)

Accordingly, half of the areas have acceptable accessibility or better. 59% of Malmö's population live in these areas. Many of the areas with poor accessibility have relatively few inhabitants and low population density. Based on the indicators above Lindängen can be described as an area of acceptable to poor accessibility. However, this index has not taken levels of personal insecurity into account.



**Accessibility index**
**Total score**

| | | |
|---|---|---|
| 5 - Good level | | (4%) |
| 4 - | | (22%) |
| 3 - Acceptable level | | (33%) |
| 2 - | | (37%) |
| 1 - | | (3%) |
| 0 - Poor level | | (0%) |

A look at Malmö's commuting statistics shows that a high share of Lindängen's population is employed in Denmark (11 percent compared to 8 percent for the total of Malmö), which makes commuting routes to the train station in Hyllie particularly important. Lindängen itself is not a destination for many commuters, but out of the people who come to or stay in Lindängen for work 70 percent are women.

**Motorisation rate and car parking situation**

Car ownership in Lindängen is slightly lower than Malmö's average (220 cars per 1,000 inhabitants compared to the average of 255 cars per 1,000 inhabitants) and lower than the average in SUMP area 7 Fosie (237 cars per 1,000 inhabitants) which Lindängen is a part of. The parking norm varies across housing units that were built during the 1970-80s

(Balladen, Serenaden, Kantaten and Motetten with 0,6-1 cars/ household) and a more recently constructed housing unit (Vårsången with 1,5 cars/ household).

Parking in Lindängen costs 10 SEK (1 EUR) per hour and 60 SEK (6 EUR) for a 24-hour day pass. Residents have also the option to get a 30-day pass for 375 SEK (37.50 EUR). This is average compared to the rest of Malmö. According to real estate owners, there is a strong interest in renting on-street-parking lots, while underground garage spaces are less attractive and frequently available.

**Public transport infrastructure: bus connections, prices and payment methods**

Three municipal bus lines and one regional bus line connect Lindängen to Malmö and the surrounding region of Skåne.

- *City bus #2:* directed from the city's South (Kastanjegården) across the city centre (with stops at Södervärn, Triangeln and Centralen) towards the new harbour (Fulriggaren) departs every 10 minutes, on weekends and evenings every 20 minutes.

- *City bus #31:* directed from Lindängen across eastern Malmö (Jägersro, Bulltofta, Värnhem) towards the industrial harbour (Mellersta hamnen) departs approximately every 30 minutes.

- *City bus #33:* directed from Malmö's western parts (Ön och Hyllie) across Lindängen towards the city's eastern parts (Rosengård and Värnhem) departs every 20 minutes.

- Regional bus #170: directed from Hyllie station across Lindängen and Malmö's south-eastern suburbs towards Lund (Technical University and industrial science park) departs every 20 minutes, on weekends and other less frequently travelled times every hour.

Hyllie is an important train stop close by that connects travellers to central Copenhagen and Copenhagen airport. Taking the city bus #33 or regional bus #170 it takes 15 respectively 10 minutes to get from Lindängen to Hyllie. Figure 2 below shows bus lines (orange) and bus stops (red dots) in the area.

**Figure 2:** Map of bus lines and stops between Hyllie and Lindängen

A standard ticket within Malmö costs 25 SEK (2,50 EUR) which is cheap compared to other cities like Gothenburg and Stockholm. Children to the age of 7 travel free. Pupils to the age of 19 receive a 40 percent discount and students a 20 percent discount. Pensioners from the age of 70 receive a 30 percent discount. Moreover, there is a couple discount that gives a 20 percent discount when travelling together. Bikes can be taken on the metro for a charge of 20 SEK (2 EUR), but are not allowed on city buses (which is common in Sweden but can cause some issues for i.e. a cyclist with a flat tire). A monthly ticket for Malmö costs 550 SEK (55 EUR). A special summer tariff allows travellers from 15 June – 15 August to visit the whole of Skåne for 695 SEK (69,50 EUR).

Payment is either possible via a smart travel card or the local transport operator's app. Skånetrafiken plans to successively phase out smart travel cards in the region and instead focus on developing the app-function further.

Overall, the neighbourhood bus system is well-developed and connects with other parts of the city and regional public transport system. However, the numbers of users are high and an increase in capacity is included in the municipality's infrastructure plans.

**Cycling and pedestrian network**

A well-developed network of bicycle paths, with good road surface quality, runs through the neighbourhood and connects Lindängen with other parts of town (indicated with pink lines in the figure below). Amongst these is the route to the city centre through the neighbourhoods Hermodsdal and Nydala. However, as different traffic modes are separated from each other, bike paths run through a park-like, but rather isolated, area. Bicycle paths are missing to a large extent alongside for example Munkhättegatan. While many residents appreciate Lindängen for its car-free environment, the separation of pedestrian and cycling paths from streets, can make it somewhat difficult to orient oneself across neighbourhoods and, as they go through isolated and sometimes desolate areas, can contribute to a sense of insecurity (Hammarberg et al. 2015). However, some pedestrians-and-cyclist-only-areas are not respected. The fact that car and motorscooter drivers sometimes take shortcuts via pedestrian and bike paths diminishes the positive aspects behind the traffic mode separation planning idea. Munkhättegatan also creates a main barrier to pedestrians in the area. Pedestrian and bicycle tunnels offer crossing points under Munkhättegatan at five different points. Pedestrians often choose to cross above even if only one of these points is provided with an additional zebra crossing on ground level. This is a common feature in traffic mode separated areas.

**Figure 3:** Map of Lindängen's bicycle network

**Shared mobility: car-sharing and bike-sharing**

Malmö counted 93 station based car-sharing pools in March 2018, one of which is located in Lindängen (currently with only two subscribers). The local car-sharing operator Sunfleet envisages an extension by another 80 car-sharing pools in Malmö within the coming year. Studies have shown that car-sharing has its limits in semi-periphery areas such as Lindängen (Wennberg et al. 2018).

The city's own station based bike-sharing system *Malmö by bike* exists of 50 stations located in the central parts of Malmö. An annual membership fee of 250 SEK (25 EUR) makes the system very affordable and popular among residents and visitors alike. For 2019, the system will be extended by another 50 stations. Eight stations will be leading the way to Lindängen, but are not yet in place.

*Actual Travel Behaviour and Modal Split*

**Modal split: Malmö and Fosie latest survey 2013 and 2030 objectives compared**

Figure 4 below shows Malmö's modal split objective until 2030 in total as well as for each SUMP area. The result from a travel survey 2013, is displayed within brackets. The modal split regards all trips made by inhabitants within, to/from and outside the areas. Lindängen is part of SUMP area 7, Fosie. The comparison between this area and Malmö's total modal split change illustrates that the challenge for Fosie consists in significantly reducing car use, increasing the already high use of public transport and encouraging walking and cycling. However, Lindängen's lower car ownership (compared to Malmö and Fosie

average) could be an indicator that car usage also is lower compared to the other neighbourhoods included in SUMP area 7. Inhabitants in SUMP area 7 make fewer trips (2,3 per person) compared to the city average (2,6 per person).

**Figure 4:** Actual (in brackets) and anticipated modal shift changes until 2030.

| Sub area | 🚗 | 🚌🚊 | 🚲 | 🚶 |
|---|---|---|---|---|
| 1 Centrum | 15% (25%) | 25% (23%) | 35% (25%) | 25% (25%) |
| 2 Slottsstaden | 25% (33%) | 20% (16%) | 40% (34%) | 15% (14%) |
| 3 Västra hamnen | 20% (30%) | 30% (25%) | 30% (25%) | 20% (17%) |
| 4 Norra hamnen | 25% | 30% | 30% | 15% |
| 5 Kirseberg | 25% (34%) | 30% (24%) | 30% (24%) | 15% (16%) |
| 6 Rosengård/Sorgenfri | 20% (31%) | 30% (25%) | 35% (28%) | 15% (15%) |
| 7 Fosie | 30% (49%) | 35% (24%) | 25% (18%) | 10% (6%) |
| 8 Holma/Kroksbäck | 30% (40%) | 20% (17%) | 30% (22%) | 20% (18%) |
| 9 Limhamn | 35% (54%) | 20% (14%) | 30% (20%) | 15% (10%) |
| 10 Bunkeflostrand | 45% (62%) | 25% (18%) | 20% (9%) | 10% (8%) |
| 11 Hyllie | 30% (56%) | 30% (14%) | 20% (12%) | 20% (18%) |
| 12 Jägersro | 50% (59%) | 15% (12%) | 20% (15%) | 15% (15%) |
| 13 Husie | 50% (63%) | 20% (15%) | 20% (14%) | 10% (8%) |
| 14 Oxie | 50% (64%) | 25% (20%) | 15% (6%) | 10% (8%) |
| 15 Tygelsjö | 55% (72%) | 20% (12%) | 15% (4%) | 10% (9%) |
| Total | 30% (40%) | 25% (21%) | 30% (22%) | 15% (15%) |

### *Use of Public Spaces*

Security has been raised as a major issue by the people of Lindängen. Many places are perceived as uninviting and unsafe. Notably, 54% of the residents indicated that they did not feel secure on their own at night, compared to 34% in the rest of Malmö (BRÅ 2017). Figure 5 shows how levels of security amongst women in Lindängen is lower compared to the neighbourhood's male population.

Part of the reason lies in the neighbourhood's architectural design. Buildings open to the inside. Closed housing fronts to the outside leave no eyes on streets or bicycle paths. Functions that otherwise are arranged at a house's backside, e.g. waste disposal, parking and loading spaces, have been placed at its entrance, creating a first impression that residents do not feel represented by. The distribution between private, semi-private and public spaces is not self-evident. The local centre, for instance, was sold to a private investor in the 1980s. A fragmented ownership structure complicates responsibilities when it comes to maintenance improvement questions in the area. Maintenance issues effect mobility behaviour and use of public spaces directly (i.e. concerning de-icing and lighting matters) and indirectly (littering and neglected management of common areas and facilities contribute to sense of insecurity) – and are therefore a relevant to the SUNRISE process.

Moreover, vast spaces of greenery that are neither parks nor squares create unsecure places between buildings (Hammarberg et al. 2015). A high crime rate with open drug dealing and gang violence contribute to this public perception. More recently, the neighbourhood was listed among the most exposed areas to crime in Sweden alongside Hermodsdal and Nydala (BRÅ 2017). There have been multiple shootings with deadly
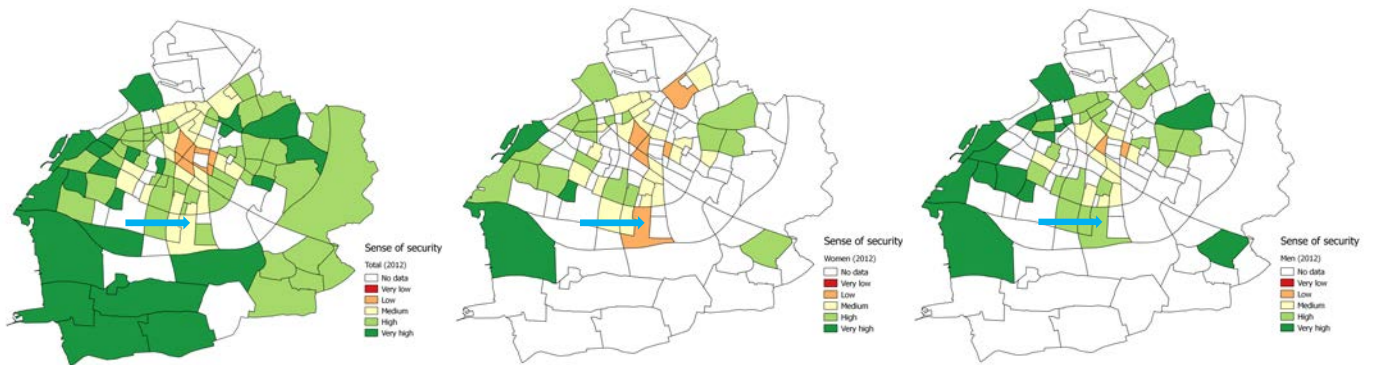


outcomes in and around Lindängen. Consequently, people take detours to avoid certain locations, avoid going out alone, after dawn or choose to limit the errands they make – leaving public spaces as the square, playgrounds, parks including their bike lanes empty at large part of the time.

**Figure 5:** Levels of Sense of security per subareas, shown in total and by gender. The blue arrows indicate Lindängen subarea.

**Use of pedestrian and bicycle tunnels**

Due to their dark and underground character pedestrian and bicycle tunnels are contested. We were interested in residents' use of the tunnels going under Munkhättegatan and conducted traffic counts in summer 2017. The analysis shows that people use tunnels predominately when travelling by bike 85%. Pedestrians prefer to cross Munkhättegatan on street level, whether a designated zebra crossing was available or not.

## C.2 Description of external factors

**External factors are factors like trends and policies that can't be influenced by the local actors (municipality).**

### Mobility-relevant Trends

The Swedish national government supports the development of new solutions and sustainable business models around Mobility-as-a-service (MaaS) through a host of different initiatives, funding schemes and projects. MaaS is expected to contribute to the national goal of a fossil energy free transport sector by 2045. Malmö is part of the National Energy Department's innovation contest in the frame of *A challenge from Sweden*. Sharing within the mobility sector is a trend however earlier studies have shown that car-sharing has its limits in semi-periphery areas such as Lindängen (Wennberg et al. 2018). This raises the question, what mobility needs MaaS could provide for in these kind of areas.

Besides expanding the public bike sharing system with new stations in Lindängen and private car sharing companies establishing themselves in the neighbourhood it is hard to predict possible effects. Electromobility in form of electric bikes and scooters, privately owned or shared, is a trend that has a potential to effect Lindängen's mobility in the long term due to the neighbourhood's semi-peripheral location.

### *Mobility-relevant Policies and Plans*

Malmö's **Sustainable Urban Mobility Plan** was politically adopted by the city council in March 2016. The plan drafts a pathway to implement until 2030. To develop a concept for coordinated dialogue and mobility management measures is among the list of action points that are expected to have great effect on reaching the plan's overarching goals. According to this action point, higher participation should be part of the goal as it facilitates a gradual transition towards sustainable travel behaviour.

A new **Parking Policy** has been formulated and expected to become politically adopted during 2018. The policy builds the basis for an extended use of a flexible parking norm, which allows developers to compensate the provision of parking lots with relevant mobility management measures. The existing list of measures includes car- and different kinds of bicycle pools as well as the provision of a public transport pass. The updated policy opens for the development of new measures. Discussed are for instance the differentiation between rental and parking costs so that the cost of building and maintaining for car parking can be carried by the actual user, rather than by the collective of residents as it is currently the case. A mobility budget that would allow real estate managers to adjust and further develop relevant measures according to the tenants' needs could be another option.

**Storstadspaketet:** In 2017 the national government initiated negotiations with Sweden's biggest cities with the aim to gear up the provision of housing across the country. Malmö is expecting a rapid population increase. The city agreed to build 28,550 new apartments until 2035. In return, the city is granted national subsidies to expand and improve public transport and bicycle infrastructure. Lindängen will directly be benefited as city bus number 8 will be redirected through the neighbourhood and further via Hermodsdal to the Western Harbour in the north of Malmö. Moreover, both city bus number 8 and number 2 will be exchanged to electrified bus rapid transit busses. This will increase their capacity from 65 to 95 people.

In 2016, Malmö's Urban Planning Department formulated a **detailed development plan for Lindängen**. The plan emphasises the role that the neighbourhood plays for the south of Fosie already today and wants to strengthen in further through the development of 200-300 new apartments and the extension of two existing schools:

- The space south of Lindgården and Högaholm school is privately owned today, but easily perceived as a public space. It will become a square and accordingly regulated as a public space.

- A new and bigger school will replace Högaholm school. It will make use of the area that today hosts Lindgården and the green area close by.

- The space that today hosts Högaholm school will make place for apartments, new shops and most likely even a preschool. New apartments will also be built between Lindäng school and Munkhättegatan (Allsången 1) and well as between Munkhättegatan and Kommungården. These new houses will be between four and six stories high.

- Space dedicated for motorized transport will structured clearer and located to the development area's eastern and western parts. The pedestrian and bicycle network will be expanded by a bicycle lane from Lindängen park to the local centre, between the existing buildings Folkvisan 2 and 3.

**Program Lindängen** is a five-year pilot program with the objective to develop a model for geographical program governance. Investments and projects included into the program accumulate to a budget of ca. 500 million SEK (50 million EUR) and target both social and physical changes in the neighbourhood. The program is supposed to generate important lessons as well as various departments to act in a decisive and coordinated manner in order to meet challenges and use opportunities in Lindängen.

In 2019, the **municipal bike-sharing system** Malmö by bike will be expanded with 50 more stations to double its current size and reach further towards the city's semi-peripheral areas. Stations will be erected along the bicycle path via Nydala and Hermodsdal to Lindängen.

# D. Main Challenges and Opportunities

## D.1 Main Challenges of the Project

**Goal 1:** to identify a method and tools that help us, together with the population of a certain neighbourhood, to identify, test and develop relevant mobility solutions. As a result, residents and companies shall be able to contribute in concrete ways to implementing Malmö's sustainable urban mobility plan.

Challenges:

- Local knowledge shared by local actors also indicate that the residents of Lindängen to a large extent have a project and participation fatigue. Residents' trust in the municipality has been strained by disappointment connected to previous "fruitless" regeneration focused projects and participatory initiatives.
- Relevant solutions might not entirely be within the municipality's domain of responsibility and action field. Actors like local organisations and real estate owners should therefore be involved as partners in the co-creation process (and/or in the facilitation there of) in order to have greater potential to implement measures.
- As there are a lot of other processes/projects ongoing within the neighbourhood, partners' and residents interest in and prioritisation of mobility related issues (and

the SUNRISE project) might be at risk. Considering that Lindängen (alongside with the neighbouring areas Hermodsdal and Nydala) is listed among the most crime exposed areas in Sweden with gang violence and killings, sustainable mobility issues might be perceived less urgent.

**Goal 2:** to identify and test concrete mobility solutions that facilitate people living and working in Lindängen to travel in a more sustainable way.

Challenges:

- As there are seemingly more pressing issues than sustainable mobility;
  - o How to gain residents engagement?
  - o How to unite around mobility related core problems and goals?
- Mobility issues are entangled in great complexity and are a part of a so called "wicked" problem
- To achieve a holistic approach to public and private spaces regarding maintenance and other issues

## D.2 Main Opportunities of the Project

**Goal 1:** to identify a method and tools that help us, together with the population of a certain neighbourhood, to identify, test and develop relevant mobility solutions. As a result, residents and companies shall be able to contribute in concrete ways to implementing Malmö's sustainable urban mobility plan.

Opportunities:

- Gain access to local networks and actor groups to co-identify relevant mobility needs
- Learn about different ways to understand and approach mobility issues from a specific local context.

**Goal 2:** to identify and test concrete mobility solutions that facilitate people living and working in Lindängen to travel in a more sustainable way.

Opportunities:

- Holistic approach to public and private spaces
- Reclaiming and activating certain urban spaces to create a sense of security

# E. SWOT Analysis

## E.1 SWOT-Matrix

| INTERNAL FACTORS | |
|---|---|
| **Strengths** | **Weaknesses** |
| • Comparably low car ownership<br>• Cycling network well-developed in some respects<br>• Relative high level of public transport usage<br>• High sense of urgency to find solutions to security related issues<br>• A lot of processes are ongoing with active forums and engaged residents (albeit non-mobility related) | • Lindängen only has an acceptable to poor level of accessibility according to index (see figure 1)<br>• Bus stops, parts of cycling and pedestrian network are avoided at certain times, which indicate an even lower level of perceived accessibility.<br>• Some pedestrian-and-cyclist-only-areas are not respected by car and motorscooter/moped drivers<br>• A lot of active community forums but not specifically mobility related.<br>• A lacking sense of urgency when it comes to narrowly defined mobility issues: What engages people to improve their mobility situation?<br>• Previous experience of "fruitless" projects and participation processes<br>• A lot of ongoing processes. What engages partners to prioritise and contribute to mobility solutions? |
| EXTERNAL FACTORS | |
| **Opportunities** | **Threats** |
| • Lindängen is beneficiary of large physical investments in coming years<br>• New parking policy allows for extended use of different kinds of mobility management measures<br>• Facilitate the implementation of measures to show tangible results<br>• National incentive structures for MaaS | • Ongoing gang crime in Malmö with deadly shootings and narcotic sales in public increase the sense of insecurity |

## E.2 SWOT-Strategies

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | *The "SO Strategy" is designed to make use of strengths to take advantage of existing opportunities.* | *The "OW Strategy", the opportunities are used to reduce existing weaknesses* |
| | Threats | *The "ST Strategy" uses strengths for avoiding existing dangers.* | *The "WT Strategy" can be used to minimize weaknesses and avoid dangers.*<br><br>Project results should focus on improving the neighbourhood's accessibility to sustainable modes of travel and the perceived accessibility (i.e. people's perception of actually being able to access and utilize sustainable mobility infrastructure). SUNRISE can contribute on long to medium term basis by continuously feeding back of SUNRISE process results into upcoming physical changes and synchronising with other relevant processes. However, improvements on a short to medium term basis can be achieved within the scope of SUNRISE together with partners |

and local stakeholders working on and testing relevant measures. The high level of perceived insecurity in the Lindängen area should be seen as an overarching perspective and a factor that any mobility solution has to take into consideration. The high sense of insecurity amongst the residents, and the sense of urgency connected to the issue, risk overshadowing other topics in the neighbourhood (like sustainable mobility). This could be somewhat mitigated if narrow approaches to mobility issues are avoided. The co-creation process should be built on the openness and an understanding of direct and indirect connections between mobility and sense of insecurity.

Emphasis should be put on:

- Exploring the existing active forums of residents and partners and the different ways these can be utilised as forums and channels in SUNRISE.
- Testing positive, playful and engaging methods facilitating the reflection upon the mobility

| | | | |
|---|---|---|---|
| | Page 213 | | situation in the area, expressing underlying mobility needs and encouraging idea generation on prospective solutions. |
| | | | - Be mindful of latent antipathy towards participation initiatives amongst residents. Prevent contributing to any further disappointment by ensuring (to the largest extent possible) that residents' engagement in SUNRISE will result in tangible outcomes. |

# F. Corridor of Options

*The "corridor of actions", is a spectrum of realistic options defining guidelines for implementation. Coming from the SWOT-Strategies and having in mind the main challenges and opportunities identified, options for future actions within the Action Neighbourhood are developed and listed. Those options represent a spectrum of possible actions during SUNRISE´s implementation phase, but will be defined more precisely in another phase. Here, the options are listed and contextualised with information about potential financial, legal, technical etc. constraints and implications drawn from the status-quo description and SWOT analysis. Such a "corridor of options" does not preclude the generation of radically different options in the co-development phase (WP2).*

**Corridor of option 1: Placemaking to activate certain places**

Perceived insecurity is a big issue in the neighbourhood and influences mobility choices. The neighbourhood has a well-developed bicycle infrastructure but have sometimes an isolated character. According to surveys people, especially women, do not to feel comfortable going outside after dark. Particularly places where people do not feel secure and therefore avoid could be activated to increase the flow of people in public places. This corridor of option could include measures as different kinds of events, festivities and types of placemaking.

**Corridor of option 2**: **Reclaiming urban space back to pedestrians and cyclists**

Some pedestrian-and-cyclist-only-areas are not respected by car and speeding moped drivers. This makes these areas less suitable for children to play and less attractive as meeting places. This corridor of option could include different ways of physically blocking and hindering motorist to enter the area and for mopedists to speed.

# G. Bottom-up: Discussion and Validation

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments, all relevant stakeholders and institutions must be included in the elaboration of this local mobility analysis. To emphasise the SUNRISE mission of co-creation of course also the citizens in the neighbourhood play a very important role here.*

*Therefore, in the next step the former top-down description and the SWOT analysis, including the main challenges and "corridor of options" will be discussed and validated during the Neighbourhood Learning Retreat (NLR) via participatory activities by local citizens, relevant stakeholders and institutions (Task 1.6). The final aim is to get a set of shared goals for the overall SUNRISE process.*

## G.1 Comments to the Status-Quo of the Neighbourhood

A draft of the status-quo description in Lindängen (section B) was first made available to the real estate owners in the core group via email. The description was then featured during a part of a meeting that could be described as a "mini" Round Table. According to the present core group members the description was not in need of any adjustments.

The status-quo draft was also a topic in a "mini" Citizen Advisory Committee when meeting representatives from forums of residents connected to and organised around the multi-activity community center Allaktivitetshuset. Based on their feedback we added the problem of speeding mopedists and motorists driving in the pedestrian-and-cyclist-only zones to the description of mobility issues.

There has been no form of organised CCF during WP1.

## G.2 Comments to the SWOT-Analysis

A draft of the SWOT-analysis (section E and D) was first made available to the real estate owners in the core group via email. The analysis was then featured during the same "mini" Round Table described above, were feedback was encouraged. The impression that a large extent of the residents suffers from project and participation fatigue with residents' trust in the municipality being strained by previous disappointment was raised by the core group. This was taken into account and added to the text. Otherwise, there was no further need of adjustments according to the present core group members.

The SWOT-analysis was correspondingly featured during the meeting with representatives from Allaktivitetshuset, also mentioned above. They highlighted all the different initiatives and community groups existing under their umbrella and network. This was taken up in the text, which otherwise was validated without any need for adjustments.

It is important to point out that the analysis has been updated since these meetings and the changes (concerning new wording of section E.1) have not been formally validated. The changes are however not contradictory to the validated content.

## G.3 Comments on SWOT-Strategies, Strategic Goals and Options

At the two meetings described above an OW-strategy together with suggested Corridors of Action/Options was presented and discussed with the local stakeholders. They were featured at the "mini" Round Table with the CG real estate owners and were also a topic at the "mini" Citizen Advisory Committee with Allaktivitetshuset. Feedback was here particularly encouraged from the community center (Allaktivitetshuset) on the Corridor concerning activating public places as they potentially could be involved in this process (Allaktivitetshuset will be part of the core group going forward in WP2). The suggested two fields of action were not received as controversial at the meetings by any of the stakeholder but were validated as feasible areas to continue working on in the co-creation process.

It is important to point out is that the OW-strategy was changed to a WT-strategy some time after these meetings and this change has not been formally validated.

# H. References

BRÅ (Brottsförebyggande rådet), "National Security Study" 2017.

Hammarberg S., Andreasson Å. and Svensson Å., "Traffic study for Lindängen centre", 2015.

Nellerup J. and Andreasson Å, "Plan description for Lindängen centre", 2016.

Nordin A., Håkansson P., Stjärnkvist A. and Hedberg C., 2016, "Sustainable urban mobility plan: creating a more accessible Malmö".

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723365

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# Participatory Process Documentation WP1 | MALMÖ

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## Looking Back and Forward!
Summarise the preparation and execution of the bottom-up participation process and the planned steps

- What were your expectations and assumptions towards Co-Identification and Co-Validation in Work Package 1 (WP1)?
- Which stakeholders and target groups have been identified?
- Which outcomes have been generated during your participatory events?
- How did you deal with data collected to be transferred?
- Which are next steps to be taken towards Co-Creation?

# Executive Summary

In the first part of the Participatory Process Documentation we look back at the planning and designing phase and the execution of the participatory activities of WP1 in Malmö:

- highlighting the purpose of each step or activity and reflecting on their co-creation aspects
- presenting formulated participation promise
- describing and visualising the process design
- describing and reflecting on the preparation and execution of different tools and formats is on both on a general and specific basis for the four types of participatory activities.
- Accounting for the data collection and transfer
- Describing and reflecting on the outcomes and the potentials/opportunities and challenges discovered during WP1.

We also describe and reflect on the progression of identification and the modes of activating relevant local stakeholders. The three main insights from interactions with stakeholder were: a) broader understanding for peoples' every day travel circumstances; b) many residents "suffers" from project and participation fatigue; c) the perception of unsafety and sense of low personal security is a big local issue and a key to understand some sustainable mobility issues. Following this we elaborate on which stakeholders needs to be reached out to and included in WP2.

Focusing on the core group, we describe and reflect on the constitution of the forum, its members, and how well the group functioned. One obstacle was balancing the members' commitment to other obligations and managing of planning of resources in an open-ended co-creation process.

In the last part of the Participatory Process Documentation we look ahead to WP2 and present objectives and expectations based on the conclusions drawn from WP1. In Malmö the co-creation process will continue within the three themes or fields of action:

I)      Improved bike parking

II)     Activating urban space

III)    Reclaiming urban space

These are broadly defined and in the next steps in the co-creation residents will have an active role in defining the fields and developing and selecting measures.

# Table of Contents

# I. Introduction:
## Participatory Process Documentation

## I.1 Objectives of the Participatory Process Documentation WP1

*This template serves to reflect the summarised the results of the participation and execution of the bottom-up activities during the Co-Identification and Co-Validation phase in Work Package 1 (WP1) in each SUNRISE Action Neighbourhood (relating to Task 1.4, based on the data documented in the Co-Creation Evaluation Report (CCER)). As a conclusion, within this report, lessons learnt are captured and planned upcoming steps for participatory activities individually per Action Neighbourhood are sketched:*

- ***Reflection on the methodology, activities and results of the bottom-up participation process in WP1***
- ***Planned next steps for participatory activities leading to WP2***

## I.2 Structure of this Document

*This document is structured in three parts. It first introduces the objectives of the report and its embedment within the Co-Identification and Co-Validation phase. In a second part, it mainly reflects on the participatory activities during WP1 individually per Action Neighbourhood. Methodology and outcomes of the participatory activities performed so far are captured and evaluated. Deriving from this reflection, lessons learnt are formulated. Finally, an outlook into next steps during the Co-Creation phase is given by sketching upcoming participatory activities.*

7. *Introduction:*

   *Objectives and embedment in WP1*

8. *Reflection:*

   *Bottom-Up Participatory activities during WP1 – Lessons Learnt*

9. *Outlook:*

   *Planned steps for the participatory activities during Co-Creation*

# J. Reflection: Participatory Process

## *Which lessons learnt can be drawn from your bottom-up participatory activities in WP1?*

## J.1 Methodological approach

*In this section, the methodological approach of the participation process during the Co-Identification and Co-Validation phase is reflected. Here, we are looking back at early expectations and aims, how participants have been or have not been reached out to and activated for the project, which tools and formats have been chosen and further factors which influenced on the dynamics of the participation process. [Content documented in the Co-Creation Evaluation Report (CCER) could especially serve as basis for this section.]*

### J.1.1   Expectations and Aims

*Step 1: Preparations (May 2017 – January 2018)*

- Internal preparatory meetings with the aim to initiate the process and to get to know Lindängen as well as relevant actors in the neighbourhood.
- Assessment of earlier work that has been done in the neighbourhood connected to co-creation and mobility. What was lifted in earlier dialogues that we can take with us and build further on?
- Internal kick-off with representatives working at different parts of the city council and with a clear responsibility affecting Lindängen's future development. The focus was to identify synergies between their work and SUNRISE.

*Purpose:* To collect information and knowledge about the neighbourhood as well as future and past projects in Lindängen. To inform central actors about SUNRISE and identify synergies amongst each other.

*Co-creation:* The focus of this phase was on involving different parts of the city council. First connection has also been established with associations and local networks that are active in the neighbourhood.

*Step 2: External kick-off (February - March 2018)*

- After having learned more about the neighbourhood and having translated the ambitions with SUNRISE to a process that suits the neighbourhood's specific challenges and circumstances, we invited central actors to be part in defining next steps.

Purpose: To identify advantages of jointly addressing the challenges that travelling from, to and within the neighbourhood entail. To establish a core group responsible for collecting and analysing ideas and suggestions which will be raised during future dialogue activities.

*Co-creation*: This phase focussed on involving real estate managers in Lindängen. Other actors that have a connection to the neighbourhood's mobility situation and can become relevant later on, such as residents connected with the community centre Allaktivitetshuset, were informed as well.

*Step 3: Dialogue activities (Nov-Dec 2017 and May 2018)*

- Focus group meetings were held and moderated by a subcontractor and organised around user group experience of urban surroundings and features.
- "Pop-up" events were held with focus on mobility related topics.

Aim: Familiarise ourselves to and get general insights on the area. Capture/identify local trends and needs regarding mobility issues. To meet people wherever they are and being present in their everyday lives. A way to build trust, raise interest and make people curious about the topic – thus laying a foundation for upcoming activities.

*Step 4: Dialogue activities (May-June 2018)*

- "On-Tour activities" or "mobile questionnaires" activities were organised in close cooperation with local real estate managers. These kind of participatory activities was used with the purpose to reach out to as many residents as possible and to get a better understanding of their concrete needs while meeting them in their daily lives.

*Aims:* The aim with the dialogue activities was to identify challenges and needs of the local residents. How do people travel today? What hinders them from choosing more sustainable means of transport? And what do they need to be able to travel in a sustainable manner tomorrow?

*Co-creation*: Co-creation was key during this phase. We wanted to involve as many residents as possible. Information was spread through local real estate managers communication channels, e.g. flyers in letter box, hall way and other public spaces. Information was also circulated through respective websites, social media and local newspapers. Other local actors were also carriers of information. In addition to direct face-to-face dialogue in Lindängen, residents had the opportunity to leave their ideas and suggestions via email or letter to us.

*Step 5: Summary and validation of results (June-August 2018)*

- The challenges and needs identified during dialogue activities in June were summarised and condensed. To get an overview over the different ideas and proposals that have been lifted, we categorised them into possible future working areas, then evaluated and validated them with the real estate managers and Allaktivitetshuset. The summary and synthesis will be our vantage point for future actions.

*Aims:* To provide an overview of main mobility challenges and needs.

*Co-creation*: Dialogue results were summarised by the SUNRISE-team at the municipality and validated by the members of the core group and representatives from Allaktivitetshuset.

*During the Kick-Off Workshop of the Co-Identification and Co-Validation phase in Malmö, Sweden, all city partners were asked to position themselves on the "Scale of Participation" between information and citizen control. How do you position yourself on this scale now after your activities in WP1? Describe your shift in practice and understanding of participation according to your methodological approach in WP1! You can find the documentation of the WP1 Kick-Off in Malmö on the SharePoint in the folder "WP1 Co-Identification" -> "WP1 Kick Off" ]*



We do not feel that it is appropriate to move our position. We are in the same field on the scale as before. However, within this field our work is not static but dynamic and our position is constantly reproduced.
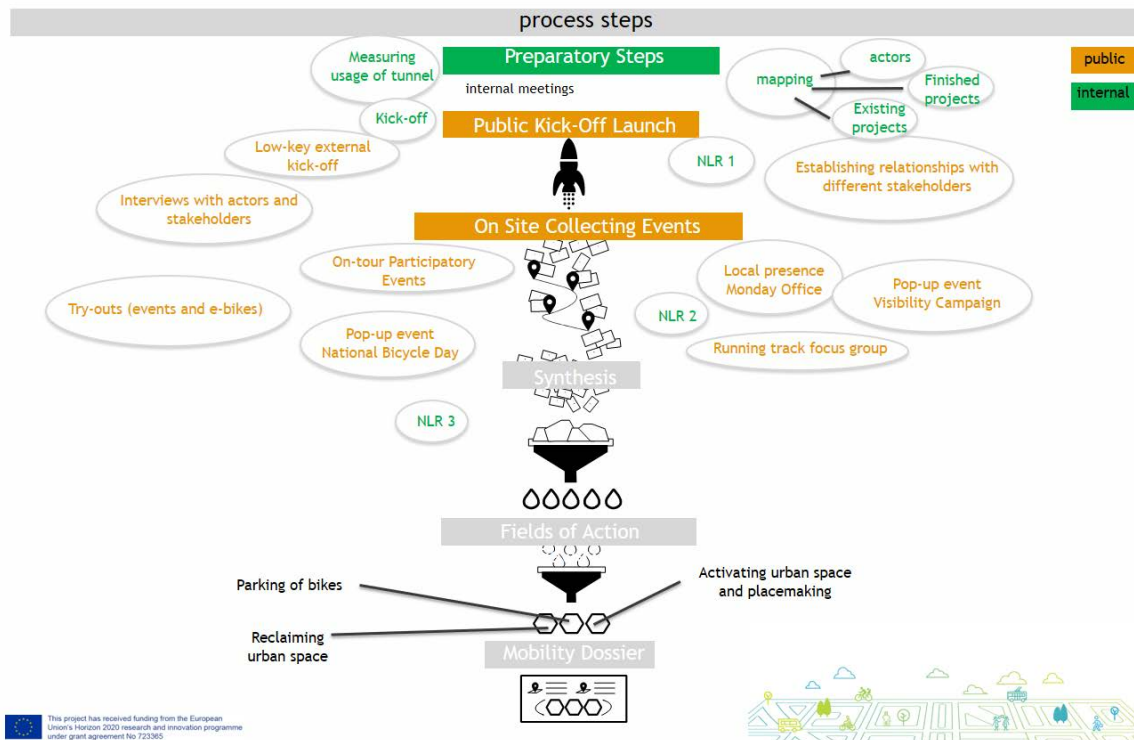
### J.1.2 Participation Promise

"Together, Malmö City and the neighbourhood's real estate owners have great opportunities to influence the local conditions for travel to, from and within Lindängen, Nydala and Hermodsdal. The city of Malmö and real estate owners will collect and handle the mobility needs that exist, so that people living and working in the area will be able to travel sustainable to a greater extent.

Through our cooperation we want to:

• find working methods to, together with the population in a certain part of the city, identify mobility solutions that would make it easier for residents to switch to a more sustainable transport mode.

• Develop and test concrete solutions for sustainable mobility.

The suggestions and comments that come through participation activities will be compiled and fed back to the participants. The proposals that dominate, and are economically and practically feasible, will be further investigated. Residents, organisations and businesses will be offered the opportunity to participate in the process, both regarding the details of the design of the measures and the testing of solutions. All tests and permanent solutions are jointly decided by Malmö city and real estate owners."

### J.1.3 Process Design

In the beginning we focused on getting to know the neighbourhood, the local actors and to build a local presence and trust. We chose to start low-key and small-scale to get a basis to build on. We left our process design quite open and to be able to adjust and define it based on the neighbourhood's circumstances and the impression we got along the way from meeting the local actors and residents. We arranged different public Pop-up events including Try-outs to "feel the waters" when it came to the residents' interest in mobility related topics and to create a local presence for SUNRISE. A focus group gathered around a running track together with the On-tour participatory events allowed us to be present, meet people where they were (doing errands, exercising or just hanging out) and collecting problems, needs, wishes and ideas on-site. Although we had a digital suggestion-box, our approach was otherwise "nonline". The synthesis process was done internally at the municipality. Other than these low-key reviews with local stakeholders (including an evaluation of feasibility when relevant), no public synthesis review was executed. We considered this not to be appropriate at that time (see the CCER for WP1 for further details). However, the fields for actions are broadly defined and in the next steps of the co-creation residents will have an active role in developing and selecting the measures.

Figure 2: [Please, insert, the process design figure adjusted to your local design. The template was given as a part of the Memorandum of Understanding (MoU) and rename its title.]

### J.1.4 Target groups and participants

**Identifying:**

- The initial stakeholder-mapping was made together with representatives from the city's Planning office and Job market and social department looking at prior participation activities

- The fact that the neighbourhood has a low share of publicly owned land led us to involve the local estate owners/managers.

- The fact that the area has a young population led us to contact the local community center, Allaktivitetshuset.

**Activating:**

- Face-to-face

- Multiplicators

- Personal invitation

**Lessons learnt:**

- Better understanding for peoples' every day travel circumstances. Every journey starts and ends at home. This is one important reason for why we reached out to local real estate managers and invited them to join the project.

- Project and participation fatigue – there has been multiple projects and participatory activities in the neighbourhood, which have been perceived by many not to have resulted in anything, and have left the residents tired of being asked to get involved for no tangible reason. Residents have asked for physical change for a long time but there is a sense that nothing happens.

- The perception of unsafety and sense of low personal security is a big local issue. Sustainable mobility has a low priority. It is important to define the topic for mobility focused activities without the participant interpreting that this issue is overlooked.

**Groups that still need to be activated:**

Residents who have a stake and interest in, and/or ideas and experiences concerning the three themes/categories/fields of action – secure bike parking, placemaking/activating urban spaces and reclaiming urban space. The plan is to reach target groups through existing forums and networks.

## J.1.5 Core Group (CG)

**Set Up of the Core Group:**
The core group during WP1 consisted mainly of representatives from the local real estate managers/owners. We judged it to be important with members who have local knowledge, have a stake in the area with mandates to implement change and channels for influence. The representative from the Job market and social department at Malmö city were initially engaged to share local knowledge and to provide guidance when navigating the many processes ongoing in the neighbourhood. All things considered, the constitution of the core group worked well.

**Members of the Core Group:**

Representative from Trianon (real estate owner/manager)

Representative from MKB (real estate owner/manager)

Representative from Stena fastigheter (real estate owner/manager)

Representative from Victoria Park (real estate owner/manager)

Representative from Fastighetsägarna syd (real estate owner/manager)

Representative from Trianon (real estate owner/manager)

Representative from Job market and social department (Malmö municipality)

**Work mode of the Core Group:**

The core group members already have a lot on their plate so are very busy and a bit hesitant to be involved in yet another project or workgroup. However, SUNRISE's focus on sustainability and with funds to implement user-identified measures made them curious and cautiously optimistic. Once onboard, the main challenge that the real estate managers/owners had to overcome was the integral uncertainty in the co-creation process. How could the real estate managers plan personal and financial resources without knowing exactly what measures would be implemented in the end? How should we handle permanent vs temporary solutions, and operation and maintenance of what is to be co-created? To find solutions to these questions the wording of the participation promise and MoU were important together with the phrasing-process itself. One key-point was the agreement to do maintenance measures first and when it came to any investments, each party decides when there is more information available.

The format of the core group meetings had to be adjusted to fit the tight schedules of the members. The attendance at the meetings have varied depending on the scope of the meeting and unforeseen hinderance to partake (such as members being sick etc).

### J.1.6   Tools, formats, events

Overall:

- We used the same form of visual expression/design language (in order to create a sense of recognition).

- We learned that it was important to be out in person.

- An event meant a temporary redesign of places where it might not happen so much otherwise which was appreciated.

- Positive reactions but some hesitance.

*Description of tools and related participants reaction, topics and specific outcomes:*

#### Activity 1 – Visibility Campaign Pop-up event

- People we offered giveaways expressed positive astonishment as they were unaccustomed to receiving practical promotional products.

#### Activity 2 – Focus group meetings Running track

- Good to involve an active multiplicator to maintain the process and feedback.

- Good to link the participation process to something tangible.
- A good starting point to get residents' general thoughts about the area.

### Activity 3 – Bike Day Pop-up event

- Meeting people wherever they are.
- Building trust by being present.
- Spark interest and curiosity.
- Capture and get a feel for local trends and tendencies regarding mobility issues.

### Activity 4 – On Tour station events

- Three On-Tour events – based on "run into" or "pick up"- method
- Location and timing were important, we selected spots where people gather (supermarket and festival) in order to reach a range of residents.
- By offering coffee we could talk about mobility "under cover".

## J.2 Outcomes and Transfer

*In this section, the methodological approach is reflected and potentials as well as challenges for next steps are drawn.*

### J.2.1 Results

- The outcomes from the bottom-up participatory activities, to a large extent, confirmed and reinforced what we had found out through CG (that the residents of Lindängen suffers from a degree of dialogue and project fatigue; nonline face to face methods work best; it was good to meet citizens in their daily lives).
- It also gave new insights. The activities were appreciated and it was helpful to link the topic of sustainable mobility to a happening.
- We received good input - increased insight on the effects of insecurity issues and ideas, needs, problems and suggestions concerning mobility were collected. We believe that our methodological approach facilitated these results.

### J.2.2 Potentials and challenges

| | Potentials | Challenges |
|---|---|---|
| 1 | Opportunity to show that participation and getting involved in a project can yield something. | Dialogue fatigue and low confidence in projects resulting in anything tangible (based on residents' previous experiences). |
| 2 | Opportunities to benefit from (particularly one) real estate manager/owner's and Allaktivitetshuset's high trust and reputational capital (and the latter's extensive network of contacts) to connect with potential participants and target groups. | Language barriers |
| 3 | Put mobility in relation to sense of insecurity | The low priority of the mobility issue |

### J.2.3 Data collection and transfer

*On tour station events*

Data generated during the participatory events was collected at the spot. Participants talked while we functionaries wrote down what the person said. Keywords were extracted and written on sticky notes which then were put up visibly so other participants could build on the topics and/or be inspired by them. We had maps to make it easier for participants to point out the spots that they were referring to.

The slips of written down information were saved and the content was transferred to an excel document after the events. The SUNRISE co-project heads at the Malmö's streets- and parks department sorted the on-site collected problems, needs, wishes and ideas into themes. These formed the basis for the three themes/categories/fields of action which will be defined and developed further in WP2.

*Other activities*

For the pop-up events, a summary was made afterwards by the functionaries concerning experiences and impressions from the event, the people they met and the location they were at. The purpose of these events wasn't to collect data. The exception to this was the focus group meetings held by a local subcontractor regarding a suggested running track through the neighbourhood. These meetings were a good opportunity for SUNRISE to get a general insight in the participants' perception of the area (input to the upcoming co-

identifying process) at the same time as the participants' direct input on the track itself was collected on a map and later formed the basis for the municipality's decision on improvements (a process parallel to the SUNRISE process), which acted as a tangible incentive for participation.

# K. Outlook: Next Steps of Participatory Activities towards Co-Creation!

The SUNRISE co-project heads checked and analysed the feasibility to facilitate and create results through matching the themes of collected ideas and problems with mandate and resources available directly amongst and/or indirectly through the involved stakeholders. We evaluated if ongoing programmes and/or upcoming investments could meet the needs, and if so, we excluded these topics from the SUNRISE focus areas. The expressed need amongst citizens for more secure bike parking was discussed and reviewed together with the real estate owners as they have the mandate over bike parking facilities on their land. The theme's feasibility was evaluated together with them and they committed to continuing within this co-creation process and in the upcoming work package co-facilitate labs with residents.

The other themes were especially discussed and reviewed with two representatives (who also live in the neighbourhood) from the multi-activity community centre (Allaktivitetshuset) since residents organised around Allaktivitetshuset are important co-creation partners when reclaiming and activating urban space. The representatives were very positive towards being involved in these two co-creation processes and to co-facilitate labs with residents in the upcoming work package.

Based on the conclusions from the feasibility analysis we settled on the three themes/categories/fields of action:

I)      Improved bike parking
II)     Activating urban space
III)    Reclaiming urban space

The fields for actions are broadly defined and in the next steps in the co-creation residents will have an active role in defining the fields and developing and selecting the measures.

| ACTIVITIES | objectives | expectations | tools | participants | schedule |
|---|---|---|---|---|---|
| **1. Bike parking co-creation lab** | To co-plan and co-develop measures for at least one bike parking testbed facility to be implemented in the next WP. | To partner with real estate managers and Hyresgästföreningen in facilitating the activity.<br><br>To, together with residents, co-plan and co-develop measures for safer bike parking facilities. | "Charrette"-styled/"future workshops" to address the existing issues and together develop ideas and solutions. | Co-creation facilitation partners: real estate owners, Hyresgästföreningen.<br><br>Target group: residents living in the interested/ selected rental buildings. | Project month 21 (January 2019) |
| **2. Activating urban space co-creation lab** | To have co-planned and co-developed measures for one reclaim-urban-space-testbed area to be implemented in the next WP. | To partner with representatives from Allaktivitetshuset in facilitating the activity.<br><br>To, together with young people (young women especially) and adult men and women, co-plan and co-develop measures for activating urban space. | "Open space event" – with only the dominant topic/issue of "safety and activating urban space" defined beforehand. | Co-creation facilitation partners: representatives from Allaktivitetshuset.<br><br>Target group: young people (young women especially) and adult men and women. | Project month 20 (December 2018) |
| **3. Reclaiming urban space co-creation lab** | To have co-planned and co-developed measures for one reclaim-urban-space-testbed area to be implemented in the next WP. | To partner with representatives from Allaktivitetshuset in facilitating the activity.<br><br>To, together with families with young children, co-plan and co-develop measures for reclaiming | "Charrette"-styled workshop gathering both "experts" in mobility solutions and citizens (who are experts on their everyday life) to work together to define, plan and develop | Mobility Co-creation facilitation partners: mobility unit at Malmö municipality.<br><br>Target group: families with young children. | Project month 21 (January 2019) |

| | | urban space back to pedestrians, playing kids and cyclists. | solutions to the safety and mobility issues in one or more areas. | | |
|---|---|---|---|---|---|

# L. References

*In this section, the titles of the considered studies and the datasets used will be documented.*

Authors, year, title, place of publication; journals with title, volume or year of the publication, number and page

# D.1.1 SWOT REPORT | SOUTHEND-ON-SEA

## SWOT Analysis and Status-Quo Description + Participatory Process Documentation

| | |
|---|---|
| City: | Southend-on-Sea |
| Reporting Period: | February 2019 |
| | |
| Responsible Author(s): | Krithika Ramesh |
| | |
| Responsible Co-Author(s): | Justin Styles |
| | |
| Date: | 15/02/19 |
| Status: | Final |
| Dissemination level: | Confidential |

# SWOT Analysis
# and Status-Quo Description
# | SOUTHEND-ON-SEA

## Find first options for action in your neighbourhood and check the conditions for their implementation!

- Collect all relevant data for your neighbourhood
- Have a closer look at strength, weaknesses, opportunities and threats
- Find »Corridors of Options«
- Do a »Bottom-up review«
- Get a set of thoughtful options for actions that will be developed further in WP2

# Executive Summary

The public at large was involved in WP1-related activities through three types of activities: Workshops, Drop-in sessions and various public events.WP1 activities generated a long-list of ideas that were categorised into the following 6 groups of improvement types:

- Planting – ideas for greening including, trees, planters, grassed areas as well as water features
- Street Furniture – ideas for addition of elements like seating, lighting, public art, covered area, play equipment etc.
- Use of public space – ideas for change of layout, reallocation of road space and use of space.
- Wayfinding – ideas related to signage and wayfinding in the Town Centre
- Walking and cycling – ideas for improving walking and cycling facilities
- Improving safety – ideas to improve safety and security

The Core Group then through a series of meetings, dialogs and voting analysed the ideas collected and created a short list of ideas which were developed into strategies and used to refine and full develop the SWOT strategies.

# Table of Contents

# A. Introduction: Frame and Method

## A.1 Objective and the Frame of the SWOT Analysis and Status-Quo Description

### *THE OBJECTIVE OF THE SWOT ANALYSIS & STATUS - QUO DESCRIPTION*

*The SWOT Analysis and Status-quo Description (Task 1.5) is an important part of the first SUNRISE work package. Its main objective is to find a set of thoughtful options for action for your neighbourhood, based on status-quo data, an analysis of strength and weaknesses of the neighbourhood as well as influencing external factors and a bottom up reflection with citizens and stakeholders. The SWOT analysis and the summarised top-down description of the status-quo support the Action Neighbourhoods to conduct a revision of the local situation.*

### *WHY VALIDATING THE SWOT ANALYSIS PUBLICALLY?*

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments as well to approve planned actions, all relevant stakeholders and institutions in the Action Neighbourhood must be included in the elaboration of this local mobility analysis (Task 1.6). Therefore, the SWOT analysis and top-down description will be discussed and validated via co-creation activities (e.g. the Neighbourhood Learning Retreat) along the co-creation phase (part F in this template). This revised SWOT analysis with the corresponding "corridors of action" and the summarised description will be part of the SWOT Brochure (D1.1).*

### *STEPS OF THE SWOT ANALYSIS AND STATUS-QUO DESCRIPTION*

> *13) Top-down status-quo Description (should be done in Task 4.2)*
> > *> Collection of secondary data*
> > *> Description of the mobility related status quo (including quantitative facts and figures & taking into account important overarching documents like SUMP, the case history*
> > *> helps the action neighbourhoods to conduct a revision of the local situation*
> *14) Development of a SWOT Analysis*
> > *> based upon the status-quo data gathered*
> > *> a) thinking of internal strength and weaknesses*
> > *> b) thinking of external opportunities and threats*
> > *> c) highlighting the main opportunities and challenges to be addressed within SUNRISE*
> > *> d) derive strategies*

**15) Finding »Corridors of Options«**
> *The strategies deriving from the SWOT:*
> *listing of various options for action, contextualised with information about potential financial, legal, technical*

**16) Bottom-up Validation**
> *Validation and Rethinking of the results deriving from the SWOT analysis and status-quo description by the public via participatory activities*
> *Forming a common ground for developing options for actions*
> *the bottom-up validation is part of the Neighbourhood Learning Retreat (NLR)*

## FORM AND SUPPORT FOR THIS TEMPLATE

*The deliverable this template and the »WP1-Participatory Process Documentation Template« serve for is called »Report including SWOT Results and Status-Quo Description of the Action Neighbourhood (D1.1)«. In the DoA the term »brochure« is still used but was changed during the process as the term »brochure« was misleading.*

**For internal reviews, the report should be sent by the city partners to urbanista as a first draft <u>March 16<sup>th</sup></u> and a final version April 6<sup>th</sup>, 2018. Urbanista and TU Vienna are happy to help you with further assistance during your development of the SWOT analysis.**

## STRUCTURE OF THIS DOCUMENT

*This template includes:*

- **Introduction to the method and its objective in SUNRISE (Part A)**
- **The top-down Status quo Description (Part B)**
- **Collecting Internal and External factors (Part C)**
- **Main Challenges and Opportunities (D)**
- **The SWOT Analysis (Part E)**
- **The »Corridor of Options« (Part F)**
- **The bottom-up reflective approach (Part G)**

## A.2 Method of the SWOT Analysis



|  | Factors that will help in achieving objectives | Factors that hinder the achievement of objectives |
|---|---|---|
| Internal factors (characteristics of the system/ neighbourhood) | **Strengths** | **Weaknesses** |
| External factors (Characteristics of the environment) | **Opportunities** | **Threats** |

Figure 3: SWOT matrix (according to Becker, J. 1998: Marketing-Konzeption. München: 103)

### WHAT IS A SWOT ANALYSIS / WHY DOING A SWOT ANALYSIS IN SUNRISE?

*Originally, a SWOT analysis is a method for auditing an organization and its environment. Within SUNRISE we are using it for checking the conditions for the implementation of sustainable mobility solutions.*

*The SWOT analysis is a verbal-argumentative method for the identification and assessment of key factors influencing the achievement of the project goals in relation to the object of investigation, e.g. a neighbourhood. The advantage of a SWOT is the systematization of the factors influencing the outcome of the SUNRISE project at an early stage. An important prerequisite for the implementation of the SWOT analysis is the clear formulation of an objective. The influencing factors are classified in a matrix with the following four categories: Strengths, Weaknesses, Opportunities and Threats (or risks).*

- *STRENGTHS are the useful features of the system for the goal achievement.*
- *WEAKNESSES are characteristics of the system, which are dangerous for the goal fulfilment.*
- *OPPORTUNITIES are useful external conditions for the goal achievement.*
- *THREATS are external conditions, which are dangerous for the goal fulfilment.*

### HOW TO DO A SWOT ANALYSIS?

*Strengths and weaknesses are so-called internal factors or characteristics of the neighbourhood which can be influenced by an actor, in this case by the city partners themselves, and are within their sphere of responsibility. Opportunities and risks, on the other hand, are external factors and also referred to as environmental factors. They cannot be directly influenced by city partners or actors of the neighbourhood and must therefore*

*be observed and anticipated as early as possible. In some instances, it is challenging to determine which factor is internal or external, meaning influenceable or not by the actors. A structured look at the obstacles and hindrances as well as at the potential of sustainable mobility in the city region is helpful.*

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | The "**SO Strategy**" is designed to make use of strengths to take advantage of existing opportunities. | The "**OW Strategy**", the opportunities are used to reduce existing weaknesses. |
| | Threats | The "**ST Strategy**" uses strengths for avoiding existing dangers. | The **"WT Strategy"** can be used to minimize weaknesses and avoid dangers |

Figure 4: SWOT strategies (Source: TUW/urbanista)

*After the systematization has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strenghts-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing opportunities. In contrast, the Strength-Threats-Strategy (ST Strategy) uses strengths for avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can be used to minimize weaknesses and avoid dangers (Translation from German into English: TUW based on: Fürst, D. & Scholles, F. 2008: Handbuch Theorien und Methoden der Raum- und Umweltplanung. Dortmund: 503ff).*

# B. Status quo Description

## B.1 The general Situation of the Neighbourhood

The Southend City Centre neighbourhood lies at the heart of Southend-on-Sea. It is a dynamic neighbourhood with a mixture of business, residential, demographics and environments and is in close proximity to both railway networks and public transport services. The area is also divided by two of the busy roads in the Borough which converge in the north of the neighbourhood.

The neighbourhood covers an area of around 0.5 km$^2$ and has a population of around 4,700. Around 27-30% of the inhabitants in the neighbourhood are economically inactive which includes people who are retired, looking after home/family, long term sick or disabled, and students. The neighbourhood is mixed with some affluent areas and some very low-income groups. There is a higher percentage of people unemployed in this neighbourhood compared to Southend as a whole. The neighbourhood falls under three Council wards which have overall about 15% of the inhabitants over the age of 60. However, the proportion of inhabitants over the age of 50 in certain parts of this neighbourhood is as high as 36-86%.

The neighbourhood falls within one of the most deprived wards in Southend-on-Sea and there are efforts being made to regenerate the area. These societal challenges are mirrored in the quality of some of the neighbourhood's environment. The car is seen as a safer mode of transport and hence many opt not to walk or cycle.

Social networks in the neighbourhood are affected by the on-going regeneration of the neighbourhood, creating a divide between the older, less affluent, original residents, and the younger, more affluent new residents. Car often is perceived to represent a status symbol and is another reason that some choose the car over public transport, cycling and walking. Having said that, a recent survey revealed that walking is the main mode of travel to the City Centre. This includes people coming from different parts of Southend (not just the City Centre Neighbourhood).

## B.2 Description of the Mobility Issues in the Neighbourhood

If Southend City Centre is to remain and develop as a destination for visitors, residents and businesses, the streetscape and public spaces must be improved to support the overall offer. If town and city centres across Europe are to continue to have a key economic role in the future, then they have to have quality streetscapes and public realm that can encourage people to visit, dwell in and businesses to invest. Many Local Authorities have recognised this over the last few years and invested heavily in place-making projects of urban improvements as part of economic regeneration strategies.

- **Wide road**: London Road is a 24m wide road that runs through the middle of this neighbourhood. As London Road terminates at Victoria Circus, a big public space at the top of the high street, vehicular flows tend to be low in comparison to the adjacent side streets but there are significant turning movements from taxis and

pick up and drop offs which increases the perception of a busy road and reduces the permeability for pedestrians. (Refer to map below).
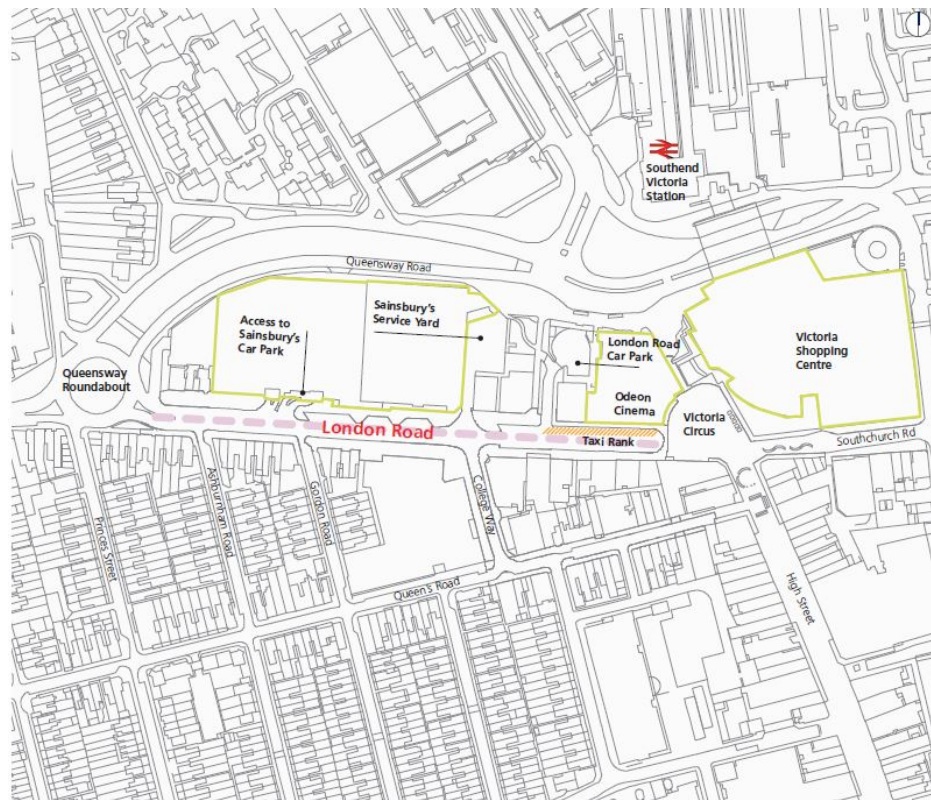


S-CATS Phase 3 Project Area – Victoria Circus and stub end of London Road (Southend Borough Council)

- **Poor public realm**: Despite the low traffic flows the infrastructure is built to promote car use. Cyclists and pedestrians, especially the elderly and those with mobility issues perceive this as an unpleasant and dangerous route to the heart of the town centre. The lack of seating, planting and the poor quality of public realm fail to create a welcoming environment for pedestrians and cyclists. Victoria Circus is a large pubic space at the top of the City Centre. It sees high levels of pedestrian flows, approximately 3,000 pph on the weekday and 4,000 at the weekend. However, the dwell time in the space is very low and the square is under used.  A lot of this can be attributed to the lack of seating areas and other street furniture that could help the public space to be occupied for longer periods of time and become more of a destination.

**Attitudes / images**: The neighbourhood falls within one of the most deprived wards in Southend-on-Sea and there are efforts being made to regenerate the area. These societal challenges are mirrored in the quality of some of the neighbourhood's environment and the image of the area is not very desirable for walking, cycling and socialising.

## B.3 Objectives of the Neighbourhood in the SUNRISE Project

Southend-on-Sea aims to find creative solutions to mobility issues in the City Centre. It will use temporary trials to enable local stakeholders to test co-developed solutions for improving Victoria Circus and London Road (between College Way and Victoria Circus). The results will form the basis for new design solutions that will be implemented as permanent changes by the end of the project.

**Redistribution of street space**: Street space is not only transport space but space for social interactions with direct impacts on quality of life for citizens. The project will aim to reclaim all/part of carriageway to ensure the street space is used to its full potential and not just for car use.

**Creation of a welcoming gateway to the City Centre**: Innovative solutions to create an attractive entrance to the City Centre.

**Promoting active travel**: Facilitating active modes through comprehensive 'convenience' (infrastructure, information, campaigns etc.).

# C. Collecting internal and external factors

## C.1 Description of internal factors

**By internal factors characteristics of the neighbourhood are described that can be influenced by the local actors (municipality) on their own and are inside their own sphere of responsibility.**

### Transport Demand and Supply

Due to its location and limited onward connectivity, this section of London Road is not an important vehicular 'through route' and, as such, vehicular flows during commuter times are not especially pronounced. Vehicular flows steadily increase through the morning, and remain at a fairly constant level from 10:30 onwards.
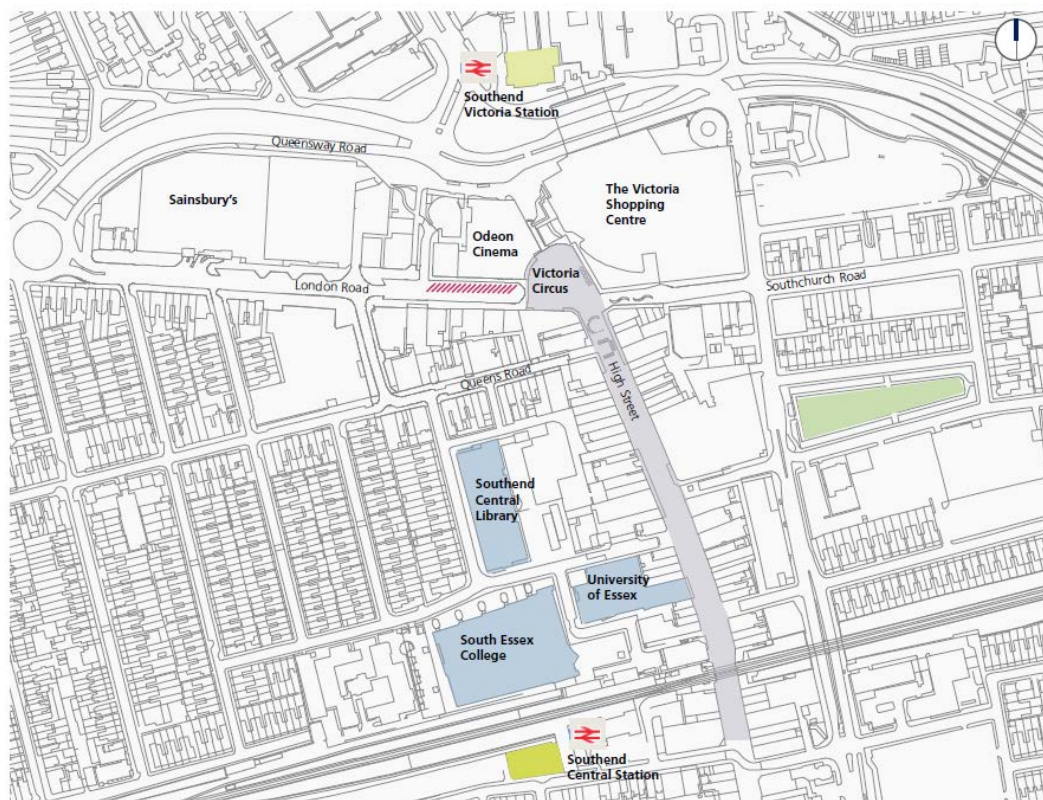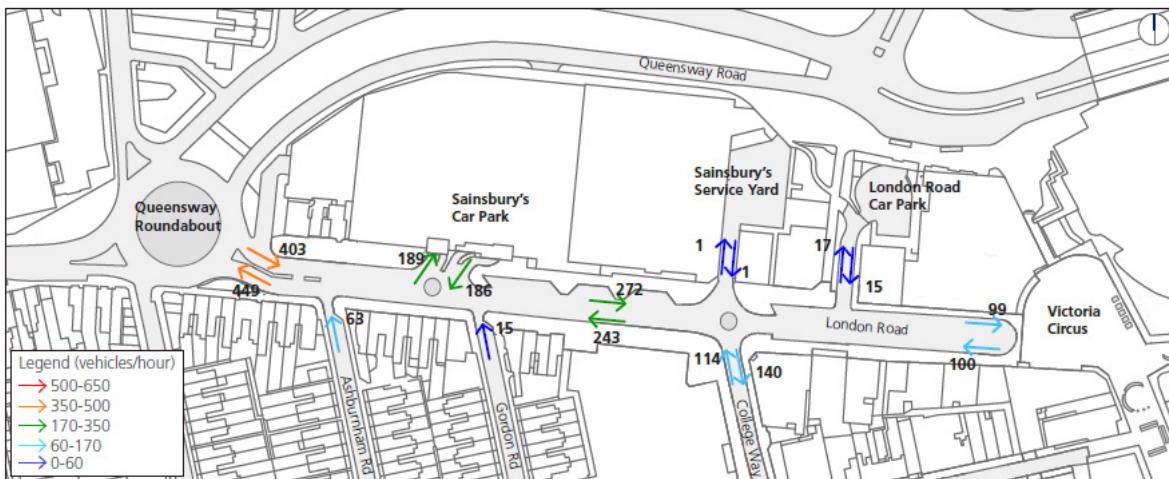


Southend Town Centre, S-CATS Phase 3 project area in orange (Southend Borough Council)
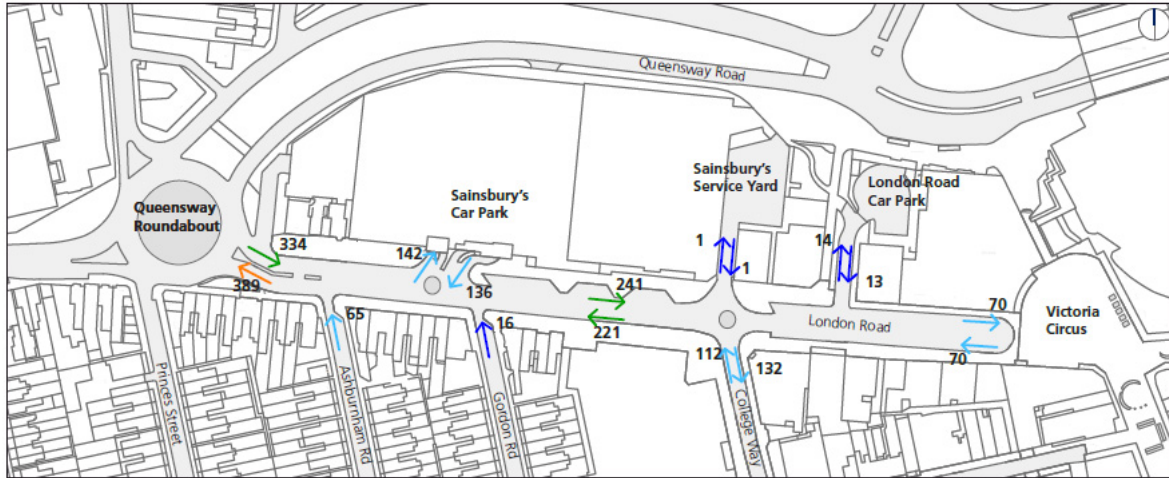
Weekday average all day vehicular flows (vph)



Legend (vehicles/hour)
→ 500-650
→ 350-500
→ 170-350
→ 60-170
→ 0-60

Weekend average all day vehicular flows (vph)

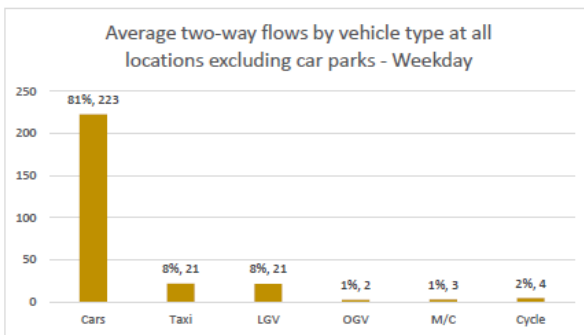Average Vehicle Flows – stub end of London Road (Southend Borough Council)

Private cars make up the vast majority of vehicles in the area: 81 percent of all vehicles during the weekday and 85 percent at the weekend; with taxis and LGV(s) accounting for approximately eight percent of traffic for both days. The number of OGV(s), motorcycles and cyclists is very low and less than two percent of all users were cyclists.
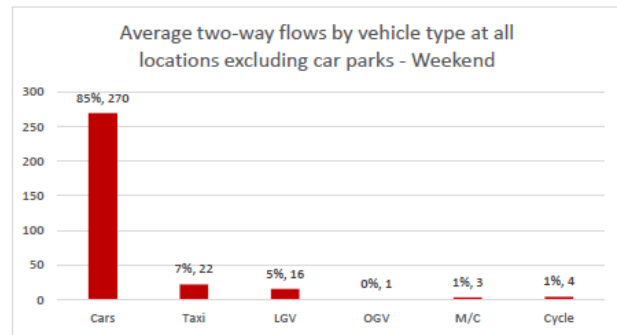
All day average of two-way flows on London Road
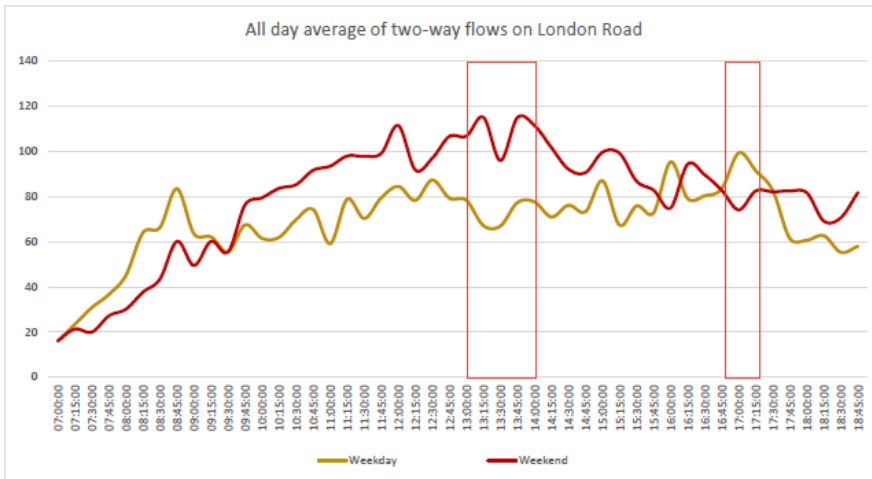
Weekday and weekend 15 min intervals



Average two-way flows by vehicle type at all locations excluding car parks - Weekday

Average flows by vehicle type (vph) weekday



Average two-way flows by vehicle type at all locations excluding car parks - Weekend

: Average flows by vehicle type (vph) weekend

Average Vehicle Flows by Type – stub end of London Road (Southend Borough Council)

Despite the fact that taxis account for only eight percent of all vehicle flows, a large share of the street space at the stub end of London Road is taken up by the taxi rank.

Taxi rank operation and performance study conducted in February 2016 showed that in general the demand for taxis is not high and the trend was for taxis to wait for passengers and not vice versa. Further, it was noticed that approximately 15 percent of all taxis would leave the queue without a passenger. It is presumed that the taxi driver had received a call to pick up a passenger somewhere else, therefore, it could be suggested that often taxis drivers use the taxi rank as a provisional 'waiting' area between calls. The taxi rank did not impact significantly on footway capacity, as the number of people waiting, if any, was very low.

View along the stub end of London Road – Justin Styles

Pick up and drop off activity represents an important share of vehicle arrivals at the eastern end of London Road, however these uses comprise a relatively low proportion of kerbside occupancy time as they are usually short stay.

Whilst loading vehicles represent around 10 percent of vehicles using the kerbside space along London Road, deliveries are an integral part of this retail and restaurant-oriented area. All kerbs across the study area are regularly used for this purpose as demand frequently outnumbers provision for loading.

London Road is also a key access point for visitors to the area, where pick up/drop off activity often overflows out of the assigned taxi rank and onto adjacent loading zones.

*Actual Travel Behaviour and Modal Split*

Despite the high car use in the neighbourhood, recent survey suggest that the main mode of transport used to get to the City Centre is walking.

The public space at Victoria Circus, has high levels of pedestrian flows, approximately 3,000 people per hour on the weekday and 4,000 at the weekend.

Focusing on London Road, traffic surveys show that there are almost twice as many pedestrians along this section of London Road compared to vehicles.

| Mode Of Travel | Total | % |
|---|---|---|
| Walk | 92 | 39% |
| Train | 42 | 18% |
| Bus | 46 | 19% |
| Car | 45 | 19% |
| Cycle | 5 | 2% |
| Other | 6 | 3% |
| *Total* | *236* | |
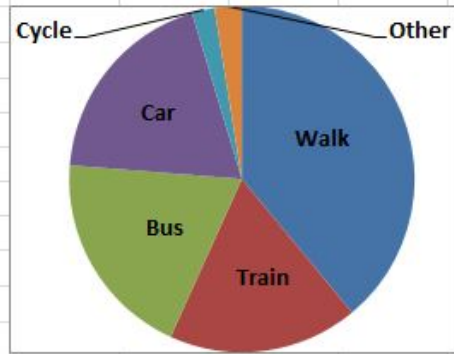


Modal Split, Journeys made to the Town Centre (Southend Borough Council)
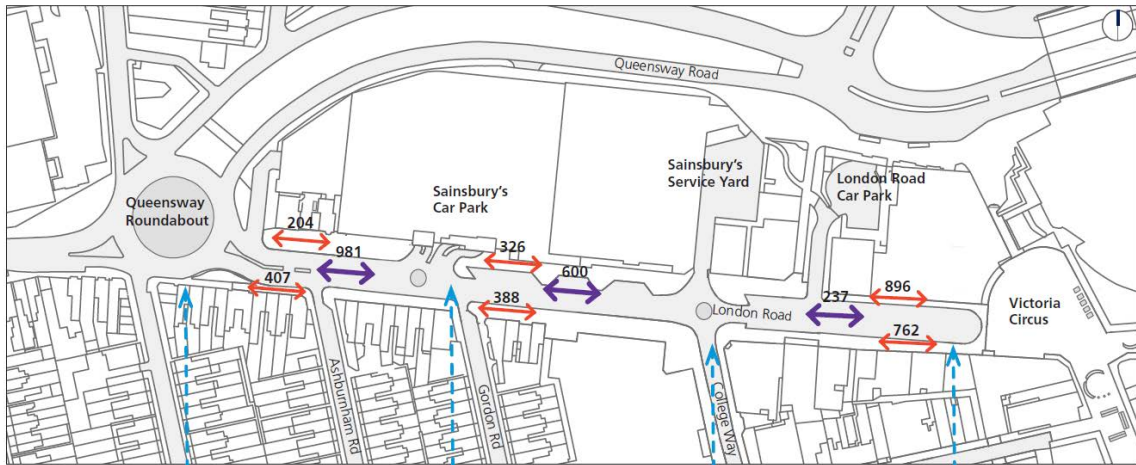


Weekend average all day pedestrian and vehicular two-way flows
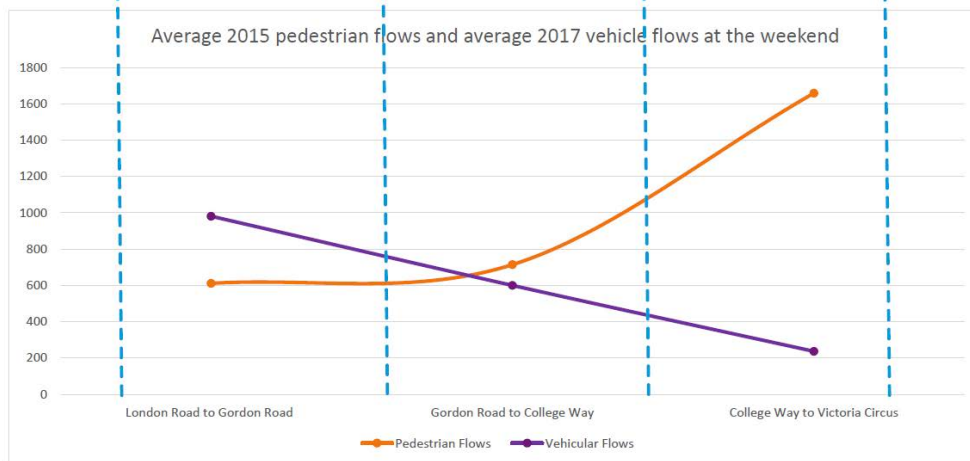


Weekend average all day 2015 pedestrian flows and 2017 vehicle flows

Average pedestrian flow and vehicle flow – stub end of London Road (Southend Borough Council)

### Use of Public Spaces

Victoria Circus is located at the end of the (Southend) High Street, and strategically located between Southend Victoria and Southend Central train stations. The High Street, running from Southend Pier to Victoria Circus is busy with high levels of pedestrian flows and stationary activity throughout. Much of this activity is focused around Victoria Circus, which offers a shopping centre, cafes, restaurants and a number of other retailers and services. There is also the proximity to Southend Central Library and the South Essex College, a hub of educational facilities.

The high levels of pedestrian flows across the public space, approximately 3,000 pph on the weekday and 4,000 at the weekend. Overall peak is between 10:00 and 16:00, decreasing steadily afterwards.

Despite the high volumes of pedestrians, Victoria Circus fails to establish itself as vibrant public space. Apart from a few times in the year when it is used as an event space, Victoria Circus largely is used as a transitional space for people entering the space from the routes A to E as shown in the diagram below.
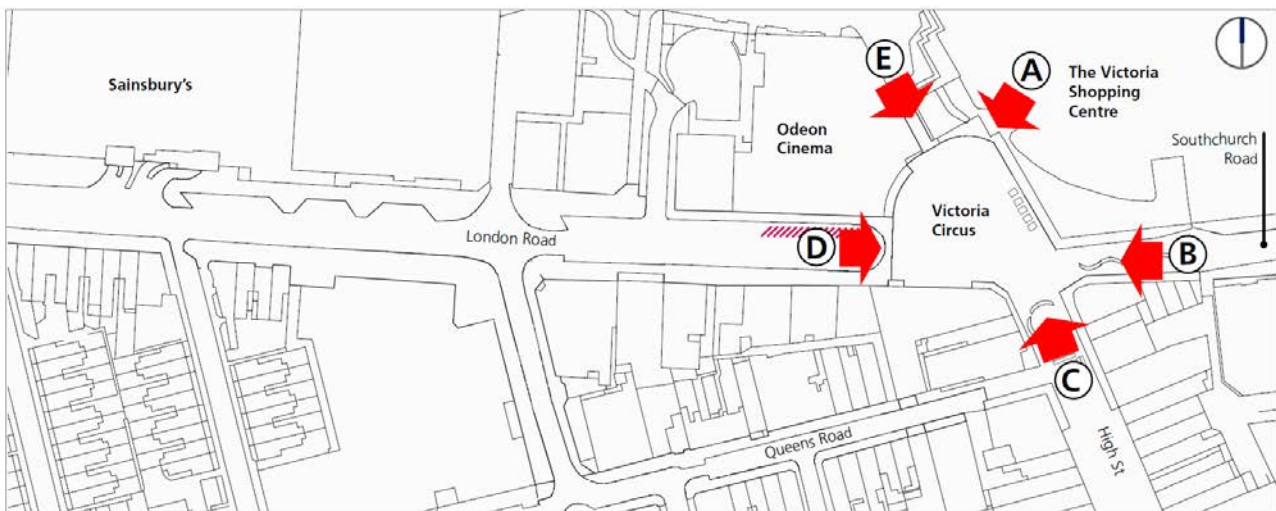


Pedestrian route count arms

Pedestrian access routes at Victoria Circus (Southend Borough Council)

Most of the stationary activities at Victoria Circus during the weekday relates to people who use the public space for smoking or waiting for friends. Along London Road, much of the stationary activity is related to the betting shop and banks when people need to wait to use the cash point. At the weekends, apart from being busier, the pattern was overall similar.



Pedestrian stationary activities at Victoria Circus (Southend Borough Council)

## C.2 Description of external factors

**External factors are factors like trends and policies that can't be influenced by the local actors (municipality).**

### Mobility-relevant Trends

- **Trend 1 Decline of High Streets** – Decline of High Streets as retail centres in England. This has led to a decrease in local shopping cultures and short journeys resulting from it.

- **Trend 2 Technology** – There is also increasing use of new models for hiring taxis or minicabs. Companies, use the location awareness and internet connectivity of smartphones to quickly identify appropriate cars and set fares in response to the number of vehicles available and consumer demand.

- **Trend 3 Cycling Investment** -The number of cycle journeys is increasing in flat, dense urban areas such as London, Cambridge, Oxford and Brighton. Factors behind cycling's popularity within London include significant investment in cycle infrastructure, the introduction of the congestion charge and the introduction of the cycle hire scheme (which has seen annual journeys increase to over 10 million in five years).

- **Trend 4 Air Pollution** –Air pollution is estimated to cost the UK around £16 billion a year, largely through health costs. Wide realisation about the impact of transport on air quality has led a greater push to encourage electric mobility, walking and cycling.

- **Trend 5 Bus Use –** Bus use across the UK has declined for a number of decades.

- **Trend 6 Housing -** Cities have experienced an apartment boom in recent years. If housing supply continues to increase in line with demand, then the return to city centre living seen in these places will continue and so will the pressure on transport network.

### Mobility-relevant Policies and Plans

- **Policy / Plan 1** – The Southend Central Area Action Plan (SCAAP) will guide and promote all development and regeneration within the town centre area and central seafront until 2021. The document sets out the overall ambition for London Road policy area (See Policy Area map below) to be an area of the City Centre that provides for high quality office space, shops, cafes/restaurants, and homes above street level. It also identifies the need for this to be complemented by high quality public realm enhancements to create a pedestrian-priority area and improvements for pedestrians and cyclists.

SCAPP Policy Areas – SCAPP Policy Document (Southend Borough Council)

- **Policy / Plan 2** – Southend's Economic Development and Tourism Strategy (2017) identifies that by supporting cafes, bars, restaurants and residential accommodation within our City Centres, a revitalised and refreshed high street offer will be achieved. This in turn will encourage businesses to remain open longer, increasing the number of jobs in the area and encouraging further spending.

- **Policy / Plan 3** – Southend's Low Carbon Energy and Sustainability Strategy Southend Council has a Low Carbon Energy & Sustainability Strategy (LCESS) for 2015-2020 which emphases supporting walking and cycling (sustainable travel), as well as integrating Sustainable Urban Drainage Systems (SUDS) to reduce the ever increasing risk of local flooding.

- **Policy / Plan 4** - Southend's adopted Core Strategy makes provision for a large share of the Borough's employment and housing growth and associated regeneration to be focussed in the Central Area, this will be associated with an increase in the levels of traffic growth in the area.

# D. Main Challenges and Opportunities

### D.1 Main Challenges of the Project

If Southend Town Centre is to remain and develop as a destination for visitors, residents and businesses, the streetscape and public spaces must be improved to support the overall offer. If town and city centres across the UK are to continue to have a key economic role in the future, then they have to have quality streetscapes and public realm that can encourage people to visit, and businesses to invest. There is competition between towns and cities for visitors, and there is also competition for retail from out-of-town developments and online. Many Local Authorities have recognised this over the last few years and invested heavily in the place-making project of urban improvements as part of economic regeneration strategies. Southend Borough Council is determined to therefore continue the work that has taken place over the last few years to improve the public spaces across the Town Centre.

The project area falls within one of the most deprived wards in Southend-on-Sea and there are efforts being made to regenerate the area. These societal challenges are mirrored in the quality of some of the neighbourhood's environment. Poor urban environment and derelict buildings in the City Centre area have deterred investors, lowered confidence, triggered anti-social behaviour and been an unwelcoming gateway to the town centre for visitors and businesses alike. Recent investment and activity by the public sector has been the catalyst for private investment which will see some buildings, like the Forum, brought back into use. However, there is still a lot more that needs to be done to bring back life to the Town Centre and attract locals and visitors that spend time and money locally.

Victoria Avenue and the stub end of London Road area is the main gateway into the Town Centre. Therefore, it is critical that this space is welcoming and attractive to draw people to the Town Centre. However, the poor public realm of this gateway currently stands more as an obstacle, discouraging people from spending time in the area. Once the retail outlets close in the evening, Victoria Circus and particularly the alleyway is seen as unsafe and pedestrians hesitate to cross the space.

The car is perceived as a safer mode of transport due to the high antisocial behaviour in the area. Having said that, a parking survey revealed that walking is the main mode of travel to the Town Centre. This includes people coming from different parts of Southend. Despite the presence of many restaurants and bars that have the potential to create a vibrant evening economy, the stub end of London Road has greater space dedicated to vehicles than pedestrian activity. Redistribution of space is therefore required to create a safe and welcoming area that supports walking, cycling and social interactions in the area.

### D.2 Main Opportunities of the Project

The project supports the objectives of the Southend Central Area Action Plan (SCAAP) and is the delivery mechanism for the policies set out within it that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit.

The project supports this vision by building upon existing successes and investment and unlocking the potential of significant regeneration opportunities. Developments

within the Central Area will be supported by transport improvements to create a safe and vibrant atmosphere for communities and businesses and as a welcoming visitor experience.

The main objectives of SUNRISE are identified as follows:

- Creating a welcoming gateway to the Town Centre
- Providing a useable public space that is attractive, thriving, and reflect the character of Southend
- Improving wayfinding in the Town Centre
- Encouraging walking and cycling in the Town Centre
- Improving safety for pedestrians at all times of the day

The Town Centre currently is unable to attract the large number of visitors coming to the Southend seafront, the project will be focused on public realm improvements and place-making in the Town Centre area that enhance the experience for visitors, residents and workers, improving access, extending opportunities for more activity and enlivened streetscapes into the evening. This directly supports the *Southend 2050 vision*:

- **Pride and Joy – The vision includes a desire for the following:**
  - *The town centre and public places being clean, attractive, thriving, and reflect success;*
  - *Southend to be a 'destination'- People want to visit, live and study here all year round and from far and wide*
  - *Arts, culture & attractions that to be available year round in Southend.*

As an important gateway and public space into the Town Centre improvements to the public realm, introduction of elements like gateway features, street furniture and public art will contribute to pride and joy in Southend.

- **Safe and Well – The vision includes**
  - *Combating social issues like rough sleeping/begging in public spaces*
  - *Creating spaces that everyone feels safe in all times of the day.*

- **Active and involved**
  - *Southenders get together regularly- there are plenty of good places to do so*
  - *Southend is known for its warm welcome*
  - *A sense of family and community, enjoying and supporting each other – a strong sense of settled communities*

A welcoming gateway and a public space where people can meet and spend time will contribute to achieving this vision.

- **Opportunity and Prosperity**
  - *There is a good balance of quality retail, residential and social space in our town centres*

An investment to improve the public realm will play an important role in changing the image and attractiveness of the Town Centre as a whole drawing in commercial investment

- **Smart and connected**
  - *Lots of opportunities to be in open space*
  - *It's easy for me to get around when I want – this helps my independence*
  - *We are leading the way on green and innovative travel*

- *Easy connectivity with minimal barriers, however I choose to travel*

Usable public space, wayfinding and improvements to walking and cycling facilities that will be delivered through the project work towards this theme of the vision.

The project supports the objectives of the Southend Central Area Action Plan (SCAAP) and is the delivery mechanism for the policies set out within it that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit.

These five visions have been adopted and are taken forward as the opportunities on the project. The following table maps the objectives to the opportunity discussed above. This was developed as part of the strategic case for the application of external funding by the project team.

| Opportunities identified | | | | | |
|---|---|---|---|---|---|
| | Opportunity 1 Pride and Joy | Opportunity 2 Safety and Well-being | Opportunity 3 Active and Involved | Opportunity 4 Opportunity and Prosperity | Opportunity 5 Smart and Connected |
| Objective 1 *Creating a welcoming gateway to the Town Centre* | ✓✓✓ | ✓✓ | ✓✓✓ | ✓✓✓ | ✓ |
| Objective 2 *Providing a useable public space that is attractive, thriving, and reflect the character of Southend* | ✓✓✓ | ✓✓✓ | ✓✓✓ | ✓✓✓ | ✓✓✓ |
| *Improving wayfinding in the Town Centre* | 0 | 0 | 0 | ✓ | ✓✓✓ |
| *Encouraging walking and cycling in the Town Centre* | 0 | ✓✓ | 0 | ✓ | ✓✓✓ |
| *Improving safety for pedestrians at all times of the day* | ✓✓ | ✓✓✓ | ✓✓ | ✓✓ | ✓✓ |

# E. SWOT Analysis

## E.1 SWOT-Matrix

| INTERNAL FACTORS | |
|---|---|
| **Strengths** | **Weaknesses** |
| • Low vehicular flows during commuter times. <br> • Pedestrians- Walking is the main mode of transport to the City Centre. <br>   o Victoria Circus has high levels of pedestrian flows. <br>   o There are twice as many pedestrians as cars along this section of London Road. <br> • Public space- Victoria Circus has the potential to be a vibrant public space due to its strategic location at the top of the High Street, between Southend Victoria and Southend Central train stations, and its proximity to Southend Central Library and the South Essex College, a hub of educational facilities. <br> • London Road has a concentration of restaurants and cafes attracting evening activity. <br> • Taxis- This taxi rank is considered the second most important taxi rank in Southend-on-Sea. The low share of vehicular flow does not demonstrate this location as a strength however there is potential for a reduction in vehicle movements in the area if the use of the rank is encouraged as it can reduce private car drop offs and eventually car use in the area. | • Low share of cycling in the modal split. <br> • Public space- Lack of any activities, seating areas and poor public realm has resulted in limited social interactions in the space. <br> • Restaurants along London Road have front deliveries and will hence vehicular access would need to be maintained. <br> • Taxis <br>   o Low share of taxi in the vehicular flow. There is a large number of taxis that are waiting for passengers. <br>   o Large share of carriageway space taken up by taxis |

| EXTERNAL FACTORS | |
|---|---|
| **Opportunities** | **Threats** |
| • The number of cycle journeys is increasing in flat, dense urban areas in parts of the U.K. where significant investment in cycle infrastructure, the introduction of the congestion charge and the introduction of cycle hire schemes.<br><br>• Wide realisation about the impact of transport on air quality has led a greater push to encourage electric mobility, walking and cycling.<br><br>• The SCAAP policy supports public realm enhancements to create a pedestrian-priority area and improvements for pedestrians and cyclists in the City Centre Neighbourhood. | • Decline of High Street across UK. Southend's High Street is also declining with poor quality of shops. Most of the shops shut around 5-6pm, after which the City Centre Neighbourhood feels deserted.<br><br>• Bus use across the UK has declined. Bus network in Southend is also only East to West/West to East. This means that buses can't be used to go down to Southend. |

## E.2 SWOT-Strategies

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | *The "SO Strategy" is designed to make use of strengths to take advantage of existing opportunities.* | *The "OW Strategy", the opportunities are used to reduce existing weaknesses.* |
| | | Redistribute the carriageway to provide greater priority to walking and cycling as vehicle flows are low, with greater promotion of cycling infrastructure and streetscape to increase the modal share. | Developing Victoria Circus as a vibrant public space, a destination rather than just transitional space, encouraging evening activities and increased dwell time in the space and establishing the space as the gateway into the City Centre., this is supported through the Councils SCAAP policy and meets the aims and objects of the town as a whole. |
| | | Creation of a 'destination' rather than an area that is simply passed through by the introduction of more seating and conversational pieces within the area. | The increased awareness around air quality issues will lend support to the potential removal of vehicles within the space. |
| | | Enhancement of the existing nightlife and restaurant culture within the area to create a more vibrant and safer environment, whilst encouraging deliveries to be undertaken at specific times of the day.. | |
| | | Reduction in car use through the promotion of other transport modes in the area and streamlining existing transport | |

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 723365

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| | | | |
|---|---|---|---|
| | | modes through the use of technology to reduce standing traffic along London Road. | |
| | **Threats** | *The "ST Strategy" uses strengths for avoiding existing dangers.*<br><br>Enhancing the public realm along London Road in a way that it enables the restaurants to spill outside, allowing the street to capitalise further on the evening activities. This would integrate London Road with the High Street. The low vehicle flows along London Road would facilitate the reallocation of space to favour pedestrians more than vehicles. | *The "WT Strategy" can be used to minimize weaknesses and avoid dangers*<br><br>Relocating the taxi rank within the Neighbourhood to create more space for social activities whilst ensuring that it is easily accessible from the high street and able to support the night time economy. |

# F. Corridor of Options

*The "corridor of actions", is a spectrum of realistic options defining guidelines for implementation. Coming from the SWOT-Strategies and having in mind the main challenges and opportunities identified, options for future actions within the Action Neighbourhood are developed and listed. Those options represent a spectrum of possible actions during SUNRISE´s implementation phase, but will be defined more precisely in another phase. Here, the options are listed and contextualised with information about potential financial, legal, technical etc. constraints and implications drawn from the status-quo description and SWOT analysis. Such a "corridor of options" does not preclude the generation of radically different options in the co-development phase (WP2).*

- **Option 1: Pedestrianised Zone**

  Carriageway converted to pedestrian area.

  This option will include:

  - Conversion of road space to pedestrian area to provide increased space for pedestrian activities and increased dwell time in the area.
  - Limited access for taxis and delivery vehicles along stub end of London Road.
  - Improved cycling facilities, public realm and lighting.
  - Enhancement of the existing nightlife and restaurant culture within the area.

  All measures will be focused on changing the nature of use of the road from car dominated to a pedestrian zone that encourages people to walk, cycle and socialise in the area. This will only be constrained by the desire for taxis and deliveries still wishing to access the area, this will have to be carefully assessed to restrict access to certain times only to ensure pedestrian traffic takes priority in the area.

  Victoria Circus can be developed into a vibrant public space with seating, performance area and/or planting etc. to complement and support the pedestrian/community activities that the local stakeholders decide to carry out in the improved space along London Road.

- **Option 2 : Pedestrian priority area**

  Redistribute the carriageway to provide greater priority to walking and cycling.
  This option will include:

- o Widening of the footways along London Road to give increased space for pedestrian activities.
- o Access only for taxis and delivery vehicles along stub end of London Road.
- o Improved cycling facilities, public realm and lighting.
- o Enhancement of the existing nightlife and restaurant culture within the area.

All measures will be focused on changing the nature of use of the road from car dominated to a pedestrian and cyclist friendly zone that encourages people to walk, cycle and socialise in the area. This option will be a direct result of the constraints imposed by vehicles in the area who maintain their access in the current situation resulting from heavy lobbying, thus limiting the scope from Option 1.

Victoria Circus can be developed into a vibrant public space with seating, performance area and/or planting etc. to complement and support the pedestrian/community activities that the local stakeholders decide to carry out in the improved space along London Road.

- **Option 3 : Improved Gateway**

    Reduced width of carriageway with improved public realm and gateway features.

    This option will include:
    - o Widening of the footways along London Road to give increased space for pedestrian movement.
    - o Improved cycling facilities, public realm including gateway features and lighting.

All measures will be focused on changing the nature of use of the road from car dominated to a pedestrian and cyclist friendly zone that encourages people to walk, cycle. This option is derived as a direct response to both vehicles maintaining access in their current form, limiting the scope for intervention along London Road.

Victoria Circus can be developed into a vibrant public space with seating, performance area and/or planting etc. to complement and support the pedestrian/community activities that the local stakeholders decide to carry out in the improved space along London Road.

# G. Bottom-up: Discussion and Validation

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments, all relevant stakeholders and institutions must be included in the elaboration of this local mobility analysis. To emphasise the SUNRISE mission of co-creation of course also the citizens in the neighbourhood play a very important role here.*

*Therefore, in the next step the former top-down description and the SWOT analysis, including the main challenges and "corridor of options" will be discussed and validated during the Neighbourhood Learning Retreat (NLR) via participatory activities by local citizens, relevant stakeholders and institutions (Task 1.6). The final aim is to get a set of shared goals for the overall SUNRISE process.*

## G.1 Comments to the Status-Quo of the Neighbourhood

*In this section, the outcomes of the bottom- up discussion and validation to the status-quo description (part C in this template) will be documented. Please, also make clear which changes have occurred how and by the participation of whom compared to the top-down perspective.*

The first core group meeting organised in July 2018 included a discussion on the status-quo of the neighbourhood, its needs and aspirations.

The SWOT analysis was discussed and the following were key comments made:

| | |
|---|---|
| Ongoing works on London Road | Questions raised about the purpose of the new central island, along the section of London Road between London Road roundabout and College Way, created as a part of the ongoing Southend Central Area Transport Scheme (S-CATS). It was confirmed that the central island was introduced to reclaim parts of the wide carriageway for pedestrian use and that street furniture including planters are due to installed in this space. This is outside the SUNRISE project area. |
| Core Group Structure | Discussion around the structure of the core group. It was confirmed that the core group members were selected from names that were volunteered/nominated at previous SUNRISE workshops/events/drop-in sessions. The Core group includes 6 representatives from Southend-on-Sea Council, 6 representatives from each local partner and 3 local residents. |
| Street furniture, public art and signage/wayfinding | Discussions around the Southend 2050 vision and the need for street furniture and public art to tie into this vision and support the development of night time economy.<br><br>Need for all measures to be as vandal resistant as possible. |

| | |
|---|---|
| | Maintenance was pointed out as a key constraint for all measures.<br><br>Suggestion to explore the possibility of combining wayfinding and public art (similar to the concept that has been used along the Prittle Brook cycleway).<br><br>Local artists can be commissioned to produce temporary public art work. |
| Future proofing measures | It was agreed that we need to think about Southend's identity.<br><br>Any measure developed as a part of the SUNRISE project should work towards achieving the 2050 vision. A map showing all planned developments in the area would be useful for such discussions.<br><br>Sustainability has to be a key consideration. Discussions around how SUNRISE has the potential to inspire positive changes in the Town Centre. |
| Day and night economy | There is a need to think about the use of the space at different times of the day.<br><br>Street furniture needs to be vandal proof especially in the evening.<br><br>Redesign of the space should aim to encourage and support night time economy in Southend.<br><br>There is a need to have increased activities in the area that |
| Markets | Desire to extend or relocate the market to London Road with updated staff layout and design and a new/refreshed theme. For example: focused on street food, local crafts etc. |
| Stickyworld | It was agreed that Stickyworld can be used as an online platform to continue discussions within the core group. |
| Next Core Group Meeting | It was agreed that the core group will meet once a month at the Forum. |

The following Core Group meeting, August 2018, focussed on a discussion around the identity of the neighbourhood. A clear vision for the Town Centre would help in co-selecting solutions that help achieve the overall vision.

To this end, we developed a questionnaire for the SUNRISE project that ties in with a questionnaire survey being conducted Borough wide by the Southend 2050 project.

Two additional events were organised to collect ideas and suggestions and the above questionnaire was used to document feedback.

## G.2 Comments to the SWOT-Analysis

*In this section, the outcomes of the bottom- up discussion and validation to the SWOT-analysis including the main challenges and opportunities will be documented. Please also make clear how and by the participation of whom which changes have occurred compared to the top-down perspective.*

The SWOT analysis was validated by the Core Group with the following 6 categories of measures identified as areas of focus:

- Planting – ideas for greening including, trees, planters, grassed areas as well as water features
- Street Furniture – ideas for addition of elements like seating, lighting, public art, covered area, play equipment etc.
- Use of public space – ideas for change of layout, reallocation of road space and use of space.
- Wayfinding – ideas related to signage and wayfinding in the Town Centre
- Walking and cycling – ideas for improving walking and cycling facilities
- Improving safety – ideas to improve safety and security

The Core Group took the theme of the six improvement types and distilled the 'long list' gathered during the WP1 events, into a 'short list'. Each member of the group took those ideas that they felt resonated with the project and would provide the most benefit within the

neighbourhood. These were then presented to the other members of the Core Group for discussions and voted on to create the 'short list' that would be taken forward to the wider public vote on measures Long list of ideas along with the comments that weren't included are provided as appendix.

## G.3 Comments on SWOT-Strategies, Strategic Goals and Options

At the third and fourth Core Group meeting, the long list of ideas were discussed and developed into a short list of ideas through dialog and voting. This short list was developed into SWOT strategies under the 6 categories and can be seen in the attached appendix.

The SWOT analysis and the strategies laid out in this document were revised in accordance.

# H. References

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# Participatory Process Documentation WP1| SOUTHEND-ON-SEA

## Looking Back and Forward!
Summarise the preparation and execution of the bottom-up participation process and the planned steps

- What were your expectations and assumptions towards Co-Identification and Co-Validation in Work Package 1 (WP1)?
- Which stakeholders and target groups have been identified?
- Which outcomes have been generated during your participatory events?
- How did you deal with data collected to be transferred?
- Which are next steps to be taken towards Co-Creation?

# Executive Summary

The intention of the approach was to reach as many people as possible to ensure all views could be gathered during the co-identification stage. This was to be gathered through a series of events that were either dedicated to the Sunrise project or where practical use events arranged by others to reach stakeholders who may otherwise be missed from a traditional approach.

The events would create a bigger awareness of the project as well as gathering ideas for what the neighbourhood would like to see in these spaces.

These events resulted in the gathering of ideas and concepts for the project to develop a long list of ideas that could be distilled through a subsequent Co-validation process and condensed into six groups of improvement types.

- Planting – ideas for greening including, trees, planters, grassed areas as well as water features
- Street Furniture – ideas for addition of elements like seating, lighting, public art, covered area, play equipment etc.
- Use of public space – ideas for change of layout, reallocation of road space and use of space.
- Wayfinding – ideas related to signage and wayfinding in the Town Centre
- Walking and cycling – ideas for improving walking and cycling facilities
- Improving safety – ideas to improve safety and security

# Table of Contents

# I. Introduction: Participatory Process Documentation

## I.1. Objectives of the Participatory Process Documentation WP1

*This template serves to reflect the summarised the results of the participation and execution of the bottom-up activities during the Co-Identification and Co-Validation phase in Work Package 1 (WP1) in each SUNRISE Action Neighbourhood (relating to Task 1.4, based on the data documented in the Co-Creation Evaluation Report (CCER)). As a conclusion, within this report, lessons learnt are captured and planned upcoming steps for participatory activities individually per Action Neighbourhood are sketched:*

- ***Reflection on the methodology, activities and results of the bottom-up participation process in WP1***
- ***Planned next steps for participatory activities leading to WP2***

## I.2 Structure of this Document

*This document is structured in three parts. It first introduces the objectives of the report and its embedment within the Co-Identification and Co-Validation phase. In a second part, it mainly reflects on the participatory activities during WP1 individually per Action Neighbourhood. Methodology and outcomes of the participatory activities performed so far are captured and evaluated. Deriving from this reflection, lessons learnt are formulated. Finally, an outlook into next steps during the Co-Creation phase is given by sketching upcoming participatory activities.*

*10. Introduction:*

*Objectives and embedment in WP1*

*11. Reflection:*

*Bottom-Up Participatory activities during WP1 – Lessons Learnt*

*12. Outlook:*

*Planned steps for the participatory activities during Co-Creation*

# J. Reflection: Participatory Process

## *Which lessons learnt can be drawn from your bottom-up participatory activities in WP1?*

### J.1. Methodological approach

*In this section, the methodological approach of the participation process during the Co-Identification and Co-Validation phase is reflected. Here, we are looking back at early expectations and aims, how participants have been or have not been reached out to and activated for the project, which tools and formats have been chosen and further factors which influenced on the dynamics of the participation process. [Content documented in the Co-Creation Evaluation Report (CCER) could especially serve as basis for this section.]*

The public at large was involved in WP1-related activities through three types of activities: Workshops, Drop-in sessions and various public events. The styles and location of the engagement event was based on the following:

- What is the aim of the event?

    General awareness – Tried to piggy back on events in the community. Events such as the SUNRISE Open Access event and SUNRISE Pop-up at Business Breakfast

    Ideas and questionnaire – Events like SUNRISE Pop-up event and Southend Italian festival were organised in the public space and attracted large numbers of people

    Development of ideas – Used repeating workshops and activities like placemaking sessions in a public and easy to access building. Ex. SUNRISE Internal Kick-off

- Who is attending?

    General public  - Public spaces (indoor or outdoor) with simple activities like post-its on maps, questionnaires with no more than 3-4 questions. Incentivise with prizes and free bees.

    Invited stakeholders – Preferable indoor location with necessary facilities like toilets, refreshments and chairs to encourage participants to engage for longer periods.

    Single stakeholder group (for example a college, a specific employer etc )- drop in sessions that allow participants a wide range of time slots and give them the opportunity to spend as little or lot of time at engagement activity.

The workshops facilitated particularly intensive interaction among the participants (10-15) and fostered the creation of trust and a sense of "ownership". However, the series of workshops proved the difficulty of finding venues and times that are convenient for the broadest possible representation of local citizens. The drop-in sessions provided a much broader range of times at which citizens could visit and interact with the SUNRISE team, thus leading to an even wider audience – this, however, proved to be extremely staff-intensive as team members had to be in attendance for long hours on several days. This was also true for the public events on-the-street with a special SUNRISE gazebo; these on-site activities achieved the widest publicity with a particularly positive cost/participation ratio. These latter events were most productive if they were combined with other events like public football screenings. For all types of involvement techniques, the degree of input was highest during interactive activities like photo-tagging with post-it notes or a stakeholder mapping exercise.

WP1 activities generated a long-list of ideas that were categorised into the following 6 groups of improvement types:

- Planting – ideas for greening including, trees, planters, grassed areas as well as water features
- Street Furniture – ideas for addition of elements like seating, lighting, public art, covered area, play equipment etc.
- Use of public space – ideas for change of layout, reallocation of road space and use of space.
- Wayfinding – ideas related to signage and wayfinding in the Town Centre
- Walking and cycling – ideas for improving walking and cycling facilities
- Improving safety – ideas to improve safety and security

As with any innovation process, the phases of problem co-identification and the co-development of solutions could not be sharply separated (this would have been unhealthily artificial anyway). Therefore, many ideas for potential concrete interventions were mentioned by citizens already during the abovementioned workshops, drop-in sessions and public on-site events. The local Core Group, however, held separate meetings in which specific proposals were gathered, developed, analysed and prioritised.

### J.1.1 Expectations and Aims

The aim of the bottom-up participatory activities was as follows:

- Create awareness and support for the SUNRISE project in Southend-on-Sea

- Contribute to stakeholder mapping and identified other schemes in the area

- Establish the SUNRISE Core Group that represents the key stakeholder groups

- Generate a list of ideas/measures that could improve the neighbourhood, particularly the stub end London Road and Victoria Circus.

*During the Kick-Off Workshop of the Co-Identification and Co-Validation phase in Malmö, Sweden, all city partners were asked to position themselves on the "Scale of Participation" between information and citizen control. How do you position yourself on this scale now after your activities in WP1? Describe your shift in practice and understanding of participation according to your methodological approach in WP1!*
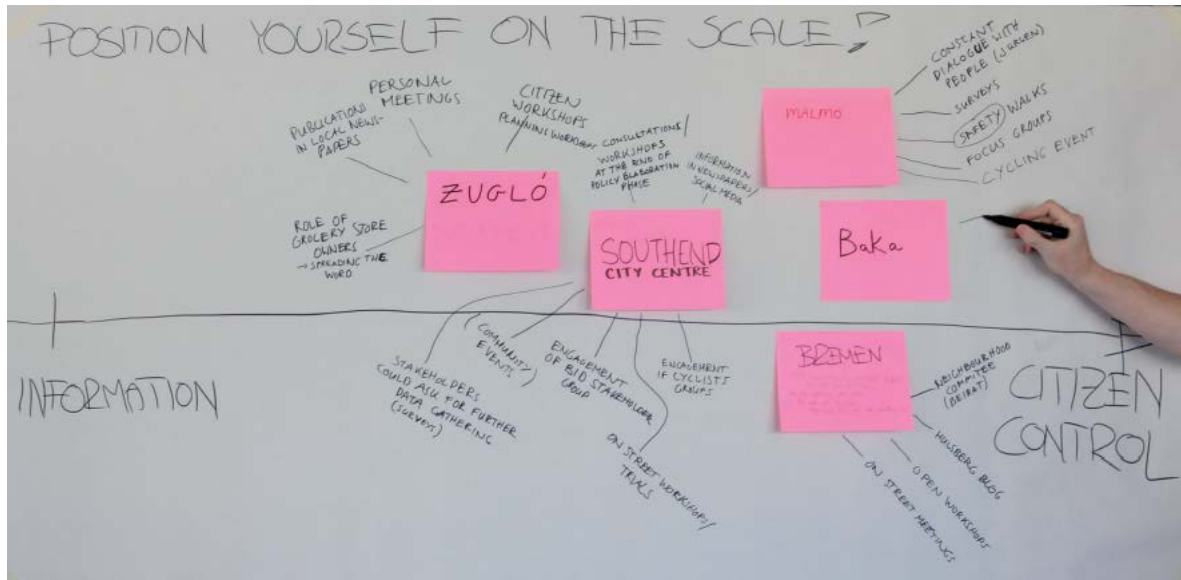


Outlined »Scale of Participation« during the SUNRISE kick-off in Malmö, May 2017 - Urbanista

Projects in the past have done extensive public consultation, however, SUNRISE has brought about a shift in the practice in the sense that we have moved from consulting, where stakeholders share opinions and comments on plans that are developed internally, to true engagement and empowerment, where in the stakeholders are leading the project in partnership with the project team. Early engagement has allowed them to contribute to the project, its scope and aims from the onset of the project helping in the creation of a feeling of ownership.

### J.1.2   Participation Promise

As a part of the 'Participation Promise', a commitment was made to all stakeholders that their time and effort towards the project will result in actual implementation of improvement measures. This is critical to the success of the co-creation process. The following commitment was made to all stakeholders at the start of WP1:

- SUNRISE will undertake an inclusive co-creation process.
- Small scale mobility solutions will be implemented through SUNRISE.
- Large scale mobility solutions for London Road (from College Way to Victoria Circus) and Victoria Circus will inform the business case for the next phase of Southend Central Area Transport Scheme (S-CATS).

### J.1.3  Process Design

The collection of ideas for the locations identified as the focus of the WP1 was collected through the Co-Creation Forum, with those ideas presented and discussed for consideration by the Core Group. The process design in Southend can be summarised in the diagram below:
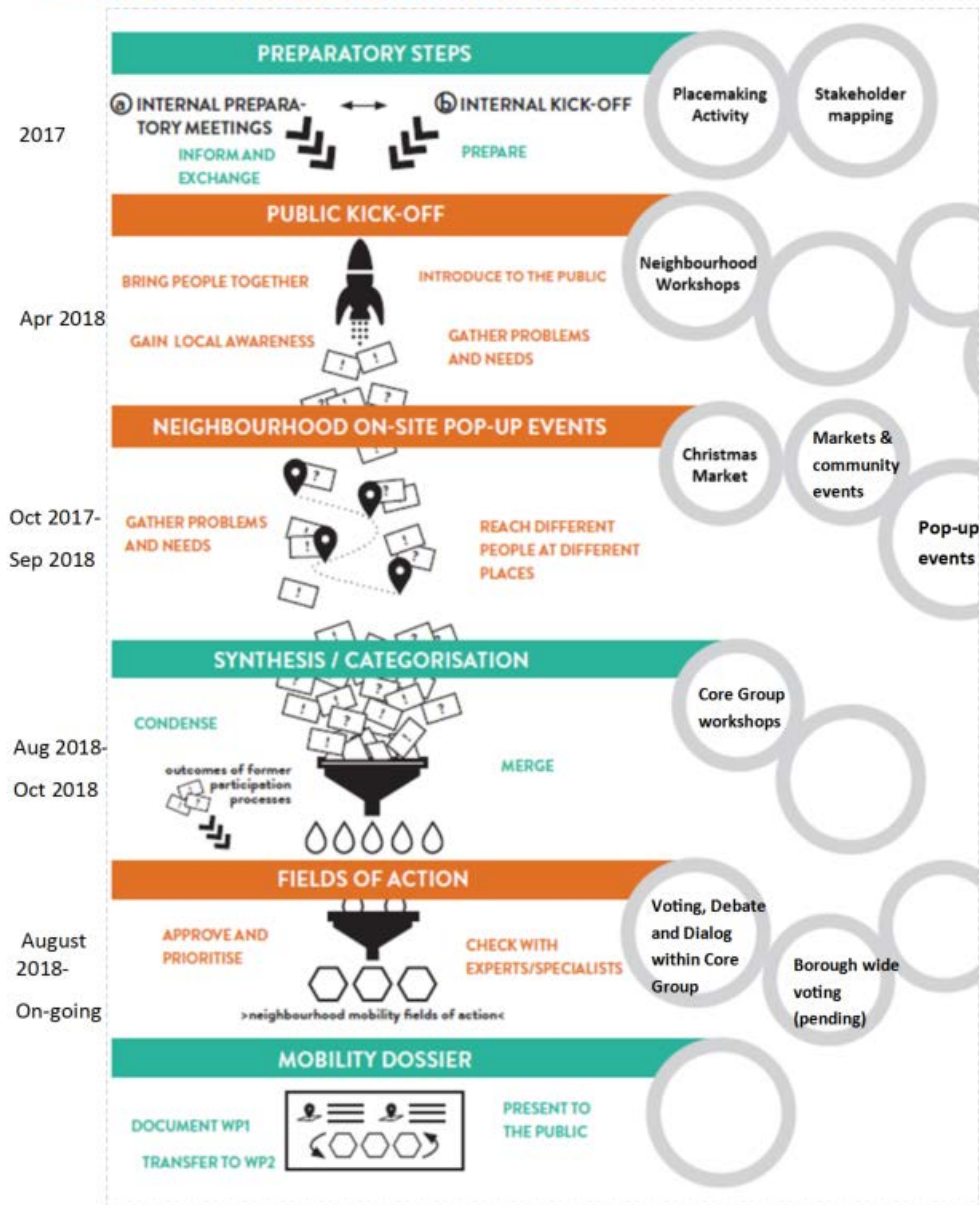


Fact Sheet WP1 Co-Identification and Co-Validation - Urbanista

### J.1.4 Target groups and participants

Internal stakeholders –The internal workshop and drop in sessions were used to identify projects in the area that can support SUNRISE, are similar or in the same neighbourhood. The internal stakeholders also kick-started the stakeholder mapping exercise that identified stakeholders under 3 categories:

- Directly impacted – stakeholders within or outside the neighbourhood who are directly impacted by the project.

- Indirectly impacted – stakeholders within or outside the neighbourhood who are indirectly impacted by the project

- Champions/supports/influences- Key groups or individuals in the neighbourhood who can champion and lead on a grassroots level.

Internal stakeholders also check feasibility, deliverability and maintenance of measures put forward by all stakeholders

External stakeholders – These include directly impacted, indirectly impacted groups and individuals and local champions that help in identifying key issues and potential measures for change.

| Directly Impacted: | Indirectly Impacted: | Champions/supports/influences: |
|---|---|---|
| Residents | The forum | Sustrans |
| Cyclists | Museum | South Essex Homes |
| Economy | Queensway development | Trust Links |
| Local restaurants and businesses | College and university | Churches |
| Taxi | Leigh Teadeus Group | HAARP |
| Pedestrians | Fire service and emergency services | One Love Chasity |
| Young people | Market stall owners | Local artists |
| Odeon cinema | | Local groups (community) |
| Victoria wards | | Local resturants and businesses |
| Shoppers and tourists | | Healthy School's Network |
| Milton ward St. Lukes | | Bike shops |
| Old peoples forum | | Branch library network |
| Minority groups | | Cycle Southend |
| | | SAVS |
| | | Ideas in Motion |
| | | Leigh and Shoebury |
| | | LCP police |
| | | Southend Sparkle |
| | | Comfy Saddle |
| | | Parent champions Milton Ward |

Table of stakeholders – (Southend Borough Council)

The following measures have been used to communicate with stakeholders

- Social media

- Emails to list of stakeholders previously involved

- Letter drops to the residents in the neighbourhood

- Banners and leaflets in key public buildings

- Merchandise like branded banners, t-shirts, free bees used to attract participants

**Lessons learnt:**

- General public- Public spaces (indoor or outdoor) with simple activities like post-its on maps, questionnaires with no more than 3-4 questions. Incentivise with prizes and free bees.

- Invited stakeholders – Preferable indoor location with necessary facilities like toilets, refreshments and chairs to encourage participants to engage for longer periods.

- Single stakeholder group (for example a college, a specific employer etc )- drop in sessions that allow participants a wide range of time slots and give them the opportunity to spend as little or lot of time at engagement activity.
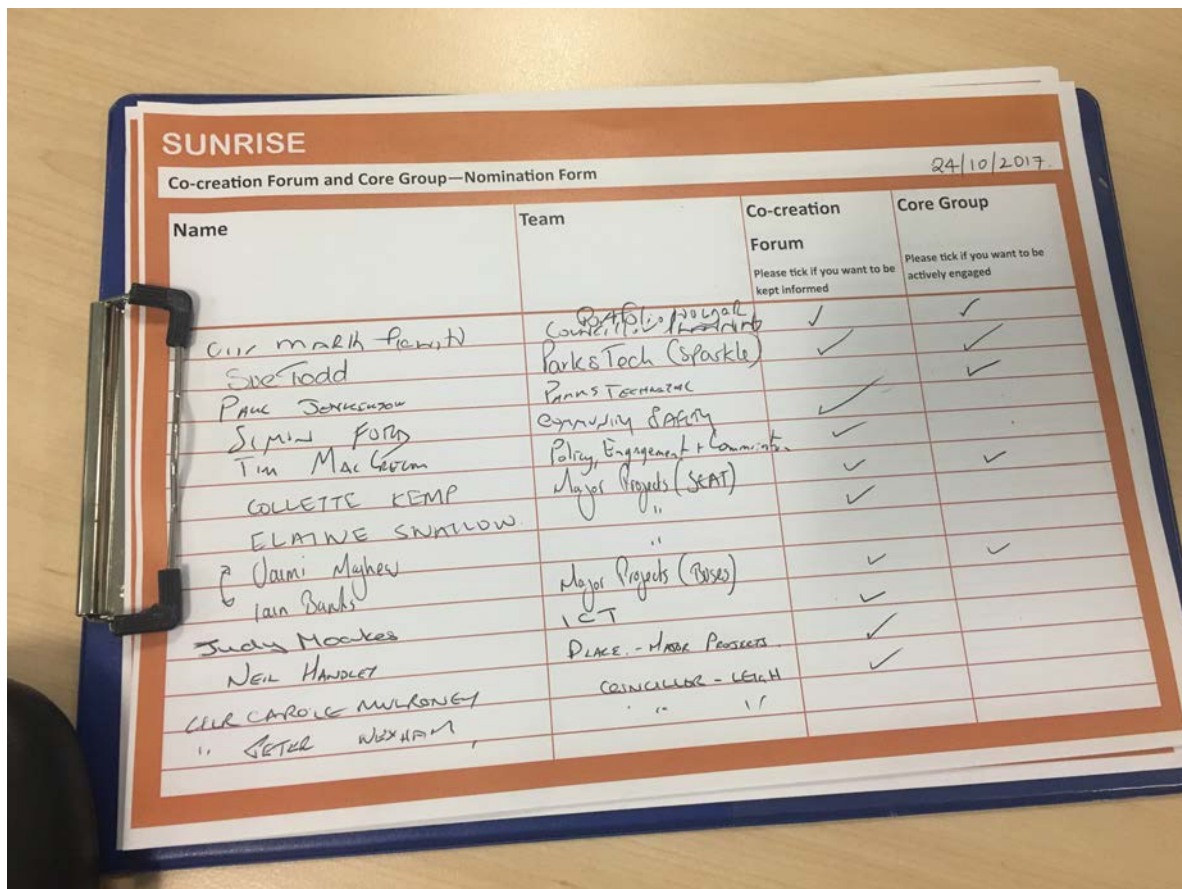
**Groups that still need to be activated:**

The shortlist will now be taken to a Borough wide voting to confirm a democratic design selection process and the final scheme will be a developed on its basis. The preferred scheme option will include elements from the 6 improvement categories described in section B.1 and the Participation Action Plan.

### J.1.5   Core Group (CG)

The Core Group was created by using a nomination form that all participants filled out during the initial events and then one person from each stakeholder group was shown to join the CG.

Core Group Nomination Form – Justin Styles

**Members of the Core Group:**

## SUNRISE CORE GROUP

| Internal Reps (6) | Local Patners (6) | Stakeholders (3) |
|---|---|---|
| Scott Dolling - Director (Culture, Tourism & Property) | Giles Tofield - Cultural Engine | Elizabeth McLachlan - Resident |
| Neil Hoskins - Interim GM Major Projects | Dawn Jeakings - BID | Jane Sealy - Resident |
| Mark Sheppard - Planning | Phil Broadbent - Sustrans | Julian - Milton Residents Association |
| | Anthony Quinn - Turning Tide/SAV | |
| Marzia Abel- Town Centre | Just Ride - TBC | Youth Council |
| Anthony Bryne - Taxi | Peter Shrimplin - Project 49 | |
| Paul Jenkinson - Parks | | |

**Work mode of the Core Group:**

The core group members were selected from names that were volunteered/nominated at previous SUNRISE workshops/events/drop-in sessions. The Core group includes 6 representatives from Southend-on-Sea Council, 6 representatives from each local partner and 3 local residents.

The Core Group meets monthly at the Forum for 2 hours to discuss a pre-determined agenda prepared by the SUNRISE team. Minutes are shared post the meeting and we have an online forum called "stickyworld"

The Core Group shall present those solutions that meet the needs and objectives of both the neighbourhood and the project, to the Project Board and the Implementation Team who will ensure that Corporate Policies are being adhered to and that the solutions are practical for the locations.

Comment from both the Project Board and the Implementation Team shall be feedback to the Core Group, who in turn will ensure this is communicated to the Co-Creation Forum to confirm that the solution is still based upon the original intentions suggested by the Co-Creation Forum. The diagram below represents the interaction between the co-creation project and the Council procedures.

The diagram below shows the interaction between the key parties on the project. The Core Group represent the wider forum and drives the project in determining how it its run, how the selection process will take place and delivers these views and measures through to the Project Board and Implementation Team. The Project Board represents the decision making process for the Council and will ensure the overall objects for the Borough are represented. The Implementation Team will check the feasibility of ideas against physical constraints and ensure the measures are practical, this will assist in gathering support for a practical solution from the Project Board.

Project Structure – Justin Styles

## J.1.6   Tools, formats, events

**Place-making activity**

Participants were split into three groups and each had a plan of the neighbourhood. They used these plans to mark mobility issues and develop potential solutions using model trees, model putty and Lego. This was the most effective tool in gathering and developing concrete ideas and helped participants get creative, involved and take ownership.

**Memory lane ice breaker exercise.**

Old photos of the neighbourhood were used to centre conversation about the identity of the neighbourhood

This was a useful ice breaker for participants.

**Stakeholder mapping**

Participants engaged in the stakeholder mapping process by identifying individuals and groups who are – directed impacted, indirectly impacted and/or can support the project as champions and influencers

**Questionnaires**

The second Core Group meeting focussed on a discussion around the identity of the neighbourhood. A clear vision for the Town Centre would help in co-selecting solutions that help achieve the overall vision.

To this end, we developed a questionnaire for the SUNRISE project that ties in with a questionnaire survey being conducted Borough wide by the Southend 2050 project.

This was useful in gathering information during the co-identification phase when gathering views from stakeholders that could be shared between projects. The SUNRISE team often weaved these questions into conversations when participants were keen on writing.

What do you like most about this space?

What will make you want to live, shop, work, do business, spend leisure time here in the future?

What would a great day out in the Town Centre look like for you?

Who might need to be involved to help create your ideal Southend-on-Sea of the future?

Questionnaire (Southend Borough Council)

## J.2. Outcomes and Transfer

*In this section, the methodological approach is reflected and potentials as well as challenges for next steps are drawn.*

### J.2.1   Results

The following were the most important outcome of WP1:

- setting up of the Core Group
- Collection of a shopping list of measures

All measures as well procedures that are to be used for the project have been developed by the Core Group and hence a true bottom-up approach is being followed for the project.

### J.2.2   Potentials and challenges

|   | Potentials | Challenges |
|---|---|---|
| 1 | Members of the Core Group to lead on future engagement with support from the SUNRISE team. | May require some training for members of the neighbourhood |
| 2 | Setting up a community resource like a newsletter that would keep everyone updated, especially during the implementation phase. | Requires additional time and resource for editing that may not be possible to be provided by the Council without the employment of a dedicated resource. |

### J.2.3   Data collection and transfer

*How do you collect data generated during bottom-up participatory activities so far? How is the data collected evaluated and transferred into next steps for Co-Creation?*

All events and meetings are recorded with minutes and photographs. This information is then summarised and presented at the next meeting for discussions. When needed design plans are produced to visualise the ideas put forward.

# K. Outlook: Next Steps of Participatory Activities towards Co-Creation!

Due to the strategic importance and location of the neighbourhood, there is a need to allow everyone in the neighbourhood to view and comment on the short listed ideas.

| Borough Wide Voting Jan/Feb 2019 | |
|---|---|
| Target Audience | Everyone in the Borough |
| Objective | The Shortlist of ideas will be taken to a Borough wide voting to confirm a democratic design selection process and the final scheme will be a developed on its basis. The preferred scheme option will include elements from the 6 improvement categories described below:<br><br>• Planting – ideas for greening including, trees, planters, grassed areas as well as water features<br><br>• Street Furniture – ideas for addition of elements like seating, lighting, public art, covered area, play equipment etc.<br><br>• Use of public space – ideas for change of layout, reallocation of road space and use of space.<br><br>• Wayfinding – ideas related to signage and wayfinding in the Town Centre<br><br>• Walking and cycling – ideas for improving walking and cycling facilities<br><br>• Improving safety – ideas to improve safety and security |
| Material required | Promotional materials – flyers, pop-up banners, online adverts<br>Voting materials – Polling cards<br>Temporary polling station- SUNRISE gazebo and merchandise<br>Participation incentive – prizes |

| Location/Venue | Online – SUNRISE website, social media, Southend Council website, Council stakeholder list, partner organisation email Contacts<br>Polling stations – The forum, Victoria Shopping mall, the Civic Centre, trains station, museum and other locations based on previous activity. |
|---|---|
| Organisational Responsibility | Southend SUNRISE team with support from the Core Group |
| Partner Organisations | The BID will help in promoting the event |

<br>

| Core Group meeting DTBC | |
|---|---|
| Target Audience | SUNRISE Core Group |
| Objective & short description | Evaluating the results of the Borough wide voting to assess:<br>• Level of engagement – need for additional promotion<br>• Results of the polling<br>• Revisions required to be made to the shortlist |
| Material required | Voting results and response rate |
| Location/Venue | Forum (public library) |
| Organisational Responsibility | Southend SUNRISE team |
| Partner Organisations | |

# L.  References

*In this section, the titles of the considered studies and the datasets used will be documented.*

N/A

# D.1.1 SWOT REPORT | THESSALONIKI, NEO RYSIO

## SWOT Analysis and Status-Quo Description + Participatory Process Documentation

| City: | Neo Rysio, Thessaloniki |
|---|---|
| Reporting Period: | February 2019 |
| | |
| Responsible Author(s): | Chrysa Vizmpa |
| | |
| Responsible Co-Author(s): | |
| | |
| Date: | February 2019 |
| Status: | Final |
| Dissemination level: | Confidential |

# SWOT Analysis
# and Status-Quo Description
# | THESSALONIKI, NEO RYSIO

## Find first options for action in your neighbourhood and check the conditions for their implementation!

- Collect all relevant data for your neighbourhood
- Have a closer look at strength, weaknesses, opportunities and threats
- Find »Corridors of Options«
- Do a »Bottom-up review«
- Get a set of thoughtful options for actions that will be developed further in WP2

# Executive Summary

*1 page*

*A brief summary of key findings of the SWOT analysis and the identified options for action and challenges of the SUNRISE project*

The SWOT analysis and status quo description for TheTA resulted after some months of literally review, many discussions and conversations with the local community, residents and stakeholders and an extended survey on users needs and problems they face daily concerning mobility.

Neo Rysio, is a small in terms of population area but with big potential concerning mobility. Residents seem to be really aware of the situation and the problems they face and often they know what are the real solutions needed for these mobility gaps and problems.

The SWOT analysis indicated important weaknesses concerning public transport coverage, misuse of public space, accessibility and road safety issues but also important strengths and potentials of the community as the bicycle path, car sharing and the dynamic and people focused neighborhood. Issues of raising awareness consciousness are considered of outmost important

The results of SWOT analysis and status quo description were validated by the core group members.

# Table of Contents

# A. Introduction: Frame and Method

## A.1 Objective and the Frame of the SWOT Analysis and Status-Quo Description



Figure 1: Process of the SWOT Analysis & Status-quo Description in the SUNRISE project (Source: TUW/urbanista)

### *THE OBJECTIVE OF THE SWOT ANALYSIS & STATUS - QUO DESCRIPTION*

*The SWOT Analysis and Status-quo Description (Task 1.5) is an important part of the first SUNRISE work package. Its main objective is to find a set of thoughtful options for action for your neighbourhood, based on status-quo data, an analysis of strength and weaknesses of the neighbourhood as well as influencing external factors and a bottom up reflection with citizens and stakeholders. The SWOT analysis and the summarised top-down description of the status-quo support the Action Neighbourhoods to conduct a revision of the local situation.*

### *WHY VALIDATING THE SWOT ANALYSIS PUBLICALLY?*

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments as well to approve planned actions, all relevant stakeholders and institutions in the Action Neighbourhood must be included in the elaboration of this local mobility analysis (Task 1.6). Therefore, the SWOT analysis and top-down description will be discussed and validated via co-creation activities (e.g. the Neighbourhood Learning Retreat) along the co-creation phase (part F in this template). This revised SWOT analysis with the corresponding "corridors of action" and the summarised description will be part of the SWOT Brochure (D1.1).*

## STEPS OF THE SWOT ANALYSIS AND STATUS-QUO DESCRIPTION

**17) Top-down status-quo Description (should be done in Task 4.2)**
> Collection of secondary data
> Description of the mobility related status quo (including quantitative facts and figures & taking into account important overarching documents like SUMP, the case history
> helps the action neighbourhoods to conduct a revision of the local situation

**18) Development of a SWOT Analysis**
> based upon the status-quo data gathered
> **a) thinking of internal strength and weaknesses**
> **b) thinking of external opportunities and threats**
> **c) highlighting the main opportunities and challenges to be addressed within SUNRISE**
> **d) derive strategies**

**19) Finding »Corridors of Options«**
> The strategies deriving from the SWOT:
> listing of various options for action, contextualised with information about potential financial, legal, technical

**20) Bottom-up Validation**
> Validation and Rethinking of the results deriving from the SWOT analysis and status-quo description by the public via participatory activities
> Forming a common ground for developing options for actions
> the bottom-up validation is part of the Neighbourhood Learning Retreat (NLR)

## FORM AND SUPPORT FOR THIS TEMPLATE

The deliverable this template and the »WP1-Participatory Process Documentation Template« serve for is called »Report including SWOT Results and Status-Quo Description of the Action Neighbourhood (D1.1)«. In the DoA the term »brochure« is still used but was changed during the process as the term »brochure« was misleading.

**For internal reviews, the report should be sent by the city partners to urbanista as a first draft March 16th and a final version April 6th, 2018. Urbanista and TU Vienna are happy to help you with further assistance during your development of the SWOT analysis.**

## STRUCTURE OF THIS DOCUMENT

This template includes:

* **Introduction to the method and its objective in SUNRISE (Part A)**
* **The top-down Status quo Description (Part B)**
* **Collecting Internal and External factors (Part C)**
* **Main Challenges and Opportunities (D)**
* **The SWOT Analysis (Part E)**
* **The »Corridor of Options« (Part F)**
* **The bottom-up reflective approach (Part G)**

## A.2 Steps for the "Report including SWOT Results and Status-Quo Description of the Action Neighbourhood" (D1.1)



Figure 2: Steps for the "Report including SWOT results and status-quo description of the action neighbourhood" (D1.1) (Source: TUW/urbanista)

### STEPS FOR THE SWOT BROCHURE

**1. Summarised top-down description of the neighbourhood**

**2. SWOT analysis including main challenges opportunities and strategies**

**3. Finding »Corridor of options«**

**4. Discussion and Validation of points 1, 2, 3, 4 during via co-creation activities**

**5. Summarising of the execution and the results of the co-creation process for the co-identification phase**

**6. Description of the planned next steps for the co-creation process within the action neighbourhoods**

**8. Gathering all results from step 1 to 7 in the document "Report including SWOT results and status-quo description of the action neighbourhoods"**

## ORGANISATIONAL EMBEDDING TOWARDS A SWOT REPORT (D.1)

*The »SWOT Analysis and Status-quo Description« is one part of the Deliverable D1.1 »Report including SWOT results and status-quo description of the action neighbourhoods«, due in month 12 (May 2018). The second part, is a summary of the results of the participatory process in WP1 so far as well as an outline of the planned upcoming steps for the participatory process within each Action Neighbourhood (Task 1.4). The »WP1 Participatory Process Documentation Template« will easily guide you to document the required content. Additionally, the »Process Documentation Form« of the »Co-Creation Evaluation Report« (CCER) will help you here. The report finally functions as background document and »reference guide« for all following steps within the co-identification phase and also the ensuing co-development phase (WP2).*

# A.3 Method for SWOT Analysis



Figure 3: SWOT matrix (according to Becker, J. 1998: Marketing-Konzeption. München: 103)

## WHAT IS A SWOT ANALYSIS / WHY DOING A SWOT ANALYSIS IN SUNRISE?

*Originally, a SWOT analysis is a method for auditing an organization and its environment. Within SUNRISE we are using it for checking the conditions for the implementation of sustainable mobility solutions.*

*The SWOT analysis is a verbal-argumentative method for the identification and assessment of key factors influencing the achievement of the project goals in relation to the object of investigation, e.g. a neighbourhood. The advantage of a SWOT is the systematization of the factors influencing the outcome of the SUNRISE project at an early stage. An important prerequisite for the implementation of the SWOT analysis is the clear formulation of an objective. The influencing factors are classified in a matrix with the following four categories: Strengths, Weaknesses, Opportunities and Threats (or risks).*

- **STRENGTHS** *are the useful features of the system for the goal achievement.*
- **WEAKNESSES** *are characteristics of the system, which are dangerous for the goal fulfilment.*
- **OPPORTUNITIES** *are useful external conditions for the goal achievement.*
- **THREATS** *are external conditions, which are dangerous for the goal fulfilment.*

## HOW TO DO A SWOT ANALYSIS?

*Strengths and weaknesses are so-called internal factors or characteristics of the neighbourhood which can be influenced by an actor, in this case by the city partners themselves, and are within their sphere of responsibility. Opportunities and risks, on the other hand, are external factors and also referred to as environmental factors. They cannot be directly influenced by city partners or actors of the neighbourhood and must therefore be observed and anticipated as early as possible. In some instances, it is challenging to determine which factor is internal or external, meaning influenceable or not by the actors. A structured look at the obstacles and hindrances as well as at the potential of sustainable mobility in the city region is helpful.*

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | Strengths | Weaknesses |
| EXTERNAL FACTORS | Opportunities | The "**SO Strategy**" is designed to make use of strengths to take advantage of existing opportunities. | The "**OW Strategy**", the opportunities are used to reduce existing weaknesses. |
| | Threats | The "**ST Strategy**" uses strengths for avoiding existing dangers. | The **"WT Strategy"** can be used to minimize weaknesses and avoid dangers |

Figure 4: SWOT strategies (Source: TUW/urbanista)

*After the systematization has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strenghts-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing opportunities. In contrast, the Strength-Threats-Strategy (ST Strategy) uses strengths for avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the*

*case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can be used to minimize weaknesses and avoid dangers (Translation from German into English: TUW based on: Fürst, D. & Scholles, F. 2008: Handbuch Theorien und Methoden der Raum- und Umweltplanung. Dortmund: 503ff).*

# HOW TO DO THE SWOT

**① KEEP THE GOAL IN MIND**

- Essential for the SWOT analysis is setting a clear goal beforehand
- For SUNRISE this would be »Sustainable Mobility« to find a first set of sustainable mobility solutions that will be further developed in WP2
- Always keep that in mind during the next steps

**② COLLECT THE INTERNAL FACTORS**

Characteristics of the neighbourhood that can be influenced by the local actors (municipality) on their own and are inside their own sphere of responsibility. Internal factors / characteristics can be: motorisation rate, existing public transport, active modes, travel behaviour...

STRENGHT

- Characteristics of the neighbourhood that are useful for achieving the goal

WEAKNESSES

- Characteristics of the neighbourhood that are harmful for achieving the goal

**③ COLLECT THE EXTERNAL FACTORS**

External factors are factors, that can't be influenced by the local actors (municipality). External factors can be national and global trends, planning, frameworks, policies...

Opportunities

- External factors + their possible effects on the neighbourhood that are useful for achieving the goal

Threats

- External factors + their possible effects on the neighbourhood that are harmful for achieving the goal

**④ DEVELOP STRATEGIES**

New helpful strategies for achieving the project goals can be derived!

- More strenght then weaknesses?

    Strength-Opportunities-Strategy (SO Strategy)
    Make use of the strength to take advantage of existing opportunities.

    Strength-Threats-Strategy (ST Strategy)
    Use strength for avoiding existing dangers.

- More weaknesses then strength?

    Opportunity-Weakness-Strategy (OW Strategy)
    Use opportunities to reduce existing weaknesses.

- Neither strength nor opportunities exist?

    Weakness-Threat-Strategy (WT Strategy)
    Minimize weaknesses and avoid dangers.

**⑤ LOOK FOR CORRIDORS OF OPTION**

By identifying potential constraints and implication the »Corridors of options« are supposed to help finding a spectrum of realistic options.
Constraints and implications can be potential financial, legal, technical etc. (Can be drawn from the status quo descriptions and former steps of the SWOT)

**⑥ DO A BOTTOM-UP VALIDATION**

By the public via participatory activities as part of the Neighbourhood Learning Retreat (NLR)

---

**STRENGHT**
- Very well working bike sharing-system (b)
- Part of the bus fleet is already electrically driven (a)
- one ticket solution for sharing systems and public transport ...

**WEAKNESSES**
- poor railbound (only 20 percent of residents have access)
- poor airquality / high pollution level of NOx and pm (c)
- low cycling's share of the modal split ...

**OPPORTUNITIES**
- ongoing electrification: good conditions for continuing/ change (a)
- mobility as a service: reducing the number of cars (c)
- SUMP: new reduced number the required number of car parks per accommodation unit ...

**THREATS**
- ongoing urbanisation: lack of appartements with good connection to public transport (b)
- growing e-commerce: growing traffic through delivery
- increase of extreme weather events threats the more complex infrastructure

**SO Strategies**
(a) Provide the whole bus fleet with electric motors.
- ...

**ST Strategies**
(b) Expand the existing bike sharing system in term of range and electro motors.
- ...

**OW Strategies**
(c) Expanding mobility as a service offers to reduce numbers of cars and emissions.
- ...

(a) Provide the whole bus fleet with electric motors.
- extra funds must be aquired
- charing infrastructure must be provided
- parking regulation must be renewed...
(b) ...

# B. Status quo Description

## B.1 The general Situation of the Neighbourhood

The neighbourhood of Neo Rysio is located in the Municipality of Thermi, about 20 kilometres from the city centre of the Municipality of Thessaloniki. The municipality of Thermi constitutes of three municipal districts, Mikra, Thermi and Vasilika

The municipality of Thermi has an area of 382.106 square kilometres, the municipal unit of Thermi has an area of 100.943 square kilometres. Neo Rysio is a village and a community of Thermi municipality and Thermi municipal unit.

Pictures from Neo Rysio (source TheTA)

With a population of 2,952 inhabitants (2011 Census), Neo Rysio consists primarily of residential areas with local commercial activity and it has a strong functional relationship with the urban core of the municipality of Thermi, as well as the centre of Thessaloniki, in terms of administrative, economic, health, educational, and other lifestyle-related activities. The 15,000 square kilometres area has undergone a noteworthy population increase of 65 percent, during the decade 2001 until 2011, which is indicative of the dynamics and the people-focused potential of this neighbourhood. It should be noted though that around 57 percent of the population is economically non-active, and that unemployment in Neo Rysio is a bit higher than 14 percent. Additionally, according to the latest Census, around 25 percent of the population is less than 20 years old, while the respective share of the elderly (older than 60 years) is around 20 percent. Emphasis should be given to new residents that are developing new mobility habits and therefore are more receptive to new sustainable travel choices. Finally, in Neo Rysio there is a high degree of sense of belonging and cultural linkage that dates back to the historical roots of Neo Rysio as a refuge of relocated Greek populations during the 1920s.

## B.2 Description of the Mobility Issues in the Neighbourhood

*This section should give a briefly description of the specific mobility issues in the neighbourhood.*

The two main streets Constantinoupoleos and Metamorphoseos are crossing Neo Rysio and are part of District 30 connecting the provincial road to Perea with Basilica village. These streets also offer a direct connection to the National Road of Thessaloniki (Nea Moudania), through the interchange of Neo Rysio. For these reasons roads suffer from heavy traffic as these routes also form the shortest paths to the aforementioned areas. Two signs at the entrances of the settlement prevent vehicles to reduce speed to 40kms/hour. Several uses (shopping, dining, and recreation) have evolved along the area attracting traffic and resulting in significant pedestrian movements. The responsibility for

the maintenance of District 30 belongs to the Region of Central Macedonia and not the Municipality.
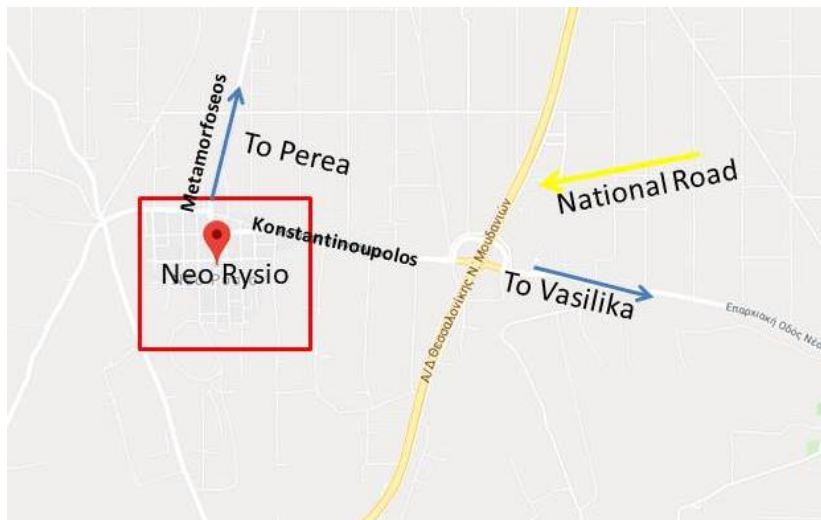


Overview of the main streets crossing the settlement

Moreover particular problems are created as a result of parked vehicles at the corners of intersections with the local vertical roads making visibility hard for drivers in many cases.

Additionally, there is no satisfactory length and width of sidewalks along the main street Konstantinoupoleos which poses significant problems to pedestrians. Vehicles parking at the intersections of the junctions also create conditions of reduced road safety. A major problem is encountered by pedestrians with wheelchairs and parents with children's pushchairs.

An issue of utmost importance is also the accessibility to crucial infrastructures with a special view to schools. These areas gather many trips in the same time period and for a very short duration. The trips are made by different transport modes, including cars, buses, bicycles and pedestrians. In most of the cases the infrastructure is not appropriate and the accessibility is limited creating safety issues for the users.

Public transport coverage is limited despite the fact that Neo Rysio is very close in terms of distance to the interchange station of IKEA. Moreover citizens don't have a direct connection to the centre of their municipality in Thermi except by municipal transport which is also limited as well as intramunicipal connections.

The area is included in the Strategic SUMP for the metropolitan area of Thessaloniki, while the operational local SUMP for the Municipality was concluded in 2016. Public transport coverage, parking issues and other cases of misuse of public space, the lack of a central square or playgrounds and appropriate infrastructure for children' and familys'  recreation activities are some of the problems that have been indicated.
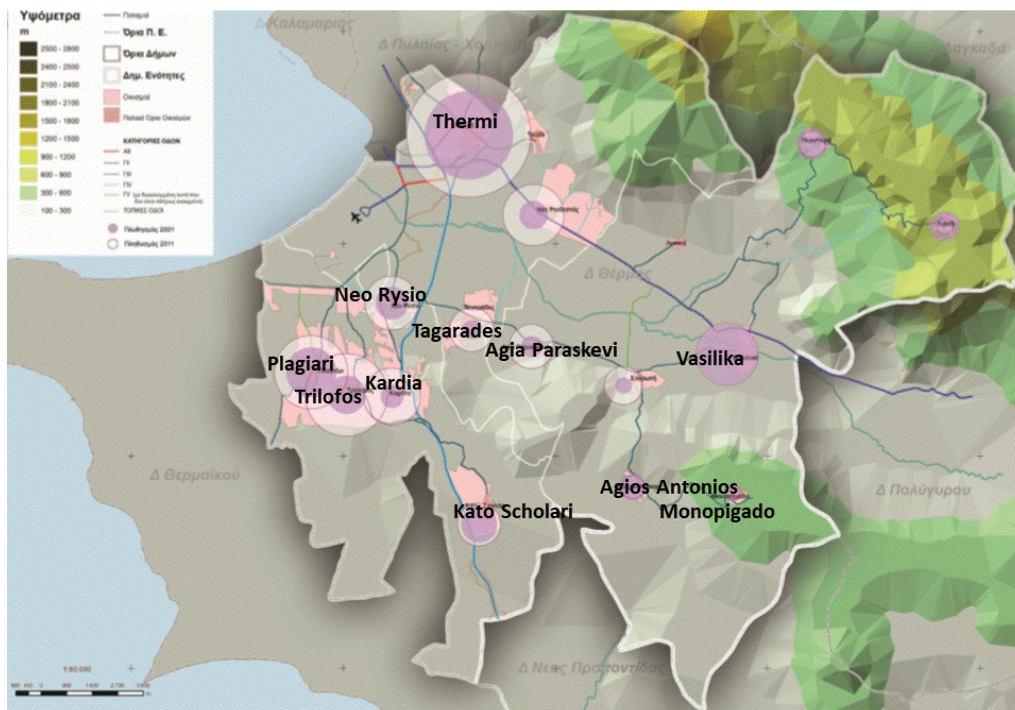
Municipality of Thermi and its main settlements

## B.3 Objectives of the Neighbourhood in the SUNRISE Project

Car is the dominant transport mode in the neighbourhood of Neo Rysio in the Municipality of Thermi (Thessaloniki, GR) and the SUNRISE intervention aims at triggering a paradigm change in the neighbourhood, based on a co-creative decision making process, as well as modal split change in favour of sustainable and shared mobility solutions. TheTA, in close cooperation with a number of relevant local stakeholders, will manage the planning, implementation, monitoring and evaluation of the SUNRISE co-creative process, by using traditional and innovative participatory processes, aiming at the enhancement of public transport, the introduction of information technology and shared economy based solutions to improve sustainable mobility, as well as the reallocation of public space through the implementation of relevant small scale mobility infrastructure.

# C. Collecting internal and external factors

## C.1 Description of internal factors

**By internal factors characteristics of the neighbourhood are described that can be influenced by the local actors (municipality) on their own and are inside their own sphere of responsibility.**

**Feel free to any graphics or plans here to complement the text.**
**Transport Demand and Supply**

*This section describes briefly internal factors regarding the transport demand and supply in the neighbourhood (especially motorisation rate, existing public transport, active modes and shared-mobility, including congestion both on the road as well as in public transport).*

### Car dominance in Neo Rysio

Neo Rysio is a car dominant area. Even there are no recent counts for modal split it is estimated that the biggest percentage of economically active citizens commute to Thessaloniki and Thermi using their private cars. Many people use car sharing in order to facilitate their everyday trips to and from work but in unofficial manner.

A big "burden" for citizens is the high percentage of through traffic trips from heavy and conventional vehicles that is estimated to be 80 percent of the total traffic loads observed in the three main streets Konstantinoupoleos, Metamorfoesos and Ethnikis Antistaseos. Except from traffic safety issues caused by these trips, $CO_2$ emissions and environmental consequences are considered a major problem for residents.

### Public transport coverage

Public transport exists, but with reduced frequencies, with 20 trips per day connecting Neo Rysio with the terminal station of IKEA. IKEA is at the eastern part of Thessaloniki conurbation and constitutes the major terminal of the city with many lines connecting the eastern municipalities of the Regional Unity of Thessaloniki to the city center and the western municipalities. Unfortunately there is no direct connection with the Municipality of Thermi despite the fact that it is in close distance to Neo Rysio.

Bus lines crossing Neo Rysio (source: http://oasth.gr/)

| 1/1/2017-31/12/2017 | | | |
|---|---|---|---|
| **Bus Line** | **Name** | **Passengers** | **Occupancy** |
| **87A** | Neo Rysio-Vasilika | | 20,53% |
| **87M** | IKEA - Vasilika - Neo Rysio - Agios Antonis - Monopigado | 12.013 | 22,02% |
| **87N** | IKEA - Vasilika - Neo Rysio - Agios Antonis | 19.383 | 18,24% |
| **87R** | IKEA - Vasilika- Neo Rysio - Tagarades | 78.011 | 30,98% |
| **87T** | IKEA - Vasilika - Neo Rysio - Tagarads - Agios Antonios | 856 | 23,52% |
| | **Total** | 110.263 | 19,22% |

Overview of Neo Rysio and the route of bus lines crossing the settlement

Length of bus lines crossing Neo Rysio (source: TheTA

| 1/1/2017-31/12/2017 | | | |
|---|---|---|---|
| **Bus Line** | **Name** | **Length to destination** | **Length to origin** |
| **87A** | Neo Rysio-Vasilika | 21160,880 | 21817,63 |
| **87M** | IKEA - Vasilika - Neo Rysio - Agios Antonis - Monopigado | 40900,780 | 41567,58 |
| **87N** | IKEA - Vasilika - Neo Rysio - Agios Antonis | 30100,930 | 30839,65 |
| **87R** | IKEA - Vasilika- Neo Rysio - Tagarades | 22387,220 | 23096,96 |
| **87T** | IKEA - Vasilika - Neo Rysio - Tagarads - Agios Antonios | 31245,070 | |
| | **Total** | 145.794,88 | 117321,82 |

## Municipal bus lines

On the other hand there are two municipal bus lines that serve intermunicipal connections to Thermi and the other settlements of the municipality with a total of eight routes operating daily and serving Neo Rysio.

## Bicycle path

There is a bicycle path connecting Metamorfoseos Street to the secondary School passing through the local municipal athletic center, the football court and other athletic sports facilities. There are gaps in some parts of the cycle corridor. The bicycle path is used by young people especially students to reach their school and the aforementioned leisure activities.

### Actual Travel Behaviour and Modal Split

*In this section, the actual travel behaviours in the neighbourhood, with particular regard to the current modal split are described.*

### Road network

The settlement of Neo Rysio is connected with Thessaloniki and the road network of the wider region through two provincial road (PR) axes PR 30 and PR 27, and one National Road (NR) (NR 67). PR 30 passes through the settlement of N. Rysio and causes road safety problems, noise and pollution due to the high traffic load and especially heavy vehicles. The General Urban Plan of the Municipality of Thermi proposes to bypass the settlement, which is expected to alleviate this problem. In the traffic study of 2004 that was updated in 2014 it was proposed to place appropriate warning signs, as well as to make special configurations at the entrances of the settlement to indicate the entrance to a residential area.

The main road network of the settlement of Neo Rysio consists of three streets: Metamorphoseos, Constantinoupoleos and Ethnikis Antistaseos, carrying high traffic loads. Metamorphoseos and Constantinoupoleos face major problems due to parked vehicles. Even without recent measurements but according to the SUMP concluded in 2016 for Thermi Municipality it is estimated that through-traffic is approaching 80 percent of the total traffic load moving on the three above-mentioned main routes.



Basic road network and traffic flows (source: SUMP of Thermi Municiplaity)

## Pedestrian flows

In the case of pedestrian flows, most roads have sidewalks, but the width in most cases is insufficient for comfortable pedestrian walking. An additional problem for pedestrian flows is generated by the vertical signposts placed on low poles. Traffic arrangements were proposed in the traffic study in order to create an important pedestrian area in the settlement, linking the main shopping streets of Konstantinoupoleos with the church and the park.

The bicycle path from the exit of the settlement on Metamorphoseos Street to the 2nd high school, before the junction with PR 27, is used especially from youngsters. Gaps have been realised in some parts of the cycle track.

Traffic calming measures for reducing vehicles speed have been placed on Ethnikis Antistaseos Street, but most of them are damaged.
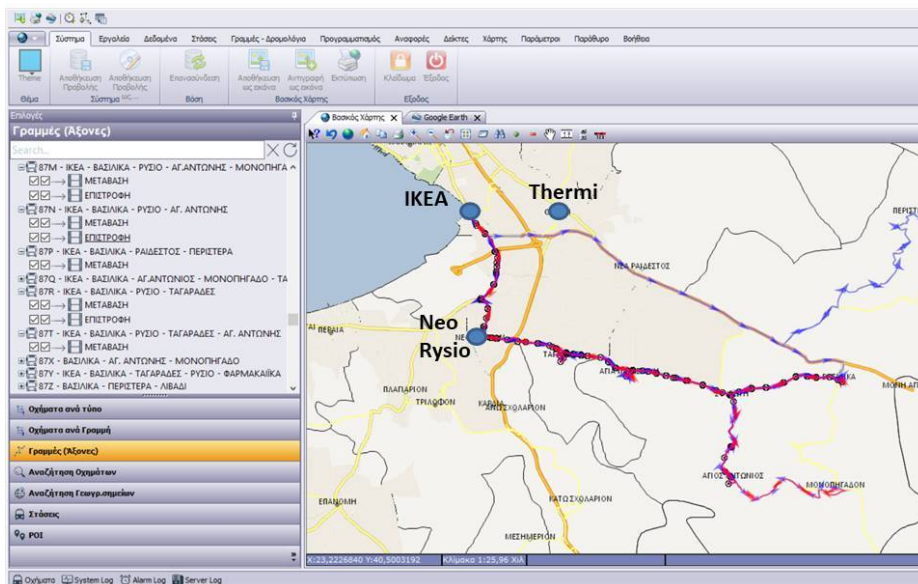


Overview of the telematics interface showing the routes following the buses from IKEA crossing Neo Rysio

### Use of Public Spaces

*This section describes the use of public spaces, including for instance the parking situation in the neighbourhood (in particular short- and long-term parking behaviour), the amount of people spending time outdoors (different age groups, different group sizes, different activities), quality and appropriation of public space etc.*

## Parking problems

The settlement faces parking problems in the main streets especially at Metamorphoseos between the entrance of the settlement and Karavangeli Street. Most of the vehicles are parked off the street and others are parking on the sidewalks. It is estimated that in several cases parking spaces have been converted into yards. On roads where pavements are

narrow and there is parking on the street, no particular problems arise due to reduced traffic load.

## Sidewalks

Sidewalks in Neo Rysio are not blind friendly and ramps are missing for the disabled or women carrying push carts.

## Lack of a central square and recreations public spaces

A significant shortage of the village is the lack of a central square that could play the role of a gathering and entertainment point for residents. Moreover in the southern part of the village and very close to the cultural centre, the primary school and the kindergarten, there is a large green/forest area with opportunities for recreation and other activities that are still untapped.

There are sports grounds, an athletic centre, and the folklore centre which gathers a big number of youngsters and students during the afternoon as well as a cultural center with many classes and lessons taught to the young community of the settlement.

The centre for elderly is an important meeting area for elderly people, especially men.

There are also two playgrounds for smaller ages kids.



Playground in Neo Rysio (source: Googlemaps)

Forest area near primary school and kindergarten (source: TheTA)

## C.2    Description of external factors

**External factors are factors like trends and policies that can't be influenced by the local actors (municipality).**

*In addition to presenting the current situation in the neighbourhood, national and global trends (e.g. demographic change, population growth, changes in values, developments in the labour market, etc.) as well as planning frameworks and policies (e.g. urban development plan, national or EU environmental directives, etc.) must be considered for the SWOT analysis.*

### Mobility-relevant Trends

*This section describes the mobility-relevant national and global trends and their possible effects on the neighbourhood.*

- **Replacement of Public transport bus fleet**

The engine of the vehicles that operating in bus line No 87 to and from Neo Rysio have old and outdated technology (euro 3), when new vehicles manufactured currently have euro 6 technology. Also, most of the buses dedicated to bus line 87 have been produced in 2003, meaning that they have been operating for more than 15 years now. At this stage, the respective Ministry for Transport intends to proceed with the procurement and purchase of new bus fleet for Athens and Thessaloniki Regional Unities in the areas of responsibility of Athens Urban Transport Organisation (OASA) and Transport Authority of Thessaloniki SA (TheTA) respectively. In a recent proposal from TheTA to the Ministry 170 buses where proposed for purchase, 120-140 of them with diesel (Euro 5 or Euro 6) or hybrid technology and 30-50 with CNG gas.

Moreover it is estimated that this new bus fleet will improve the quality of bus services offered in the Regional Unity including increasing of bus frequency in areas where current services are low.

- **Existance of informal shared mobility solutions**

Economic crisis in Greece and Europe resulted to new ways of shared mobility solutions like car sharing and car pooling systems. As the majority of permanent residents commute daily to Thessaloniki, Thermi or other nearby areas and public transport doesn't seem to serve them in a satisfactory manner, they have unofficially defined specific meeting points in the entrance of the settlement where they leave their vehicles and use car sharing.This trend doesn't lead to a significant reduction of individual motorised traffic but constitutes a first mentality change and shift of some people to shared mobility solutions.

- **Cycling**

Cycling starts being a trend also in Greece growing more and more not only as a way for recreation and exercise way but also as new everyday lifestyle for multipurposes including commuting

*Mobility-relevant Policies and Plans*

*This section describes the mobility-relevant planning and political framework conditions and their possible effects on the neighbourhood.*

- **SUMP**

The Municipality of Thermi concluded its first SUMP in 2016 which was approved by the Council Members. The SUMP interventions referred to the whole municipality including all its settlements and with specific proposals for Neo Rysio. The main measures proposed are:

- Construction and widening of pavements
- Improvements in pedestrian crossings
- Accessibility for people with physical disabilities
- Bike parking and bike sharing systems
- Improvements of illegal parking policing
- Improvements on bus routes, bus connections and frequencies
- New public transport connections
- Upgrading of bus stops and bus shelters
- Information / awareness raising of target groups for sustainable mobility
- Targeted promotion of alternative modes of transport
- Information on non-motorized mobility
- New technologies in mobility management
- Construction of a bypass of N. Rysio settlement
- Improvements in road infrastructure
- Traffic regulations on vertical axes to Konstantinoupoleos
- Institutional arrangements and legislative modifications for students transfer to and from schools

- **Traffic Study**

In 2004 a Traffic Study was conducted for Neo Rysio proposed many interventions to main streets of the settlement. The alternative proposals for addressing the problem of Konstantinoupoleos, included: (i) proposed road regulations (one-way, two-way); (ii) parking regulation and (iii) widening of pavements. There was no consensus between the local councilors and the residents of the settlement. No traffic regulations were implemented until 2010.

In 2010 the traffic study was updated. The updated document proposed interventions in Konstantinoupoleos and Metamorfoseos, parking regulations and widening of pavements as well as that Konstantinoupoleos should turn to one way street as well as the vertical axes. The new study proposals were discussed at two local councils and it was decided to conduct a questionnaire survey to the residents. The majority of residents didn't agree to one way Konstaninoupoleos or vertical axes.

In the local Council of 2014 Konstaninoupoleos was decided to remain a two way street as well as to implement restrictions in parking. The vertical axes were decided to become one way.

The Local council in 2015 decided to implement the regulations in the vertical axes and turn to one way streets.

Nothing has implemented yet because of no consensus with the residents. Of course there is no need that all residents should agree in order to implement such meausures nevertheless the Municipality and the Local Council wishes to receive a general consensus from the majority of them.

- **Technical Programme**

The Technical Programme of the municipality constitutes the backbone of the programming actions for the current year. The technical programme of the municipality for year 2019 includes interventions and implementation of traffic calming measures in main streets, improvements in playgrounds and purchase of new material, improvements in traffic signals and purchase of traffic signs.

- **Operational Programme**

The operational programme for years 2015-2019 for the whole municipality is also available. It includes also the implementation of the measures that have been proposed in the SUMP.

- **General Urban Plan**

The current General Urban Plan for Thermi Municipality proposes a bypass of the settlement, which is expected to alleviate the problem of road safety, environmental issues and through traffic in the main streets of Neo Rysio. Nevertheless this bypass remains still a proposal that could not be implement in short term as it needs further studies to be conducted that have not been scheduled yet.

### *Dynamic of the neighbourhood*

The 15,000 square kilometres area has undergone a noteworthy population increase of 65 percent, during the decade 2001 until 2011, which is indicative of the dynamics and the people-focused potential of this neighbourhood. New residents are developing new mobility habits and therefore are more receptive to new sustainable travel choices.

# D. Main Challenges and Opportunities

## D.1 Main Challenges of the Project

*The goal of this section is highlighting the main challenges to be addressed within SUNRISE from the perspective of the municipality and external experts.*

One of the main challenges for Neo Rysio is to shift the modal split in favour of public transport, car sharing, bicycle and alternative modes of transport as the area is mainly car dominant but has a big potential for change towards sustainability having also the basic infrastructure to achieve it. Improving accessibility to crucial infrastructures by giving emphasis to schools, athletic, cultural and recreation centres will enhance inhabitants daily quality of life. The area's location close and away at the same time from Thermi and Thessaloniki as well as the natural environment close to the forest and located at the hills, the active municipality and the potential for sustainable mobility, make Neo Rysio an attractive destination for new residents who wish to receive a high standard of quality of life for themselves and their children.

Improving of public transport services with more frequent and qualitative public transport connection to Thessaloniki, intermunicipal connection with Thermi and the other settlements, improving accessibility and road safety in main road axes, improving bike facilities, introduction of a more organised car sharing system, maintenance of basic infrastructure as well as eliminate heavy vehicles from the centre of the settlement are some of the challenges that should be addressed in the framework of SUNRISE and have resulted through the Co – identification phase. All the aforementioned have to be combined with a more active, sustainable and viable way of living that will be resulted from raising awareness and consciousness of the residents and change the way of thinking.

## D.2 Main Opportunities of the Project

*The goal of this section is highlighting the main opportunities to be addressed within SUNRISE from the perspective of the municipality and external experts.*

The co-creation process in Neo Rysio will result in improvement measures around public transport, the introduction of IT- and shared economy based solutions, as well as the reallocation of public space through the construction of relevant small scale infrastructure Other likely measures include the provision of real time and personalised travel information, delivered through car/ride sharing web and mobile platforms and smart stops. These goals were internal goals at the begging of the project but were also validated and resulted through the participatory Co-identification phase. During the co-identification, co-development and co-selection processes, traditional and innovative participatory approaches will be used to reap their respective benefits in terms of establishing efficient and effective two-way communication channels. The Municipality will have the chance to receive the real needs problems and ideas indicated by the end users that are the residents of Neo Rysio and understand the real needs of the community from their perspective. The measures that will be implemented will be a joint outcome coming from a deep democratic and creative procedure.

# E. SWOT Analysis

## E.1 SWOT-Matrix

*The following section identifies the key messages from the status quo and the identified internal and external factors. Therefore, please categorise the outcomes of your internal and external factors into »strengths«, »weaknesses«, »opportunities«, »threats« and fill them into the SWOT table.*

| INTERNAL FACTORS | |
|---|---|
| **Strengths** | **Weaknesses** |
| • Unofficial car sharing system has been established by commuters<br>• Two municipal bus lines for intermunicipal connections<br>• There is a bicycle path connecting educational, athletic and leisure uses and activities<br>• A forest area with opportunities for recreation activities<br>• There are many areas for cultural and athletic activities as well as meeting points of the local community<br>• A dynamic and people-focused neighbourhood. New residents are developing new mobility habits and are more receptive to new sustainable travel choices<br>• There are no parking problems except from the main streets | • A car dominant area with many daily commuters to Thessaloniki<br>• Through traffic with many heavy vehicles in the three main streets<br>• Traffic safety issues caused by through traffic in main streets<br>• $CO_2$ emissions and environmental consequences<br>• Public transport is limited and there is no direct connection with the Municipality of Thermi<br>• There are gaps in some parts of the cycle lane<br>• Parking problems in the main streets. and parked cars on the sidewalks.<br>• Width of the sidewalks in most cases is insufficient for pedestrians<br>• Vertical signposts placed on low poles prevent pedestrians from seamlessly walking<br>• Traffic calming measures have been placed but most of them are damaged either from vandalism or wear.<br>• Sidewalks are not blind friendly and ramps are missing<br>• Lack of a central square<br>• Accessibility to crucial infrastructures like schools, the Community offices etc need improvements |

| EXTERNAL FACTORS | |
|---|---|
| **Opportunities** | **Threats** |
| •     Bus fleet is to be renewed: 170 buses where proposed for purchase, 120-140 of them with advanced diesel or hybrid technology and 30-50 with CNG gas<br>•     Bike culture starts growing more o more in Greece not only as a way for recreation and exercise but also as new everyday lifestyle for multipurpose including commuting.<br>•     Car sharing is staring getting into the mentality of some residents for commuting.<br>•     Neo Rysio is considered a transportation node and car sharing in the entrance of the settlement is not only used by the residents of Neo Rysio but also from commuters from Thessaloniki who leave their cars at the entrance of the settlement and transfer to other cars<br>•     **SUMP**<br><br>    SUMP concluded in 2016 proposing specific sustainable mobility measures measures for Neo Rysio<br><br>•     **Traffic Study**<br>    Traffic Study was conducted in 2004 and updated in 2010 but no consensus between City Council and residents has achieved.<br>    Traffic arrangements were proposed in the Traffic Study in order to create an important pedestrian area<br>•     **Technical Programme**<br><br>    The Technical Programme for year 2019 is available including infrastructure improvements<br><br>•     **Operational Programme**<br>    The Operational Programme for | •     Growing number of cars on the roads due to population increase and limited public transport connections<br>•     Increased through traffic on the roads<br>•     Old and outdated technology is used in the bus fleet that service bus lines<br>•     Local council and residents couldn't reach an agreement to implement what the traffic study has proposed for years. |

| | |
|---|---|
| years 2014-2019 is also available. It includes also the implementation of the measures that have been proposed in the SUMP<br><br>• **General Urban Plan**<br><br>A bypass of the settlement has been proposed, which is expected to alleviates the problem of road safety, environmental issues and through traffic in the main streets | |

## E.2 SWOT-Strategies

*After the systematisation has been carried out according to the four categories, helpful strategies for achieving the project goals can be derived. The Strengths-Opportunities-Strategy (SO strategy) is designed to make use of strengths to take advantage of existing opportunities. In contrast, the Strengths-Threats-Strategy (ST Strategy) uses strengths for avoiding existing dangers. These two strategies are applied when there are more strengths than weaknesses in the system to be evaluated. However, if the opposite is the case, then two other strategies are used. In the Opportunity-Weaknesses-Strategy (OW Strategy), the opportunities are used to reduce existing weaknesses. However, if neither strengths nor opportunities exist, a Weaknesses-Threat-Strategy (WT Strategy) can minimize weaknesses and avoid dangers.*

*The following figure combines the four categories to SWOT-strategies.*

| SWOT STRATEGIES | | INTERNAL FACTORS | |
|---|---|---|---|
| | | **Strengths** | **Weaknesses** |
| EXTERNAL FACTORS | **Opportunities** | | 1) New policies for shared and sustainable mobility like car sharing and cycling constitutes the new trend for sustainable mobility. These policies are increasingly gaining ground as they are also an economic way of moving especially today in the era of economic crisis |

| | | | 2) The existing documents and plans for the Municipality and Neo Rysio have concluded to measures and interventions related to sustainable mobility which are now mature to be funded and implemented. |
|---|---|---|---|
| | **Threats** | | |

# F. Corridor of Options

*The "corridor of actions", is a spectrum of realistic options defining guidelines for implementation. Coming from the SWOT-Strategies and having in mind the main challenges and opportunities identified, options for future actions within the Action Neighbourhood are developed and listed. Those options represent a spectrum of possible actions during SUNRISE´s implementation phase, but will be defined more precisely in another phase. Here, the options are listed and contextualised with information about potential financial, legal, technical etc. constraints and implications drawn from the status-quo description and SWOT analysis. Such a "corridor of options" does not preclude the generation of radically different options in the co-development phase (WP2).*

*Although presented in bullet format, the description should still be text with full sentences. "Option for action 1" etc. should be overwritten with the title of the option described.*

- **Improvements of the cycle network, parking scheme and bike sharing system**
  The existing cycle path network linking the center of the settlement with vital infrastructure, such as the high school and the sports center, could be used more if improvements were made to the infrastructure and the missing link of the infrastructure was completed. In addition, the creation of a bicycle parking system or a bike sharing scheme coupled with a good promotion of the mode could raise public awareness of sustainable mobility and lead to a bike shift in favor of sustainability.

- **Create a platform for car sharing**

Current trends in Europe and the economic crisis has led to a shift in a more sustainable and cost-effective way of using cars that led respectively to an increase of car sharing. Already many commuters in Neo Rysio use car sharing in an unofficial way by parking their car at the entrance of the settlement and massively embark on a common vehicle. This could be organized by creating a platform to which all stakeholders could have access.

- **Improvement of public transport and public transport information**

Public transport seems to be inadequate for locals who are asking for more reliable and frequent transport. Even in the main street Konstantinoupoleos there is no smart stop that would inform the passengers about the arrival of the bus in real time, something quite useful especially when they have to wait for it for a long time during bud weather conditions. A smart stop would improve the situation while improvements in the accuracy and the punctuation of the time schedules will improve the perception of PT services.

- **Accessibility to schools**

Most primary school pupils, mainly with their parents, are moving around, mainly by using private cars. As a result, traffic congestion is created outside the school buildings during students' hours of attendance and leaving, as well as an increase in CO2 emissions and other pollutants due to the large number of vehicles has. Most of these vehicles are parked in inappropriate parking areas and create road safety issues both for pedestrians and parents, as well as for other passing and parked vehicles. In this context, this action concerns the improvement of road safety in the movement of pupils to and from school units. This action promotes the creation of a pedestrian bus that will reduce vehicles in the area and increase road safety for both pedestrians and vehicles.

- **Informative infokiosk and dissemination activities**

Information and raising awareness on sustainable mobility is an issue of outmost importance. Even in schools educational programmes are starting taking place, this is not the case for the rest of the population. The operation of an info kiosk in a central point of the settlement with information about alternative solutions for mobility in and outside the settlement would be very useful. Moreover promotional material that would be distributed to the residents could give an added value to SUNRISE project activities and the aim of changing mobility behaviour towards a more sustainable living.

- **Implementation of traffic regulations in Konstantinoupoleos and the vertical axes**

The Konstantinoupoleos main street issue as well as the vertical axes seems to be of a great issue for the residents. As there is already an updated traffic study and recent decisions of the Local Council, a consensus should be achieved between the council and the residents in order to implement some traffic regulations that would improve traffic conditions in the central area.

- **Raising awareness with special educational programmes for children**

# G. Bottom-up: Discussion and Validation

*To make sure that the local SUNRISE activities completely fit to previous mobility related actions, plans, and developments, all relevant stakeholders and institutions must be included in the elaboration of this local mobility analysis. To emphasise the SUNRISE mission of co-creation of course also the citizens in the neighbourhood play a very important role here.*

*Therefore, in the next step the former top-down description and the SWOT analysis, including the main challenges and "corridor of options" will be discussed and validated during the Neighbourhood Learning Retreat (NLR) via participatory activities by local citizens, relevant stakeholders and institutions (Task 1.6). The final aim is to get a set of shared goals for the overall SUNRISE process.*

*Co-creational methods should be used, or new, innovative ways tested to not only achieve acceptance for the former status-quo descriptions but to co-create new outcomes and think further collectively.*

*Please document this activities by taking pictures that can be attached at the end of the document (please provide the name of the photographer).*

## G.1 Comments to the Status-Quo of the Neighbourhood

*In this section, the outcomes of the bottom- up discussion and validation to the status-quo description (part C in this template) will be documented. Please, also make clear which changes have occurred how and by the participation of whom compared to the top-down perspective.*

At the final event of WP1, a Neighbourhood Learning Retreat took place trying to validate the results emerged in the SWOT analysis and the identification of problems and needs.

Validation of identification of problems: Sixteen basic problems emerged from the co-identification process. In order to validate these results, participants were asked to prioritize problems by placing the number 1 in what they consider as the most important problem and number 16 at this one they consider the least important problem.

Later on the results coming from the co-identification analysis and status quo description were presented to the CG members. No suprises arose from the presentation of the results and what participants had identified as more or less important.

## G.2 Comments to the SWOT-Analysis

*In this section, the outcomes of the bottom- up discussion and validation to the SWOT-analysis including the main challenges and opportunities will be documented. Please also make clear how and by the participation of whom which changes have occurred compared to the top-down perspective.*

The participants were split in two groups. They were given cards with strengths, weaknesses, opportunities and threats and they were asked to put them on four different

pin boars according to the category they thought every card belong to. They were also given blank cards to propose any other ideas that had not been included. After the two groups checked all pin boards the results of SWOT analysis (as they are described in the deliverable) were presented. A comparison took place between what the participants identified and what the SWOT analysis was stated in the deliverable. Missing points were discussed and incorporated. Participants were very active during the whole process and referred that this is one of the most interesting things they have made during co identification phase.

CG members commented that one strength of Neo Rysio is also the fact that it is considered a transportation node and car sharing in the entrance of the settlement is not only used by the residents of Neo Rysio but also from commuters from Thessaloniki who leave their cars at the entrance of the settlement and transfer to other cars.

They also commented that raising awareness is what is really missing for citizens and campaigns are needed in order for the project to have a positive effect to behavioural shift. Raising awareness with special educational programmes for children would be also very important.

## G.3 Comments on SWOT-Strategies, Strategic Goals and Options

*In this section, comments on the SWOT-strategies, the strategic goals and »Corridors of Options« are reported. State here, how and by whom those are further developed under public review and validation.*

There were no specific comments on the SWOT strategies that were presented.

# H. References

*In this section, the titles of the considered studies and the datasets used will be documented.*

- Sustainable Urban Mobility Plan for Thermi Municipality (2016)
- Traffic Study of Neo Rysio, Thermi (2004)
- Updated Traffic Study of Neo Rysio, Thermi (2010)
- Technical Programme of Municipality of Thermi (2018)
- Operational Programme of Municipality of Thermi (2014)
- General Urban Plan of Municipality of Thermi

# Participatory Process Documentation WP1| THESSALONIKI, NEO RYSIO

## Looking Back and Forward!
## Summarise the preparation and execution of the bottom-up participation process and the planned steps

- What were your expectations and assumptions towards Co-Identification and Co-Validation in Work Package 1 (WP1)?
- Which stakeholders and target groups have been identified?
- Which outcomes have been generated during your participatory events?
- How did you deal with data collected to be transferred?
- Which are next steps to be taken towards Co-Creation?

# Executive Summary

*[ 1 page ]*

*A brief summary of your methodological approach and main outcomes of bottom-up participatory activities during Co-Identification and Co-Validation in Work Package 1.*

*[ REMINDER: Please use UK English throughout! ]*

The methodology for the Co-identification and Co-validation phase initially involved the establishment of the core group, a team that will be committed to the aims of SUNRISE during the lifetime of the project and will try to reach out a big percentage of the residents depending on the groups they can have an influence at.

Then, with the help of the Core Group a wider team would be created namely the "Co-Creation Forum". With the help of these two groups and through public and other events, SUNRISE TheTA team will try to mobilize the local community to participate in the identification of problems and needs so that a mapping of the current situation can be realized.

From the start of the project, and given that SUNRISE's main goal is to improve sustainable mobility securing that all voices should be heard and not only the strong ones. Thus, it has been decided to approach "sensitive" and "hard to reach" social groups as the elderly, students and the disabled. A website was set for the purposes of the identification of local needs and problems while many events and meetings took place during this phase of the project.

The Co-identification and Co-validation phase indicated the fact that only the core group, a committed, small group of representative stakeholders of the neighbourhood is willing to actively participate in regular intervals at the project activities and meetings. To this end, most of them agreed that promotional campaigns and publicity actions should be organised in order to activate more and more citizens of the area.

# Table of Contents

# I. Introduction:
# Participatory Process Documentation

## I.1 Objectives of the Participatory Process Documentation WP1

*This template serves to reflect the summarised the results of the participation and execution of the bottom-up activities during the Co-Identification and Co-Validation phase in Work Package 1 (WP1) in each SUNRISE Action Neighbourhood (relating to Task 1.4, based on the data documented in the Co-Creation Evaluation Report (CCER)). As a conclusion, within this report, lessons learnt are captured and planned upcoming steps for participatory activities individually per Action Neighbourhood are sketched:*

- *Reflection on the methodology, activities and results of the bottom-up participation process in WP1*
- *Planned next steps for participatory activities leading to WP2*

## I.2 Embedment in the Co-Identification and Co-Validation

*The Participatory Process Documentation is one essential part leading to the >>Report including the SWOT analysis and the status-quo description of the Action neighbourhood" (D.1.1). The report is developed with the help of two phases: First, the SWOT analysis and top-down status-quo description is prepared. Second – in this template – the bottom-up perspective of participatory activities is reported and next steps for Co-Creation are defined. Finally, contents from both perspectives are summarised within the report due in month 12 (May 2018).* **For internal reviews, the report should be sent by the city partners to urbanista as a first draft** March 16th **and a final version April 6th, 2018. Feel free to contact** [sunrise@urbanista.de](mailto:sunrise@urbanista.de) **for support concerning the the templates / the report (D.1.1).**



Figure 1: Process of the SWOT Analysis & Status-quo Description in the SUNRISE project (Source: TUW/urbanista)

## I.3 Structure of this Document

*This document is structured in three parts. It first introduces the objectives of the report and its embedment within the Co-Identification and Co-Validation phase. In a second part, it mainly reflects on the participatory activities during WP1 individually per Action Neighbourhood. Methodology and outcomes of the participatory activities performed so far are captured and evaluated. Deriving from this reflection, lessons learnt are formulated. Finally, an outlook into next steps during the Co-Creation phase is given by sketching upcoming participatory activities.*

### *13. Introduction:*

*Objectives and embedment in WP1*

### *14. Reflection:*

*Bottom-Up Participatory activities during WP1 – Lessons Learnt*

### *15. Outlook:*

*Planned steps for the participatory activities during Co-Creation*

# J. Reflection: Participatory Process

## *Which lessons learnt can be drawn from your bottom-up participatory activities in WP1?*

### J.1 Methodological approach

*In this section, the methodological approach of the participation process during the Co-Identification and Co-Validation phase is reflected. Here, we are looking back at early expectations and aims, how participants have been or have not been reached out to and activated for the project, which tools and formats have been chosen and further factors which influenced on the dynamics of the participation process. [Content documented in the Co-Creation Evaluation Report (CCER) could especially serve as basis for this section.]*

#### J.1.1 Expectations and Aims

*Looking back at the planning and designing phase of your bottom-up participatory activities in WP1: What was your aim of the participatory process? Which participant groups and outcomes were expected to play which roles?*

The main objective of the participatory process of the project was to involve as much as possible of the local community and not just those people who act in politics or are used to express opinions in such consultation processes. In addition, one of the key issues raised by SUNRISE is to ensure that all voices should be heard and especially vulnerable social groups such as the elderly, disabled, students, women with stroller, migrants etc.

For this reason, and as Neo Rysio is a very active community with a big percentage of elderly and students it was very important to ensure that they will be heard. Therefore, special events for data collection where organized during the Co-identification phase for the described target groups.

*During the Kick-Off Workshop of the Co-Identification and Co-Validation phase in Malmö, Sweden, all city partners were asked to position themselves on the "Scale of Participation" between information and citizen control. How do you position yourself on this scale now after your activities in WP1? Describe your shift in practice and understanding of participation according to your methodological approach in WP1! You can find the documentation of the WP1 Kick-Off in Malmö on the SharePoint in the folder "WP1 Co-Identification" -> "WP1 Kick Off" ]*

The position of Neo Rysio at the beginning of the project was for sure at the side of "citizen control". This results due to previous documents and procedures concerning the implementation of measures proposed within traffic studies and approved by the Local

Council were never implemented because of residents local arguments. For the time we cannot put Neo Rysio in a new position. It is expected that next phases of co –creation will indicate if this position has been shifted.

### J.1.2 Participation Promise

*[Here please insert your given participation promise]*

Throughout all the processes of the SUNRISE project and in order to set the framework to guarantee the free flow of ideas and the creative discussions among the participants, the rules in the following figure should be maintained:

- The basis: Transparent participation promise and limits
- There must not be a "No"
- Be neutral!
- Be prepared for a fluid community
- Be where the people are present
- Online works only in combination with offline
- Create a stage
- Have fun
- Be patient
- Love it or leave it

### J.1.3 Process Design

*How did your local methodological approach look like – steps taken and aims set? How did your process design react on the expectations and aims set before? [Please, also insert your process design figure. The template for this was given as a part of the Memorandum of Understanding (MoU)]*

The methodology for the Co-identification and Co-validation phase initially involved the establishment of the core group, a team that will be committed to the aims of SUNRISE during the lifetime of the project and will try to reach out a big percentage of the residents depending on the groups they can have an influence at.

Then, with the help of the Core Group a wider team would be created namely the "Co-Creation Forum". With the help of these two groups and through public and other events, SUNRISE TheTA team will try to mobilize the local community to participate in the identification of problems and needs so that a mapping of the current situation can be realized.

From the start of the project, and given that SUNRISE's main goal is to improve sustainable mobility securing that all voices should be heard and not only the strong ones, it has been decided to approach "sensitive" and "hard to reach" social groups as the elderly, students and the disabled. During the first phase of the project, it emerged that another category of locals affected by the mobility situation should be heard and that is the

shop owners operating across the main road of the settlement. Thus, the data that emerged during the co identification phase revealed an issue that need special and more thorough investigation in this phase through special interviews with traders.

## *Steps*

### *(Internal Meetings & Internal Kick Off)*

*The Municipality of Thermi as well as the regional government entity and a number of other key local stakeholders have been informed about the goals and the processes of the project. They got the opportunity to express their expectations on the SUNRISE initiative and share important information concerning mobility in Neo Rysio.*

### *Public Kick Off*

*The entire community (neighbourhood residents, interested public, stakeholders and local partners) was invited to the first official presentation of the SUNRISE project in Neo Rysio. The purpose of the public kick-off is to raise local awareness, since the participants were informed on the project's discrete steps and the relevant timeline.*

*Furthermore, they were informed and had the opportunity to participate and get involved – to the extent they wish – to the Co-Creation Forum and the Core Group, playing a very important role for the neighbourhood's representation on the project.*

### *Neighbourhood Mobility Check*

*It is essential to the co-creation phase of the project that different groups of people are reached and placing their input/suggestions.*

*To this end, various "on the spot" workshops will take place in different locations including preschools, the church of Neo Rysio as well as the community center for the elderly.*

### *Synthesis*

*To this step, the collection of input gathered at the various workshops and the online tool will be summarised in main categories of mobility issues on Neo Rysio, by the Neighbourhood Evaluation Manager, the Core Group and members of the Co-Creation Forum.*

*These categories will produce the essence of the co-identification and co-validation process and will be subject to consideration and validation during the closing event of the first phase, th Neighborhood Learning Retreat (NLR).*

### *Fields of Action Review*

*This is the phase of prioritisation and validation of the categories produced on the Synthesis step. These categories will be subject to approval by the Core Group and the Co-Creation Forum and prioritised accordingly.*

*Last but not least, all collected input will be reviewed by experts and specialists in order to validate the proposed fields of action.*

**Mobility Dossier**

*The end of the Co-identification & Co-validation phase is marked with the documentation of all the above in the Neighborhood Mobility Dossier. This is a document that summarizes the participation process as well as the validated outcomes of this phase. The Neighborhood Mobility Dossier will be presented to the public to provide information, to give an update on the first phase and to create transparency for the second phase of the project, "Co-development & Co-planning".*

### J.1.4 Target groups and participants

*How have people to be involved in your local participation process been identified (e.g. stakeholder-mapping) and activated (face to face, via multiplicators, (personal) invitation, newsletter, social media, PR campaign, …)?*

One of the first steps of the Co-identification phase was to proceed to the mapping of the local actors and people to be involved in the project. These people would try to represent as many of the residents as possible and would be dedicated to the project idea. The initial approach was to contact the central municipality of Thermi, who introduced the Local Council and gave a general picture of the people and social groups that are active in the area. After these discussions a first list with potential stakeholders was created and these people where invited via Email and telephone conversation to the first kick off meeting which was held in February 2018. This meeting has as its main outcome to present the project to the invited people and mapping the stakeholders. After discussions the final map was formulated as below:

- Municipality of Thermi / Programming Dpt
- Local Council of Neo Rysio
- "Aretsou" Folklore Association of Neo Rysio
- Cultural Center of N. Rysio
- Parents and Guardians Association of the 1st Elementary School of Neo Rysio
- Teaching staff of the 1st Elementary School of Neo Rysio
- Parents and Guardians Association of the 2nd Secondary School of Neo Rysio
- Teaching staff of the 2nd Secondary School of Neo Rysio
- "Anagenisi" Athletic Association of Neo Rysio

*Going into detail, which lessons do you extract from your approaches towards different groups to be involved in your SUNSRISE project so far?*

- Local Council: Two or three representatives of the Local Council come in every meeting organized while each of them is trying to mobilize corresponding groups to which they have access to. For example, the chairman of the local council has access to the elderly. Further, one of the members of the council is in parallel chairman of the cultural centre expressing their views and needs etc. As they represent the local community, their positions are more holistic in order to express the whole settlement in the most suitable way.

- Schools: Representatives of secondary school parents and guardians attend the meetings, while occasionally representatives from both parents and teachers from all the local schools have joined the meetings. The issues they raise have mainly to do with issues around schools' accessibility.

- Elderly: In contrast to the groups described above who mention more and more issues of their interest, elderly people expressed more general issues of mobility and not only topics concerning their needs regarding accessibility and their quality of life as one would expect.

- One of the main conclusions that emerged during the Co-identification phase is that each group, such as those of the elderly, is expressed and placed first on the issues that concern them directly and then on the general issues of mobility of Neo Rysio, something that is also expected to happen.

*Which people or groups still need to be activated under which circumstances within the next steps of bottom-up participatory activities?*

- Blind and disabled people: Unfortunately, the Co-identification phase raised issues of interest for this sensitive social group. However, these issues were not expressed by people influenced directly but form other members of the core group as well as the local council.

- Local businesses: Local businesses and shop owners was not a group to be reached separately initially. The first results during the Co-identification phase highlighted the need for further research into store owners along the main road axis of the settlement as parking problems and through traffic resulted at the main street were arose as an issue of outmost importance

### J.1.5 Core Group (CG)

*How well did the constitution of the Core Group work (explanation of the format, nomination, legal form, meeting place, funds, …)?*

In the kick off meeting the following groupswere invited:

- Municipality of Thermi / Programming Dpt

- Local Council of Neo Rysio

- "Aretsou" Folklore Association of Neo Rysio

- Cultural Center of N. Rysio

- Parents and Guardians Association of the 1st Elementary School of Neo Rysio

- Teaching staff of the 1st Elementary School of Neo Rysio

- Parents and Guardians Association of the 2nd Secondary School of Neo Rysio

- Teaching staff  of the 2nd Secondary School of Neo Rysio

- "Anagenisi" Athletic Association of Neo Rysio

From them, twenty people attended the meeting from which fourteen of them accepted to be members of the Core Group. In order to avoid any administrative burden the group didn't take a legal format. The Group meets regularly depending on the project needs at the Communities offices or the Cultural Centre or via telephone conversations with TheTA team. Core group representatives are indicative of the Local Community even some of the members are more dedicated to the project while others are not that active. The Core Group meets in time intervals depending on the project needs. There is no legal form of the group except form their declaration that they want to join the group that took place at the first kick off. The core group doesn't have a whole access to any funds.

*Who is part of the Core Group (please add here if the person is a neighbour/citizen, multiplicator, belongs to a certain institution, …)? What about the number of participants at meetings and general fluctuation in the group?*

- Municipality of Thermi / Programming Dpt- Technical staff working at Programming Departments

- Local Council of Neo Rysio – The Chairman of the Local council and one local council member

- "Aretsou" Folklore Association of Neo Rysio – Tha Chairman of the Association

- Cultural Center of N. Rysio- -The Chairman of Cultural center

- Parents and Guardians Association of the 1st Elementary School of Neo Rysio – Citizen, one of the parents

- Teaching staff of the 1st Elementary School of Neo Rysio, teacher of the school

- Parents and Guardians Association of the 2nd Secondary School of Neo Rysio, citizen, parent

- Teaching staff of the 2nd Secondary School of Neo Rysio, teacher at the secondary school

- "Anagenisi" Athletic Association of Neo Rysio – The chairman of the association

*How well does the CG work (decision making procedures, tasks and responsibilities, meeting rhythm, communication routines, exchange/adjustments with the CCF, …)?*

In general, the communications between TheTA team and the core Group are going well. They are usually willing to participate in both Core Group and CCF meetings but they do not work a lot in attracting newcomers in the project. Many of them insist that there is a need to raise awareness of such mobility issues in Neo Rysio and that, in general, people are unwilling to participate in such consultative procedures.

### J.1.6   Tools, formats, events

*[Describe the preparation and execution of the different tools and formats tested during your local bottom-up participatory activities. Include a description of the methods and how the participations reacted to the method.]*

The activities that took place, the formats tested and the participatory events are briefly described below:

#### Activity 1 –  Core Group (CG) meeting

The Internal Kick-off meeting was held in the cultural Center of Neo Rysio on 27.02.2018, having as its main aim to present to the local stakeholders and interested parties the project and its expected outcomes and the process that will be followed during the co-creation phase. With the help of urbanista the participation promise and the process design were presented to the audience with active participation by their side and interesting on expressing their ideas about the formats and methods that would be followed during the co identification and validation. During the meeting the Core Group aims and work was also presented and invited participants decided whether they want to join the group or not.

- Initially, a speed dating took place between all attendees in order to break the ice and start the discussions to each other.

- Later on, the "mapping of actors" took place. Participants were divided into two groups and where asked to propose any actors they thought are in charge of mobility issues in the area or are influencing the mobility situation. With this way the participants identified people or groups that haven't been invited initially to the internal Kick-off event and should be invited to take part in the next meetings of the project.

- The process design was depicted on the wall by urbanista and was "built" with the participation of the attendees as well as the choice of the participatory methods that should be used to involve the local community in the process.

### Activity 2 –: Awareness raising event – public festive

On 20 May 2018, one day before the celebration of Saint Konstantine and Helen, an open public Festive took place as part of the annual celebration in the yard of the Athletic Center on Neo Rysio. It is a common tradition that the majority of the residents participate in the cultural and religious events that take place, with groups of local dancers coming from the folklore center and other cultural centers of Thessaloniki, to dance traditional Greek dances.

- During this year's celebration TheTA team had a stand and distributed the SUNRISE leaflet to the participants.

- At the same time promotional ballons with SUNRISE and TheTA logo where distributed to the children while at the same time they had the chance to paint how they imagine the ideal neighborhood for children.

- Last but not least, TheTA project manager welcomed the attendees of the festive and invited them to participate in the official opening of the project, which took take place a few days later in the Cultural Center of Neo Rysio.

### Activity 3 – : Promotional material, website, radio

During the CCF meeting that took place on 23 May 2018 at the Cultural Center, TheTA team presented the website http://sunrise-neo-rysio.gr/ which was set by urbanista, as a tool to enable take place the Co-identification of the local problems and needs.

- The meeting was the public starting point for the process of Co-identification. Representatives were given red, orange and green cards to record the problems, suggestions and good examples respectively of Neo Rysio mobility situation. Participants showed particular interest in filling the cards.

- After the end of their filling the cards by identifyling the problems, needs and good examples they had in mind about Neo Rysio they were asked to pin on the map with the aforementioned colors the topics identified in specific locations by putting for example a red pin on the map for a problematic situation to a specific location. This was an exciting and pleasant activity for participants.

- While there as weren't initially many visits to the website and in order to continue the recording of the current situation TheTA team visited the schools, the sports and cultural center where brochures were distributed. In addition, and in collaboration with the school principals, questionnaires were provided to the students' parents who completed and returned back to TheTA the questionnaires. The structure of the questionnaire was the same as the structure of the website's database. The questionnaires collected were inserted in the website by TheTA team members.

- In collaboration with the Director of the secondary school and the professor of computer science, all students between ages 12-14 filled in the website during the computer course.

- Some days before the public Kick-off event, TheTA project manager of SUNRISE gave an interview at "Radio Thessaloniki", discussing the project aims, procedures and events that are going to be held in Neo Rysio.

### Activity 4 –: Special interviews

- Elderly people: On 11 November 2018, a unique event took place at the Center for elderly people of Neo Rysio. Elderly where very positive to answer the questions of TheTA about the problems they face in their daily life and their trips. Moreover, the one and only blind people of the community was also present.

- Traders across Konstantinoupoleos street: As the problem of heavy vehicles and traffic congestion on the main Street (Konstantinoupoleos) of the settlement emerged from the very beginning of the recording of mobility problems, it was considered important to ask the traders who are active in the area about the problems they face.

### Activity 5 – :Validation of results

At the final event of Phase 1, a neighbourhood learning retreat took place trying to validate the results emerged in the SWOT analysis and the identification of problems and needs.

- Validation of identification of problems: Sixteen basic problems emerged from the Co-identification process. In order to validate these results, participants were asked to prioritize problems by placing the number 1 in what they consider as the most important problem and number 16 at this one they consider the least important problem.

- Validation of SWOT analysis: The participants were split in two groups. They were given cards with strengths, weaknesses, opportunities and threats and they were asked to put them on four different pin boars according to the category they thought every card belong to. After the two groups checked all pin boards the results of SWOT analysis as they are described in the deliverable were presented. A comparison took place between the SWOT analysis by The TA an the participants from a bottom-up perspective. Missing points were discussed and incorporated.  Participants were very active during the whole process and referred that this is one of the most interesting things they have realized during Co-identification phase.

## J.3 Outcomes and Transfer

*In this section, the methodological approach is reflected and potentials as well as challenges for next steps are drawn.*

### J.2.1  Results

*How do the outcomes from your bottom-up participatory activities (documented in the Co-Creation Evaluation Report (CCER)) relate to our prior expectations and aims? How did your methodological approach support your findings?*

In general, the collection of problems and the identification of needs of the local community is quite satisfactory. There was a big gap between the public Kick-off in May and the continuation of the collection of data in October in 2018. During this period not big participation in the website was observed, highlighting the need for new activation of the CG and the CCF as well as indicating the need for more promotional activities about SUNRISE. Further activation was achieved with special visits to schools, the cultural center and the sports center of the area. Moreover, one problem that arose during the Co-identification phase was the heavy vehicle in the main street of the village that made TheTA team conduct extra interviews with the local traders.

### J.2.2  Potentials and challenges

*Which potentials and challenges arose during your participation process in WP1? Which ones play a significant role for further planning and execution of participatory activities? (Here, potentials and challenges concerning your overall WP1 participatory approach are described on a more abstract level than the detailed description of barriers and drivers per participatory activity in the CCER)*

*[Use the table below to list and describe the potentials and challenges defined!]*

|  | Potentials | Challenges |
|---|---|---|
| **1** | A committed and focused Core Group with strong potential | Low participation of the general public. Not well established and active Co-Creation Forum |
| **2** | Contemporary methods of approach where the audience actively participates were well accepted by the CG members | Activation of general public. How to convince them for the project outcomes and benefits? |

### J.2.3   Data collection and transfer

*How do you collect data generated during bottom-up participatory activities so far? How is the data collected evaluated and transferred into next steps for Co-Creation?*

The total number of answers (problems, proposals and good examples) reaches the number of 333. These items have been identified either by the online tool or by the questionnaires distributed to the audience and then manually uploaded to the online mapping tool created from urbanista for SUNRISE in Neo Rysio.

The results were exported to Excel and analysed according to the respective sample (general public or students) in charts. The results enabled TheTA to conduct also the SWOT analysis. These results were validated during the last NLR on 26 November 2018 by the CG members.

# K. Outlook: Next Steps of Participatory Activities towards Co-Creation!

*Finally, we are looking at conclusion drawn from the bottom-up participatory activities in the Co-identification and Co-Validation phase in order to conclude and formulate next steps for the upcoming Co-Creation phase. Which conclusion can be drawn from your bottom-up participatory activities in WP1 in order to concept next steps towards Co-Creation?*

*[Please, describe in form of a brief text which conclusion drawn lead to plan which following step.]*

The Co-identification and Co-validation phase indicated the fact that only the core group, a committed, small group of representative stakeholders of the neighbourhood is willing to actively participate in regular intervals at the project activities and meetings. To this end, most of them agreed that promotional campaigns and publicity actions should be organised in order to activate more and more citizens of the area.

*[Please, fill the table below to capture objectives and expectations of each upcoming step. Further, describe how you plan to proceed including tools to be tested and participant groups to be reached.]*

| ACTIVITIES | objectives | expectations | tools | participants | schedule |
|---|---|---|---|---|---|
| **2. Brainstorming/ Brainwalking** | The goal of this activity is to start the discussions between TheTA and the Municipality of Thermi about possible measures that can be implemented in Neo Rysio. | The preselection of eventual measures will arise as a result of the outcomes of Phase1 of the project (Co-identification and Co-validation of problems and needs) and the competences and responsibilities that each of the stakeholders (TheTA and Municipality) have in order to implement these measures. | TheTA staff and Municipality staff will be divided in groups and each of the group will discuss on a question that will be posed from a moderator. The ideas will be collected by the moderator and will be presented to the participants | Local administration | February 2019 |
| **2. Roundtable discussions between TheTA and Municipality of Thermi** | After activity 1, and during the same day meeting, the measures that have been selected through the brainstorming will be discussed on a roundtable discussion between all participants. | In this way maybe some of the ideas that are not likely to be implemented will be rejected by the group while the rest of them will be discussed on a next meeting with the Core Group | Roundtable discussion between all participants | Local administration | February 2019<br>March 2020 |
| **3. Focus Groups** | During the first meeting with the Core Group members for phase 2 of the project (Co-selection of measures) the participants will discuss about the measures that will be finally selected for implementation. | The moderator will explain the results of phase 1 (Co – identification and Co-validation) and participants will express their views and aspirations of which measures could be suitable for implementation in the form of a group discussion. | Group discussion. | Core Group members | February 2019 |
| **4. Vote your favourite** | After having discussed on the proposed by the Core Group measures for implementation, TheTA staff will present the results coming from the discussions with the Municipality of Thermi. TheTA will also present the available budget for the measures and how much each of them will cost. The measures will be divided in different colour categories and each of the measures will be represented by a colourful card. | Participants will be asked to classify and prioritise the measures of their preference according to what they think is meaningful for the settlement and with the limitation that they have to select only measures that are within the available budget. | Vote your favourite | Core Group members | March 2019 |

# L. References

*In this section, the titles of the considered studies and the datasets used will be documented.*

Authors, year, title, place of publication; journals with title, volume or year of the publication, number and page