

D5.6

Interactive eLearning course to facilitate the development of Co-creation Scenarios

Version: 1.0

Date: 30.08.2019

Authors: Ralf Brand, Mich Hoo & Kristin Tovaas (Rupprecht Consult); Astrid Grossmann (urbanista); Lukas Franta & Nadine Haufe (TUW);

Damian Stantchev (TRI)









Document Control Page

Title	D5.6 Interactive eLearning course to facilitate the development of Co-creation Scenarios		
Creator	Kristin Tovaas (Rupprecht Consult)		
Editor	Kristin Tovaas & Ralf Brand (Rupprecht Consult)		
Brief Description	Overview, outline and content of the interactive eLearning course on co-creating sustainable mobility at the neighbourhood level, targeted at the Take-Up Cities and other practitioners in city administrations who want to initiate and coordinate a co-creative process in one of their neighbourhoods		
Publisher			
Contributors	Ralf Brand, Mich Hoo & Kristin Tovaas (Rupprecht Consult); Astrid Grossmann (urbanista); Lukas Franta & Nadine Haufe (TUW); Damian Stantchev (TRI); Emmy Lind (Malmö); Noémi Szabó (Mobilissimus); Máté Lénárt (BKK); Chris Styles & Caroline Reynolds (Southend); Rita Jacinto (City of Lisbon)		
Type (Deliverable/Milestone)	Deliverable		
Format	Online e-course		
Creation date	30.08.2019		
Version number	1.0		
Version date	30.08.2019		
Last modified by	Kristin Tovaas (Rupprecht Consult)		
Rights			
Audience	☐ Internal☑ Public☐ Restricted, access granted to: EU Commission		
Action requested	 □ To be revised by Partners involved in the preparation of the Deliverable □ For approval of the WP Manager □ For approval of the Internal Reviewer (if required) ☑ For approval of the Project Co-ordinator 		





Version	Date	Modified by	Comments
1.0	30.08.2019	Kristin Tovaas (Rupprecht Consult)	Compilation of authors' final e-course units into one document and drafted sections 1-3. Finalised for submission.



Contents

Document Control Page	2
1.Executive summary	5
2.Course overview	5
3.Participants	7
4.Annex 1: Course content	9

The sole responsibility for the content of this document lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the INEA nor the European Commission are responsible for any use that may be made of the information contained therein.



1. Executive summary

This interactive eLearning course, titled "Co-creating sustainable mobility at the neighbourhood level", has been developed by Rupprecht, urbanista, TUW and TRI. Its aim is to make it convenient for the Take-Up Cities and cities beyond those directly associated with the SUNRISE project to develop their individual co-creation scenarios.

As outlined in section 2 of this document, the course is structured according to the four phases of the co-creation process: co-identification of problems and co-validation of needs, co-development and co-selection of solutions, co-implementation of solutions and co-assessment and co-evaluation.

The course is made available to the general public through Rupprecht's eLearning platform, the Mobility Academy. Its discussion forum, where participants will post their responses to the units' tasks, will be actively moderated by Rupprecht, urbanista, TUW and TRI for the four weeks that the course is "live" (2 September 2019 to 30 September 2019). The course will continue to be made publicly available (although without moderation) after this time.

2. Course overview

Course title: Co-creating sustainable mobility at the neighbourhood level

Direct link: https://www.mobility-academy.eu/course/view.php?id=103

Course duration: 2 September 2019 - 30 September 2019

Target audience: Practitioners in city administrations who want to initiate and coordinate a cocreative process in one of their neighbourhoods (in particular, but not limited to, the SUNRISE Take-Up Cities).

Learning outcomes/ aims:

By the end of the course, participants will:

- ✓ understand the idea behind SUNRISE and how your neighbourhood can benefit from it;
- √ have an overview of the SUNRISE co-creation approach and create your own locally specific co-creation action plan;
- √ have learnt about co-creation examples from European cities (and beyond), the challenges they faced and how they resolved them
- √ have some inspiration for possibile co-creation actions in your own neighbourhood;





√ have started to develop a network of colleagues across Europe to discuss your
developments, ideas and challenges with.

Course approach:

Participants will have the opportunity to learn directly from SUNRISE's experts, who will walk them through the co-creation process, highlighting the tools and strategies that have been applied in the six SUNRISE Action Neighbourhoods in Bremen (DE), Budapest (HU), Jerusalem (IL), Malmö (SE), Southend-on-Sea (UK) and Thessaloniki (GR).

A series of exercises will guide participants through the process of creating their own, locally specific co-creation action plan for a neighbourhood of their choice. They will also be able to discuss with other e-course participants through a discussion forum under the moderation of SUNRISE experts.

Participants who successfully complete all course tasks will receive a Certificate of Completion.

Course outline:

Unit 1: Getting Started (author: Rupprecht)

Module 1.1: Overview of the SUNRISE eLearning Course

Module 1.2: Getting the most out of this course

Unit 2: Introduction to co-creation (author: Rupprecht)

Module 2.1: What is co-creation?

Module 2.2: Setting yourself up for success

Unit 3: Co-identification of problems and co-validation of needs (author: urbanista)

Module 3.1: Introduction to co-identification and co-validation

Module 3.2: The co-identification process - Starting the process

Module 3.3 Neighbourhood Mobility Check - Methods & Tools

Module 3.4 The co-identification process - Determining fields of action going forward

Module 3.5 Learning from the cities

Module 3.6: Lessons learned

Unit 4: Co-development and co-selection of solutions (author: TUW)

Module 4.1: What is co-development and co-selection?

Module 4.2: How can co-development & co-development work in practice?







Module 4.3: Tips & Tricks from the experience in SUNRISE

Unit 5: Co-implementation of solutions (author: Rupprecht)

Module 5.1: Introduction to co-implementation

Module 5.2: The co-implementation recipe

Module 5.3: Learning from the cities

Module 5.4: Risk management & lessons learned

Unit 6: Co-assessment and co-evaluation (author: TRI & TUW)

Module 6.1: Introduction to co-evaluation

Module 6.2: Elements of co-evaluation

Module 6.3: Methods and tools for co-evaluation

Module 6.4: Learning from the cities

Module 6.5: Lessons learned so far

Unit 7: Conclusion (author: Rupprecht)

Module 7.1: Reviewing

Module 7.2: Course resources

3. Participants

As previously stated, the target audience for this course is practitioners in city administrations who want to initiate and coordinate a co-creative process in one of their neighbourhoods. As of the submission of this deliverable (30 August 2019), 67 people from 41 cities in 26 countries across 6 continents are enrolled in the course, representing the following types of organisations:



Overview of organisations represented in the SUNRISE e-course

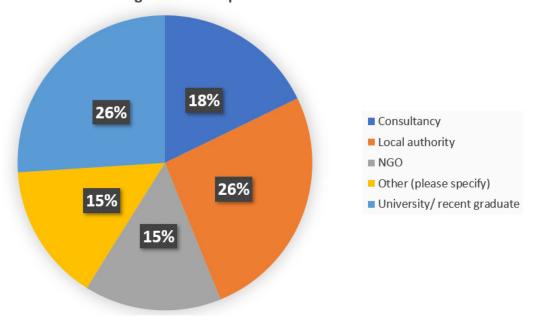


Figure 1: Overview of organisations represented in the SUNRISE e-course

Participants will be asked at the end of the course to provide their feedback via a survey so we know what went well and what could be improved for future e-courses.



4. Annex 1: Course content





Unit 1: Getting started

Module 1.1 Overview of the SUNRISE eLearning Course







Welcome ...

... to the e-course of the EU-funded SUNRISE project! This acronym stands for Sustainable Urban Neighborhoods Research and Implementation Support in Europe. The project's (and hence the course's) two main foci are:

- the neighbourhood as geographical unit of activities and
- co-creation as a specific type of process.

With this course, we aim to demonstrate how you can use co-creation principles to start transorming your own neighbourhood(s) into more vibrant, livable spaces for all people who live, move, shop, attend schools, relax in them.





Our experience

You will have the opportunity to learn directly from our experience in the neighbourhoods within the six SUNRISE Action Cities:

Bremen (DE),

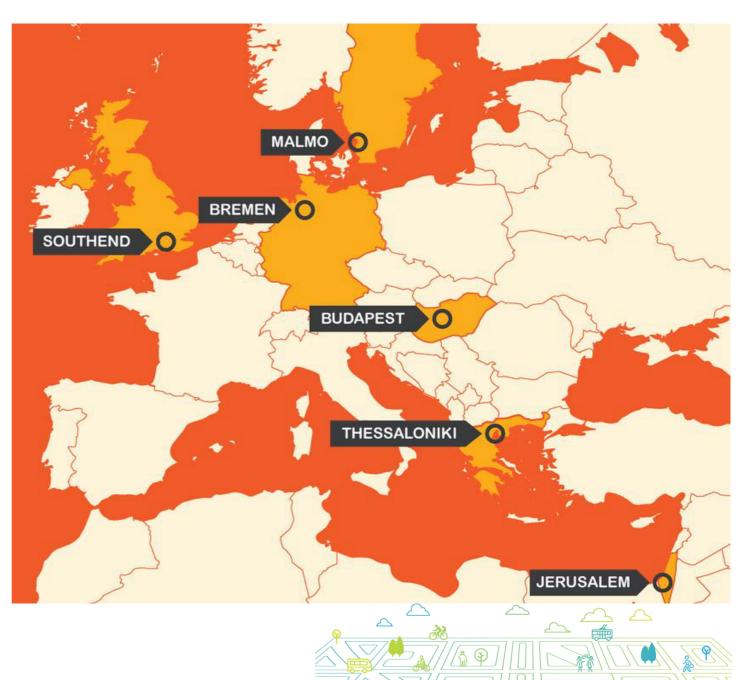
Budapest (HU),

Jerusalem (IL),

Malmö (SE),

Southend-on-Sea (UK) and

Thessaloniki (GR).





Who is this course for?

This interactive, self-paced e-course is designed for practitioners in city administrations, for community leaders, civic actors and anyone who wants to initiate, coordinate and/or support a co-creative process in one of their neighbourhoods for the sake of a more sustainable mobility system.





(Image Source: http://www.pngmart.com/image/123832)



Course aims

At the end of this course, you will:

- ✓understand the idea behind SUNRISE and how your neighbourhood can benefit from it;
- √have an overview of the SUNRISE co-creation approach and create your own locally specific co-creation action plan;
- √have learnt about co-creation examples from European cities (and beyond), the
 challenges they faced and how they resolved them
- √have some inspiration for possibile co-creation actions in your own neighbourhood;
- √have started to develop a network of colleagues across Europe to discuss your
 developments, ideas and challenges with.







Unit 1: Getting started
Module 1.2 Getting the most
out of this course







Course duration and format

Duration

This course runs *from Monday, 2 September 2019 to Monday, 30 Septmber 2019* and consists of seven units. Within these four weeks, you don't need to be online at a particular time or on a particular day. You can fit the course into your time schedule as it works best for you.

Format

Each unit provides information, ideas, examples, links and images about the SUNRISE co-creation approach, ideas and philosophy. We will also explain how these can be translated to other contexts.

We can not, however, do the translation to your specific local context for you - you will have to do this yourself because only you know your local context. Therefore, we will suggest you do a small "translation" task at the end of each unit.







Moderation and participation

Moderation

This course is moderated by experts from the SUNRISE project team. During the duration of the course, they will visit the course platform on a regular basis to read your responses to the homework tasks and interact with participants - asking and answering questions and encouraging exchange.

Participation

We suggest you do 1-2 units per week as they appear (Do not squeeze all 7 units into the last week). This will give you the opportunity to reflect upon the homework tasks and to exchange with and learn from your fellow participants.

One of our goals is to help you develop networks with colleagues from across Europe who are also working to make European cities more liveable and people-friendly. Our experience has shown that this exchange can be really valuable - and it's energizing to be in touch with others who do similar work.







The discussion forum

The discussion forum (in the top right corner of the screen) is where you can share information with the course moderator and your fellow participants.

You will also be asked to post your homework tasks to the discussion forum.

We use this open format so that you can learn from one another as well as from the course content. This is also a way for you to develop networks with like-minded professionals who can support you in your work in the future.

For example, in a previous course, one participant invited another to speak at a workshop in her city. Be open to all possibilities!













A note on language

As you can see, this course is in English. Please don't be concerned if you don't think your English is very good. Nobody will judge your spelling or grammar. The most important thing is sharing your ideas and experience.

Feel free to use a translation tool if that makes it easier for you. You may also share interesting documents, links or articles in your own language with the rest of the group. Translation tools can allow us to get the main ideas. In this way, you can be the key to information that others would otherwise never know about.









Unit 1 task

Let's introduce ourselves and set the context for the cities we'll be working with for the rest of this course. Please answer the following questions:

- 1. Where do you work and what do you do there?
- 2. What is the population of your city?
- 3. What is the mobility situation like in your city? Are there any differences between neighbourhoods in this regard?
- 4. What is the modal split in your city?
- 5. What mobility-related policies and plans does your city have in place?

Please post your responses in the discussion forum so your fellow participants know who you are.







Unit 2: Introduction to co-creation Module 2.1 What is co-creation?







What is co-creation?



Co-creation goes beyond traditional participatory methods to develop innovative solutions for complex problems. Instead of the traditional hierarchical organisation structure, co-creation aims to bring multiple stakeholders together to jointly produce a mutually valued outcome.

In terms of urban development, it shifts the focus from centralised governance towards **co-production** by empowering local civic actors and involving them in decision making processes, as well as encouraging partnerships and networks.

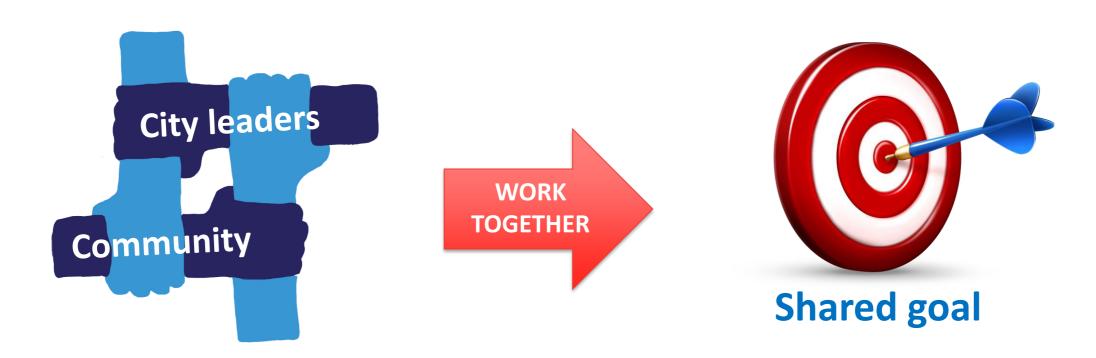
So, how can we apply co-creation and leverage it to achieve our desired outcome when it comes to urban mobility - especially at the neighbourhood level?





Co-creation in the city

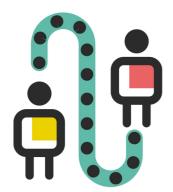
Co-creation is the "systematic process of **creating new solutions with** people - not *for* them; involving citizens and communities in policy and service development." (Bason, 2010, p. 6)



To put this principle into an urban planning context, co-creation provides an alternative service model which brings together city leaders, professionals and citizens to make better use of each other's assets, resources and contributions to achieve better outcomes or improved efficiency.



Why do it? (I)



Nurturing local connections



Mobilisation of local know-how



Cost saving

Any co-creation process relies on close connections within open local networks. This allows information to travel faster and wider. It also makes it possible to involve more local residents in the project, which in turn can mobilise a lot of local knowledge, ideas and skills. The utilization of such resources of civic actors can lead to more creative and more effective solutions. Quite often, such measures are also more widely accepted and more cost efficient compared to traditional planning and implementation approaches.



Why do it? (II)





Exposure to reality, understanding constraints



Bolster creditability, enhance monitoring, ensure compliance



Increase awareness

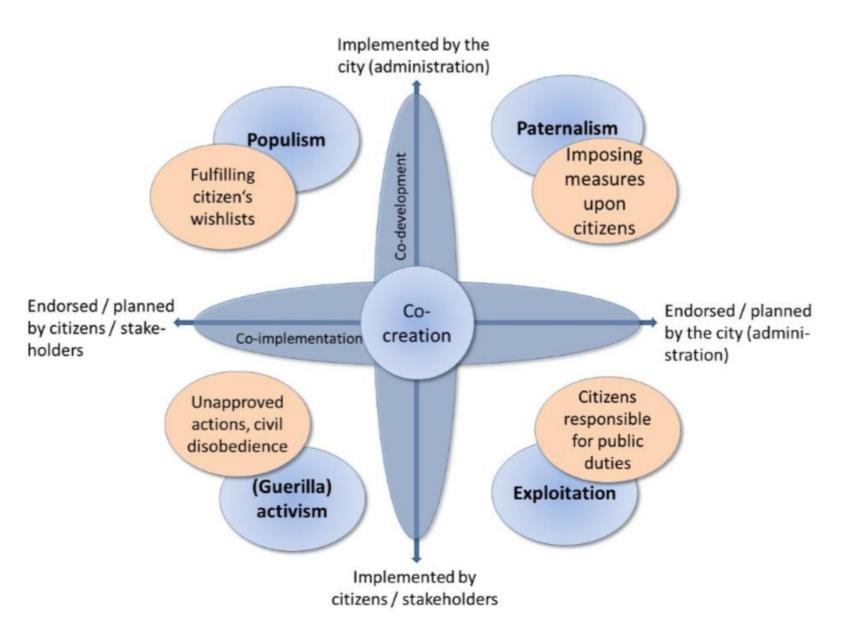
The active involvement of local stakeholders can help validate and fine-tune suggested measures, thus ensuring their acceptance and sustainability. Through cocreation processes, civic actors will also learn about the constraints of a city administrations, which typically results in better mutual understanding and raises the creditability of city leaders. A genuine involvement of citizens in the planning and implementation of urban mobility measures can also trigger self-reflection about their mobility habits. It strengthens their sense of co-responsibility to monitor and take care of the project in the longer-term.



Not all that glitters is co-creation



The quadrant graph below shows that not every co-developed measure is automatically co-implemented - and vice versa.



The underlying principle of projects like SUNRISE is cocreation, a new form of collaboration between citizens and the city along all phases of an innovation process.

A truly co-created measure shall be initiated, planned and implemented jointly by city officials and a broad range of civic actors.

This utilises potentials that might remain untapped otherwise.





The Co-umbrella



Co-creation and co-production are typically used as "umbrella terms" that cover various other "co-"processes. We hope to provide clarity about them in the following slides!







Four ingredients to co-creation

Any systematic innovation process starts with a thorough 1) identification of problems. Afterwards, it is time to 2) develop ideas about suitable solutions and to select the best ones. The chosen measures should then be 3) implemented and - throughout the whole process - it is important to 4) evaluate and reflect.

Co-creation consists of these four ingredients with the essential characteristic that all of them are done as joint activity between the public sector and civic actors.



1: Co-Identify



2: Co-develop



3: Co-implement



4: Co-evaluate

Bear in mind that the co-creation process is not always a perfectly linear progress. The phases often overlap with each other and there isn't a sharp boundary between them.







Ingredient 1: Co-Identify the problems



To kick-off the process, people from different backgrounds (children, older people, women, commuters, wheelchair users, care-givers, retailers, ...) should share their perception of mobility problems in their daily life.

This can be done through field visits, workshops, mapping exercises, digital tools to name just a few.

Quite often, this results in a much improved mutual understanding and appreciation of other people's experience.

You'll learn more about the co-identification phase in Unit 3.



Ingredient 2: Co-develop solutions



Once the main problems have been articulated in step 1, it is time to develop ideas about possible solutions. This step requires creativity from as many people as possible - and the courage and encouragement to think outside of conventional boxes.

Suitable techniques to stimulate clever ideas include design workshops, work with physical models of the neighbourhood, "brainwalks" and many more.

Public authorities may shift their role to be the facilitators in the process to encourage more voices from the communities.

More about the co-development phase in Unit 4.







Ingredient 3: Co-implement solutions



True co-creation means that many of the concrete measures are implemented by both the city and citizens. In the field of urban mobility, measure implementation does not only refer to large scale infrastructure works; "implementation" also includes super important smaller scale measures where the community can make hands-on contributions.

Here are some examples: reactivating alleyways with street furniture and mural painting, tree adoption programmes, some light labour, co-maintenance, amplifying a message in a group's internal communication channels, hosting events or even crowd funding certain measures.

You'll learn more about the co-implementation phase in Unit 5.







Ingredient 4: Co-evaluate the measures



Co-evaluation is the fourth key ingredient of any co-creation process. It is important to reflect together throughout the entire process because it is obviously important to "learn as you walk"; this means that problems and potentials for improvements should be detected early on, so that adjustments and corrections can be made before it is too late.

Also, the effects of the measures should be assessed in a partnership spirit. This is important to answer crucial questions like: *Has it worked? Should we do it again? Was it worth the effort and money?* Joint impact assessment (i.e. "co-") ensures transparency and credibility.

More about co-evaluation in Unit 6.







The six SUNRISE Action Neighbourhoods (I)

The six Action Neighbourhoods in SUNRISE have been developing collaborative ways to address common urban mobility challenges at the urban district level.

Action Neighbourhood	Objectives	Measures	Co-creation methods used
Lindängen (Malmo)	 reactivate underused public space improve safety and security for active modes 	placemaking"eyes on the street"safe bike parkingtraffic calming	promotion campaigncitizen dialoguesmapping exercisesactivities and events
City Centre (Southend-on-sea)	 redistribute street space create a welcoming gateway to the City Centre promote active travel 	 activate public space planting / street furniture improve wayfinding better cycle facilities lower speed limit 	events /cafes"drop-in" hoursvoting sessionsaugmented reality
Baka (Jerusalem)	 change modal split for everyday trips redesign public spaces Establish neighbourhood Mobility Innovation Centre 	 Walking to School program upgrading courtyard "Green Path" upgrade "conversation bench" 	 partnership with school Partnership with police educational programme participatory mapping co-design with children



The six SUNRISE Action Neighbourhoods (II)

Action Neighbourhood	Objectives	Measures	Co-creation methods used
Neo Rysio (Thessaloniki)	 Better PT services accessibility to schools increase bicycle use improve wayfinding 	smart bus stopspedestrian busimprove biking facilitiesinformational maps	 -Participatory planning -Paint contest -Mapping exercise -Training -Co-design
Neues Hulsberg Viertel (Bremen)	 reduce illegal parking improvement of the quality of stay improve safety and convenience for active modes 	 parking management car sharing stations (cargo) bike sharing Improve bicycle parking placemaking 	 info & marketing campaign participatory mapping organize events partnership with business community
Törökőr (Budapest)	 improve safety on everyday trips safer and more convenient trips for school children more pleasant urban environment 	 traffic calming better lighting improve safety at intersections, on sidewalks and on bike paths upgrade pedestrian underpass 	 round table discussion dialogue booths in public places, participatory mapping measure selection through public vote





Inspiration from other co-creation projects

SUNRISE is of course not the only project that applies co-creation principles to urban / neighbourhood action. You can also get extremely valuable inspiration from a number of related projects such as these:

CITIES4PEOPLE: https://cities4people.eu/

LOOPER: https://jpi-urbaneurope.eu/project/looper/

METAMORPHOSIS: http://www.metamorphosis-project.eu/

https://www.muv2020.eu/ MUV:









Cities4people logo, URL: shorturl.at/ftK46

Looper logo, URL: shorturl.at/iTY14

MUV logo, URL: shorturl.at/vwISV

Metamorphosis logo, URL: shorturl.at/coGYZ









The Core Group

A group of 10-15 committed and passionate people is a key success factor for co-creation! Such a "Core Group", as we call it in SUNRISE, should consist of representatives of the city and of various civic actors.

The overview on the right features types of groups that could play an important and beneficial role in such a Core Group.

The core group meets regularly to brainstorm, plan, steer and evaluate all cocreation activities throughout the process.

Such meetings can be combined with field trips to good practice cities / neighbourhoods and - from time to time - with celebrations to enjoy successes and to strengthen the team.

Possible members of the Core Group

- Residents
- Local artists
- City administrators
- Advocacy and charity groups
- Transport service providers
- Club and special interest groups
- Schools and universities
- Emergency services
- Religious groups
- Media outlets
- Businesses

... and more!





The Co-Creation Forum

In SUNRISE we differentiate between the Core Group (introduced on the previous slide) and the "Co-Creation Forum". The Co-Creation Forum is not a physical place or a fixed group of people but denotes the entirety of everyone who contributes anything to the co-creation process.

This means that someone ...

... who marks a spot in an online map to indicate a dangerous intersection, or

... who attends a public workshop to brainstorm about solutions, or

... who volunteers to look after a plant bed in a public space, or

... who reliably reports about glass shards on a bike lane ...

is a member of the Co-Creation Forum because they care, because they are active and because they dedicate time, energy, and ideas.

It is recommended to foster a sense of identity around such a group. But don't necessarily call it Co-Creation Forum; give it a locally meaningful name.





Care-takers needed



Processes of co-creation require co-ordination. This is not the same as a leader who makes all decision but a leader who organizes the process; a facilitator, navigator and organizer; someone who takes care. It is helpful to differentiate between the following three roles that need to be filled.



The **Steward** maintains the integrity of the process itself. The steward is perceived as neutral, ensures inclusivity and transparency, and moves the process forward.

The **Mediator** acts as a conflict manager who nurtures relations and builds trust among the participants.

The **Catalyst** identifies and communicates opportunities for value creation and mobilises participants to pursue these opportunities. (Ansell and Gash, 2012)





Role of the public sector



In a more conventional approach, the public sector represents the "regulating" state. In co-creation processes, the state is more an "enabler" who provides opportunities and arenas for civic networks to form. These networks need to be granted a certain degree of genuine power. This is often the biggest "cultural" challenge for the public sector because it means to "let go" of control to some degree.



The ability of the public sector to enable civic action is particularly important because civic membership of associations, political parties and activist groups has steadily declined over the past decades. In other words, when the public sector enables genuine participation, it may (legitimately so) pursue the mobilization of private sector ideas and resources ... at the same time, and of maximum importance, it fosters democracy! (Dorthe Hedensted Lund, 2018)

(Image Source: https://www.pngkit.com/so/government/)

Consistency and momentum



One of the trickiest parts is to maintain continuity and momentum of the cocreation process. Quite inevitably, some people might not be able to dedicate the some degree of energy from the beginning till the end, but here are some suggestions to keep the ball rolling:



Social and networking events: Organise occasional team building activities to build stronger cohesion between the members.

Celebration is a must: Welcome newcomers, celebrate small wins and even failure. This keeps up the team spirit and fosters collective learning.

Social media: Harness the power of digital social networking to encourage collaboration and to provide a place where people can contribute their knowledge and support others. (Marilyn Suttle, 2015)





Resources

- Dorthe Hedensted Lund. (2018). Co-Creation in Urban Governance: From Inclusion to Innovation, 22(2). Retrieved from http://ojs.ub.gu.se/ojs/index.php/sjpa/article/view/3741/3478
- Suttle, Marily (2015) 7 Ways to Maintain Momentum After the Meeting Ends .

 Retrieved from https://www.linkedin.com/pulse/7-ways-maintain-momentum-after-meeting-ends-marilyn-suttle/





Unit 2 Task

- 1. Please post your responses to the following question in the Forum:
- 2. Which neighbourhood in your city have you chosen to work with in this course, and why?
- 3. Are there any examples of previous initiatives in your city or chosen neighbourhood that could be classified as some form of co-creation? If so: Which ones?
- 4. Have you heard of any inspirational co-creation processes from elsewhere?
- 5. Who might be a candidate (organization or individual) for a good "care taker" of a co-creation process in your neighbourhood?
- 6. Who could be valuable members of a Core Group in your neighbourhood?
- 7. Do you think your public administration is "culturally" ready for co-creation? Why or why not?







Module 3.1 Introduction to co-identification and co-validation of needs co-identification and co-validation of needs co-identification and co-validation







What is co-identification and co-validation all about?

Before you even think about potential solutions and measures for your neighbourhood, it is important you have a detailed understanding of the mobility related problems and needs as perceived by the residents.

A thorough co-identification and co-validation process ensures this. It also helps to identify, validate and articulate the neighbourhood's specific **strengths**, **weaknesses**, **opportunities and threats**.

Such a process requires **input from everyone**, including so-called »hard-to-reach groups« (e.g. older people, children, ethnic minorities, disabled people) through special formats because those groups often do not participate proactively or don't feel addressed by »common methods«.

In short: Understand and document all aspects of all citizens' everyday mobility challenges before you develop ideas for measures.





What to co-identify and co-validate? How to?

What to co-identify & co-validate?

- The status-quo of the neighbourhood (general situation of the neighbourhood, social / economic / environmental features, mobility situation)
- The existing problems, needs and oppurtunities
- All relevant stakeholders who need to be involved

How to co-identify & co-validate?

- Through a thorough participatory process at "eye-level"
- Using different methods and tools to reach a possibly broad range of citizens and stakeholders
- Co-validate results with citizens and other stakeholders









Why co-identify & co-validate?

• To build...

- a solid foundation for all following activities
- a deep understanding of what truly matters in people's real lives
- trust (see the recommendation of a "participation promise" a few slides further down)
- strategic local alliances

To ensure...

- that everybody gets a chance to participate (especially so-called hard-to-reach groups)
- that all relevent status-quo information is included and will be fully taken into account for all further co-creation steps.









Who should participate in the co-identification and co-validation process?

- The general public: Everyone should be given the opportunity to participate
- Stakeholders: Invite local stakeholders like transport companies, public agencies, retailers, cultural institutions, NGOs, faith communities ...
- Hard-to-reach groups: Specifically reach out to older people, ethnic minorities,

children, disabled people ...

- Experts: Incorporate the external view of experts to ensure that both factual and subjectively perceived issues are taken on board
- Administration: All parts of the authorities that are/will be part of the process or may be helpful in the course of the process
- Politics: Involving senior politicians provides momentum and legitimisation. Ideally, they are also present at public events.







General aims & expectations of the co-identification and co-validation process

- 1. Find out who should be involved and how
 Stakeholder mapping and corresponding method selection
- 2. Lay the strategic foundations for the entire participation process, its participants, possibilities, limits, challenges and aspired outcomes When? Where? Who? What?
- 3. Capture the status-quo situation of the neighbourhood through a combined top-down view (administration, politics, experts) and bottom-up view (citizens, stakeholders ...)
- 4. Draw public attention to the process

 Organise a public kick-off event, eleborate a PR strategy
- 5. Co-Identify and co-validate the problems, needs and oppurtunities together with citizens and other stakeholders of the neighbourhood

 Make sure you use both online and "nonline" techniques

This project has p

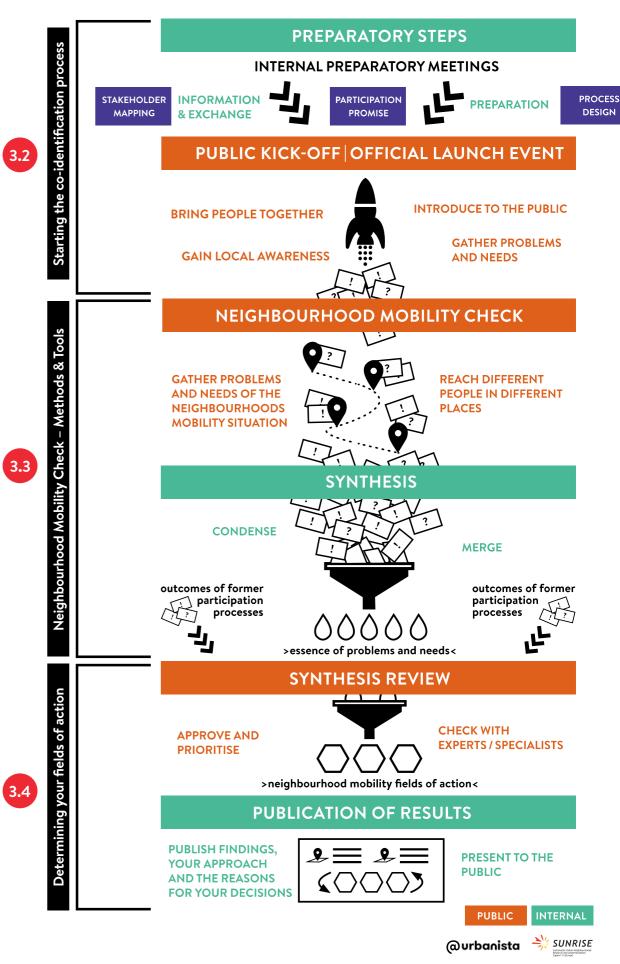
Procedures & methods

The next three modules explain a sample process of co-identification and co-validation in its individual steps and possible methods.

The three modules are:

- 3.2 Starting the co-identification process
- 3.3 Neighbourhood Mobility Check -Methods & Tools
- 3.4 Determining your fields of action going forward

Note: The diagram on the right only illustrates one possible approach to Co-Identification and Co-Validation - the one that most SUNRISE cities took. Your actual process must of course be adapted to the specific local conditions.





Unit 3: Co-identification of problems and co-validation of needs

Module 3.2 The co-identification process

- Starting the process

SUNRISE

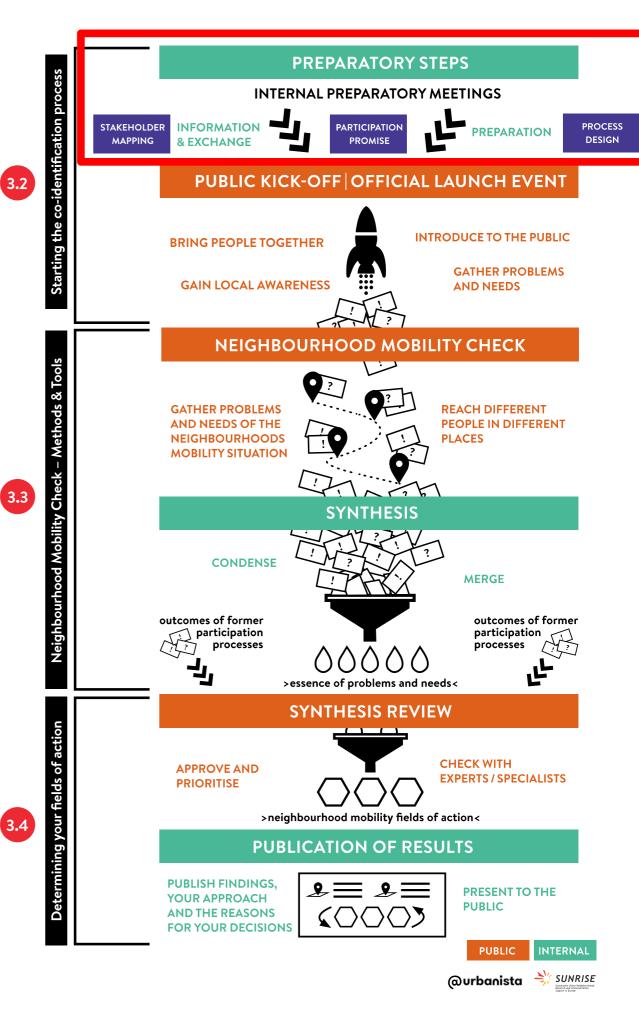
Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning



Preperatory Steps - Why?

First of all, an explicit internal framework and information base is needed. Together with the administration and politicians it must be clarified what the subject of the participatory process is (area, possibilities, available funds, limits), which stakeholders exist, how they can be involved, how to structure the process, who decides what, what information and experiences already exists and what synergies can be used within and with other project(s).



Preparatory Steps



a) Internal Kick-off

- Inform colleagues and partners about the project, the process and its objectives find synergies
- Gather and share all relevant existing information, ideas and concerns about the neighbourhood and the project

b) Map relevant Stakeholders

- Identify all relevant stakeholders not only the "usual suspects"
- Pay special attention to hard-toreach groups

c) Develop a "Participation Promise"

- What are the possibilities and constraints of the process?
- How can citizens' views lead to implemented projects?

- How can citizens' views lead to implemented projects?
- Who decides what will be done and financed eventually?
- How much money can realistically be allocated to implementation?
- Which promise can honestly be made to citizens?

d) Develop the Process in detail

- What are the steps in the process?
- When does which step happen?
- Which methods are used to reach out to the variuous target groups and stakeholders?
- What is the PR strategy to reach as many people as possible?





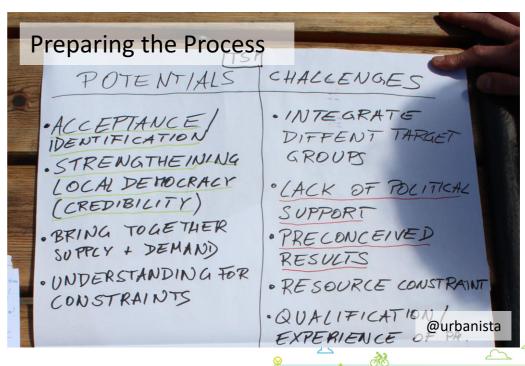


Preparatory Steps - Impressions I



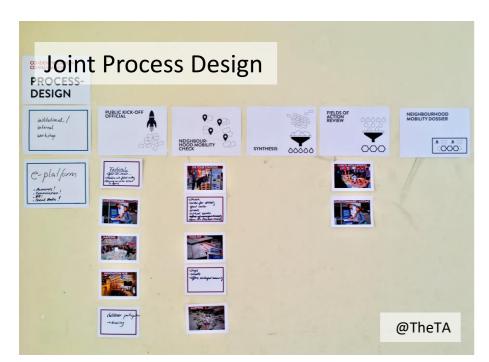






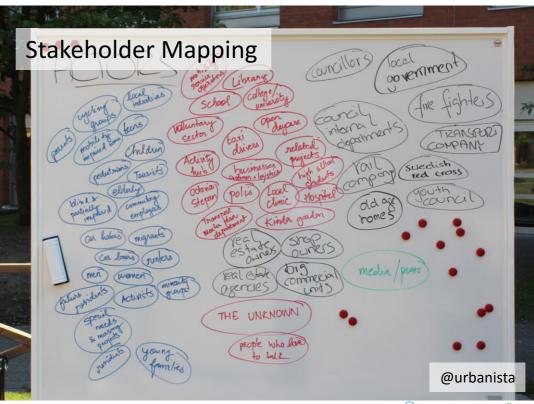


Preparatory Steps - Impressions II











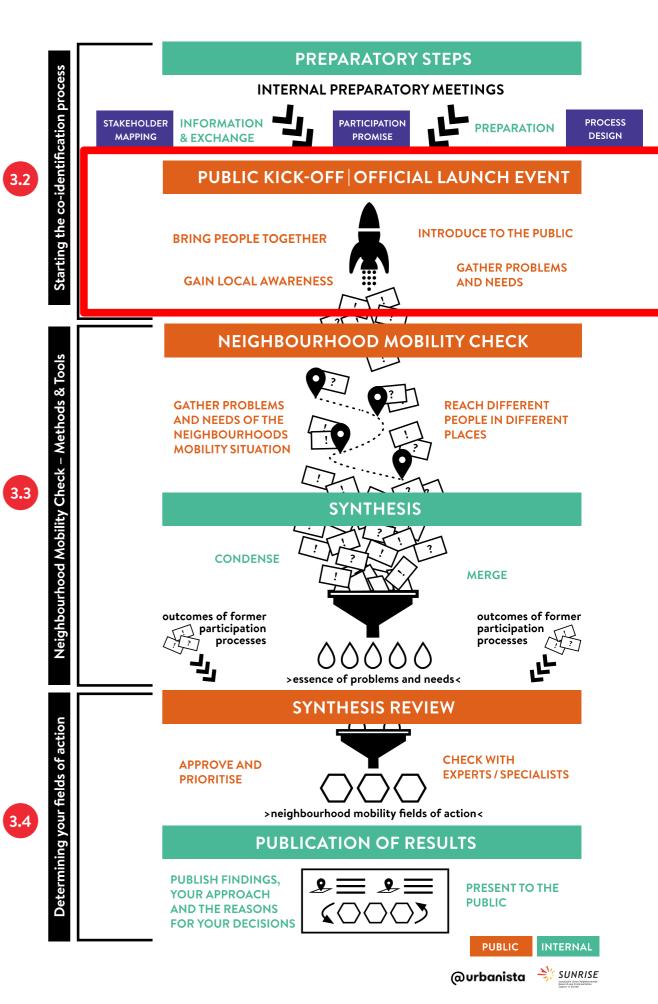
The public Kick-off

To make as many people as possible aware of the process, it needs a public launch event.

Choose an easily accessible, well-frequented location for this and make sure you have a robust PR campaign in place beforehand.

During the kick-off, the process, its goals, timeline and the "participation promise" will be presented to the public.

Use this opportunity to already collect initial problems, needs and ideas.





The public Kick-off

Target audience:

- the interested public
- stakeholders
- local actors
- local media
- partners of the administration
- NGOs
- citizen groups

Further considerations:

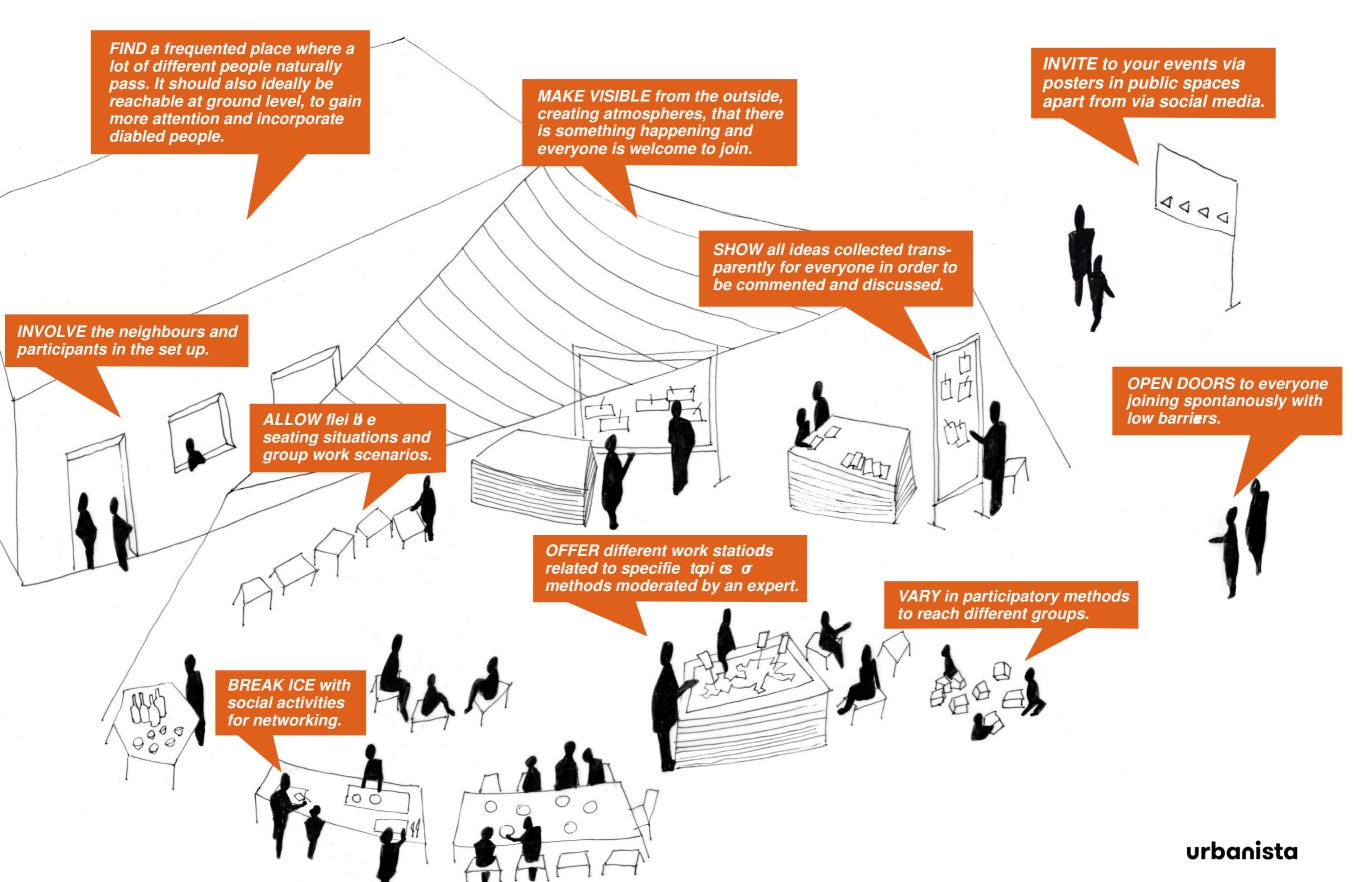
- Find a busy place where a lot of different people naturally pass by (reachable at ground level)
- Invite the public with an intensive PR campaign
- Make the event visible from the outside
- Try to avoid too detailed and entrenched discussions; instead offer different co-creative opportunities, where everyone can express problems, needs, wishes and suggestions





The public Kick-off







Public Kick-off













Unit 3: Co-identification of problems and co-validation of needs

Module 3.3 Neighbourhood Mobility

Check - Methods & Tools



SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning

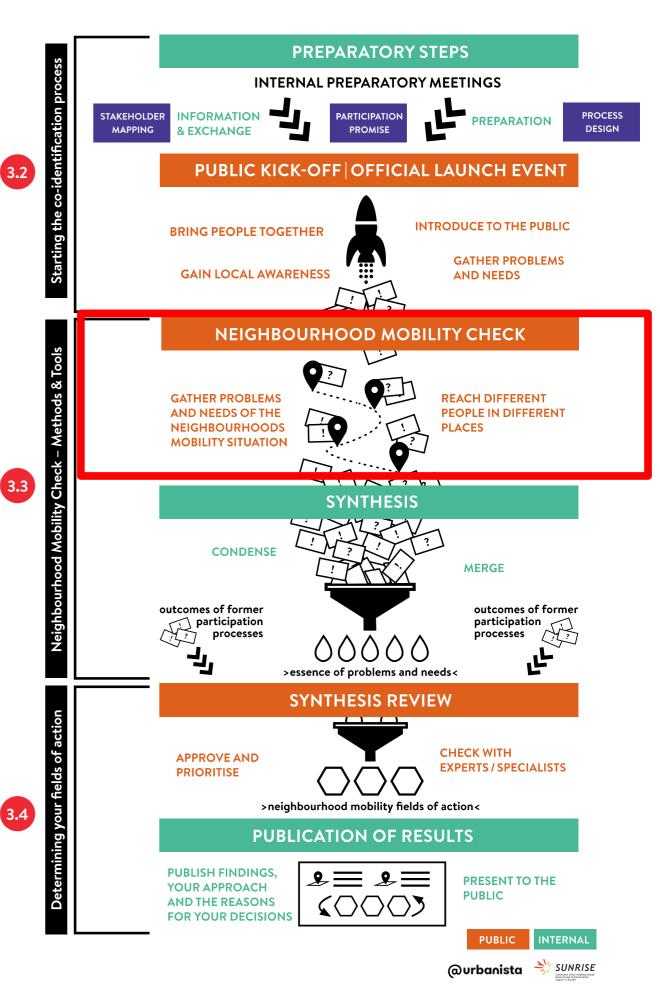


A systematic Neighbourhood Mobility Check ensures that ...

- the locally (perceived) mobility challenges of as many and as many different citizens as possible ...
- and that the neighbourhood specific strenght, weaknesses, oppourtunities and threats...

are identified, validated and articulated.

It consists of an internal status-quo analysis of the neighbourhood's mobility situation and of various participatory formats that reach out to all (!) members of the public to collect problems / needs / ideas etc.





Think about where and how, concretely, you might be able to reach people

- be present in highly frequented places (public squares, train/bus stations, weekly markets, museums, libraries etc.)
- find ways to involve particular segments of the population (e.g. "wheelchair inventory" with disabled people)
- contact school headmasters / teachers to distribute information to and through children
- provide a map of the neighbourhood where people can mark certain spots
- consider partnership with leaders of ethnic minorities, faith groups etc.
- use suitable hardware (e.g. gazebo in case of sun and rain)
- think about fun workshops for youth groups
- visit elderly people in nursing homes
- be creative







On-site »Neighbourhood Mobility Checks« of the SUNRISE cities



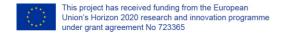










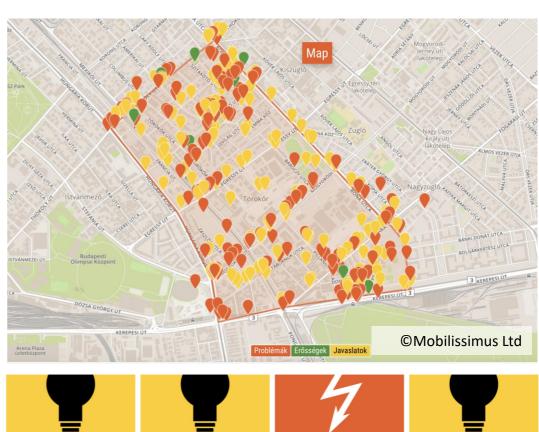




Again, be creative about suitable involvement techniques. For example, think about online formats, which are accessible regardless of time, location, weather etc.

- Very important is a website with info about the entire process, the next events, the "participation promise" etc.
- Several SUNRISE cities made good
 experience with an online map, where
 people can mark certain spots and leave
 related explanations and comments.

Ideally you would incorporate the comments from the off-line interactions on the same online map)











Speed Dating:
Participants introduce
themselves to each other
in rotating short interviews, asking questions
like »What should
change?« »What should
stay the way it is?«

Life-size Mapping:
Putting ideas and
needs on the map as
a walkable basis for
discussions.

©urbanista

Cooking Session in a group is a nice way to say "thank you" to partcipants and it is an activity that brings them closer on an equal basis.





Modelling: Expressing ideas and needs three dimensionally as a playful and diverse form of communication.



- For a »top-down« analysis of the mobility situation in the neighbourhood, a SWOT analysis is a useful tool
- SWOT stands for ...
 - Strengths
- Weaknesses
- Opportunities
- Threats
- A SWOT is conducted by the administration and potentially external experts
- The results of this topdown view needs to be reviewed / validated by the public

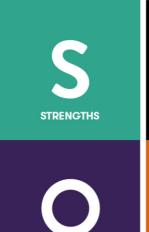
Internal factors (characteristics of the system/ neighbourhood)

Internal factors (characteristics of the environment) Example of how to built SWOT strategies

How to? Elements of a SWOT 1

Factors that will help in achieving objectives

Factors that hinder the achievements of objectives



OPPORTUNITIES



THREATS

STRENGTHS

Part of the bus

fleet is already

one ticket solution for

transport

electrically driven

sharing systems and public

- Very well working poor railbound (only 20 percent of residents have
 - poor airquality /
 high pollution
 level of NOx and

access)

WEAKNESSES

 low cycling's share of the modal split

OPPORTUNITIES

THREATS

- ongoing
 electrification:
 good conditions
 for continuing/
 change
- mobility as a service: reducing the number of car
 - the number of cars
 SUMP: new
 reduced number
 the required
 number of
 car parks per
 accommodation
 unit
- ongoing
 urbanisation: lack of
 appartements with
 good connection to
 public transport
 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

© Expanding mobility as a service offers to reduce numbers of cars and emissions.

... © urbanista



SUNRISE

Neighbourhood Mobility Check

SWOT-Analysis: The Strategies - selected example from Southend-on-Sea

INTERNAL FACTORS

Strengths-Threats

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.

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.

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.

Weaknesses-Threats

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. Council the aim: whole.

The incr

quality i

potentia

space.

INTERNAL FACTORS

Strengths-Opportunities

FACTO EXTERNAL 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.

Weaknesses-Opportunities

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.

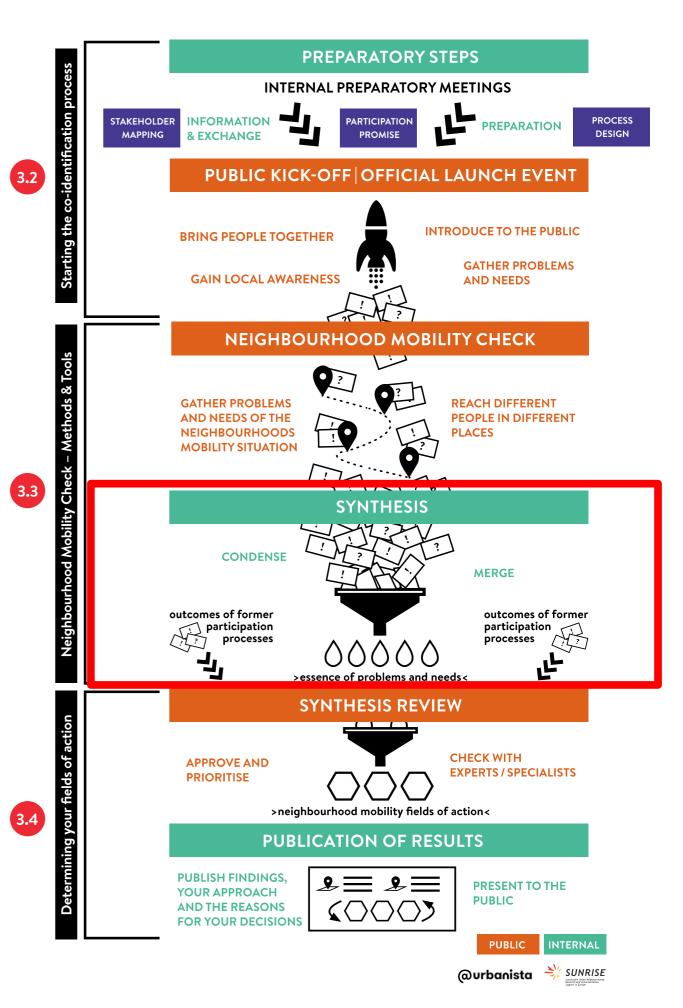


The Synthesis

After a wealth of problems, needs and ideas have been collected, they have to be reviewed and condensed to extract the essence of all that information.

In other words, the next step is to identify patterns in all the data (e.g. (recognise frequently mentioned issues) and to cluster related topics into thematic strands.

The outcomes of previous processes - even if they are a few years old - should also be considered in this interim result.





The Synthesis

Collected problems/needs/ideas - selected example from Jerusalem

Accessibility #1

- Mechanisms that facilitate crossing the street for hearing/ visually impaired people i.e. sounds or blinking lights
- · Renewing crosswalk signage
- Urban lighting on crosswalks
- Trees that block passage on sidewalks (foliage, falling fruit, and full trees themselves)
- Regulating electric bicycle traffic on sidewalks and pedestrian pathways
- Putting a stop to cars parked on sidewalks and crosswalks, making parking arrangements
- · Crooked sidewalks, potholes
- Litter and construction waste block passage on sidewalks
- Safe walking for kids from home to schools

Public Spaces- Maintenance and Aesthetics #2

- Benches maintain existing ones by renovating the wood, painting them
- Litter and construction waste block passage on sidewalks

Urban Connectivity - visual and infrastructural issues #3

- Connect substantially Baka and Talpiot neighbourhoods
- Shade, water fountains
- Create points of interest on the way - community gardens, urban history, etc
- Create a uniform design language for connectivity and walkability
- Create clear walking pathways towards public institutions, public and community gardens, courtyards
- Strengthen the east-west axis of Baka (Talpiot-Katamon neighbourhoods)

Traffic and congestion #4

- Many residents take the car instead of walking short distances in an effort to save time or because they perceive walking distances as too far
- Many parents drop off kids by car, which increases traffic congestion during rush hour. There should be a way for dropping off kids without the car or at drop-off points

Awareness #5

 Strong awareness of sustainable issues in Baka, but the perception of the importance and ease of walking (or taking the car less) can be improved

Contradictions and Correlations

- Infrastructure repairs or changes require long-term planning and big-budget allocation.
- Suggested traffic changes
 may contradict new traffic
 arrangements that are planned as
 part of other plans that regards
 main road on the eastern border of
 Baka.
- Walking to school program –
 many students come from distant
 neighbourhoods. The planned
 intervention can hardly affect
 their travel habits.
- Behavioural intervention can be evaluated in long term – result will be less clear in 2-3 years.





Unit 3: Co-identification of problems and co-validation of needs

SUNRISE e-course: TITLE

Module 3.4 The co-identification process

- Determining fields of action going forward

SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning

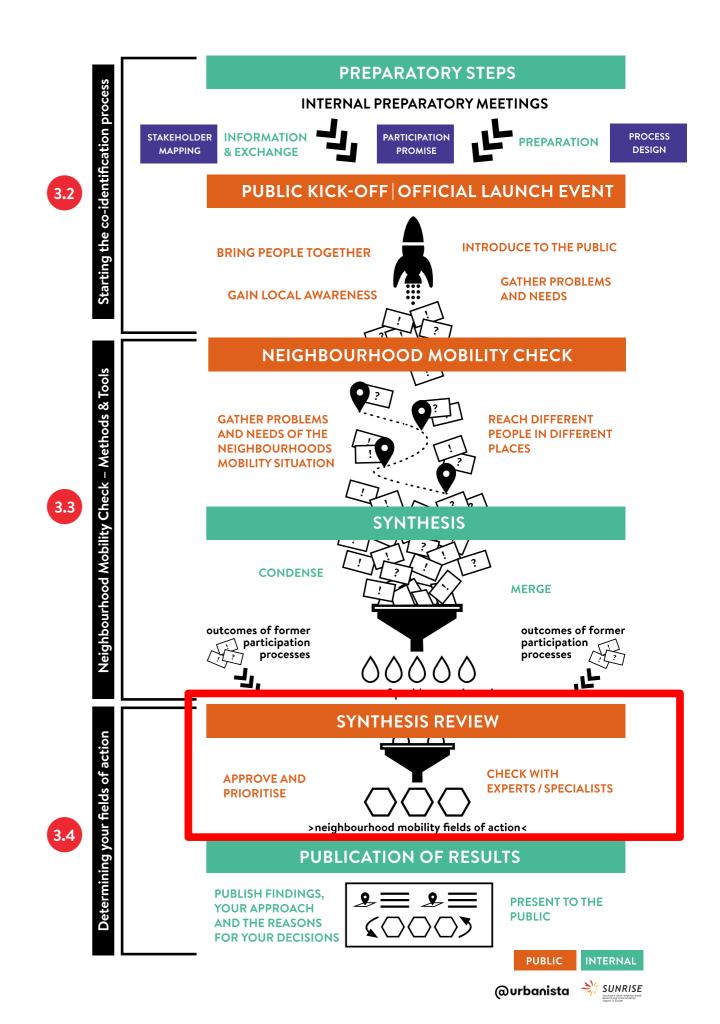
Union's Horizon 2020 research and innovation programme under grant agreement No 635998



The Synthesis review - Why?

Why?

To make sure, that the condensed essence is the right one and matches with the perspective of the public.





The Synthesis review - Who? How?

Who?

 The interested puplic, stakeholders / local players, local media, partners of the municipal administration, external experts, etc.

How?

- Co-creative workshop session to:
 - Approve and prioritise the drawn essence of ideas and needs collected
 - Check realisability through external point of view from experts and specialists
 - Reflect the participatory process: methods applied and participants reached

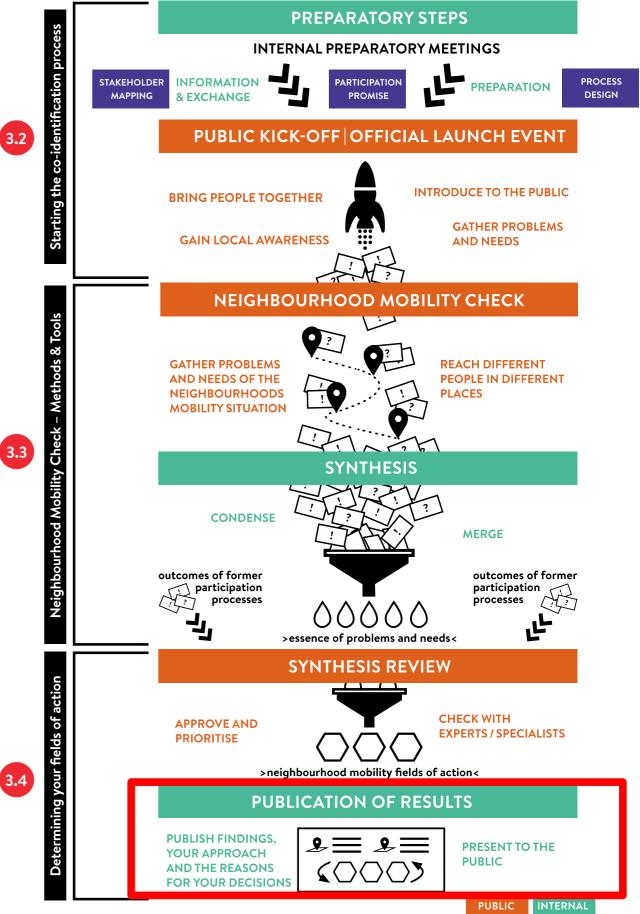


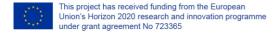


Publication of the results -Why?

Why?

Publish the findings, your approach and the reasons for your decisions to ensure maximum transparency for your process.









The co-identification & co-validation process

6. Mobility Dossier

How?

- Documentation of the Co-Identification and Co-Validation phase
- Summarising the results
- Creating a guideline for the neighbourhood towards the upcoming phases of the process
- Transfers the outcome and other selected material to the public



D1.2 **NEIGHBOUR-**

HOOD

MOBILITY

DOSSIERS

BREMEN

BUDAPEST

JERUSALEM

MALMÖ SOUTHEND-ON-SEA

THESSALONIKI





Unit 3: Co-identification of problems and co-validation of needs

Module 3.2 Learning from the cities







Learning from the cities - an overview

The next slides give some impressions of the city partners who have gone through the SUNRISE process. A special spotlight will be placed on the cities of Bremen and Thessaloniki.















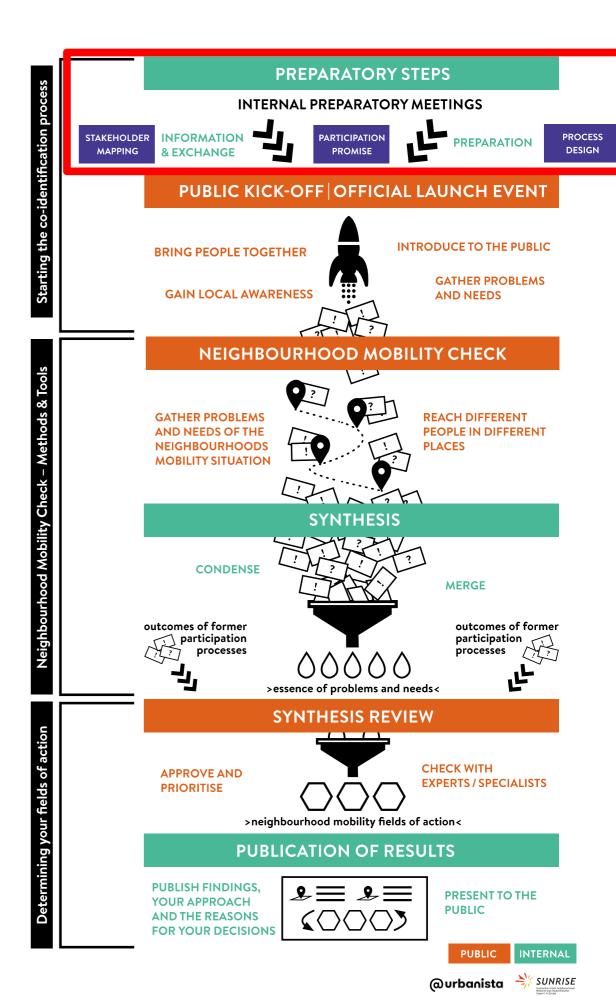
Impressions of the co-identification and co-validation process of all city partners





Spotlight on Bremen - Starting the process > Preparatory Steps

- 1. Starting the co-identification process
 - a) Preparatory steps



Spotlight on Bremen - Preparatory Steps > Identify challenges



Become clear about the challenges - an extract

- SUNRISE will deal with a sensitive and controversial issue, which is regularly subject in the local media in Bremen: space consumption by (partly illegal) parked cars in residential areas.
- The single phases can be deferred by many factors which are outside the sphere of influence (e.g. decision-making in political processes)
- Bremen is a state with a very tight financial budget: The financing of the implementation of measures is unclear and might only be possible in the medium or long term of the neighbourhood.







Spotlight on Bremen - Preparatory Steps > Identify opportunities

Become clear about the opportunities - an extract

• 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: SUNRISE might be able to use this momentum.

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.



SUNRISE



Spotlight on Bremen - Preparatory Steps > Participation Promise I

The Participation Promise - an extract

- 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.
- Due to the very controversially discussed topic of street space and parking,[...] it is clear from the start, that not all wishes and ideas can be fulfilled.
- Decision making in SUNRISE is carried out according to the applicable legislation. The sovereignty of the responsible bodies remains untouched.





Spotlight on Bremen - Preparatory Steps > Participation Promise II

The Participation Promise - an extract

- 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.
- 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.







Spotlight on Bremen (DE) Preparatory Steps > Setting up the Core Group I

- Implementation was very successful and without problems,
- key stakeholders had a strong professional and/or personal interest in improving the mobility situation and 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 have worked together before in other professional contexts, and in many cases, there have been already established trustful relations.









Spotlight on Bremen - Preparatory Steps > Constitution of the Core Group

- 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 Bremen)
- Funds: no funds
- The SUNRISE implementation team is the head of the core group
- 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
- Currently: 17 members





Spotlight on Bremen **Preparatory Steps >** Draw up a process design

- 1. Internal kick-off meeting (Dec 2017
- 2. Start of public relation activities
- 3. Public kick-off-event (Feb 2018)
- 4. SUNRISE-website with online participation tool (questionnaire) (Since Feb 2018)
- 5. SUNRISE Bremen newsletter and email communications
- 6. Series of eight "Street Chats" (Straßengespräche) (Apr 2018)
- 7. Workshop with Core Group (June 2018)
- 8. Field trip to projects on sustainable mobility in neighbourhoods (June 2018)



Date: December 2017 Participants: invited group of key

PREPARATORY STEPS

ⓐ INTERNAL PREPARATORY MEETINGS ←→ ⓑ INTERNAL INFORMATIVE KICK-OFF INFORMATION & PREPARATION

PUBLIC KICK-OFF OFFICIAL LAUNCH EVENT

Place: Hamburg Date: June 2018 Participants: public Participants: public (citize

Date: April 2018

street users)

NLR II) Date: June 2018 Participants: CG

HOOD LEARNING

BRING PEOPLE TOGETHER

GAIN LOCAL AWARENESS

INTRODUCE TO THE PUBLIC

GATHER PROBLEMS AND NEEDS

MILESTONE M33 "MEMORANDUM OF UNDERSTANDING" Date: February 2018 Participants: public

ON-SITE COLLECTING EVENTS

Place: different locations in the SUNRISE-neighbourhood Participants: public (resident **GATHER PROBLEMS** AND NEEDS



REACH DIFFERENT PEOPLE IN DIFFERENT

Place: online Date: starting February 2018

SYNTHESIS

CONDENSE outcomes of former participation processes essence of problems and needs>

outcomes of former participation processes

MERGE

DELIVERABLE DI.1 *SWOT REPORT*

DELIVERABLE D1.2

NEIGHBOURHOOD MOBILITY DOSSIER

REVIEW

APPROVE AND PRIORITISE



CHECK WITH EXPERTS / SPECIALISTS

>neighbourhood mobility fields of action<

NEIGHBOURHOOD MOBILITY DOSSIER

DOCUMENT WP1 TRANSFER TO WP2



PRESENT TO THE PUBLIC

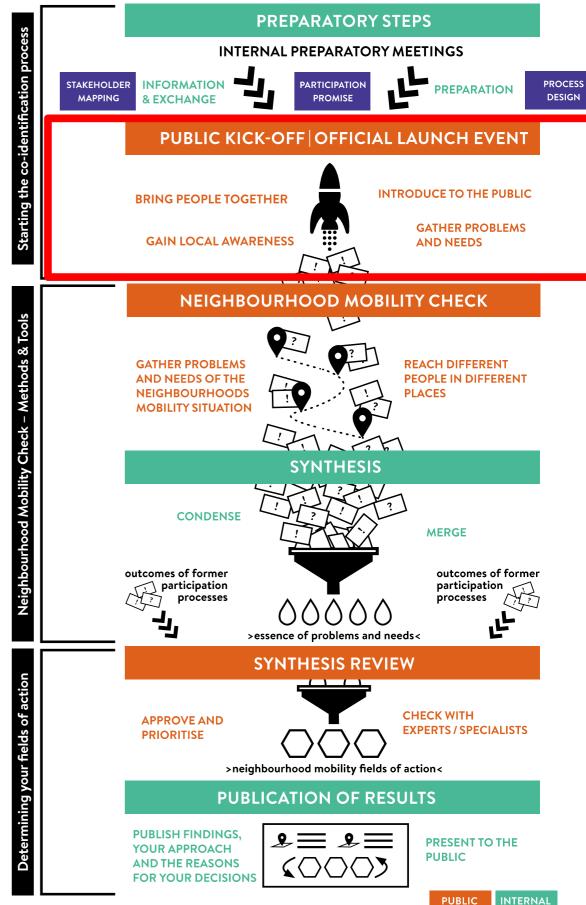
PUBLIC INTERNAL



Spotlight on Bremen -Starting the process > Public kick-off

- 1. Starting the co-identification process
 - b) Public Kick-off

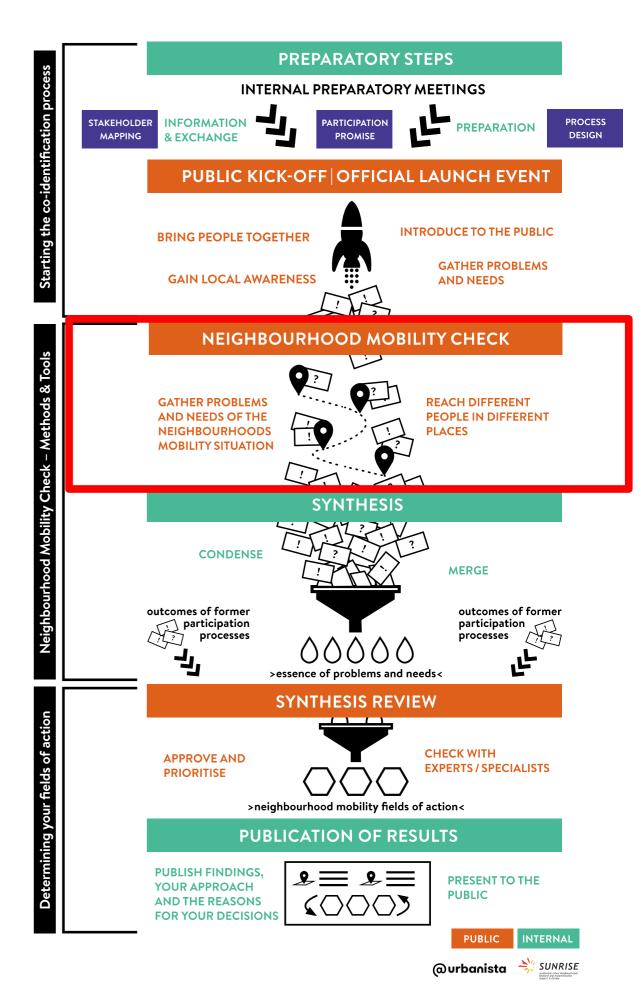






Spotlight on Bremen -Neighbourhood Mobility Check, Methods & Tools

- 2. Neighbourhood Mobility Check
 - a) Neighbourhood Mobility Check



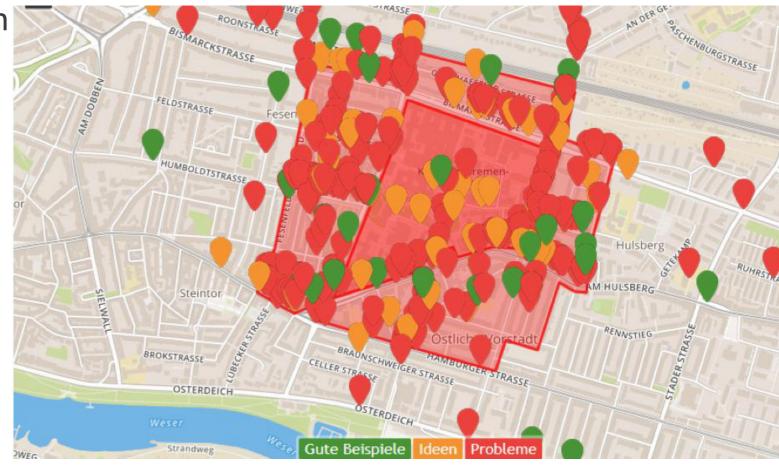


Spotlight on Bremen -Neighbourhood Mobility Check, Methods & Tools > Website

Selected example:

SUNRISE-website with online participation tool - www.sunrise-bremen.de

- key feature: online participation tool, which allows visitors to contribute their opinion within the co-creation process, independent from physical events or workshops.
- used to display all contributions (including those collected at non-line activities), for maximum transparency.
- provides information and frequent updates about the project



Based on the nextseventeen-word-press-tool by urbanista



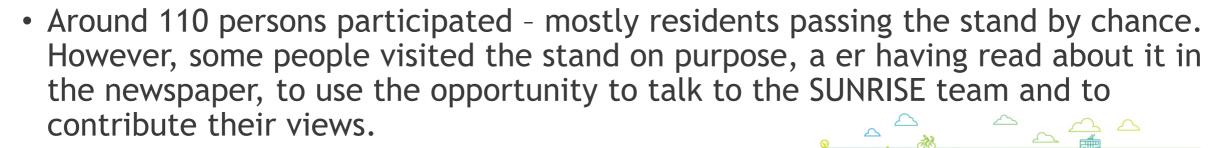






Series of eight "Street Chats"

- An opportunity for direct dialogues with residents and "street users" in the neighbourhood
- via a "mobile market stand", equipped with a tent, table, DIN-A0 street map and prepared cards to collect the input of the people.
- eight dates and different locations
- Thee aim was to make the project known to more residents / talk directly to residents and street
 - users and collect their view on problems, ideas, good examples





Spotlight on Bremen -Neighbourhood Mobility Check, Methods & Tools



Check, Methods & Tools > Target Groups and Participants

Target Groups and Participants

- Citizens
- Borough administration
- Elected Borough parliament
- Management of hospital
- Development Agency of New Neighbourhood
- Police
- Fire department
- Chamber of Commerce
- Bremen's parking space management (BREPARK)
- Automobile Club (ADAC)
- German Cyclists' Federation (ADFC)
- Citizen's initiative for the development of a cooperative housing project in the new neighbourhood
- Association, which provides ambulant care
- Ministry of Internal Affairs









Spotlight on Bremen -Neighbourhood Mobility Check, Methods & Tools > SWOT Analysis

STRENGTHS STRENGHTS

Pedestrian traffic

Many pedestrians in relation to total traffic: 30 percent of all ways by foot (for statistical district "Bremen Mitte"; Bremen as a whole: 25 percent)

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.

Bicycle traffic

Many cyclists in relation to total traffic: 29 percent of all ways are done by bicycle (for statistical district "Bremen Mitte"; Bremen as a whole: 23 percent)

Increased visibility and safety of cyclists through "critical mass"

Very high bicycle ownership rate (88 percent, for statistical district "Bremen Mitte"; Bremen as a whole: 84.6 percent)

Three "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

Local public transport

High frequency of tram lines and buses

Coordinated timing of trams (timeshifted)

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 percent 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

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 percent of all ways by car for statistical district "Bremen Mitte") compared to Bremen as a whole (36 percent)

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 percent) of households without cars (46 percent with 1 car/ household; 6 percent with 2 cars/ household) (for statistical district "Bremen Mitte")

More than 15000 users of stationbased 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)





Spotlight on Bremen -Neighbourhood Mobility Check, Methods & Tools > SWOT Analysis

WEAKNESSES WEAKNESSES

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

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 insecure 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

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").





Spotlight on Bremen

The SWOT Analysis - the SWOT-Strategies

Neakness

- Reduction of illegal parking
- Support of sustainable mobility options
- Improvement of the quality of stay
- Implementation of information campaign



- Introduction of parking management
- Contributing to the mobility concepts of the hospital ("Klinikum Bremen Mitte") and the ("Neues Hulsberg-Viertel")

wieats-Strategy development of the new neighbourhood





Spotlight on Bremen

The SWOT Analysis - Corridors of Option - a selected example

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.

Thee following actions might be an option for the SUNRISE neighbourhood:

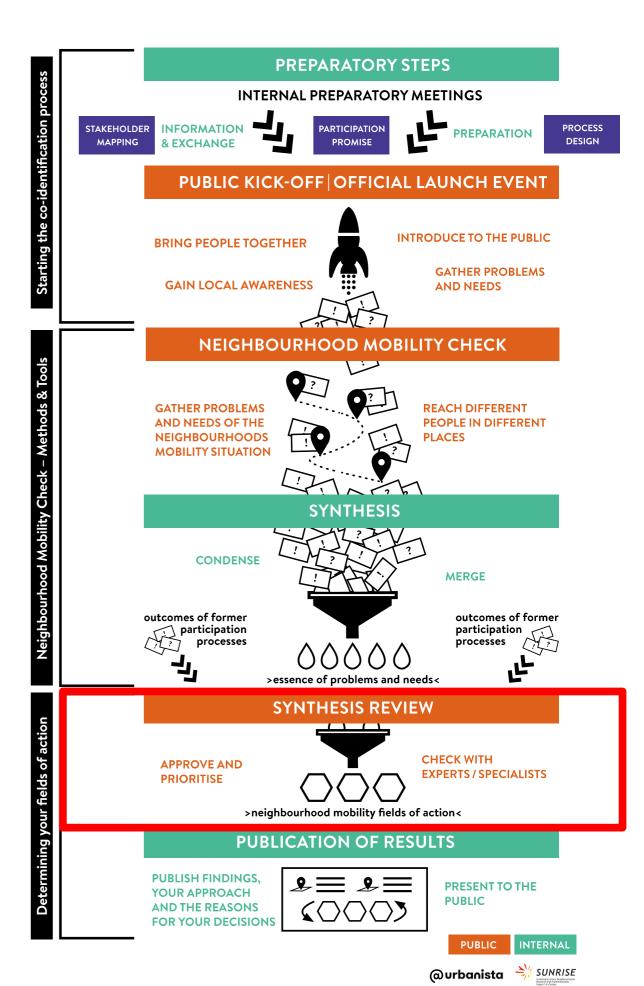
- Stronger monitoring (and fining parking offensives) to enforce parking in accordance with the road traffic regulations
- Constructional measures to reduce illegal parking
- Other measures to reduce illegal parking (e.g. clearly marking of legal parking)





Spotlight on Bremen - Determining your field of action

- 3. Determining your field of action
 - a) Synthesis Review





Spotlight on Bremen Determining your field of action > Synthesis Review

The SWOT Analysis: The bottom-up Review

- A three-hour internal workshop with the members of the SUNRISE core group.
- The group jointly validated the SWOT- Analysis, which had been prepared by the SUNRISE team i.a. on the basis of the citizen's contributions.
- All the strengths, weaknesses, opportunities, threats and the resulting strategies were recorded on cards and pinned to movable walls. In the workshop those could be commented, corrected and supplemented.

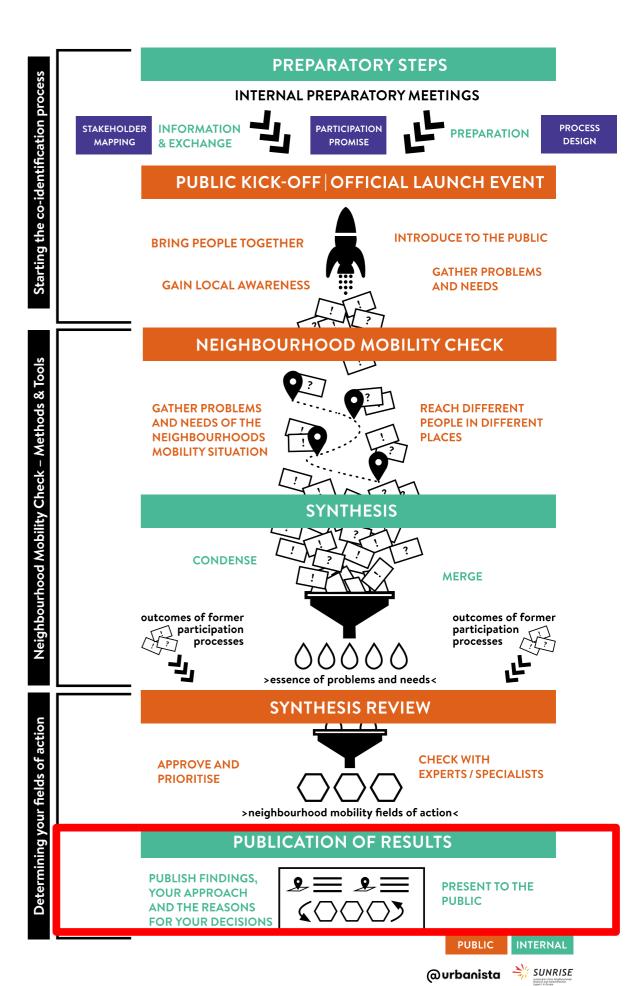






Spotlight on Bremen Determining your field of action > Publish Results

- 3. Determining your field of action
 - b) Publication of Results





Spotlight on Bremen Determining your field of action > Publish Results > The Outcomes

The Outcomes

- Establishment of dedicated SUNRISE core group ("Projektbeirat")
- Establishment of communication channels to the target groups and e ective communication
- Involvement of citizens and stakeholders into the project
- Awareness on SUNRISE in the public, with stakeholders and institutions
- Bottom-up identi cation of problems, ideas, good examples
- Increase of knowledge on sustainable mobility
- Validation of top-down SWOT Analysis
- Validation of options for actions (by the Core Group)
- Feedback on the process so far and ideas for the SUNRISE process ahead







Spotlight on Bremen Determining your field of action > Publish Results > Collected problems/needs

#Illegal parking (56*)

- Illegal parking (inclusive parking halfway on sidewalks) blocks other street users (46*)
- Illegal parking reduces the accessibility of streets for the fire brigade (reduced security) and waste collection vehicles or delivery vans (10*)

#Bike paths, space for cycling (42*)

- Problems within the bicycle street (14*) (out of this: 13* Humboldtstraße)
- · Cycling on cobblestone (8*)
- Bad condition of the bike path (e.g. Friedrich-Karl-Straße, St.-Jürgen-Straße, Verdener Straße) (6*)
- Narrow bike paths (5*) (e.g. Am Schwarzen Meer, Am Hulsberg, St.-Jürgen-Straße)
- Risk for cyclists due to tram lines (Vor dem Steintor) (5*)
- Risk for cyclists due to opening car doors (2*)
- Narrow distance of carriageway and bike paths; narrow distance of sidewalks and bike baths (2*)

39

#High parking pressure (37*)

- Non-residents (visitors) use the parking space (18*)
- Not enough parking space (6*)
- "Temporary" residential parking at football games is not ideal (6*)
- Anticipated increase of parking pressure due to the development of "Neues Hulsberg" quarter (4*)
- · Loss of parking space (3*)

#Behaviour of other road users (34*)

- Speeding (13*)
- Non-compliant behaviour or limited knowledge of traffic rules (e.g. rights of cyclists are not granted by car divers, cyclists ride on the wrong side of the road, cars illegally turning) (9*)
- Cycling on sidewalks (5*)
- (Little) consideration of other road users (e.g. from cars who overtake cyclists or from fast cyclists) (4*)
- Car drivers crossing the traffic lights when the lights are red (3*)

#Problematic crossings (34*)

- Lacking/ improvable crossing aids (20*) (out of this: 11* junction Humboldtstraße/ St.-Jürgen-Straße)
- Traffic light circuit unfavourable for pedestrians/cyclists (14*)

#Quality of life/environment/ room for children (26*)

- Noise pollution (10*) (e.g. St.-Jürgen-Straße, Bismarckstraße)
- Not sufficient space for child's play (6*)
- Not enough/destroyed greenery (4*)
- Air pollution (2*)
- Missing places to sit (benches etc.) (2*)
- Polluted street room (waste etc.) (2*)

#Car traffic and related road infrastructure (21*)

- High traffic volume (10*)
 (z.B. Friedrich-Karl-Straße, Bismarckstraße)
- Too narrow width of the carriageway (6*) (out of this: 5* Friedrich-Karl-Straße)
- · A lot of through traffic (4*)
- Bad condition of carriageway ("kleine Bismarckstraße") (1*)

#Conditions for pedestrians/ accessibility (16*)

- Problems due to cobblestones (3*) (e.g. Wendtstraße, Graf-Waldersee-Straße, Hemelinger Straße)
- Height of kerbs (3*) (e.g. Hemelinger Straße)
- · Narrow width of sidewalks (3*)
- · Bad condition of sidewalks (1*)
- Other obstacles on sidewalks (other than parked cars) (6*) (e.g. dust bins, bulky waste, bikes, bollards)

#Risks of accidents (12*)

 Risks of accidents, uncertain traffic situation (12*) (e.g. Kleine Bismarckstraße, St.-Jürgen-Straße/Graf-Haeseler-Straße, Friedrich-Karl-Straße, Manteuffelstraße)

#Route Connection (4*)

 Missing route connections for pedestrians and cyclists (4*) (Out of this: 3* route across the hospital area)

#Public transport (3*)

- High ticket prices (2*)
- Missing tram/bus stations (1*)

The list summarises the 285 specific problems referring to locations within the SUNRISE neighbourhood and how often they have been mentioned.

Comments:

- 4* contributions did not target the concrete topic, they have not been included in the above summary
- additional 32 contributions on "problems" were made to locations outside the SUNRISE area – those are not included in the above summary

Spotlight on Bremen Determining your field of action > Publish Results > What went well?

What went well?



What went well?



 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").

Lessons Learnt -

 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 ("street chats") 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 SUNRISE process 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 a 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.

High interest of local media.

Due to public debates on the topics (illegal) parking, parking pressure, traffic situation and the Hulsberg developments, the media have strong interests in any news about it.

· 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.



Spotlight on Bremen Determining your field of action > Publish Result



of action > Publish Results > What should be developed

further?

What should be developed further?



The participation process coming up will be based on the experiences made in the preceding phase. Therefore, in the subsequent months, the following participation formats and aspects will be considered:

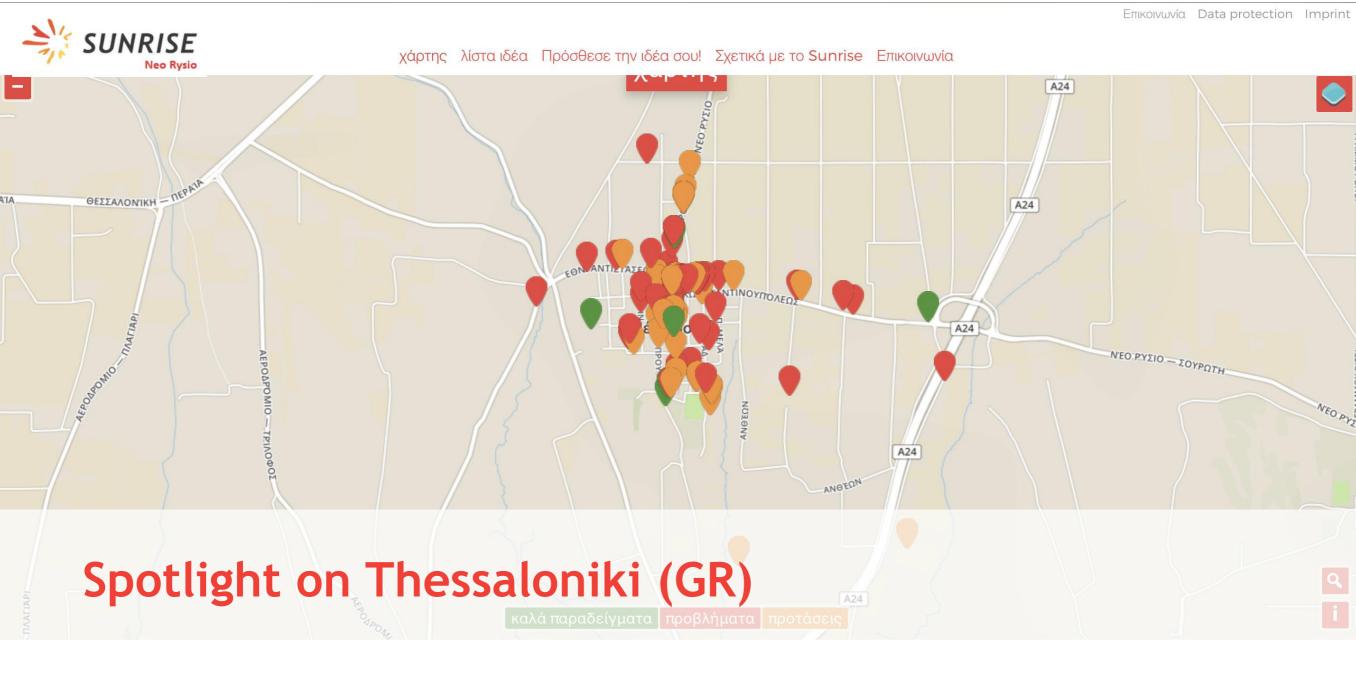
- More inspirational field trips to other cities and neighbourhoods will be offered to interested citizens and stakeholders. The trips will target preferably neighbourhoods with quite similar problems and new/different approaches in solving them. Also, field trips serve the purpose of team building and have turned out to be very valuable in this respect.
- Further on the SUNRISE participation process will be an open process, which can be joint by citizens also to a later stage – for one or more activities.
- Efforts will be done to involve stakeholders groups, which have not yet been reached sufficiently (e.g. mobility impaired people).



- Further efforts will be carried out to reach and involve relevant stakeholders which have not participated yet.
- It has been found valuable to invite "external experts" to report on the experiences of other cities and who can provide good examples, lessons learned, inspiration and new perspectives. Also, external experts are neutral and their input might be perceived as more credible than from local players. Therefore, external experts will also play a role in future workshops or public events.

Lessons Learnt - What should be developed further?



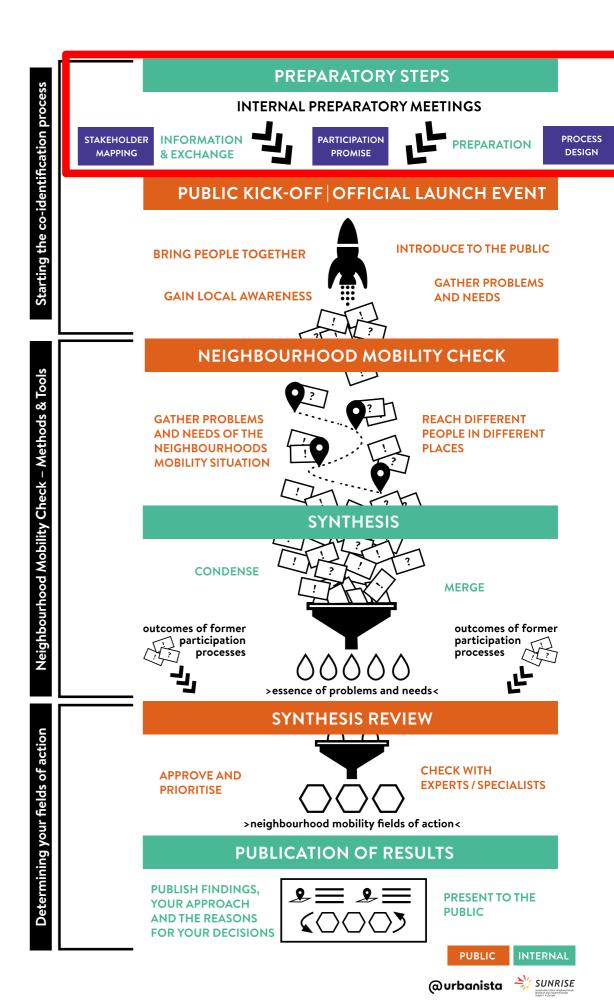


λίστα ιδέα



Spotlight on Thessaloniki - Starting the process > Preparatory Steps

- 1. Starting the co-identification process
 - a) Preparatory steps



Spotlight on Thessaloniki - Preparatory Steps > Identify challenges



Become clear about the challenges - an extract

- 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.
- Improving accessibility to crucial infrastructures by giving emphasis to schools, athletic, cultural and recreation centres will enhance inhabitants daily quality of life.
- 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.









Spotlight on Thessaloniki - Preparatory Steps > Identify opportunities

Main Opportunities - an extract

- 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
- 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.









Spotlight on Thessaloniki Preparatory Steps > Participation Promise

The Participation Promise - an extract

- Troughout all the processes of the SUNRISE project and in order to set the framework to guarantee the free of ideas and the creative discussions among the participants, the rules in the following gure should be maintained:
 - The basis: Transparent participation promise and limits
 - There must not be a "No"
 - Be neutral!
 - Be prepared for a uid community
 - Be where the people are present
 - Online works only in combination with offine
 - Create a stage
 - Have fun
 - Be patient
 - Love it or leave it







Spotlight on Thessaloniki Preparatory Steps > Participation Promise

The Core Group

• **Constitution:** 14 of the 20 people (from different groups) that were invited to the kick-off meeting accepted to be members of the Core Group.

- Members: see graph on the right
- **Powers:** In order to avoid any administrative burden the group didn't take a legal format.
- Meeting Rhythm: The Group meets regularly depending on the projects needs
- Location: At the Communities offices or the Cultural Centre or via telephone conversations with TheTA-team
- Funds: The Core Group doesn't have a whole access to any funds.

- 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 |
 The 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 |
 Parents

- Teaching staff of the 1st Elementary School of Neo Rysio | Director of the school and teaching staff
- 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

(© TheTA)

Members of the Core Group



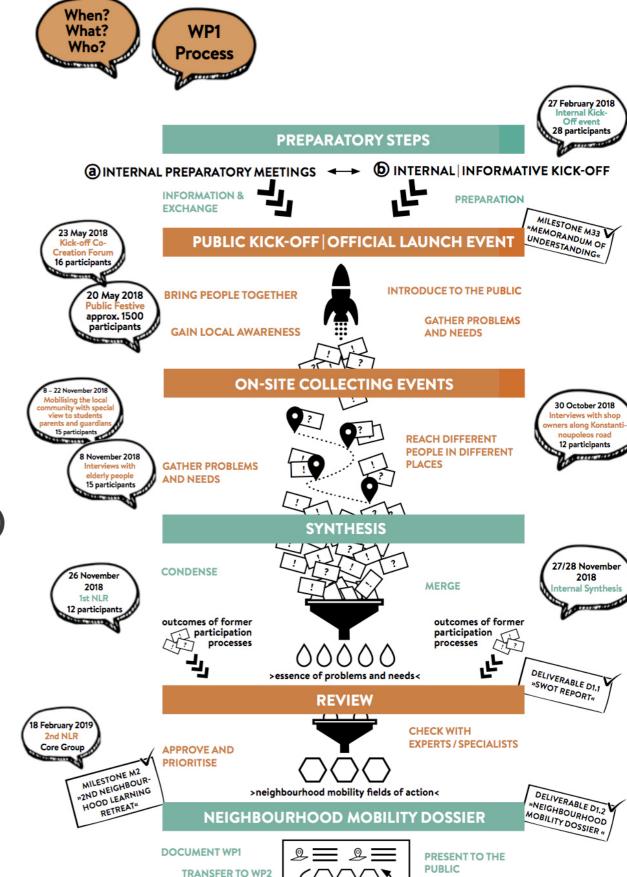






Tools, formats, events WP1

- 1. Internal Kick-off / Core Group Meeting (Feb 2018)
- 2. Awareness raising event /public festival (May 2018)
- 3. Public Kick-off at Cultural Centre (May 2018), launch of website
- 4. Neighbourhood Mobility Check (special interviews) (30 October 22 November)
- 5. Validation of SWOT-results (Feb 2019)
- 6. Fields of Action Review (Feb 2019)
- 7. Mobility Dossier (March 2019)



Spotlight on Thessaloniki · Starting the process > Public kick-off

- 1. Starting the co-identification process
 - b) Public Kick-off

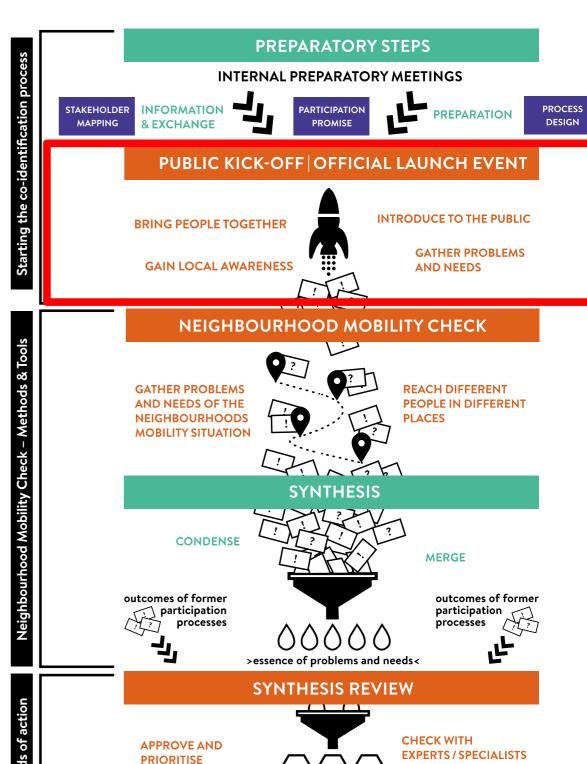








(© TheTA)

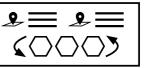




>neighbourhood mobility fields of action <

PUBLICATION OF RESULTS

PUBLISH FINDINGS, YOUR APPROACH **AND THE REASONS** FOR YOUR DECISIONS



PRESENT TO THE **PUBLIC**

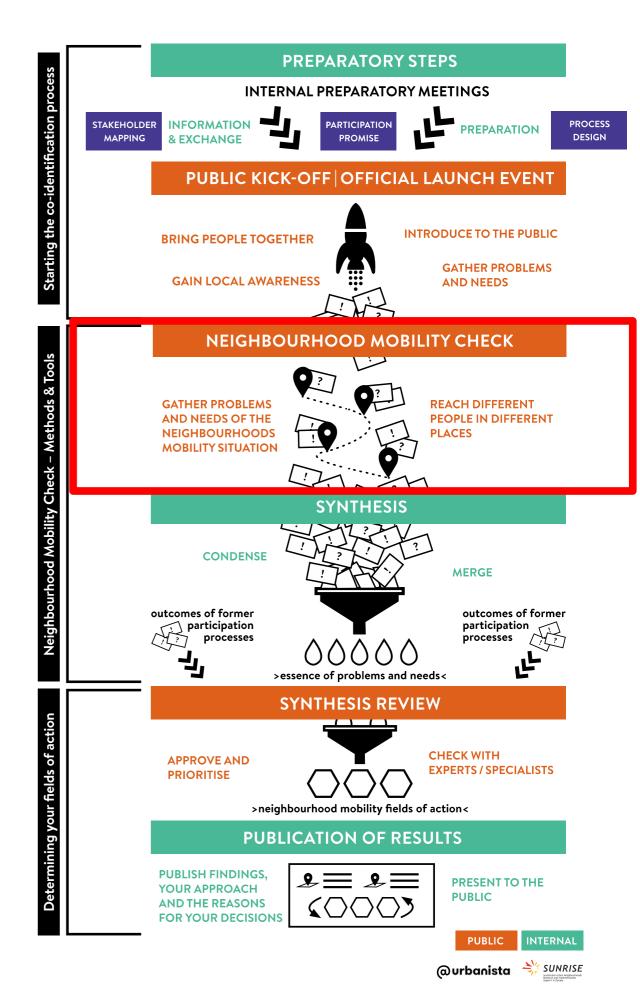






Spotlight on Thessaloniki - Neighbourhood Mobility Check, Methods & Tools

- 2. Neighbourhood Mobility Check
 - a) Neighbourhood Mobility Check





Spotlight on Thessaloniki -Neighbourhood Mobility Check, Methods & Tools > Website

SUNRISE-website - http://sunrise-neo-rysio.gr

- To enable the co-identification of problems and needs
- Was complemented by a questionnaire provided to students' parents that had the same structure as the structure of the websites' database
- Based on the nextseventeenword-press-tool by urbanista



The SUNRISE Co-cretion website of Neo Rysio (Thessaloniki)









Interviews with special target groups:

- Interviews with Shop-owners
- Interviews with elderly people
- Interviews with parents and guardians



Public Kick-off Event







Spotlight on Bremen - Neighbourhood Mobility Check, Methods & Tools > Target Groups and Participants

- 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



Public Kick-off Event

- 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







Spotlight on Bremen -**Neighbourhood Mobility** Check, Methods & Tools > SWOT Analysis I

Weaknesses

A car dominant area with many daily commuters to Thessaloniki

Through traffic with many heavy vehicles in the three main streets

Traffic safety issues caused by through traffic in main streets

CO2 emissions and environmental consequences

Public transport is limited and there is no direct connection with the Municipality of Thermi

There are gaps in some parts of the cycle lane

Parking problems in the main streets. and parked cars on the sidewalks.

Width of the sidewalks in most cases is insufficient for pedestrians

Vertical signposts placed on low poles prevent pedestrians from seamlessly walking

Traffic calming measures have been placed but most of them are damaged either from vandalism or wear.

Sidewalks are not blind friendly and ramps are missing

Lack of a central square

Accessibility to crucial infrastructures like schools, the Community offices etc need improvements

INTERNAL FACTORS

Strengths

Unofficial car sharing system has been established by commuters

Two municipal bus lines for intermunicipal connections

There is a bicycle path connecting educational, athletic and leisure uses and activities

A forest area with opportunities for recreation activities

There are many areas for cultural and athletic activities as well as meeting points of the local community

A dynamic and people-focused neighbourhood. New residents are developing new mobility habits and are more receptive to new sustainable travel choices

There are no parking problems except from the main streets







Spotlight on Bremen - Neighbourhood Mobility Check, Methods & Tools > SWOT Analysis II

EXTERNAL FACTORS

Opportunities

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

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.

Car sharing is staring getting into the mentality of some residents for commuting.

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

SUMP:

SUMP concluded in 2016 proposing specific sustainable mobility measures measures for Neo Rysio

Traffic Study:

Traffic Study was conducted in 2004 and updated in 2010 but no consensus between City Council and residents has achieved.

Traffic arrangements were proposed in the Traffic Study in order to create an important pedestrian area

Technical Programme:

The Technical Programme for year 2019 is available including infrastructure improvements

Operational Programme:

The Operational Programme for years 2014-2019 is also available. It includes also the implementation of the measures that have been proposed in the SUMP

General Urban Plan:

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

Threats

Growing number of cars on the roads due to population increase and limited public transport connections

Increased through traffic on the roads

Old and outdated technology is used in the bus fleet that service bus lines

Local council and residents couldn't reach an agreement to implement what the traffic study has proposed for years.





Spotlight on Bremen - Neighbourhood Mobility Check, Methods & Tools > SWOT Strategies

Weaknesses.

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.

e able es ng o an ing e era

2. Weaknesses.

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.





Spotlight on Thessaloniki Neighbourhood Mobility Check, Methods & Tools > SWOT Corridors of Option

A selected example:

Option 1: Improvements of the cycle network, parking scheme and bike sharing system

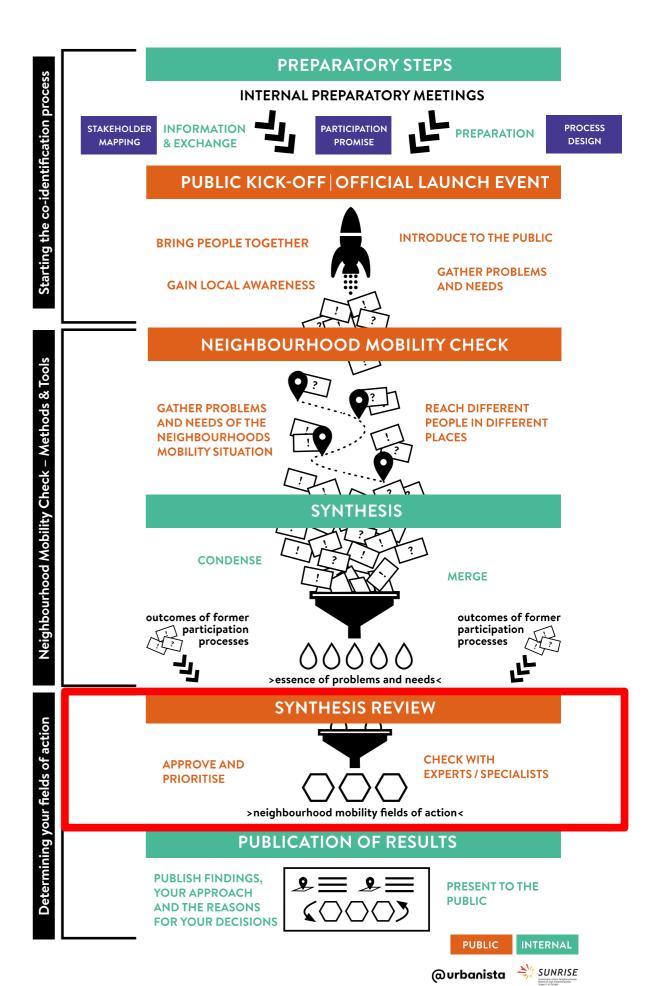
The existing cycle path network linking the center of the settlement with vital infrastructure, such as the high school and the sports center, could be used more if improvements were made to the infrastructure and the missing link of the infrastructure was completed. In addition, the creation of a bicycle 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.





Spotlight on Thessaloniki Determining your field of action

- 3. Determining your field of action
 - a) Synthesis Review





Spotlight on Thessaloniki -Neighbourhood Mobility Check, Methods & Tools > SWOT Review

SWOT-Review

- 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 boards, according to the category they thought, every card belongs 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-identi cation phase.



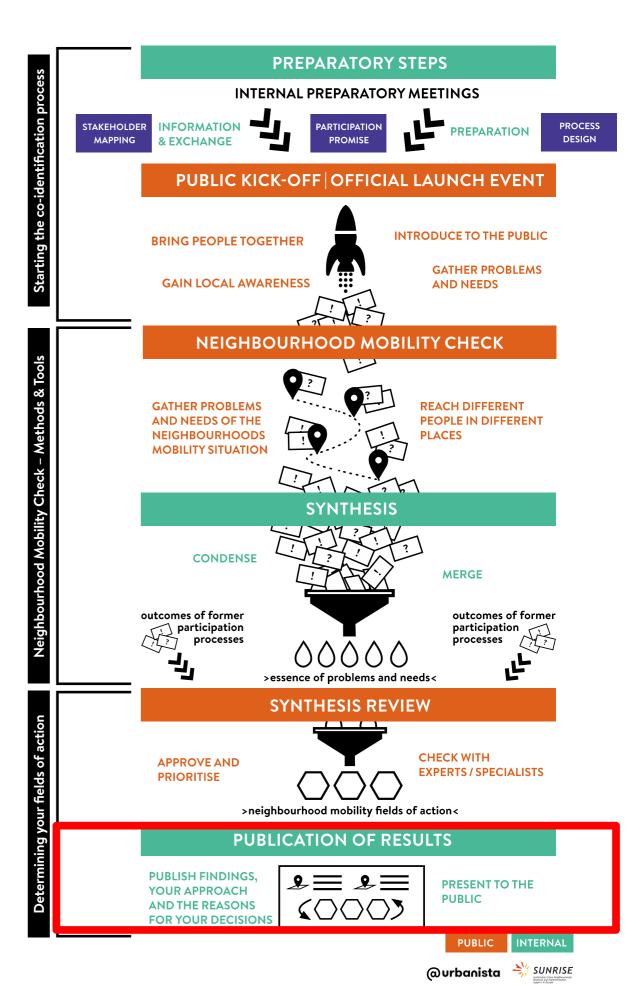


The SWOT-review event



Spotlight on Thessaloniki -Determining your field of action > Publish Results

- 3. Determining your field of action
 - b) Publication of Results





Spotlight on Thessaloniki Determining your field of action > Publish Results > Collected problems/needs

An extract:

Problems - General Public

- · Parking problems
- Public and municipal transport
- Lack of playgrounds, recreation areas
- Incomplete Signalling
- Limited signing
- Road network / heavy vehicles
- Road network / road surface
- Traffic jam at main axes
- Accessibility
- Stray animals
- Garbage, recycling
- Bicycle track
- Narrow sidewalks
- School bus routes
- Other
- Traffic regulations

Problems - Students

- Public Transport / School bus routes
- · Parking problems
- · Stray animals
- Other
- Traffic regulations
- Traffic congestion
- Road network / asphalting
- Playground, recreation and sports facilities
- Bicycle track
- Access to schools because of two much traffic outside schools during peak school hours
- Pollution
- Trash
- Narrow sidewalks

Proposals - General Public

Improvements in:

- Traffic regulations basically for illegal parking
- · Expansion of the bicycle path
- Public transportation
 (better frequencies and schedule punctuality, renewal of bus fleet)
- Road network / heavy vehicles / asphalt pavers
- Shared bicycles
- Playgrounds, recreation and sports facilities
- Parking problems. Too many vehicles park in the intersections of the main street and the vertical axes
- Pedestrian
- Other

Proposals - Students

Improvements in:

- Playground, recreation and sports facilities
- Public Transport / School Schedules
- Incomplete signalling, missing of signalling in crucial roads
- Other



Spotlight on Thessaloniki Determining your field of action > Publish Results > Lessons learnt



What went well?



- A committed and focused Core Group (CG)with strong potential: The CG is a team committed to the aims of SUNRISE during the lifetime of the project aiming to reach out a big percentage of the local community and influence them in favour of the project outcomes on sustainable mobility. The synthesis of the CG has representatives of the following structures:
 - 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
- Contemporary methods of approach where the audience actively participates were well accepted.
 During the Co- identification and Co-validation phase many participatory and innovative methods of public participation were tested. The methods used were well accepted not only my the committed CG members but also from the CCF group and the general public showing that active participation of the local community is preferable instead of traditional and stable methods.

What should be developed further?



- Activation of general public. People need motivation but mobilizing them is not always an easy task as people tend to forget easily and publicity actions should be repeated in frequent intervals. Constant publicity actions and raising awareness campaigns are always useful as well as incentivize the local community by giving different kind of incentives. That would be very useful in the next phase of the project. Moreover more active participation by organizing community activities and public events would be a good idea as active participation in different kind of activities would mobilize the residents of the settlement.
- Last but not least during the CCF meeting with local participation the presentation of other show cases and good examples form other city partners as well as other good practices from all over Europe would convince participants about the benefits of sustainable mobility actions and their results to enhance their everyday life.



Spotlight on Lisbon (PT) - Challenges

Lisbon is a Take-Up City in SUNRISE, and has chosen to focus their activities on **Bairro Padre Cruz**, a neighbourhood in the Carnide borough on the northwest edge of Lisbon.

Bairro Padre Cruz is a disadvantaged residential area with a multiethnic population, and is primarily comprised of social housing. The area has an unemployment rate of 23% and 12% of residents cannot read or write (Census 2011).

Community severance is a big issue in this area. It is a spatially isolated "island" that is poorly connected to the city centre. Safety has been reported as a concern. The residents are heavily dependent on taking the bus and walking.

There are not many attractions and very few people visit the neighbourhood, which further worsens the economic situation.







Image sources: Rita Junio, Clousico CouncilRita Jacinto, Lisbon City Council



Spotlight on Lisbon (PT) - Strengths

Although there are many ongoing challenges in Bairro Padre Cruz, the situation is beginning to improve, which is a source of local pride among the residents. This has been driven by a strong network of actors:

- As a social housing area, there is an existing network of actors who are positively
 perceived by the residents, including the city council, local borough, social security
 services, residents' association, kindergartens
- The Residents' Association is active and motivated to continue trying to improve the neighbourhood, and is interested in working with City of Lisbon
- The community police (associated with the city council) include two officers who are in the neighbourhood every weekday. They support local activities carried out by the social housing network of actors, and are also well-received by the residents.
- It is a social housing neighbourhood going through a major housing regeneration process. Entire old housing blocks are being demolished, and new social housing is being

Union's Horizon 2020 research and innovation programme Constituted. Part of the street layout will change.



Spotlight on Lisbon (PT) - Choosing a focus

Lisbon's aim in SUNRISE is to improve the mobility situation specifically for the girls and women who live, work and go to school in Bairro Padre Cruz. The idea for this area and focus was agreed upon through a top-down and bottom-up approach:

- The City of Lisbon first chose this area and focus based on their own assessment and impressions of the need to more adequately address women's mobility issues in peripheral neighbourhoods.
- It is a neighbourhood with community severance issues in significant need of addressing, so a project focused on improving local mobility became a great match.
- 3. Finally, they met informally with all actors in the neighbourhood to discuss the project idea with them (including other City Council actors), find out if they would find it useful and gauge their support. This took some time, but it was time well-invested because it built trust, awareness and support in the community around the project.



Image source: Rita Jacinto, Lisbon City CouncilRita Jacinto, Lisbon City Council





Spotlight on Lisbon (PT) - Co-identifying problems

Lisbon's aim in the co-identification phase was to understand the mobility problems faced by girls and women in the neighbourhood.

To do this, they collected data from different groups of girls and women, with different mobility patterns and needs:

- Girls at local school (13 to 17 years old)
- Young women (18 to 22 years)
- Women working outside of the neighbourhood
 (22 to 64 years)
- Older women (65+ years)



Image source: Rita Jacinto, Lisbon City CouncilRita Jacinto, Lisbon City Council







Spotlight on Lisbon (PT) - Co-identification methods

They used the following methods to gather input from local women and girls:

- Questionnaires at a local school: 102 girls aged
 13-17 years
- Focus groups with mapping of main issues: 50 girls and women between 13 and 87 years
- Questionnaires, face-to-face, at the neighbourhood bus stops: 49 women waiting for the bus

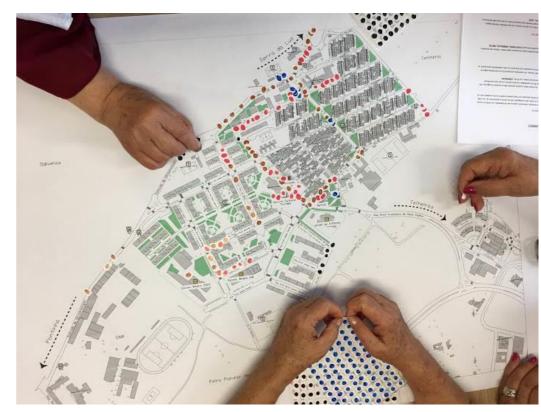


Image source: Rita Jacinto, Lisbon City CouncilRita Jacinto, Lisbon City Council





Spotlight on Lisbon (PT) - Results of co-identification

Examples of problems identified by the girls and women:

- Road safety: Cars drive too fast and do not stop at pedestrian crossings
- Personal safety: Fear of dark areas and isolated bus stops. Bus stops located at the edge of the neighbourhood
- Sexual harrassment: Girls and young women report being harrassed
- Costs: Walking to nearest shopping centre to save cost of bus ticket
- Reliability: Buses do not show up on time. Some bus services cancelled.
- During public holidays and weekends no bus to nearest hospital. Only three buses to get there!
- Women cannot leave baby strollers at day care facility during the day





Image sources: Rita Jacinto, Lisbon City CouncilRita Jacinto, Lisbon City Council

These problems will be taken as the starting point for co-developing solutions in the next phase.





SUNRISE

Spotlight on Lisbon (PT) - Corridors of action

The feedback gathered through the focus groups and surveys was analysed and the data was categorised into the following thematic areas for improvement, resulting in possible corridors of action:

- Women's perception of safety
- Road safety
- Public space accessibility
- Costs (primarily ticket prices)
- Convenience of bus stops
- Convenience of bus service
- Convenience of cycling
- Social dynamics (problems that can't be solved only by infrastructure)

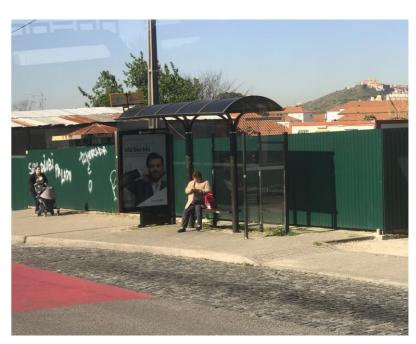


Image source: Rita Jacinto, Lisbon City CouncilRita Jacinto, Lisbon City Council

Residents also specifically said that they're supportive of measures to encourage motorised modes to drive slower, e.g. speed bumps, to reduce the number of accidents with pedestrians and cyclists.

The problems that were co-identified and the possible corridors of actions will be taken as the starting point for co-developing solutions in the next phase.

The collaborative process with local actors is still under way. In September, the data collected so with all local actors involved in the process.



Unit 3: Co-identification of problems and co-validation of needs Module 3.2 Lessons learned







Challenges

The topic itself

- Mobility issues are often discussed very emotionally
- It needs a strong political will to solve mobility issues sustainably
- Relevant solutions might not entirely be within the municipality's domain of responsibility and action field.

The participatory process

- Participation requires a lot of time and resources & it's unpredictable
- It's difficult to built trust (Especially when people have already gone through several [less successful] participatory processes > "Participation Fatigue")
- More concrete topics are useful (more specific location/area, more specific topic) potentially attract more people
- It is difficult to involve people permanently in the project process without them getting tired







Challenges

Methods and Tools

- It is a challenge to reach and involve a good cross section of citizens
- It is a process to find the right methods to work with hard-to-reach groups
- Language barriers

The frame of SUNRISE

- Small project/implementation budget
- Short duration of the project (4 years incl. Implementation)







Recommendations

Methods and Tools

- Direct Dialogue is key: On-street market stands work well for that purpose
- Things are complex: Break them down into themes and projects and use everyday language

The participatory process

- Create small-scale success stories to motivate people and keep them on track
- Have a consistent momentum of meetings, events and implementation to keep residents engaged and empowered
- Build strong ties/partnerships within municpal and governmentel agencies,
 NGOs etc. as soon as possible
- Invite external experts to report on experiences of other cities/projects for inspiration/experiences/new perspectives (External experts can also serve to do an »expert check« to classify ideas and their constrains and opportunities)







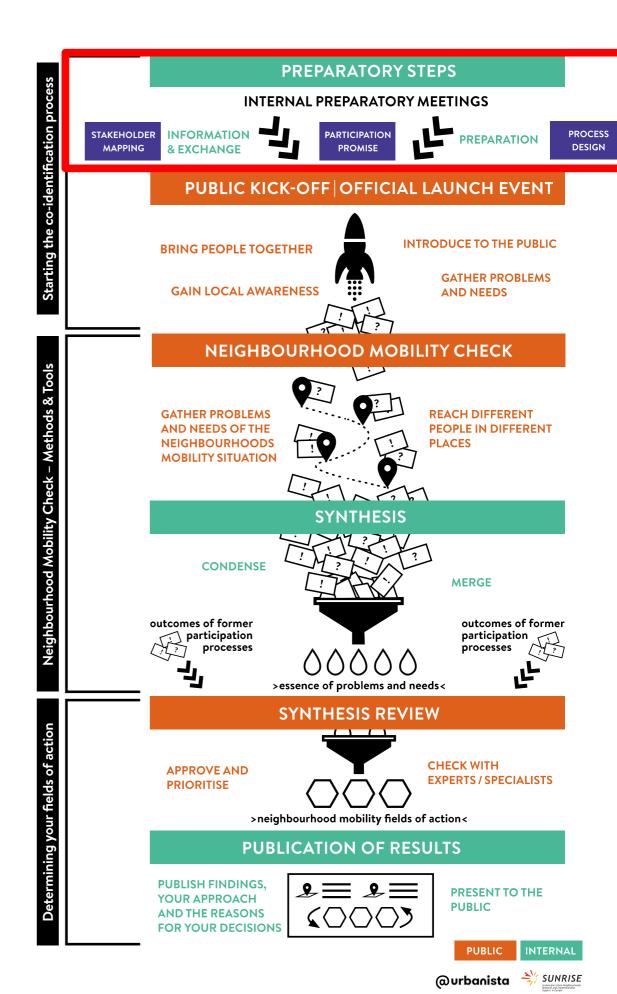
Recommendations

- Make a plan for the participation process so that you know what to expect, but stay flexible enough to react.
- Sometimes it's a question of knowledge and culture: Talk about the objectives and theory, and not simply dive into community recruitment (also think of PR campaigns)



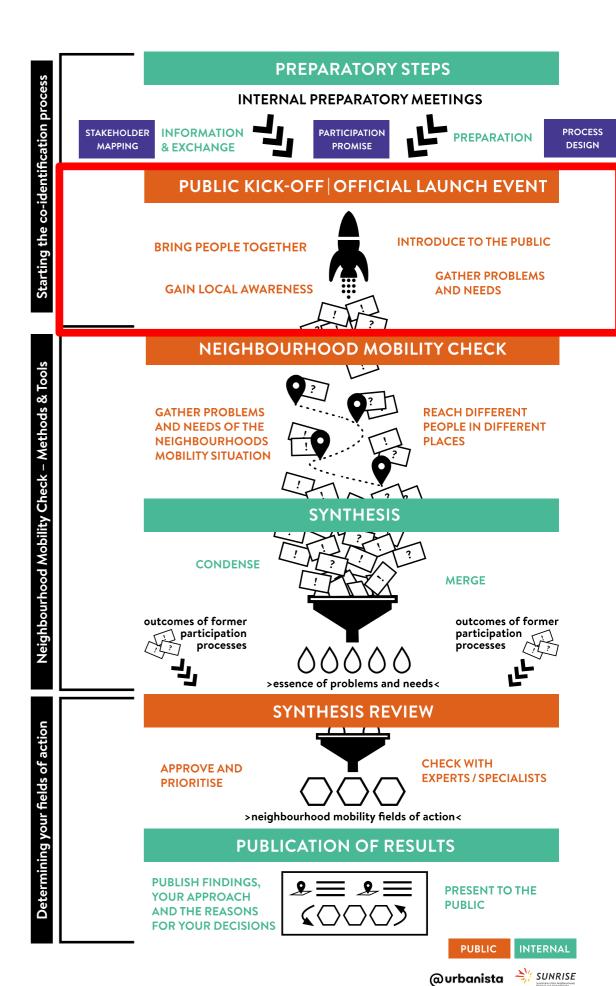
Preparatoty steps

- ✓ Get enough staff you always need more than you think
- ✓ Identify as early as possible all people in administration/policy/private sector/NGO who could be helpful in the process and try to involve them generate a momentum.
- ✓ Elaborate the participation promise for the process (purpose, scope, powers, resources, etc.)
- ✓ Do a stakeholder mapping and think about who you can involve and how
- ✓ Draw-up a process design and a PRcampaign



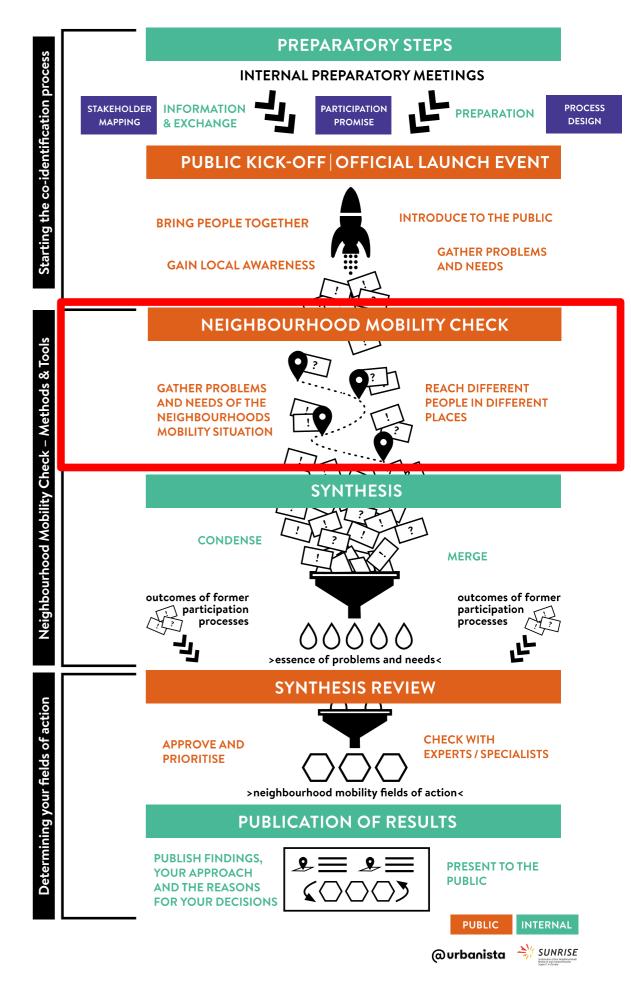
Public Kick-off

- ✓ Find a frequented place where a lot of different people naturally pass (reachable at ground level)
- ✓ Invite the public with an intensive PR campaign
- ✓ Make the event visible from the outside
- ✓introduce the process with its contents, goals, limits and timeline (participation promise) to the attendees
- ✓ Try to avoid frontal discussions Instead offer different participatory/co-creative methods, where all participants can address problems and needs related to local mobility issues and express their wishes for future improvements



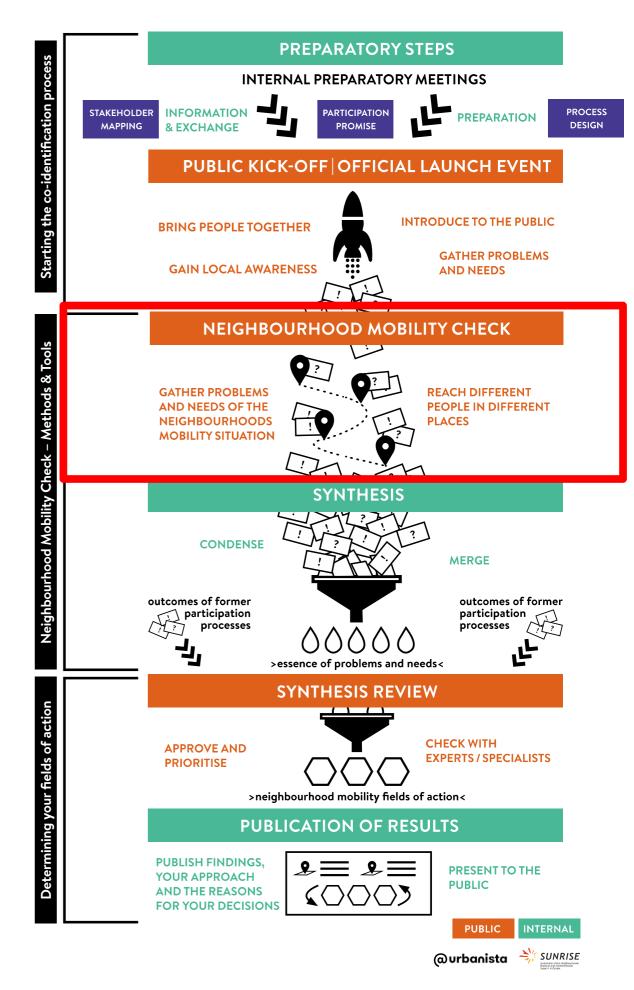
Neighbourhood Mobility Check

- ✓ Be present at frequented places (markets, train stations, pedestrian zones, super markets etc.) and actively address many different people
- √ Visit places where you can meet hard to reach groups (schools, youth centres, nursing homes etc.)
- ✓ Reach out to multipliers (e.g. leaders of churches / religious groups / association of traders etc.)
- ✓ Consider a SWOT or similar to objectively analyse the status quo of the neighbourhood



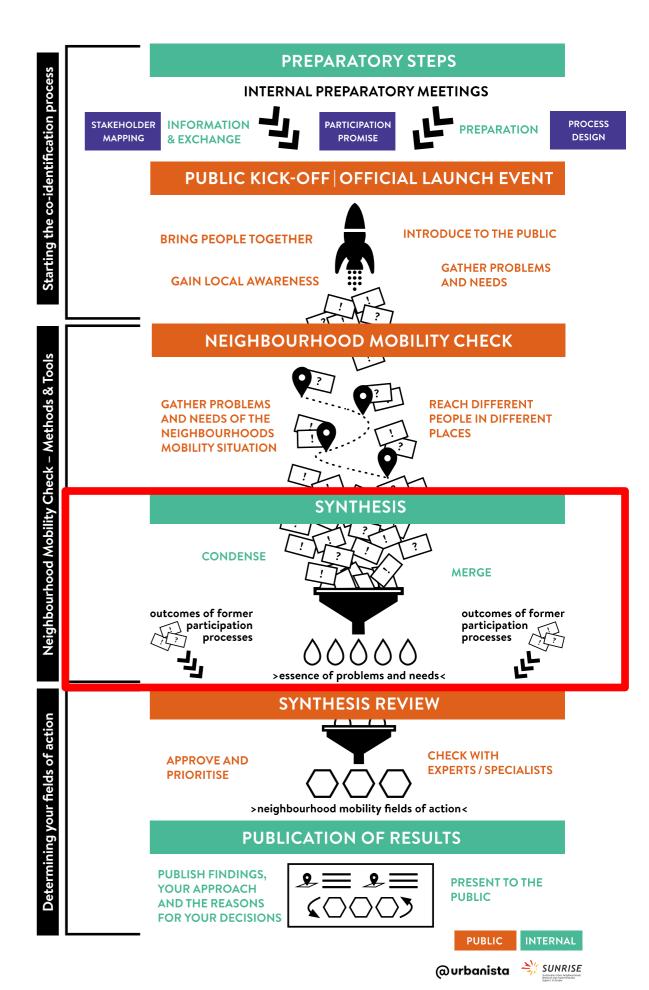
Neighbourhood Mobility Check

- ✓ Be present at frequented places (markets, train stations, pedestrian zones, super markets etc.) and actively address many different people
- √ Visit places where you can meet hard to reach groups (schools, youth centres, nursing homes etc.)
- ✓ Reach out to multipliers (e.g. leaders of churches / religious groups / association of traders etc.)
- ✓ Consider a SWOT or similar to objectively analyse the status quo of the neighbourhood



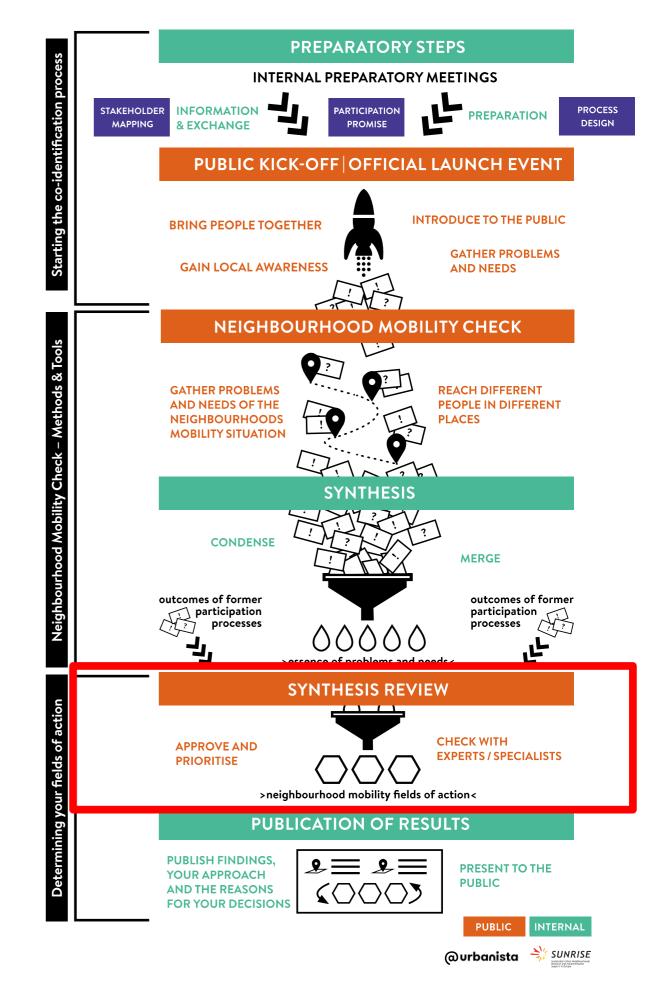
Synthesis

- ✓ View and sensitively condense the problems, needs and ideas have been collected to get the essence of it
- ✓ Recognise frequently mentioned topics and merge similar mentions into thematic strands
- ✓ Also Include the outcomes of former processes in this interim result



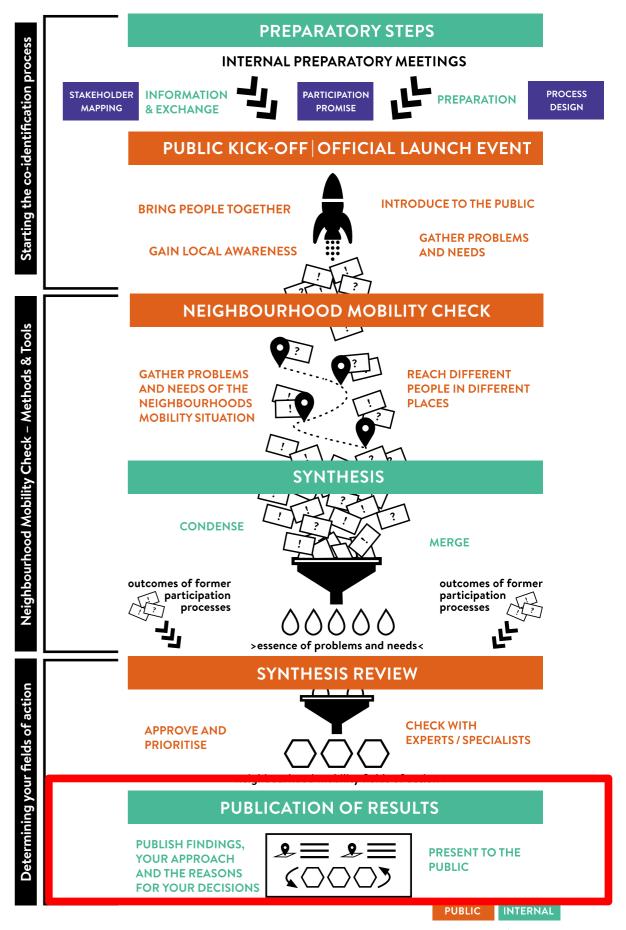
Synthesis Review

- ✓ Make sure, that the condensed essence
 is the right one and matches with the
 perspective of the public
- ✓ Consider a co-creative workshop session where you:
 - ✓ Approve and prioritise the drawn essence of ideas and needs collected
 - ✓ Check realisability through external point of view from experts and specialists
 - ✓ Reflect the participatory process: methods applied and participants reached
 - ✓ Give reasons to the public why proposals were not accepted.



Publication of results

- ✓ Publish the findings, your approach and the reasons for your decisions to ensure maximum transparency for your process
- ✓ Explain how decisions were made and what this means for the future
- ✓Outline the next steps







Resources

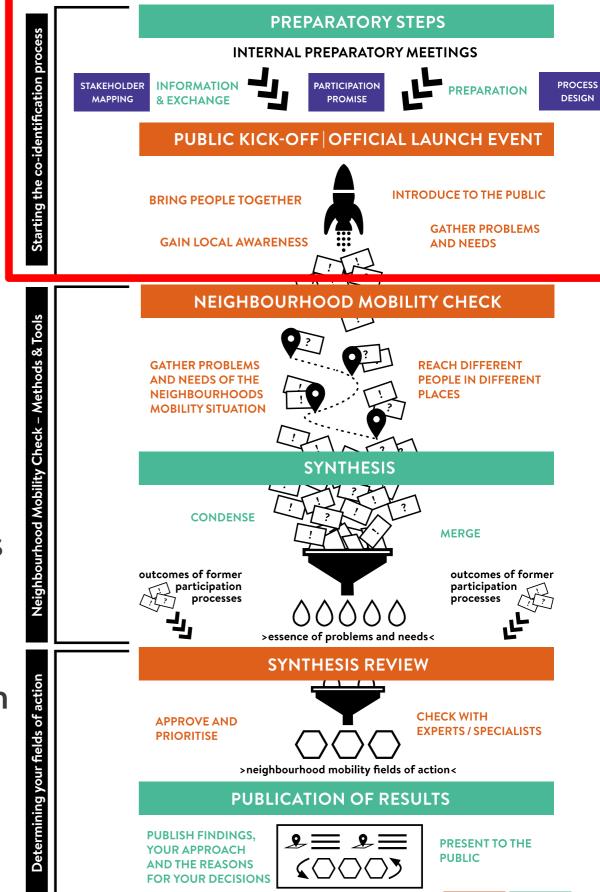
- Human resources for:
 - process management
 - activating stakeholders
 - evaluations of events
 - PR/social media
 - IT for (participation) website
- Financial resources for:
 - Material costs (on-site events, maps, posters, flyers etc.)
 - Implementation budget (also for some first small-scale projects)
- Legal expertise and help
- Professional know-how in different fields of expertise (e.g. estimation of cost concerning different measures)
- Data from the municipality's databases and analysis/modelling (for status-quo report, knowledge tranfer, designing maps etc.)
- (Different) room(s) for events (frequented, ground level, barrier free)





Unit 3 task (1.)

- 1. Starting the Co-Identification Process
- a) What does your participation promise look like? (Scope/possibilities, powers, resources)
- b) Which stakeholders are there in your neighbourhood/city how do you want to reach them? Besides the general public also think of hard-to-reach groups like children, elderly people, ethnic minorities, parents etc.
- c) Please draw a first outline of the process design of your co-identification and co-validation process!
- d) What are your considerations for your public kick-off?



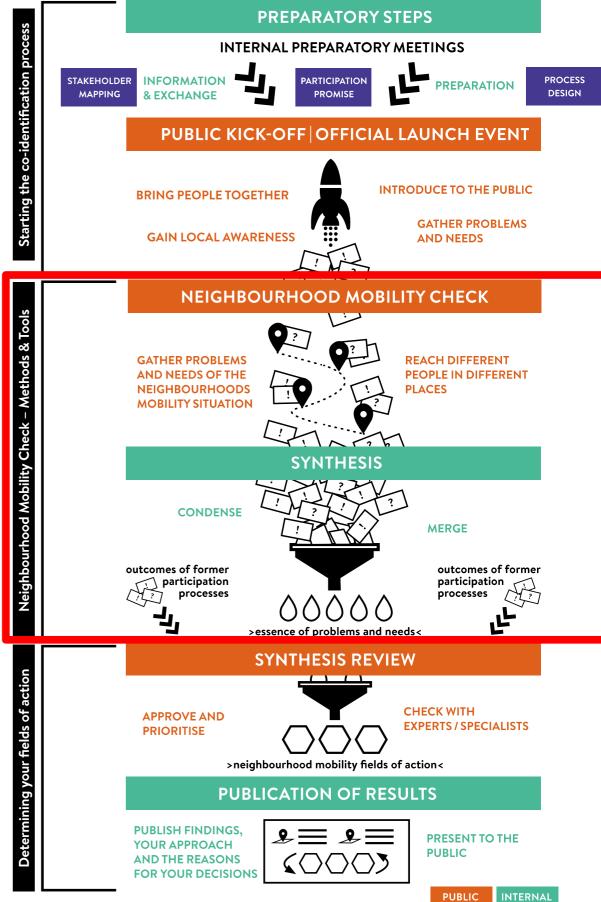


PUBLIC

INTERNAL

Unit 3 task (2.)

- 2. Neighbourhood Mobility Check
- a) Please do a SWOT analysis of your neighbourhood and its mobility situation.
- b) At which locations and with which tools do you want to carry out the Neighbourhood Mobility Check?

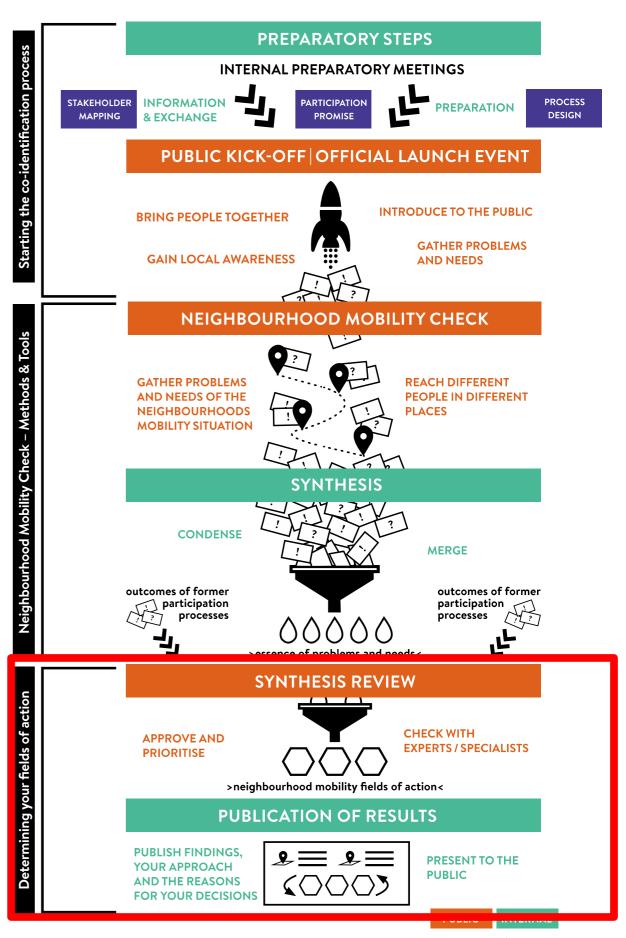


🗦 SUNRISE

@urbanista

Unit 3 task (2.)

- 3. Determining your Field of Action
- a) Please draw some preliminary ideas about the fields of action!







Unit 4: Co-development and co-selection of solutions Module 4.1 What is co-development and co-selection?



Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning







Why co-development & co-selection?

Co-development is a period of creativity, joint thinking and collective prioritisation about new ways to tackle mobility problems.

This can mobilise the ideas of many people, it helps to foster understanding among the public (about possibilities but also about constraints) and it increases the chances that citizens accept and adopt the chosen measures.



SUNRISE co-creation meeting Southend (Source: Urbanista)





What is co-development?

Co-development means to thinking cooperatively about ideas for concrete measures that will improve the issues that were previously identified during the co-identification & co-validation phase (see Unit 3).

During this process, all relevant stakeholders, including residents, business representatives etc., actively participate and work together to develop ideas for possible measures to improve mobility

issues in the neighbourhood.

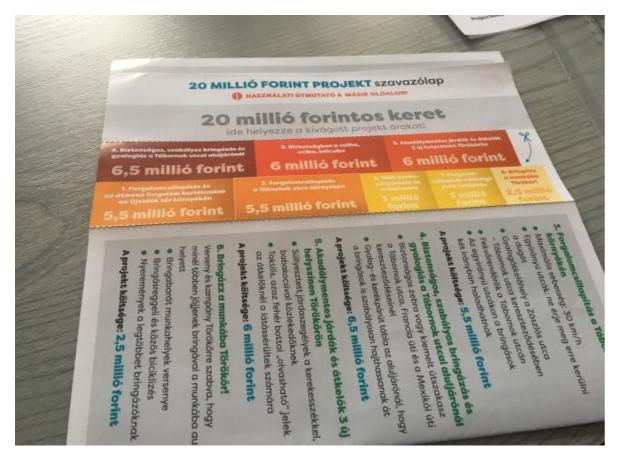




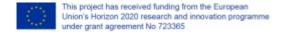
What is co-selection?

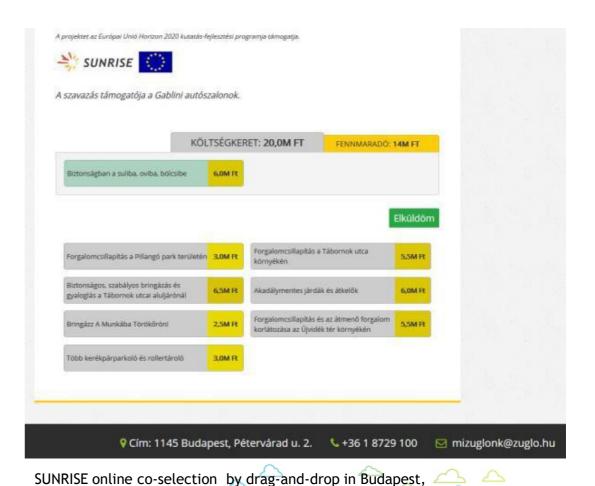
Co-selection is the participatory process of deciding cooperatively about a package of measures that will be implemented in the next phase of the co-creation project (see Unit 5).

Co-selection may be organised in offline and/or online formats (see module 4.2).



SUNRISE offline co-selection with a puzzle in Budapest, by Viktor Merker





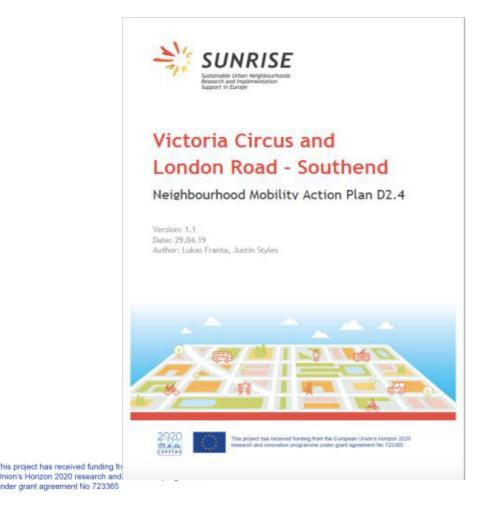
screenshot from http://mizuglonk.hu/szavaza/



What is the goal of co-development and co-selection?

The outcome of the co-development and co-selection phase is a set of mobility measures that should be implemented in the neighbourhood.

In each of the six SUNRISE Action Neighbourhoods, the chosen measures were articulated in a so called "Neighbourhood Mobility Action Plan". It is basically the blue print of what should be implemented.

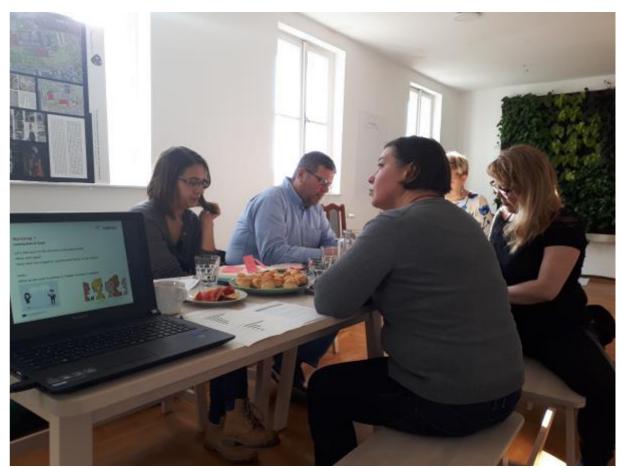






How to organise co-development and co-selection? (I)

- Complete the co-identification and co-validation phase (SWOT, problem identification, problem validation see Unit 3). Overlaps between co-identification and co-development might be possible, but a thorough problem identification should be completed before the co-development starts.
- Continue the co-creation process that has been kicked off
- Screen for newly emerging stakeholder (groups) that need to be included in the process
- Use the previously identified problems as the starting point for co-developing solutions
- Retain your Core Group as a steering group, potentially extending it with new actors



SUNRISE co-creation meeting Budapest, by TUW







How to organise co-development and co-selection? (II)

Formulate a plan for the co-development activities that answers the following questions:

- Who needs to be involved?
- What should be achieved?
 → define your common goals

- How can you achieve your goals?
 → mix of participation methods
- When? → what is your timeplan?

Here is a timeplan from SUNRISE partner city Thessaloniki for the co-development and co-selection phase as an example:

Nov 18 March 19 May 21

Co-development & Co-selection

Co-implementation

Jan 2019: Brainstorming/Brainwalking

Jan 2019: Roundtable discussions

Feb 2019: Focus Groups measure development

Mar 2019: Selection process (voting) on measures

Please note: Links to resources can be found on the next slide and at the end of the unit.







How to organise co-development and co-selection? (III)

Use a mix of different methods and tools because each of them has certain advantages and disadvantages in reaching different actors:

- Round tables
- Design workshops
- Mobile stands
- Public events/workshops
- Interventions in public spaces
- Information (newsletter, press releases)
- Website/ social media with messageboards, forums to collect feedback, to inform, to organise the selection
- Field trips
- Thematic walks
- ...And many more can be found here:

SUNRISE handbook for Methods & Tools in Mobility Planning





Workshop Thessaloniki, by TheTA (top) Mobile stand, by Southend Borough Council (bottom)





How to organise co-development and co-selection? (IV)

- Document each participation activity
- Make the documentation accessible to all participants
- Reflect regularly on the co-creation
 process with all participants:
 What has gone well?
 What needs improvement?
 Any missing actors?



Feedback round with local politicians in Bremen on the measure ideas (Source: TUW)

- Conduct feedback rounds with all stakeholders, and organise political approval if relevant
- Once the co-development process has produced a satisfactory set of measures
 - → organise the co-selection of measures







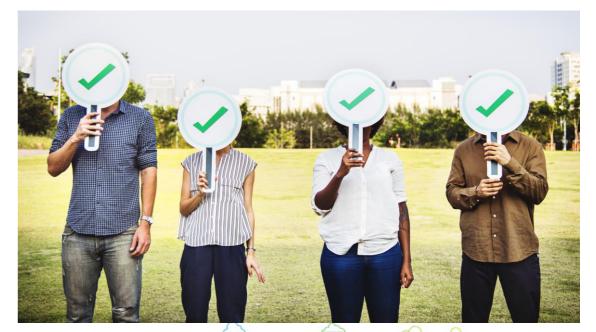
How to organise co-development and co-selection? (V)

Organising the co-selection process:

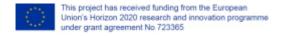
- Provide involved stakeholders with a brief description of each potential measure
- Make sure all suggested measures are actually possible to implement (feedback rounds with different stakeholders!)
- Advertise the selection process widely to increase the number of responses. The more people respond, the more valid is the result.



Via pixabay, URL: shorturl.at/awPYZ



Via Burtchwork, URL: shorturl.at/xBT19





How to organise co-development and co-selection? (VI)

The co-selection process can be organised using a number of possible formats:

- Online selection via project website (for all interested persons)
- Offline selection via post/ leaflets (for residents)
- Offline selection via dedicated
 workshops (for specific actors)
 e.g. with sticky points, as in the picture to the right: green
 points for high, yellow for low priority
- Make the results of the selection transparent and accessible to all residents and stakeholders in the neighbourhood



SUNRISE online co-selection by drag-and-drop in Budapest, screenshot from http://mizuglonk.hu/szavaza/



Offline Voting in Bremen (Source: TUW)



Unit 4: Co-development and co-selection of solutions

Module 4.2 How can co-development & co-development work in practice?



SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe eLearning







Overview of the measures co-developed & co-selected in all Action Neighborhoods I

- Improvements to cycling infrastructure (bike racks, e.g. Malmö, Bremen)
- Interventions in public spaces (festivals, games, e.g. Malmö, Jerusalem)

Interventions in public space through games, by City of Malmo (bottom)







Co-creation in action Jerusalem, by Miri Reiss (top)

New bike racks in Malmo, by City of Malmo(bottom)





Overview of the measures co-developed & co-selected in all Action Neighborhoods II

- Preparations for stronger parking management (e.g. Bremen)
- Improvements to the quality of public space (e.g. Bremen, Jerusalem)
- Walking to school-programmes
 (e.g. Jerusalem, Budapest, Thessaloniki)
- Improvements to public transport (Thessaloniki)





Left: Improvements to public transport, new bus stops (symbol picture), via Hannover.de URL: shorturl.at/bvDV6 Right: Walking to school-program (symbol picture), by MoBikeFed, via flickr: https://www.flickr.com/photos/mobikefed/3452932586



Parking management, via Wikimedia URL: shorturl.at/lIKZ8



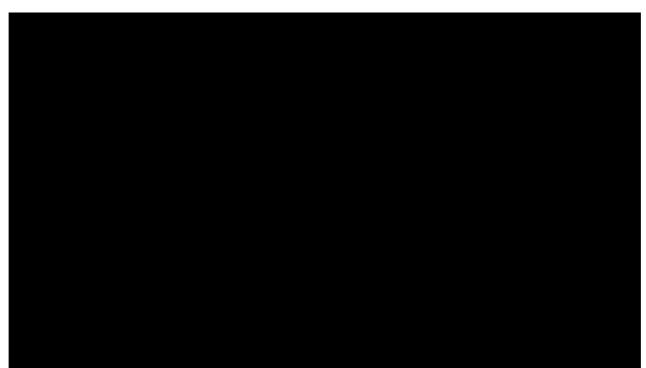
Design for public space improvement Jerusalem, "Conversation Bench", by City of Jerusalem, HQ Architects



Spotlight on Budapest (HU)

Budapest's 14th district, Zugló, is an Action Neighbourhood in SUNRISE; more specifically they focus on an area called Törökör.

In the video, Noemi Szabo (Mobilissimus Ltd.), Viktor Merker (District Admin. Zugló) and Patrik Toth (BKK) talk about the next steps of the co-development & co-selection phase:



(Video by Polis, Partner in SUNRISE, URL: https://www.youtube.com/watch?v=neh9x1Ri9Xo)





Spotlight on Budapest (HU)

- The neighbourhood of Törökör is a dense inner-city area of Budapest with ca 12 000 inhabitants and a number of companies.
- The neighbourhood is characterised by large high traffic streets that cut through and surround the area. Törökör also suffers from parking pressure.
- Cycling is growing, but infrastructure needs improvement.
- For pedestrians, the area is relatively safe to use, except for crossings of the main street that need upgrades.
- Törökör features schools, institutions for visually impaired people and a growing senior population, increasing demand for safer pedestrian crossings.









Spotlight on Budapest (HU) - Co-development I

- Budapest retained a committed and strong core group to steer the co-creation process.
- An important feature is the close cooperation with Mobilissimus Ltd., a mobility planning company with much experience in participatory processes around mobility.
- Co-development happenend in close cooperation between Mobilissimus, the core group and the district of Zuglo
- Held 3 dedicated design workshops focusing on 3 topics that emerged as priority areas during the co-identification & co-validation phase:
 - Mobility developments in the area around schools;
 - Measures to facilitate walking & cycling
 - Proposals for larger reconstruction (crossings, bike facilities, public transport)
- Regular feedback loops during measure development with local stakeholders, residents, city departments etc.



Kiss&Ride, by Bret L. via flickr, shorturl.at/buEMT



Safe Crossing, by Linie29. via Wikimedia commons, shorturl.at/prDI9



Spotlight on Budapest (HU) - Co-development II

- Each design workshop started with a walk in Zugló to get fresh impressions on the mobility issues
- Discussions were in World Café format with several tables on the subtopics, supported by maps
- Prior to these workshops, technical meetings were held to keep key stakeholders for implementation informed (the public transport agency BKK, Budapest' Road Construction Department) and to check for technical feasibility
- Regular feedback loops during measure development
- The number of participants in the design workshops was between
 17 and 25 people
- Chose a very accessible location in Törökör (local school) and made^{to include their input and feedback, by Jóügy.}

 announcements on the local SUNRISE webpage & social media



SUNRISE

Design Workshop in Törökör, Zuglo, Budapest, by Mobilissimus Ltd.



Walking Tour in Törökör, Zuglo, Budapest with persons in wheelchairs to include their input and feedback, by Jóügy.





Spotlight on Budapest (HU) - Co-selection I

Budapest's co-selection process was built upon 2 elements:

- 1. Online-voting through a local website
- 2. Offline-voting through regular mail to households in the neighbourhood of Törökör

The choice for online and offline voting was due to the different sets of targeted actors. Online voting accommodates actors that have limited time resources, or participate preferably through online channels. Offline voting accommodates actors that have low affinity for digital interaction, lack access to a PC or similar. In the case of Zugló, the mailing of the voting slip has potentially reached actors that were not knowledgeable about the project before.



Voting, via wikimedia, URL: shorturl.at/xGOT7



Voting, via pixabay, URL: shorturl.at/nCY47



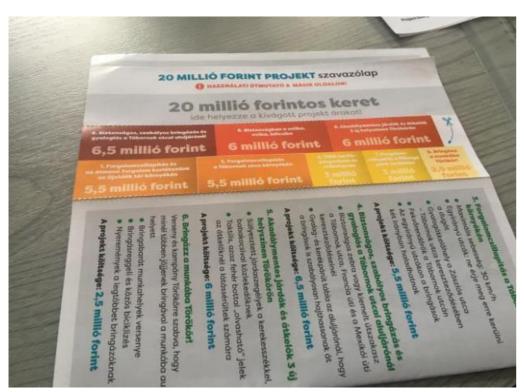


Spotlight on Budapest (HU) - Co-selection II

Budapest's co-selection was organised in a playful manner in the form of a puzzle. The puzzle was implemented both online and offline:

Offline puzzle: the grey area represents the total available funding for all measures, the red/orange/yellow boxes the potential measures (size equals costs of measures). Recipients can "puzzle" measure boxes in the grey area until full. Measures most puzzled selected.

Online puzzle: potential measures are listed in boxes via drag & drop in the large box on top, where the remaining funding is visible. The dropped measures are counted automatically.



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

SUNRISE offline co-selection with a puzzle in Budapest, by Viktor Merker



SUNRISE online co-selection by drag-and-drop in Budapest, screenshot from http://mizuglonk.hu/szavaza/



Spotlight on Budapest (HU) - Results

What were the results of the co-development & co-selection in Budapest?

- 30 km/h zone, traffic-calming elements and the revision of the existing traffic regulations in an area of Törökör
- Refurbishment of an underpass and the cyclistand pedestrian-friendly development of the intersections in Francia and Mexikói út
- Safe route to the educational and social institutions in the area of Újvidék tér (kiss & ride at schools, parking regulation, "walking bus", "bike train")



Kiss&Ride, by Bret L. via flickr, shorturl.at/buEMT



Tempo 30, via wikimedia, URL: shorturl.at/ryz69



Underpass to be refurbished in Törökör (Source: Mobilissimus)





Spotlight on Southend-on-Sea (UK)

The Borough Council of Southend-on-Sea is a partner in SUNRISE. The focus area is a road adjacent to Southend's main shopping street between the seafront and the main railway stations. Krithika Ramesh (Borough Council Southend-on-Sea) introduces the area:



(Video by Polis, Partner in SUNRISE, URL: https://www.youtube.com/watch?v=sXYc4cZyV8o)

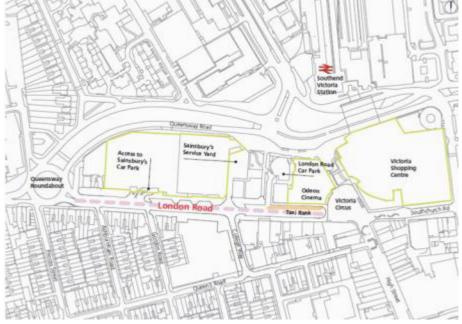






Spotlight on Southend-on-Sea (UK)

- The action neighbourhood in Southend is an area adjacent to High Street (central shopping street)
- Dynamic neighbourhood with a mixture of businesses and residential. The area is in close proximity to public transport services, colleges, the city library and a civic centre.
- The neighbourhood is mixed with some affluent areas and some rather low-income groups.
- The neighbourhood falls within one of the most deprived wards in Southend-on-Sea and there are efforts being made to regenerate the area.



Project area in Southend-on-sea: London Road. Map by Borough Council of Southend-on-sea



View along the stub end of London Road, by Justin Styles





Spotlight on Southend-on-Sea - co-development I

- Southend-on-Sea retained a committed core group with business representatives, members of the city council, members of city administration and local residents
- Continuous feedback loops between the core group and relevant actors outside the core group
- Co-development in 3 design workshops in the format of brainstorming (idea collection), discussion round tables (substantiation and finalisation)
- Invitation of city council members to workshops and to the Core Group ensured political backing of the whole codevelopment process
- Invitation of technical experts from the city administration ensured the technical feasibility of proposed measures



SUNRISE co-creation meeting Southend, by Urbanista



Mobile stand for input collection, by Chris Styles





Spotlight on Southend-on-Sea - co-development II

- Development of a shortlist of measure ideas for the project area during Core Group meetings
- Dissemination of the shortlist through social media channels and presence on-site in mobile stands to collect feedback from specific actors, residents and shoppers
- The final shortlist formed the basis for an online and offline voting process
- Online voting is borough-wide because changes to the actual project area affect people from far beyond (shoppers, visitors, students etc.)

Categorisation of ideas collected through SUNRISE Co-creation Activities Ideas shortlisted at Core Group Meeting 4 highlighted in green Categories **Planting** Street furniture Usable public space Wayfinding Walking/Cycling Improving safety of ideas Activities/events/cafes More trees Seating Amphitheatre style events space. Make the most of this under used area Improve Bike parking Night time economy signage + Green lining for Co-ordinated quality Move taxi rank to a drop off only Cycling allowed on crime connections to the area - street materials that are easy **High Street** local green Share space for all SOS bus to maintain trees in a space etc. Eq. Allowed cycling in boulevard style. Children's play area Bring Children, Play area and seating Cycle pods Warrior More public art the high street at Planting etc. Square. certain times and Pedestrianisation Odeon - speak to Encourage Green walls in evening Simpson Ford -Bigger better cafes/restaurants to Shared surface customer safety signs for Water features have outside seating on E charging points Display Local artists' work warrior and for E bikes (fountain) active streets Designing Out A.S.B





Spotlight on Southend-on-Sea - co-selection

- For the co-selection, Southend-on-Sea chose to put the shortlisted measure ideas to a vote (scheduled for September 2019).
- The vote is organised through online and offline channels. For the duration of a month, voting is possible for all interested persons in the borough of Southend.
- Offline voting: presence in different public locations
- Online voting through the official web-system of the Borough

Both voting channels are widely promoted thr \(\) different social media channels, the project

website, newspapers etc.







Spotlight on Southend-on-Sea - results

- Additional planting
- Street furniture: seating, extra lighting, public art (temporary) for increased quality of stay in the area
- Multi-purpose seating area, in combination with a café to host events/ activities; regular local markets
- Wayfinding: improve connectivity between railway station at key entry points through visual links
- Walking & Cycling: improve bike facilities, cluster parking in one area only, extend 20 mph-zone
- Activate location, both during day and night times to increase feeling of safety

NOTE: As the co-selection process is scheduled for September 2019, there might be changes to this preliminary list!



20mph sign, symbol picture, via wikimedia, URL: shorturl.at/gnNV3



Redesigned shopping street, symbol picture, via wikimedia, URL: shorturl.at/dfhmn





Unit 4: Co-development and co-selection of solutions
Module 4.3 Tips & Tricks from the
Experience in SUNRISE



SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning







Challenges during co-development & co-selection

• While the co-creation process is still ongoing in all SUNRISE cities, it is already possible to draw some conclusions and formulate challenges and recommendations for the co-development & co-selection phase.

• The following slides provide lessons learnt from the experience in all action

neighbourhoods



Co-creation in action, by City of Malmö







Challenges during co-development & co-selection

- Participants:
 - ensure that the participants truly reflect the composition of the neighbourhood (social groups among residents / institutional and other actors)
 - Ensure that hard-to-reach groups are included (senior citizens, youth, immigrants etc.)
- Motivation: It is challenging to keep actors involved over a longer period of time
- Organisation: co-development & co-selection often takes longer than expected
- Expectations: some ideas brought forward might not be feasible (technical, financial, time constraints), or counteract existing higher-level policies and plans
- Politics: Gaining political support for the measure ideas is crucial and requires time and effort.



Co-creation in action, by City of Malmö







Recommendations for co-development & co-selection I

• Methods & tools:

- Use a mix of methods (online/offline; playful; workshops; discussions; public events, specialised small-scale events)
- Clear information material (online/offline) helps to keep people involved

• Participants:

- Make sure a big variety of actors takes part in the co-creation process
- Strategic, targeted activities for hard-to-reach-groups and for special stakeholder groups
- · Regular checks for newly emerging actors / groups of actors not yet involved

Motivation:

- Keep content of activities specific so participants feel affected and motivated
- Highlight that co-creation will lead to tangible change and explain formal procedures for implementation
- Make co-creation fun and exciting for participants





Co-creation in action, by City of Malmö





• Organisation:

- Develop an explicit plan for the co-development & co-selection activities
- Use existing local networks; partner with established local initiatives
- Locations for activities should be easy to access

• Expectations:

- Make constraints/restrictions/scope of co-creation clear
- Fully accessible documentation for maximum transparency
- Ensure ideas brought forward are in line with city policies & plans

• Politics:

- Ensure support by the municipality, local council for the co-creation process as early as possible
- Include city administration experts in the co-creation activities



Co-creation in action, by Nadine Haufe, TUW





Checklist



- Do you have a good overview of problems in the neighbourhood?
- ✓ Is your time plan for co-development & co-selection activities ready?
- ✓ Are different actors on board in the co-creation activities?
- ✓ Does your plan foresee a mix of co-creation methods to cater to a broad range of actors? (online/offline/discussions/design workshops/...)
- ✓ Is information material ready, attractive and widely distributed?
- ✓ Are there certain groups that not well represented but should be involved?
- ✓ Is the documentation of co-development results available (online/offline)?
- ✓ Were suggested ideas checked for technical, financial, regulatory, ... feasibility?
- ✓ Are suggested masures in line with city policies & plans?
- \checkmark Does the ideas have the potential to benefit large part of local actors and r
- ✓ Are the ideas for co-selection formulated in easy, accessible language?
- ✓ Are the co-selection method suitable to reach many actors?
- ✓ Are the co-selection results easily accessible by the public?





Resources

- SUNRISE Handbook for Methods & Tools in Co-creation Processes: https://civitas-sunrise.eu/wp-content/uploads/2019/07/D2.1_Participation-Handbook.pdf
- SUNRISE project website with resources & outcomes: https://civitas-sunrise.eu/resources/outcomes
- CIVITAS CIVITAS Initiative Successful Transport Decision-Making: https://civitas.eu/sites/default/files/guidemapshandbook_web.pdf
- CIVITAS Tool Inventory (online tools for transport planning and others): <u>http://civitas.eu/tool-inventory?f[0]=field_tool_type%3A920</u>

Other resources:

- The Public Participation Manual, Austrian Society for Environment and Technology: http://www.partizipation.at/fileadmin/media_data/Downloads/Publikationen/participationman_ual_en.pdf
- Plan Commission Handbook, Center for Land Use Education, Univ. of Wisconsin: https://www.uwsp.edu/cnr-ap/clue/Documents/PlanCommissions/PCHandbook.pdf







Unit 4 Task

Please spend some time to think about the following questions:

- What methods for co-development do you consider suitable in the neighbourhood(s) you are working with? Why?
- What problems might emerge in your co-selection processes and how would you try to overcome them?
- Which actors do you consider most relevant in a co-development process for mobility in your neighbourhood(s) and why?
- Are there any features in your neighbourhood(s) that might be particularly conducive or problematic for the co-development and co-selection of mobility related measures?

Please post your answers (or additional questions) in the eCourse's discussion forum!







Unit 5: Co-implementation of solutions

Module 5.1 Introduction to co-implementation







Co-Implementing innovative measures

Successful innovation always involves packages of ...

- technical, This typically falls into the remit of the city.
- organisational

 This is the remit of the city, organisations, businesses etc.
- and social ——— This is everyone's responsibility, including all kinds of civic actors elements that go hand-in-hand.

The key in co-implementation is to develop **effective packages** of these types of elements, playing to civic actors' **strengths** and the **time and resources** they can (and are willing) to bring to the table.

... hence the "Co-"





What is co-implementation?



After **co-identifying** problems and **co-selecting** corresponding solutions / measures, let us carry the co-creation spirit to the implementation stage!

Just like in every co-process, co-implementation seeks to involve both city representatives and civic actors in a collaborative and complementary (typically also non-commercial) way. Here: For the joint implementation of measures.

While the general types of measures have already been agreed in the previous phase, the beginning of the co-implementation phase involves some further detailed planning and design work. For example, if it was jointly decided to co-implement a pedestrian bus for students to walk to school, you'll now agree on the route, who will lead the group, whether you'll put up signs to lead the way, who could create the signs, and so on.







What is co-implementation?



As you can see, co-implementation can be applied to both "hard" and "soft" measures, although soft measures often lend themselves more easily to co-implementation. Many hard measures, such as heavy infrastructural works, can only be implemented by the responsible authority, and that's perfectly fine.

Although, as you can see in the SUNRISE Co-Implementation Guidelines (see the "Resources" section later on) there were cases where city administrations and citizens jointly constructed bicycle paths.

In any case, the co-implementation plan has to be realistic, including only those measures that lend themselves to an active contribution of civic actors.

Furthermore, all co-implementation activities should be **needs-driven** and **mutually beneficial** to the project and the local stakeholders who will contribute their resources.







Bear in mind that ...

Co-implementation should be pursued only if everyone involved is **convinced of its advantages** and not because it is fashionable.

Co-implementation (as any other "co-"process) requires a **balanced approach** where both the city (authorities / officials) and civic actors **continue** to **share power** and **responsibility** throughout the process.

In the next slide, we'll show you some of the problems that imbalanced power dynamics could lead to.

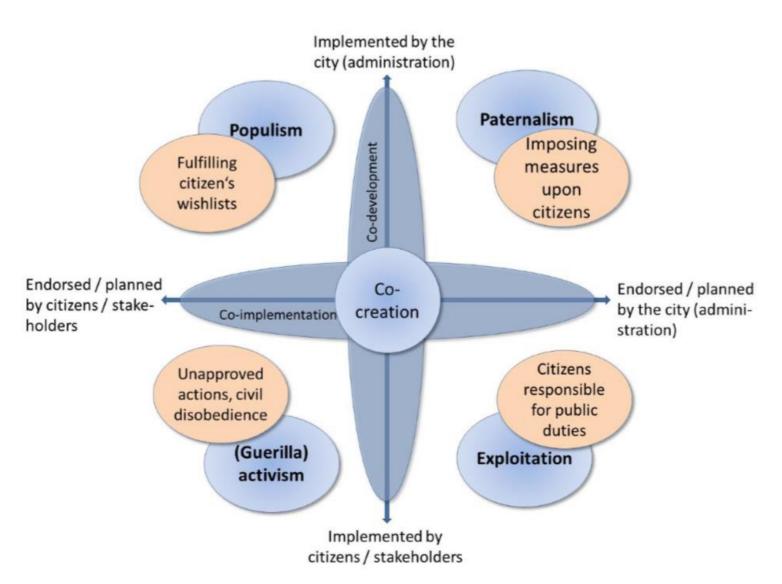


(Image Source: https://hipwallpaper.com/thumbs-up-backgrounds/)





The quadrant graph below shows that not every codeveloped measure is automatically co-implementted - and vice versa.





You saw this quadrant in Unit 2. It illustrates well particular risks associated with co-implementation:

When looking for ways to involve civic actors in the implementation of a measure, a big risk might be to expect citizens to do some work that clearly falls into the city's responsibility (e.g. citizens filling pot-holes). Do not exploit citizens! Conversely, if a city leaves citizens alone with the definition and planning of a measure it might result in uncoordinated (guerilla) activism.

Proper co-implementation avoids these pitfalls.





Unit 5: Co-implementation of solutions

Module 5.2 The co-implementation recipe

SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning





Who's involved?

Conventional implementation practices foresee no community involvement. On the contrary, the control over and burden of implementation rests exclusively with the public sector. All funding, labour, machinery, communication and explanation has to come from the city.

Co-implementation, however, seeks to actively involve the city (its administration and operational units) and civic actors (individual citizens, citizen groups, NGOs, charities, businesses etc.). Here are some possible types of civic actors:

- Residents
- Local artists
- Advocacy and charity groups
- Transport service providers
- Clubs and special interest groups
 Religious groups
- Trade schools & universities
- Kindergartens & schools
- Media

- Emergency services
- Parent groups
- Senior citizens
- Children and youths
- Libraries and museums
- Businesses
- Commuters

- Local celebrities
- Immigrants groups
- Employees
- Property owners
- Hotels, touristic service providers
- Homeless people and related support organisations





Changing composition of civic actors

New actors may emerge and have an active role during co-implementation; conversely, actors that were involved in the previous phases of co-creation may have a more passive role during co-implementation. It all depends on the skills, contacts, time and resources people are willing and able to contribute to the co-implementation of the measure(s).

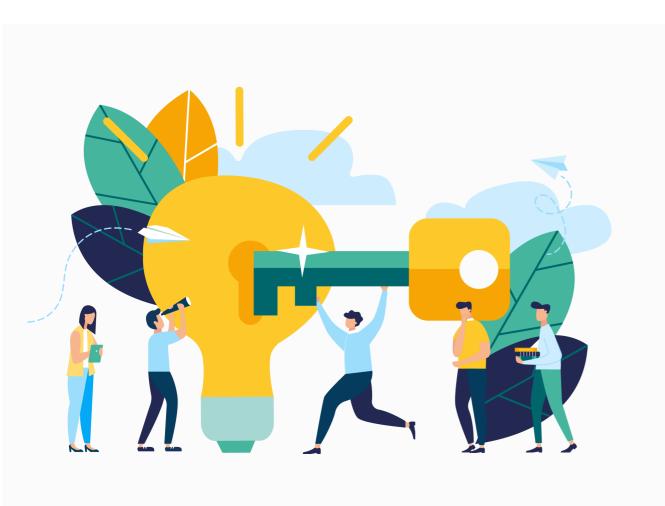
Therefore, it's important to always be on the lookout for new stakeholders to involve. Ask your Core Group members - maybe they know an organisation or individual who could contribute.







How to co-implement?



Solving mobility issues at the neighborhood level does not only include construction works, installation, software programming or project execution in a narrow technical sense, but it also encompasses a range of "flanking" activities.

The co-implementation approach opens up a whole range of opportunities for civic actors to make various contributions to such activities; for example various forms of communication, maintenance, marketing, promotion, endorsement, provision of training, reliable feedback, etc.





Possible civic contributions (I)

Some inspiration for contributions civic actors can make!



Acting as public champion: Take the lead to start an initiative, for example: opening a car sharing station in your community on a public parking spot provided by the city free of charge.

Organising / hosting of events: Be the host that shares your space for co-creation events or publicly accessible assets (e.g. allow a sign to be placed in your garden).

Maintenance: Be the caretaker of existing commodities, such as maintaining the landscape, cleaning up streets and refreshing the paints on benches, adopting a tree etc.

Light labour: Design enthusiasts / artists can create mural paintings, street furniture etc. to enhance the living environment and walking experiences in the neighborhood.





Possible civic contributions (II)



Access to communication channels / endorsement: Many civic groups have very effective communication vehicles (e.g. newsletters) that help in delivering messages. Endorsement by trustworthy groups or individuals (faith leaders, local celebrities) can boost civic engagement and credibility for the project.

Providing existing data / crowdsourced data: A rich database is undoubtedly one of the key success factors. Sharing data with the municipality can ease the implementation process.

Skills, training and mentoring: People can also contribute their knowledge, know-how as well as provide training (e.g. travel buddies, bicycle training).

Problem reporting / providing positive feedback: Simple efforts like reporting faulty commodities (broken lightbulbs, vandalism etc.) helps a lot in monitoring. But don't forget to articulate praise for things well done. In fact, a positive letter-to-the-editor in the local newspaper can be an important form of co-implementation.







Possible civic contributions (III)



Financial contributions: The kinds of support civic actors can provide even includes financial ones in the form of personal donations, sponsoring (in exchange of some publicity, display of advertisement etc.)

Commitment to upgrade: Civic actors can contribute by upgrading infrastructure or hardware, such as installing showers for employees that cycle to work, install bike racks on private properties, improve lighting on private streets etc.

Crowd-investment: Citizens can contribute to a public investment, infrastructure or service and expect some kind of legitimate return, be it monetary or in the form of rebates like free bus rides for a certain period. This option can be particularly interesting if banks refuse to invest or if they request unreasonably high interest rates.







Bringing it all together - creating a co-implementation plan



Now that you read about some abstract ideas about who could get involved in co-implementation and what types of contributions they could make in general, it's time to translate this to your specific local context.

For this, we recommend to reassemble the Core Group and to think together about which specific groups could make which specific contribution.



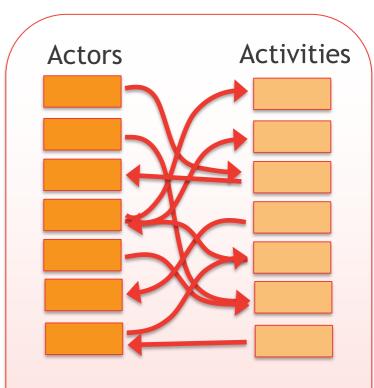


Moving from general recommendations to a locally specific co-implementation plan

- List the chosen measures in your neighbourhood
- Break down each measure into very small elements

For example: The measure "Re-paint Zebra crossing" would have elements like *Inform nearby residents* or *Buy paint* and Take photographs etc. all the way to Clean plates after launch party.

- Reflect whether certain elements lend themselves to civic contributions?
- Think about which civic actors in your neighbourhood could play a co-implementory role?



Think systematically about which activity can be done by which actors and vice versa.









Co-implementation activities in the SUNRISE Action Neighborhoods

- By the time this eCourse starts (Sept. 2019), most SUNRISE action neighbourhoods are just in the very early co-implementation phases.
- Therefore, there is not yet a whole lot that can be featured as hands-on coimplementation experience from SUNRISE.
- What we can present, however, are some early examples, some plans and some experience from outside of SUNRISE.





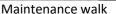


Spotlight on Malmö:

- During the opening event of a running track, local residents lead fitness workshops for other residents (in the pouring rain - but it was still fun).
- Residents and staff of the Parks
 Department together conducted
 "maintenance walks" to determine where
 bushes need to be cut, furniture, lights or
 pavement needs to be fixed etc.
- Real estate owners used their communication channels to endorse usage rules of a park to residents and workers; this was mostly to deter illegal shortcuts through the park.



Opening event







Traffic measures





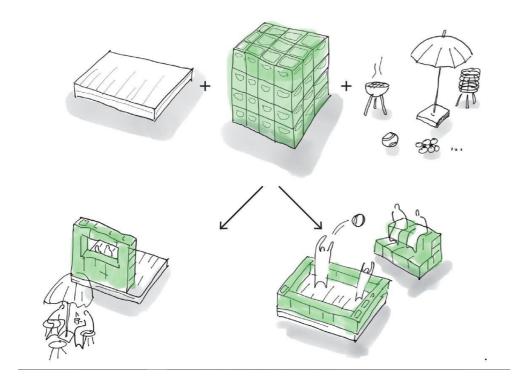


Spotlight on Malmö:

Upcoming Co-implementation events

The Malmö team will organise a workshop citizens under the motto: "From prototyping to a meeting place in a few hours".

Residents will build a model place for meetings for everyone in a park. The winning idea - determined through a vote - will be actually built.



It is important that public officials are clear about what they, as a can contribute and implement and what not. This is key to manage expectations and avoid frustration.

The SUNRISE team in Malmö will therefore soon hold an internal workshop to define the best ways in which bottom up initiatives and prototypes are handled.

This is also a good ingredient of professional co-implementation





Experience from elsewhere (I)

Example	Role of citizens	Role of municipality	Funding
In Uplengen (northern Germany), the municipality and citizens joined forces between 1998 and 2006 to build 7 kilometres of new bicycle lanes.	Residents, who are active in civil engineering and road construction contributed skills, knowledge, time and money.	The municipality staff provided the material and machinery of the construction yard	Municipal funds plus support from the European Regional Development Fund plus donations from citizen.
Citizen buses complement public transport services in underserved areas. They are typically driven by volunteers but are open to the public at a fare cost that is comparable to normal public transport.	Citizens, often retired people with plenty of time, drive buses on regular routes at regular times - almost like a normal bus	Municipalities / public transport operators provide buses, gasoline, insurance, maintenance and know how.	Municipalities co- fund citizen buses just like normal public transport services. Passengers pay a normal fare.

For further information see Rupprecht Consult (2019) Co-implementation Guidelines







Experience from elsewhere (II)

Example	Role of citizens	Role of municipality	Funding
Tree adoption programmes are	Citizens pledge to	The municipality	Few monetary
relatively common in a number	take care of trees /	coordinates the	resources are
of towns and cities. The basic	flower beds in the	efforts of citizens and	required for such
idea is always the same type of	public realm near	communicates with	adoption
collaboration between citizens	their residence. Their	them. It also provides	programmes. They
and the municipality as	contribution consists	training, tools, seeds,	are typically covered
captured in the two columns to	primarily of time and	potentially also	by the normal
the right.	skills.	insurance cover.	municipal budget.
Residents and the police in the	567 community speed	The police trained	The local authority
UK town of Ash joined forces in	watch sessions and	the volunteers,	covered the related
a speed-watch initiative to	3,750 hours of	provided equipment	expenses.
tackle the pervasive problem	volunteer time. 3,970	and issued warning	
of inappropriately high vehicle	speeding vehicles	letters or fines to	
speeds.	were reported.	speeding drivers.	

For further information see Rupprecht Consult (2019) Co-implementation Guidelines







Experience from elsewhere (III)

Example	Role of citizens	Role of municipality	Funding
"Cycling Without Age" is a scheme	Citizen volunteers	The local authorities	Municipal
where volunteers drive older residents	donate their time.	provide the rickshaws.	funds.
around their city in rickshaws. The	NGOs coordinate		
scheme has been implemented by more	the efforts. Older		
than 60 Danish local authorities with a	people contribute		
total of 2500 volunteers. It is also	through story-		
branching out to over 20 other	telling.		
countries.			
Civic cleaning days are common in a	Youth groups,	Local waste removal	Typically
number of cities, for example in	school classes, all	company provides	combined
Nuremberg under the local dialect	kinds of	gloves, high-vis vests,	funding from
expression "Kehrd wärd". Citizens clean	associations	brooms, waste bags	waste removal
up parks, river banks and other public	contribute their	etc. and collects the	company and
spaces.	time and labour.	garbage for proper	municipality.
		disposal.	

For further information see Rupprecht Consult (2019) Co-implementation Guidelines







Possible risks (I)

Co-implementation is not a routine approach, it is not suitable for every situation and it can go wrong. It is therefore important to realistically assess risks, to avoid overly optimistic expectations and to prevent foreseeable problems. If done well, the benefits of co-implementation can outweigh the risks by far!



Lack of contributors: Recruiting is not always an easy task. It requires critical reflection about expected contributions, timeframe and benefits. Convey all this clearly to potential contributors.

Liability: The municipality has to address liability issues and ensure provision of insurance beforehand. This is to avoid burdening on civic contributors especially volunteers if anything goes wrong.





Possible risks (II)



Public administration clings to control: Coimplementation may be seen as encroachment into the traditional turf of the administration. Its role remains extremely high though: As facilitator and enabler!

Contributors are only motivated by self-interest: This is not necessarily a problem as long as the benefits of co-implemented measures reach beyond those who actively contribute and as long as no one is harmed.

Few citizens portray themselves as the "face" of an initiative: Sometimes, few vocal citizens try to shape things according to their personal tastes and attempt to carry the flag of the whole process. Some kind of co-implementation "committee" with broad legitimacy should claim the prerogative of public perception through slogans, logos, media contacts etc.



(Image Source: http://bonsai-2.webflow.io/products)



Possible risks (III)

Lack of coordination / reliability: The non-contractual nature can make it difficult to keep civic actors' commitment and adherence to the process. Therefore, important tasks should be allocated to committed civic actors with robust organisational structures. Also establish early warning procedures.

Some measures are not suitable for co-implementation: Certain measures are too complicated or dangerous for civic contributors, for example, where certain regulations, safety standards etc. need to be heeded.

Sometimes, co-implementation only works for 'soft' measures: However, soft measures can be the decisive success factor in the implementation of any measure. It is often the "flanking" effect that facilitate a measure's adoption, proper usage, acceptance, maintenance, willingness to pay, absence of vandalism etc.







Recommendations (I)

Each neighbourhood is different and requires different approaches and different actors. But some salient elements can be recommended for any co-implementation effort. Consider the following principles:



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

Match contributions and contributors: Think about roles to be filled and map their relations, articulate required competences and responsibilities, place them along a time line and think about civic and non-civic actors who could play them. Think specifically about the following roles: Clearing house, moderators, scribe, evaluation manager, communicator etc.

Don't forget to monitor: Implementation and monitoring should always be undertaken simultaneously in order to allow for immediate adjustments and corrections.





Recommendations (II)

Do not under-appreciate less tangible, non-monetary benefits like social cohesion, capacity building, democratic legitimacy etc.

Reflect (self-)critically about the origin of a planned measure: Do not expect civic actors to make contributions to something they did not co-plan; otherwise you run the risk of "exploitation", non-compliance or even vandalism.

Always remain open to newcomers: This requires thorough documentation of previous steps for an effective "onboarding" process of people and organisations who wish to join later on.

Celebrate: It is important to have some fun together. Do not underestimate the importance of humour, a handshake, eye-to-eye conversations, human touch etc.



Checklist

- ✓ Understand the principles of co-implementation (and what's not co-implementation)
- ✓ Understand the aims and objectives (and limits) of co-implementation
- ✓ Identify together with your Core Group potential contributors and approach them
- ✓ Identify together with your Core Group potential contributions from civic actors
- ✓ Be very clear about the risks of co-implementation and mitigate them
- ✓ Get inspiration from other co-implementation cases (see resources section)







Resources

Rupprecht Consult (2019) Co-Implementation Guidelines: http://www.rupprecht-consult.eu/uploads/tx_rupprecht/SUN_D3.1_Co-implementation-Guidelines.pdf

Peer to Peer Foundation: https://p2pfoundation.net/

Spaargaren, G., van Bueren, E. et al. (no date) Co-Creating Sustainable Cities - Learn how citizen's co-creation is key in making cities worldwide more sustainable (Online Course). Available at https://www.edx.org/course/co-creating-sustainable-cities-delftx-wageningenxams-urb-2x

The Better Block Project: http://buildabetterburb.org/better-blocks-in-the-burbs/

The Neighbourhood Project: http://theneighbourhoodproject.org/projects/

The Street Plans Collaborative (various years) Various publications on Tactical Urbanism https://issuu.com/streetplanscollaborative/

The Street Plans Collaborative (2016) Tactical Urbanist's Guide to Materials and Design. http://tacticalurbanismguide.com/

The Street Plans Collaborative (2019) https://www.street-plans.com/







Unit 5 task

Please post your responses to the following question in the Forum:

- List **possible concrete measures** in your neighbourhood and sort them (roughly) in the order in which they lend themselves to contributions from civic actors.
- Write down **potential civic actors** that might be able to make the above contributions.
- Think about other civic actors that might be able and willing to make cotributions but that do not yet have a role in your above list. Can you think of additional contributions they could make?







Init 6: Co-assessment and co-evaluation

Module 6.1 Introduction to co-evaluation

SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe



SUNRISE e-course: Co-creating sustainable mobility at the neighbourhood level





What is co-evaluation and to whom is it important?

Co-evaluation facilitates understanding changes to mobility patterns and behaviours within neighbourhoods and the way in which they happen. It deals with **impacts** (what/how much has changed) and **processes** (what has led to that change - what has been done, what barriers and drivers affected the process and so on). As the prefix "co-" implies, co-evaluation is performed jointly, in a way which is inclusive of the stakeholders participating in co-creation.

Co-evaluation is therefore important to a wide variety of stakeholders:

• The users of the co-creation approach (e.g. cities, neighbourhoods)

To be able to clearly demonstrate and communicate the impacts of and the processes behind the implemented measures and co-creation actions

Stakeholders dealing with similar issues

Offers the opportunity to participating cities and take-up cities to learn from each other and exchange knowledge and good practice

- Funders and policy-makers, such as city administrations and the European Commission
- Other stakeholders, such as scholars, urban planners, project developers





What does co-evaluation involve?

There are two complementary aspects of co-evaluation: impact evaluation and process evaluation.

Impact evaluation is used to assess how successful **a measure and/or a co-creation action** is in reaching its stated objectives. To this purpose, measurements 'before' and 'after' implementation are undertaken. The methods employed in gathering and analysing the data are mainly quantitative.

Process evaluation seeks to provide a qualitative understanding of the way in which the planning and implementation process was conducted. An analysis of the drivers and barriers for the success or failure of **the measures and the participation process** is an integral part of process evaluation.







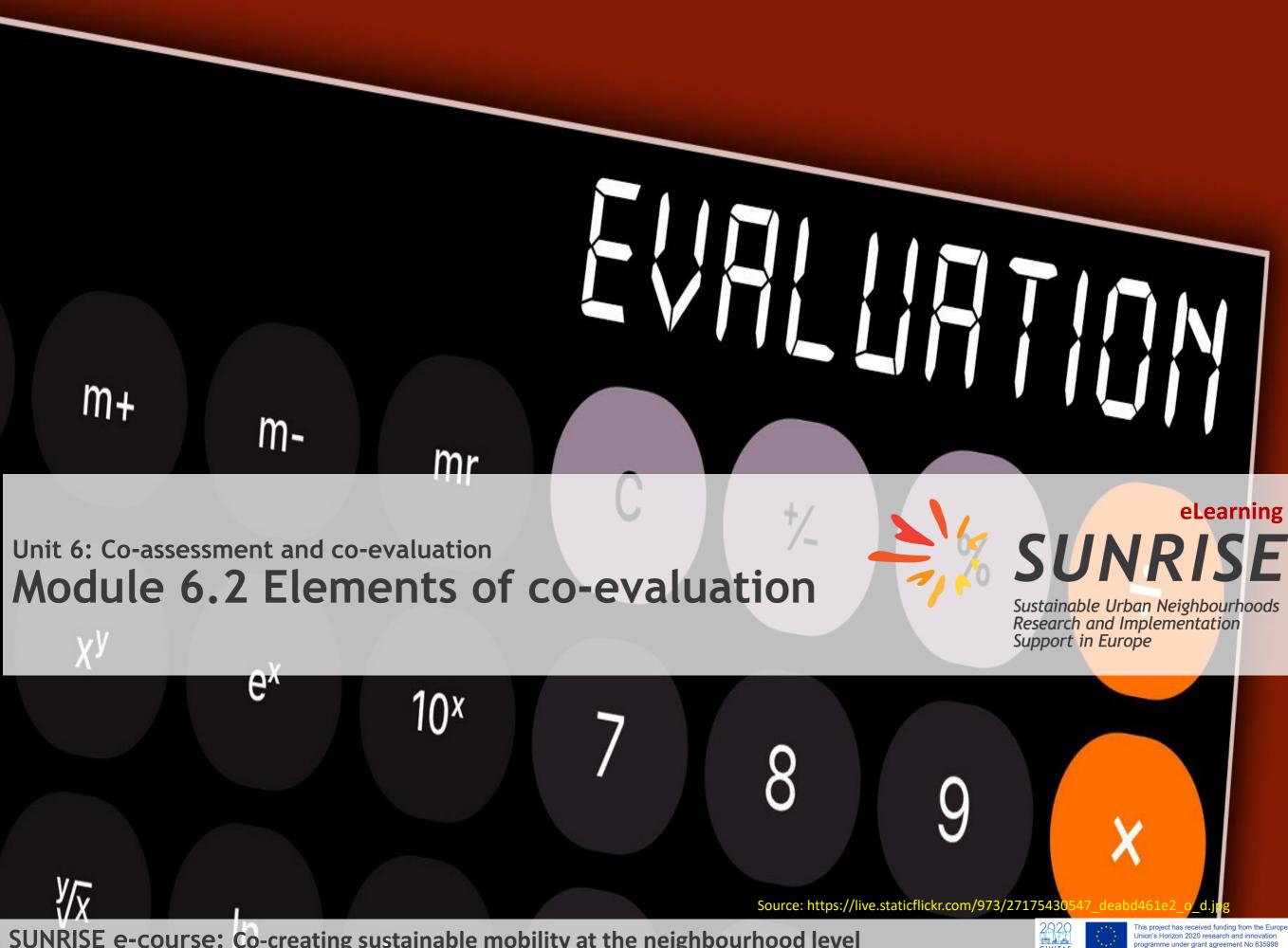
The approach to co-evaluation

Co-evaluation involves three steps:

- Monitoring: includes observation of impacts and processes;
- Assessment: concerned with analysing and reporting quantitative and qualitative information from monitoring in a structured way;
- Evaluation: determining the value of the outcome (whether something was worthwhile/beneficial) and learning lessons/drawing recommendations about co-creation actions and mobility measures.









A combined approach to co-evaluation

(1) Evaluation of co-creation actions

Impact and process evaluation of the activities during all co-creation phases: co-identification of problems and co-validation of needs; co-development and co-selection of solutions and measures; co-implementation of solutions and measures; and co-assessment and co-evaluation.

(2) Evaluation of sustainable mobility measures

Impact and process evaluation of sustainable mobility measures (actions to alleviate specific problems) co-identified and co-implemented in each neighbourhood.

Disclaimer: the material in this presentation represents our approach to coevaluation, rather than any results (or their validation), which will become publicly available at a later stage, towards the end of the project in 2021. More details on planning co-evaluation in SUNRISE can be found in D4.4: Detailed Assessment and Evaluation Plan.







Evaluation of co-creation actions

Evaluation of co-creation actions is valuable to evaluate co-creation activities, in order to understand and learn from successes and failures. Gathering this information as early as possible can help by acting as an early warning signal, allowing users the opportunity to adjust the process as needed. The lessons learned and documented will also ensure even more successful co-creation actions in the future.

Evaluation of co-creation actions entails:

1/ Co-creation process evaluation

Answers the question "How something happened?"; identifies the drivers and barriers to co-creation activities.

2/ Co-creation impact evaluation

Answers the question "What has changed?"; the focus is on identifying a measurable outcome.







Co-creation process evaluation

The purpose is to identify and analyse the drivers and barriers that may occur during the co-creation process. The driver and barrier analysis will allow evaluating the resilience of co-creation approaches against errors and unexpected adverse events.

The monitoring of the co-creation processes is qualitative in nature and is carried out by means of conducting surveys of and interviews with project partners and other stakeholders (such as members of the co-creation forum, representatives of city administration, other neighbourhoods and cities) involved in the co-creation process.



Source: https://borders.co.uk/shoutout/tue-15th-jan-equip-toolkit-evaluation-training-with-youthborders-at-langlee-complex-2/





Co-creation impact evaluation

Co-creation impact evaluation, similar to impact evaluation of sustainable mobility measures, provides an evaluation of the impact (or outcome) of the co-creation approach. Co-creation impact evaluation is focused on institutional and policy decision-making changes at neighbourhood or city level influenced by co-creation activities.

The evaluation of the impact of cocreation actions is largely concerned with attitudes/perceptions/skills, mobility behaviour and its consequences of people involved in co-creation. The methods employed in gathering and analysing the data are both qualitative and quantitative.



https://live.staticflickr.com/5636/21241522946_cf5ca95deb_o_d.png





Co-evaluation of sustainable mobility measures

The co-identification and co-implementation of **measures** (as presented in Unit 5), which is intended to alleviate mobility problems, is best understood if it is combined with evaluation conducted in a systematic way.

Evaluation of sustainable mobility measures entails:

- Impact evaluation, to understand the impact of the implemented measures, be it positive or negative;
- **Process evaluation**, to identify the drivers and barriers in the coidentification and co-implementation processes and of their effects on the success (or failure) of the process.







Impact and process evaluation of sustainable mobility measures

Impact evaluation of mobility measures follows the standard process of ex-ante (before) and ex-post (after) evaluations to estimate the impacts or effects of a measure within the CIVITAS impact categories of Society, Transport, Economy, Energy and Environment on the target groups that are affected by the measures.

Process evaluation of mobility measures is conducted to understand the way in which the planning and implementation process has been conducted. An assessment of the drivers and barriers affecting that process is also undertaken.

The method for conducting impact evaluation of sustainable mobility measures is already well documented in a book titled "Evaluation Matters" by Dziekan et al. (2013).

You can also refer to <u>D4.4:</u> <u>Detailed Assessment and</u> <u>Evaluation Plan</u>







Unit 6: Co-assessment and co-evaluation

Module 6.3 Methods and tools for co-evaluation

Source: https://www.eltis.org/sites/default/files/photo/08_air_quali







Methods and tools for the evaluation of co-creation actions

The evaluation of the co-creation actions is a systematic reflection to understand the way in which the co-creation process was conducted and what impact co-creation have had. There are several methods for collecting the information required to evaluate co-creation actions, for example:

- Ongoing process documentation (e.g. by the team running the co-creation process or by an independent evaluator)
- Evaluation interviews (e.g. with stakeholder representatives, citizens, decision-makers, administration members, team members who organize the co-creation process)
- Evaluation questionnaires (e.g. online, postal, telephone)
- Reflection workshops (e.g. in groups with participants of the co-creation process)







Methods and tools for impact evaluation of sustainable

mobility measures

Quantitative impact evaluations use indicators which describe important characteristics of the situation. When possible, indicators should be quantified or estimated before and after the implementation of the measure, so that appropriate comparisons can be made of any changes.

The selection of appropriate and relevant indicators is crucial to the success of impact evaluation. The chosen indicators must closely relate to the measure objectives so that an assessment can be made about the degree to which the objectives have been achieved.



https://www.eltis.org/sites/default/files/photo/slovenska.jpg





Attributes of good quality impact indicators

To ensure that the impact indicators you are selecting are fit for purpose, they should be:

- Interpretable: the message carried by the data is evident
- Objective: data is unbiased and allows identifying positive and negative outcomes
- Independent: data measure something which is not measured by other indicators
- Internally transferable: this reflects the degree to which results can be generalised to other situations and to other people within the neighbourhood
- Externally transferable: this reflects the degree to which the results can be transferred and/or applied to other neighbourhoods
- Reputable: the data source can be trusted
- Accurate: data reflect the actual situation







Attributes of good impact indicators (cont.)

It is also important to make sure that your impact indicators are feasible, meaning that they are effective and can easily be worked out. They should have a high level of:

- Availability: data is available or easy to collect and handle
- Manageability: data can be easily managed and elaborated
- Efficiency: data can be collected using cost-effective methods
- Timeliness: the timeframe for collecting quality data is realistic and within the project boundaries
- Replicability: data can be collected in all concerned neighbourhoods.







Example of indicators: Healthy walking routes - to hospital and school

lmpact	Indicator	Data used	
Improved health of target group	Levels of walking amongst target group	Face-to-face-surveys with patients at health centres before and after	
Improved quality of public space	Appearance of public space	Expert assessment and face-to-face surveys of patients before and after.	
Promoting sustainable mobility habits among the younger population	Use and knowledge of school routes	Survey with students in schools, completed by students in classroom at end of project	





Methods and tools for process evaluation of sustainable mobility measures

Process evaluation of sustainable mobility measures is carried out to identify the drivers and barriers in the implementation process and their effects on the success (or failure) of the process. Provides an account of the 'drivers' (motivations, external factors, issues driving the measure forward) and 'barriers' (problems and deviations from the plan) during the measure planning, implementation and operational phases.

Process evaluation helps to provide answers to questions such as:

- ✓In what way was the problem/activity/situation dealt with?
- ✓ What went well/wrong and why?
- √Who did or should have done what?
- √ How was the process perceived by key stakeholders?









Unit 6: Co-assessment and co-evaluation

Module 6.4 Learning from the cities



SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning





Spotlight on Bremen: Provision of more car-sharing stations

Description of the measure under implementation

Station-based car-sharing is an effective measure to reduce parking demand and a strategy for reclaiming street space. It is also an alternative to private car ownership and can bring about a positive behavioural change towards more sustainable mobility habits.

[Susanne/Michael: could you please provide a picture from the neighbourhood that best illustrates the problem/measure?]







Provision of more car-sharing stations (impacts and indicators)

Impact	Indicator	Data used	
	Political decision for more car sharing Political adoption by relevant		
	stations	body/bodies (e.g. borough parliament)	
		(Ex-Ante)	
	Investment decision of operators	Operator's investment decision (Ex-Ante)	
Increase attractiveness	Number of new users Statistics provided from car-sharing		
of car-sharing in the	operators and own calculations applying		
neighbourhood		study results (Ex-Post)	
Reduction of private car	Number of cars taken off the road	Statistics provided from car-sharing	
ownership		operators and own calculations applying	
		study results (Ex-Post)	
Reduction of private car	Street space gained back (due to cars	Statistics provided from car-sharing	
ownership	taken off the road) [m2]	operators and own calculations applying	
		study results (Ex-Post)	
Increase of accessibility	Effects on street users (qualitative, e.g.	Interviews of street users (Ex-Ante, Ex-	
(reduction of barriers)	"very high" - "very low", different user	Post); Online Questionnaire of street	
	groups)	users (Ex-Ante, Ex-Post)	
Changed (more	Effects on mobility habits	Interviews of street users (Ex-Ante, Ex-	
sustainable) mobility		Post); Online Questionnaire of street	
habits		users (Ex-Ante, Ex-Post)	
		Interviews of car sharing users (Ex-Post)	





Spotlight on Budapest:

Improving the safety of cyclists and pedestrians in and around the underpass of Tábornok street

Description of the measure under implementation

Many cyclists use the underpass in Tábornok street even though it has never been constructed for this purpose. The two intersections at the end of the underpass are not safe either for cyclists or pedestrians. The measure envisages the introduction of a shared pedestrian and cycling lane which can accommodate the growing number of passing pedestrians and cyclists and will make the facility safer for both user groups.

[Antal/Noemi: could you please provide a picture from the neighbourhood that best illustrates the problem/measure?]







Improving the safety of cyclists and pedestrians in and around the underpass of Tábornok street (impacts and indicators)

Impact	Indicator	Data used	Comments
Growing number of	Number of cyclists and pedestrians	(2) direct observation / (4) external	2 days, 2+3 hours in morning and
pedestrians and	passing through	data sources	afternoon peak (in line with the
cyclists		Counting (or data form the Bike to work campaign)	standard of the Budapest transport model), 1 cross-section
	Amount of the emission coming	(1) modelling	
	from traffic	Calculation based on bicycle traffic count and assumed modal change	
Increased level of	Number and seriousness of	(4) external data sources	
safety for pedestrians and cyclists in the area	accidents in the area	Data from the police or from "Web- bal" online accident database	
	Speed of the vehicles going through the intersections	(2) direct observation Measurements (technology to be decided)	2 days, 2+3 hours in morning and afternoon peak (in line with the standard of the Budapest transport model), 1 section
	The level of perceived safety among pedestrians and cyclists when crossing the intersections	(3) survey Surveys conducted on public spaces (short questionnaire: e.g. perceived traffic safety 1 to 5, destination, basic demographic data)	lmin 437 answers





Spotlight on Malmö:

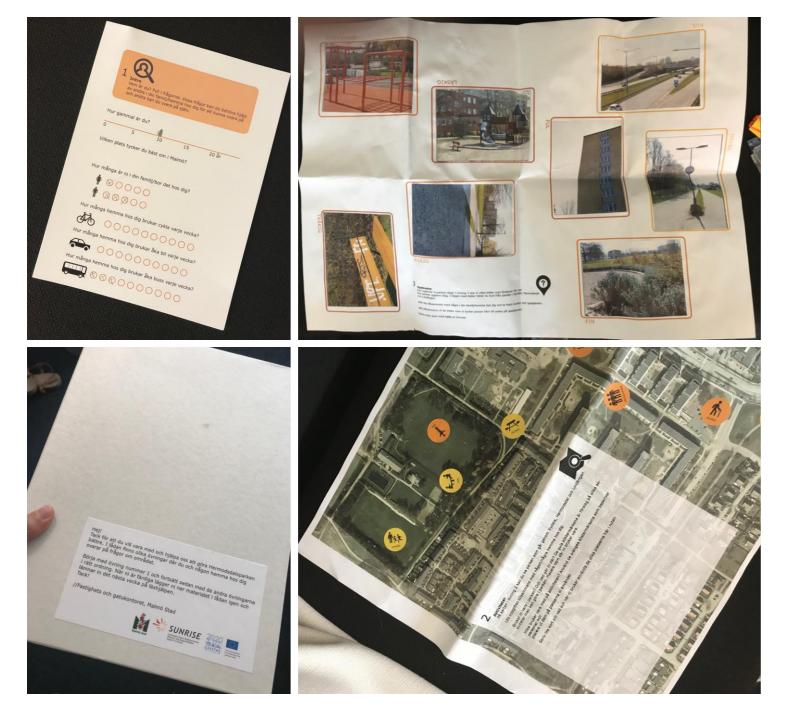


How do citizens experience the park today?

Visual tool to interact and spark conversation







Cultural probe handed out to kids in the neighbourhood and asked them to complete the tasks inside together with their families. This is a way for us to reach out to one of the "hard to reach groups" and to get their perspective on the park.

Different tasks concerning the park. How it is used today and how people experience it.



Visual tool to spark an interactive talk about the bike parking and how residents experience it today.





- Focus groups to get qualitative data on the use and experience of the park
- Traditional survey on the experience of cars in the park



Unit 6: Co-assessment and co-evaluation

Module 6.5 Lessons learned so far



SUNRISE

Sustainable Urban Neighbourhoods Research and Implementation Support in Europe

eLearning







Co-evaluation related challenges at the neighbourhood level

So far the following challenges to co-evaluation at the neighbourhood level are faced:

- The scale of measures and impacts: the size of neighbourhoods in which measures are implemented also determines the scale of measures and expected impacts. There are challenges associated with the availability of (secondary, in particular) data at this level, which hinders the selection of common indicators and/or making meaningful comparisons between neighbourhoods.
- Challenges associated with the selection of measures and indicators through a co-creation process: these are very similar to the difficulties experienced with any participatory approach;
- The robustness of the co-evaluation approach: there is a risk of too much focusing on participation, which may weaken the validity of outcomes;
- Conducting Cost Benefit Analysis (CBA) and Cost Effectiveness Analysis (CEA) in a neighbourhood context: lack of measures that Lend themeselves to CBA or CEA.



Co-evaluation related challenges at the neighbourhood level (cont.)

- Managing the co-evaluation process: is it too bureaucratic and onerous for neighbourhoods to understand and embrace it?
- The timescale for the implementation and evaluation of measures identified through a co-creation process: is it possible to do both within the lifecycle of a research project?
- The longevity and social acceptance of outcomes: the importance of placing the work on mobility measures into a wider context, outside the remit and duration of a research project in order to achieve lasting results within neighbourhoods
- Factors influencing evaluation overall within a neighbourhood research project: the dichotomy between project objectives on the one hand, and the goals and aspirations of city administrations, on the other hand.
- The exploitation potential of the co-evaluation approach and transferability of results.



Resources

- http://civitas.eu/tool-inventory?search_api_views_fulltext=indicators
- Dirk Engels and Gitte Van Den Bergh (2016) Optimised CIVITAS process and impact evaluation framework, a report produced as part of the CIVITAS SATELLITE project.
- Dziekan, K., Riedel, V., Müller, S., Abraham, M., Kettner, S., Daubit, S. (2013) Evaluation matters: A practitioners' guide to sound evaluation for urban mobility measures. Waxmann, Münster.
- https://www.eltis.org/mobility-plans/sump-concept





Unit 6 task

Think about a sustainable mobility measure that has been selected through a cocreation process and will be implemented in your neighbourhood to alleviate a mobility problem.

You are the evaluation manager who is tasked with the measure evaluation.

Considering the examples of Bremen and Budapest, think about what will be the expected measure impacts and how you will measure them, i.e. what impact indicators you will use in evaluation and how you will collect the data for them. Also, identify the drivers and barriers during the measure planning, implementation and operational phases.

How would you involve your stakeholders in the evaluation process? What input will you require from them? How would you determine if their involvement had had any (positive or negative) impact on your neighbourhood? What changes in your neighbourhood have resulted from their involvement? How are the outcomes of the co-creation activities perceived by your stakeholders?







Unit 7: Conclusion

Module 7.1 Reviewing





SUNRISE e-course: Conclusion



Summing up

We hope you've enjoyed this SUNRISE Co-creation e-course and have benefited from the opportunity to learn from and with your colleagues across Europe and beyond.

Just to sum up, the following pages list some of the key points we hope you'll take away from each Unit...





Review of Unit 2: Introduction to co-creation

- Co-creation is the "systematic process of creating new solutions with people not *for* them; involving citizens and communities in policy and service development." A truly co-created measure shall be planned, implemented collaboratively and utilises potentials that might remain untapped otherwise while avoiding other undesired activisms.
- The co-creation process is comprised of co-identifying the problem, co-developing solutions, co-implementing the solutions, co-evaluating to monitor and review the entire process, it is not always a linear progress, the phases often overlap with each other and there isn't a clear division between them.
- The core group is the most important elements in co-creation, it should be comprised of equal voices from city administrators and local civic actors. The core group meets regularly to plan, reflect and evaluate their co-creation works throughout the process.
- The role of public authorities becomes that of enabling state rather than regulating state, providing opportunities, arenas and power of civic networks to form and act.
- There are some effort to be done to maintain the consistency and momentum of the core group members, some suggestions to keep the ball rolling are: networking events, social media engagement and celebrations.





Review of Unit 3: Co-identification of problems and co-validation of needs

- Co-identification and Co-validation ensures that the locally (perceived) mobility challenges of the citizens as well as the neighbourhood specific strengths, weaknesses, opportunities and threats are identified, validated and articulated
- This happens through a participatory process on eye level in joint coordination with the administration, politicians and all stakeholders.
- It is particularly important to involve so-called »hard-to-reach groups« (e.g. elderly people, children, ethnic, minorities, disables people) via special formats as those groups often do not participate proactively or don't feel addressed by »common methods«.
- In this way, important status quo information and first ideas on the city or neighbourhood can be collected from all point of views the basis on which decisions can then be made and drafts drawn up.





Review of Unit 4: Co-development and co-selection of solutions

- Co-development is a process of thinking cooperatively about ideas (measures) that will work towards improving the issues identified in the co-identification & co-validation phase
- Co-selection is the participatory process of deciding cooperatively for a package of measures that will be implemented in the next phase of the co-creation project
- Co-development requires good preparation & planning, but it is at the same time a flexible process
- Co-development calls for a mix of methods to reach different sets of actors
- Co-selection needs to be organised in a way that reaches a wide range of actors
- Each co-development & co-selection process is unique and delivers context-specific results









Review of Unit 5: Co-implementation

- Find the right balance between the types of co-implementation measures, playing to residents' strengths and the resources they can bring to the table. To maintain the 'co-' concept, it is important to note that the authorities and local stakeholders continue to share power and responsibility throughout the process.
- Co-implementation should be pursued only if everyone involved is convinced of its advantages, the activities should be needs-driven and mutually beneficial to the project and the local stakeholders who will contribute their resources.
- Realistically assess various risks and challenges, to avoid overly optimistic expectations and to prevent foreseeable problems.
- Some measures are not suitable for co-implementation and sometimes co-implementation only works for 'soft' measures





Review of Unit 6: Co-assessment and co-evaluation (I)

- Co-evaluation facilitates understanding changes to mobility patterns and behaviours within neighbourhoods and the way in which they happen. It deals with impacts (what/how much has changed) and processes (what has led to that change what has been done, what barriers and drivers affected the process and so on). As the prefix "co-" implies, co-evaluation is performed jointly, in a way which is inclusive of the stakeholders participating in co-creation.
- There are two complementary aspects of co-evaluation: impact evaluation and process evaluation.
 - Impact evaluation is used to assess how successful a measure and/or a cocreation action is in reaching its stated objectives. To this purpose, measurements 'before' and 'after' implementation are undertaken. The methods employed in gathering and analysing the data are mainly quantitative.
 - **Process evaluation** seeks to provide a qualitative understanding of the way in which the planning and implementation process was conducted. An analysis of the drivers and barriers for the success or failure of **the measures and the participation process** is an integral part of process evaluation.



Review of Unit 6: Co-assessment and co-evaluation (II)

Co-evaluation involves three steps:

- Monitoring: includes observation of impacts and processes;
- Assessment: concerned with analysing and reporting quantitative and qualitative information from monitoring in a structured way;
- Evaluation: determining the value of the outcome (whether something was worthwhile/beneficial) and learning lessons/drawing recommendations about co-creation actions and mobility measures.







Review of Unit 6: Co-assessment and co-evaluation (III)

The evaluation of the co-creation actions is a systematic reflection to understand the way in which the co-creation process was conducted and what impact co-creation have had. There are several methods for collecting the information required to evaluate co-creation actions, for example:

- Ongoing process documentation (e.g. by the team running the co-creation process or by an independent evaluator)
- Evaluation interviews (e.g. with stakeholder representatives, citizens, decision-makers, administration members, team members who organize the co-creation process)
- Evaluation questionnaires (e.g. online, postal, telephone)
- Reflection workshops (e.g. in groups with participants of the co-creation process)









Course links - Unit 2:

- Dorthe Hedensted Lund. (2018). Co-Creation in Urban Governance: From Inclusion to Innovation, 22(2). Retrieved from http://ojs.ub.gu.se/ojs/index.php/sjpa/article/view/3741/3478
- Suttle, Marily (2015) 7 Ways to Maintain Momentum After the Meeting Ends .

 Retrieved from https://www.linkedin.com/pulse/7-ways-maintain-momentum-after-meeting-ends-marilyn-suttle/





Course links - Unit 3:

- D1.1 SWOT Report
- D1.2 Neighbourhood Mobility Dossier





Course links - Unit 4:

- SUNRISE Handbook for Methods & Tools in Co-creation Processes: https://civitas-sunrise.eu/wp-content/uploads/2019/07/D2.1_Participation-Handbook.pdf
- SUNRISE project website with resources & outcomes: https://civitas-sunrise.eu/resources/outcomes
- CIVITAS CIVITAS Initiative Successful Transport Decision-Making: https://civitas.eu/sites/default/files/guidemapshandbook_web.pdf
- CIVITAS Tool Inventory (online tools for transport planning and others): https://civitas.eu/tool-inventory





Course links - Unit 5:

Rupprecht Consult (2019) Co-Implementation Guidelines: http://www.rupprecht-consult.eu/uploads/tx_rupprecht/SUN_D3.1_Co-implementation-Guidelines.pdf

Peer to Peer Foundation: https://p2pfoundation.net/

Spaargaren, G., van Bueren, E. et al. (no date) Co-Creating Sustainable Cities - Learn how citizen's co-creation is key in making cities worldwide more sustainable (Online Course). Available at https://www.edx.org/course/co-creating-sustainable-cities-delftx-wageningenxams-urb-2x

The Better Block Project: http://buildabetterburb.org/better-blocks-in-the-burbs/

The Neighbourhood Project: http://theneighbourhoodproject.org/projects/

The Street Plans Collaborative (various years) Various publications on Tactical Urbanism https://issuu.com/streetplanscollaborative/

The Street Plans Collaborative (2016) Tactical Urbanist's Guide to Materials and Design. http://tacticalurbanismguide.com/

The Street Plans Collaborative (2019) https://www.street-plans.com/







Course links - Unit 6:

- http://civitas.eu/tool-inventory?search_api_views_fulltext=indicators
- Dirk Engels and Gitte Van Den Bergh (2016) Optimised CIVITAS process and impact evaluation framework, a report produced as part of the CIVITAS SATELLITE project.
- Dziekan, K., Riedel, V., Müller, S., Abraham, M., Kettner, S., Daubit, S. (2013) Evaluation matters: A practitioners' guide to sound evaluation for urban mobility measures. Waxmann, Münster.
- https://www.eltis.org/mobility-plans/sump-concept







SUNRISE publications

- D1.1 SWOT Report
- D1.2 Neighbourhood Mobility Dossier
- D2.1 Participation Handbook
- D2.2 Mobility Labs in Practice
- D2.3 Participation Action Plans
- D2.4 Neighbourhood Mobility Action Plans (NMAP)
- D3.1 Co-implementation Guidelines
- D4.1 Final Assessment and Evaluation Plan
- D4.4 Detailed Assessment and Evaluation Plan
- D5.1 Co-learning and uptake strategy
- D5.2 Website and Neighbourhood Mobility Dashboard
- D5.3 Local Communication Toolbox
- D5.4 Package of six local communication plans
- D6.1 Shared definition of key terms







Related projects

SUNRISE has three "sister" projects that we encourage you to check out:



Cities-4-People revolves around sustainable and people-oriented transport as a solution to the many challenges linked to mobility and faced by urban and peri-urban areas today. Aiming to implement mobility solutions developed by the people for the people, Cities-4-People taps into participatory practices of social innovation and neighbourhood governance and builds on three main pillars: citizens' participation, community empowerment, and sustainable urban planning.

https://cities4people.eu/

Cities-4-People unfolds in five European areas: the Oxfordshire County, Hamburg District of Altona, Üsküdar in Istanbul, Budapest and Trikala. In these areas Mobility Communities are set up involving citizens, city authorities, mobility providers and innovation experts. By developing and providing a framework of support services and tools, Cities-4-People empowers these communities to actively contribute to shaping their local mobility innovation ecosystems in line with a People-Oriented Transport and Mobility (POTM) approach. POTM encompasses a blend of new digital and social technologies under an inclusive and multidisciplinary approach in order to bring out solutions that have a low ecological footprint, a sharing mentality and the potential to solve real urban and peri-urban mobility issues.



Related projects



http://www.metamorphosis-project.eu/

The Metamorphosis project aims at transforming neighbourhoods in more liveable and shared spaces. The project starts from the premise that when a neighbourhood has many children in its public spaces (Gehl, 2013), this is a major indicator that it is well designed as a people-oriented and sustainable neighbourhood.

The partners of the project consist of seven European Partner cities, i.e., Alba Iulia (RO), Graz (AT), Meran (IT), Munich (DE), Southampton (UK), Tilburg (NL), and Zurich (CH), which seek to pursue the objectives of the project through the support of six national Research and Consultancy partners. The project applies an innovative and participatory approach, which encompasses the direct involvement of children as crucial players in each phase of the project from planning through implementation, evaluation, and dissemination. During each phase of Metamorphosis children's perspectives, suggestions, and ideas are highly valued as essential contribution to create more children-friendly cities.





Related projects



https://www.muv2020.eu/

MUV - Mobility Urban Values - levers **behavioural change** in local communities using an innovative approach to improve urban mobility: changing citizens' habits through a game that mixes digital and physical experiences.

Rather than focus on costly and rapidly ageing urban infrastructures, MUV promotes a shift towards more sustainable and healthy mobility choices by engaging in a positive way local communities, local businesses, policymakers and Open Data enthusiasts.

MUV solutions will be open, co-created with a strong learning community of users and stakeholders, and piloted in a set of diverse urban neighbourhoods spread across Europe: Amsterdam (NL), Barcelona (ES), Fundao (PT), Ghent (BE), Helsinki (FI), Palermo (IT).

Mobility and environmental data gathered via the **mobile app** and the monitoring stations will allow policy makers to enhance planning processes and civic hackers to build new services able to improve cities' quality of life in a more effective way.



Contact us

If you would like to get in touch with us or follow our work, there are several options:



- Visit the **SUNRISE** website
- Follow us on Twitter: <u>@CIVITAS_SUNRISE</u>
- Subscribe to the <u>SUNRISE YouTube channel</u>
- Send an email to k.tovaas(at)rupprecht-consult.eu

We would be happy to hear from you!







Unit 7 task: course feedback

We invite you to please take 5 minutes to complete an anonymous evaluation of the course. Your input will help us to improve upon our courses so that we can provide an even better learning experience for participants like you in the future.

Click <u>here</u> to start the course feedback questionnaire.







Partners





















