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OVERALL SHADOWING REPORT

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1 INTRODUCTION

1.1 Shadowing system

Shadowing in the city consists of one partner visiting another partner and working alongside them for a period of time. Its aim within Active Access was for partners to help each other and learn from one another in solving specific and current problems related to their Active Access campaigns. Each application partner both received a shadowing visit and travelled to shadow a different project partner for a period of 2-5 days.

The benefits of this shadowing system is that it gave partners the opportunity to learn things from each other first hand, understand the problems faced by others in implementing their applications, and to work together to overcome these problems. Partners were able to see different organisational mechanisms and relationships, taking that learning back to their own work. In addition to providing partners with additional resources and experience, the shadowing exercise has served to build working relationships and opportunities for further active travel implementations that will endure beyond the life of the project.

Where possible, partners attempted to gain media attention for the shadowing events, to increase the awareness of both the municipality and local citizens to walking and cycling issues. This also contributed to making permanent changes in people's mentality with regard to active travel, which is one of the aims of Active Access project.

The purpose of this report is to give an overview of the entire shadowing process and to draw key conclusions from it. Further details on the preparation for shadowing can be found in D5.1 Issues in Each Application City and D5.2 Plans for Shadowing and for details of the events of each shadowing visit, refer to D5.3 Individual Shadowing Reports.

1.2 Objectives and main steps of shadowing

The objectives of shadowing were to:

- Use the project and the experience of project partners to provide input for other project partners to actively solve transport/energy problems in their cities and areas;
- Build capacity amongst project partners;
- Build working relationships between project partners that will endure beyond the end of the project;
- Increase the profile of the application activities within the application partner cities
- Set the foundations for continuation of the project after the EU-funding has ended (exploitation)

The main steps were:

- Preparation of shadowing
- Shadowing in city
- Reporting on experience of shadowing

2 PREPARATION FOR SHADOWING

In order for partners to be paired with effective shadowing partners, it was important that the project consortium had a good understanding of each other's local situation, knowledge and expertise, and the problems or issues each other faced. This knowledge was gained via structured discussions during the project meetings and supplemented further by the completion of questionnaires used to compile a report on the issues affecting each of the application cities.

2.1 Online questionnaire

At the kick-off meeting in Graz-Murska Sobota- Koprivnica all application partners were asked to complete the International Charter for Walking, written by walking expert and project partner Walk 21. Shortly after the meeting ENU and HEMPS produced an online questionnaire to ascertain barriers to cycling in application cities. The results of these questionnaires provided a picture about partners current situation regarding walking and cycling.

The main issues covered by the questionnaires were:

- Current state of walking/cycling in the city or region
- Level of walking/cycling, it's importance in the mobility system
- Physical state of networks, infrastructure
- Political support from politicians and senior technicians
- Finance and policy for walking/cycling
- Public attitudes to walking/cycling
- Major factors encouraging walking/cycling
- Major barriers to more walking/cycling
- Help and guidance the city would like with regard to walking and cycling

2.2 Report informing partners of issues in each application city

All application partners completed these questionnaires and the results were summarised into D5.1 Report informing partners of issues in each application city (an example of the information presented in the report is given as annex to this report). The report stated that in general the physical state of networks and infrastructure in Active Access application cities is improving and many good initiatives had already started. Common problems in application cities and towns were that there is not enough public seating, public toilets, drinking fountains, clear and legible signs for pedestrians, on-site information; there was a lack of sufficient safe crossing points with minimal waiting times and enough time to cross for the slowest pedestrians.

Many partners felt that political support from the Mayor and local councillors was only theoretical, that they understood the walking and cycling problems, but their support did not extend to actual action to address such problems. Only a few of them were actively involved in this issue and some of them were not interested.

Most partner cities didn't have a Walking/Cycling Plan.

Other major barriers to more cycling/walking included existing cultural traits- the car is a status symbol whilst walking is a symbol of poverty and driver mentality neglects people walking or cycling.

An extract from D5.1 of issues effecting one partner can be found in Annex I, attached to this document.

2.3 Choosing and matching shadowing partners

D5.1 was circulated to the project consortium, and based on its contents application partners were asked to select three preferences for shadowing partners. ENU and HEMPS allocated shadowing partners based on these choices and informed partners in time for them to prepare for meeting their partners and taking part in the shadowing workshop at the second project meeting in Aveiro in March 2010.

The process of matching shadowing partners was as follows:

1. Match any partners who have each other as 1st choice:
2. Match 1st choices of one partner with 2nd or 3rd choice of another:
3. Match 2nd or 3rd choice of one partner with any choice of another:
4. Match remaining partners on basis of those with only 3rd choice matched so far getting 1st/2nd choice as priority.

The allocation of partners were as per the following table:

Table 1. – Allocation of shadowing partners

Partner	Travelling to	Visit from
Prioriterre	Tartu	AER
Tartu	FGM	Prioriterre
HEMPS	CHD-MS	FGM
AER	Prioriterre	Koprivnica
CHD-MS	Koprivnica	HEMPS
Koprivnica	AER	CHD-MS
FGM	HEMPS/ATU	Tartu
ATU	HCC	FGM
HCC	Aveiro	ATU
Aveiro	ESC	HCC
ESC	FGM	Aveiro

Robert from FGM gave an open invitation for all partners to visit Graz and learn from FGM's extensive experience.

2.4 Plans for shadowing

Once the shadowing partners were assigned, partners worked together to produce a plan of activities for the shadowing visit. At the project meeting in Aveiro, partners had the opportunity to meet face to face and discuss their shadowing plans and shadowing dates. The final plans for shadowing were summarised by the WP leader in D5.2 Plans for shadowing.

Although all partners in Active Access agreed to the concept of shadowing, it was recognised that cultural issues may be a factor in the success of the scheme. For example, some partners may have been reluctant to say that they faced any problems, even though they did; others, in their attempts to help other partners, may have been perceived by those same partners as being overly critical. Therefore, adequate training, discussions and group work took place at the first and second project meetings in order to overcome such issues and foster an environment of cultural understanding and support.

The following table contains the time schedule of shadowing visits:

Table 2. – Time schedule of shadowing visits

Shadowing visits	
Date	Partners
2010 September 21-24	ATU → HCC
2010 September 28-29	FGM → ATU
2010 October 4-8	Tartu → FGM-AMOR
2010 October 5-7	HEMPS → CHD-MS
2010 October 6-7	AER → Prioriterre
2010 October 25	CHD-MS → Koprivnica
2011 April 20-23	FGM → HEMPS
2011 May 12-13	Koprivnica → AER
2011 May 14-15	CHD-MS → ENU

2011 June 6-10	ESC → FGM-AMOR
2011 August 31-September 1	Prioriterre → Tartu
2011 October 2-6	HCC → Aveiro
2011 October 30-November 3, 4	Aveiro → ESC

The plans for shadowing were designed to enable partners to exchange ideas by experiencing different situations, such as how to attract political support, how to organise different mobility activities in the most effective way and how to raise public awareness about alternative mobility. The shadowing plans included agenda items such as: bicycle tours of the city to see, experience and discuss the cycling and walking infrastructure; witnessing different solutions to different problems; participating in emotional campaigns and campaigns for children. The plans also included formal and informal discussions with stakeholders, different activist groups, NGOs, decision makers, politicians, mobility experts and participation together with the shadowing partner in different implementations, such as; mobility themed conferences, mobility campaigns, workshops, Traffic Snake Game, walking bus, awareness raising activities, bicycle renting actions, street events, Critical Mass bicycle ride, distribution of campaign material to shopkeepers and residents, examination of issues of active travel, questions about installing bicycle racks, bicycle theft conflicts between cyclists and motorists, conflicts between cyclists and pedestrians.

An extract from D5.2 of one shadowing program can be found in Annex II, attached to this document.

3 SHADOWING IN THE CITY

Shadowing in the city consisted of the preparation, but mainly of a visit by the shadowing partners to another partner's city. Both partners agreed on and ensured that a time period of up to one week was free for the shadowing event. Shadowing visits lasted from 2 to 5 days although in one case the shadowing visit was for only 1 day (see table 3). Partners ensured that low cost accommodation was made available for visiting partners, in order to make this element of the project as cost-effective as possible.

Before partners started their visits, the WP leader compiled and circulated a template for application partners to complete during/after the visit to help them evaluate their shadowing experience.

3.1 Individual Shadowing Reports

After partners completed their shadowing visits, they documented their experiences by answering the following questions:

1. **What did you work on during the visit? Please present the detailed program, including the detailed schedule, people you met, and any media coverage that was generated.**
2. **What kind of assistance did you give/ get from your partner in relation to the AA activities in your city/town/area?**
3. **What solutions have you helped to find the issues/problems in the city/area together with your shadowing partner?**
4. **What did you learn that was new to you – both in terms of the content of activities/actions, and also in terms of the way of carrying out and implementing activities and actions?**
5. **What will you take back with you from your shadowing experience in your own city to your own work?**
6. **What were the most and least useful aspects of the experience?**
7. **Do the benefits of shadowing outweigh the costs? How could the experience and the process be improved in future projects? Were there any problems with the process?**
8. **How has the shadowing experience helped your understanding the challenges for implementing walking and cycling projects in your city – did the fact that you had someone from out of town working with you on the project help you to see your own project any differently?**
9. **Please present evidence of media coverage, if any, that you managed to organize during the shadowing event (also attach the newspaper article, video, or audio file to your report concerning the shadowing visit).**

Based on partners detailed report on their shadowing visits (see D5.3 Individual shadowing reports for full details), here is the summary of partners' experiences:

During their visits, partners participated in various activities: attended meetings, seminars and workshops, met with stakeholders and decision makers, went on cycle tours and walking tours,

participated in walking audits, walking buses, Traffic Snake Game, Car Free Day, Critical Mass demonstration, bicycle renting action, went on a campaign photo shoot, participated in a “Cycle to Work” campaign. They were involved in each other’s local campaigns and in their everyday work about which they exchanged ideas and promotional materials.

3.1.1 What kind of assistance did partners give and get from each other in relation to the AA activities in their city/town/area?

- The main areas where partners got and gave assistance were sustainable mobility for municipalities, shops, schools and work, they saw examples of sustainable mobility for goods delivery and examples of activities during European Mobility Week and Earth Day.
- Witnessing some of the partner team’s activities during the shadowing visit, was an important part of the experience and very helpful for on-going campaigns. In some cases due to a lot of similarities between the 2 cities, the way things were done with regard to fund raising, bicycle tracks inside the city’s morphology, design of bicycle lanes and racks, signaling for cyclists, provided important knowledge for both partners.
- HCC involved their shadowing partner, ATU, in very specific “on the field” activities of their campaign, such as the “Buy local!” campaign meeting and photo session, to see differences in how HCC and ATU manage a project and a communication campaign, giving ATU ideas to use back home in their work.



“In action” campaign photo shooting, Budapest, 23rd September 2010

The visitor partner, ATU, informed the HCC team on the spot about differences between working methods of the two shadowing organisations, so the visit was fruitful for both the visitor and host.

- Using the shadowing visit as an opportunity to set up meetings with important local administration stakeholders gave partners the chance to create a positive image and attitude towards sustainable mobility.
- Some partners, such as FGM-AMOR were an information provider much more than receiver of know how. During the visit of Robert Pressl, mobility expert from FGM-AMOR, to Romania, the host received advice on how to bring together the politicians with the people – he raised awareness of the politician’s body language, which showed he kept a big distance from people and didn’t feel comfortable during the walking audit. Robert gave advice on how to gradually reduce this distance. During a roundtable discussion with politicians, mothers and people with reduced mobility, he provided useful advice and observations, including how to organise free bicycle renting on Earth Day in Miercurea Ciuc.
- Partners were interested in different campaigns for children, such as “Walking Bus”, “Traffic Snake Game”. AER shared their idea of marking the Walking Bus route with animal footprints on the road at the main points (pedestrian crossings, walking bus stops).



Walking bus, Annecy, France, October 2010

- In the case of HEMPS visiting CHD-MS it was a perfect occasion to experience the Traffic Snake Game first-hand, which HEMPS had planned to carry out the subsequent year. The Slovenian partners from CHD-MS took their guests to the kindergarten and school, where they could follow step by step the implementation of the Traffic Snake Game. Partners provided each other with good advice based on their experiences, identifying pitfalls and thereby minimising future mistakes.



Traffic Snake Game in Kindergarten Gornja Radgona, Slovenia, October 2010

- From the collaboration of CHD-MS and Koprivnica the main assistance was in program development, by offering to the visitor the opportunity to talk to political representatives and to gain greater insight into the needs of politicians, to understand how to lobby for sustainable mobility and how to get wider consent from all political parties.
- AER showed their visiting partner sustainable mobility actions taken by the municipality before the project – their bicycle lanes, 30km/h zones, commercial zones (coexistence of vehicle traffic and pedestrians), pedestrian zones at the entrances of the schools, school routes, design of school routes, maps, walking audits, group formation, maps with routes including shops and distances in minutes and actions undertaken to involve shopkeepers in the Active Access project. They also presented their public bicycle service.
- Partners also learned about the concept of shared space where pedestrians, cyclists and motorised vehicles can share an area without problems.
- Partners in the energy field (energy agencies) had the opportunity to see how an energy agency in a different country works, and to compare to their own work – getting new ideas, solutions.
- Tartu presented their “50+ on behalf of health” program to Prioriterre, which challenges people to involve themselves in sustainable mobility activities. They presented their bike parks shaped like letters that form the name of streets which attract people to use them, as it is funny.
- Partners discussed together the following questions and tried to find some answers to them: shall we separate pedestrians and bikes on different roads or have mixed ones? How do we join bike roads and normal roads? How do we manage differences in levels of sidewalks?

- In the case of HCC visiting Aveiro, they observed that the biggest difference between their experiences is that in Aveiro shopkeepers are less aware of new ways to attract clients, than those involved in the “Buy Local!” campaign in Budapest. Aveiro learnt much from Budapest’s experience and as a result felt the need to change their approach.

3.1.2 *What solutions have you helped to find to address issues/problems in the city/area together with your shadowing partner?*

- In the context of the entire shadowing visit, there has been an interchange of ideas that could easily become real solutions to problems: discussions about strategies to develop high quality areas towards a place that people like to visit and spend time and that investors like to spend money; marketing, campaigns – especially those solutions which don’t need a high budget for implementation, were responded to positively; advice and suggestions regarding preparing the area for the needs of pedestrians with special needs – such as people with permanent and non-permanent reduced mobility; showing good practice infrastructure solutions and how they are combined with soft measures like informing, marketing, organisation and campaigning.
- As hosts, HCC concentrated on two key issues/problems: infrastructure and behaviour. Showing bad and good examples of infrastructure were useful for their visitor from ATU who is an urban planner. The partners tried to “look behind” applied solutions and see why specific infrastructure types were used at specific places; what were the ways of thinking of decision makers and designer; and finally (where necessary) how these ways of thinking can be changed towards a better service of active travel modes. ATU learnt about effective communication tools and methods for changing the behaviour of commuters and how the “power of the crowd” can be used to get more and more people on their feet and their bikes. The two partners also exchanged views on how professional marketing and communication methods can be used for this issue by non-profit organisations.
- From their shadowing visit and as a result of extended discussions with their shadowing partner, CHD-MS saw that their networking approach is the right way to promote mobility and gain some real results. When visiting stakeholders involved in Active Access – Kindergarten in Gornja Radgona, Regional Hospital, Primary School of Murska Sobota, Regional Institute for Public Health, Local Energy Agency in Pomurje - employees of CHD-MS and their visitor realised how wide their partnership is with different organisations on a local, regional and national level. HEMPS and CHD-MS exchanged experiences and solutions from the point of view of an energy agency and a health organisation – both of them approach mobility issues in a different way. CHD-MS found the information from ENU about the cooperation between health and transport,

experiencing actual campaigns carried out in Edinburgh and the evaluation of results, especially useful.

- For AER idea new concept was learning about sustainable mobility for going to work; this will help them in another project which they will carry out.
- Prioriterre found the discussions about the walking bus helpful, how to set up the primary phase of organisation. They also gave advice to their visitor on another phase of the walking bus: the “internal rules” to establish responsibility of the parents, children and accompaniment.
- Koprivnica suggested solutions to their shadowing partner on how to gain political support, good coordination between different interests among different political parties in the field of cycling and walking. Discussions with the partner served as a warning to what problems they could face in the future. For Koprivnica it was helpful to see AER’s bicycle rental scheme, they had cooperation between different cities in order to lower the high costs of the service.
- During FGM-AMOR’s visit to HEMPS, Robert Pressl tried to work out with the council’s staff if the development of a tourist cycling scheme with all infrastructure measures is the best value for money to increase bicycle use in the city and its surroundings. He gave advice on how to best organise an event like the Earth Day bicycle rental and conduct discussions with citizens.
- For ESC it was new to see at FGM-AMOR the importance of including the objectives, strategies and measures as permanent activities into the planning of the city.
- HCC and Aveiro worked mainly on the communication with shopkeepers: Aveiro is trying to increase their customers’ activity with special offers (shops could decide how much discount to offer), in Budapest HCC is trying to introduce loyalty programs, since a significant resistance to discounts was to be expected from the very start. The visit allowed partners to discuss together in more detail barriers and ways to convince shopkeepers that active modes can help their business.

3.1.3 *What did you learn that was new to you – both in terms of the content of activities/actions, and also in terms of the way of carrying out and implementing activities and actions?*

- For ATU the main topics learnt during their shadowing visit were fund raising – since their organisation is a non-profit entity, and recruiting volunteers. When they were visited by FGM-AMOR, they learnt new types of activities, which were very well received by the residents, turning into successes and also becoming standards for less active cities.
- Tartu learnt about EPOMM (European Platform on Mobility Management) car sharing, bike sharing, cargo bikes. They learnt about shared space and bicycle infrastructure and witnessed, in Graz, children learning in real traffic. The Traffic Snake Game and walking

bus were also new concepts and they found taking photos an important tool during the site visit activities.

- The implementation of the Traffic Snake Game and Walking Bus was new to some of the partners, or they witnessed it being organised in a different way. They could learn from other, experienced partners and observe the implementation personally, gaining new ideas.
- CHD-MS found the perspective of HEMPS valuable – whilst talking to stakeholders from different organisations they realised the missing part of the puzzle, efficient energy consumption was missing from their network of partners and from their list of stakeholders. In Koprivnica CHD-MS had the chance to see the role of the Mayor and his devotion to ensure good quality of life for the people and possibilities of cooperation between rolling parties and opposition.
- During the visit of FGM to HEMPS it became apparent that walking and cycling as a means of transport for daily use isn't really a recognised topic in Miercurea Ciuc and the needs of pedestrians with reduced mobility are neglected. For HEMPS it was very useful to understand how important it is to get stakeholders and decision makers together and help them to start a conversation; how to be more interactive with people, how to involve them much more in their activities, how important is to assess their needs, and to get their opinion about travelling issues in their city.
- For Koprivnica it was new to see AER's slightly different approach due to the fact that they need more persuasion, explanation and evaluation in order to motivate local politicians to take part in these actions.
- ENU showed their partner the individual approaches, personal benefits and non anti-car approach used by the Bike Stations in Edinburgh.
- Partners learnt that in order to achieve good results by promoting the use of non motorised vehicles and an environmentally-friendly lifestyle ,it's important to start educating people at a young age (kindergarten).
- Prioriterre was very impressed to see the numerous campaign materials and actions made for children regarding road safety and accident prevention in Tartu.
- HCC found the walking map produced by Aveiro very interesting, which shows walkers and bikers how long it will take to get from A to B using concentric rings, thus demonstrating how choosing an active way to commute – by walking or cycling – saves time. They also found interesting the shopping card. During the meeting at the University of Aveiro they both learnt new applications for bike sharing systems and mobile applications to navigate and inform cyclists.
- Cyprus shared with partners from Aveiro the Mobility Plan of Nicosia and their Bike Sharing Project. Aveiro shared with them very useful ideas concerning a program called "City on Foot", which includes the above mentioned walking maps.

3.1.4 What will you take back with you from your shadowing experience to your own work?

- Partners took back many useful experiences, such as: experiencing and observing great teamwork and commitment of the partner's team for the cause of cyclists and pedestrians in the city; learning from each other how to involve stakeholders (e.g. politicians) and what tools and channels they use to contact their target groups during the campaign; sharing good ideas to improve future Active Access campaigns.
- ATU became aware of the concept of prioritising different transport modes when talking about transport in the city: pedestrians, cyclists, public transport, then cars.
- Tartu would like to implement Graz's bicycle infrastructural solutions in their city. They would like to implement children campaigns and teach cycling in real traffic, which has now begun in Tartu.
- HEMPS will take back the experience of implementing the Traffic Snake Game in schools and kindergartens. They also learnt how important it is to try to connect experts from different fields and regions to realise a common goal and how different experts can work together.
- CHD-MS realised, with regard to the Traffic Snake Game, that the right decision was not to force the schools and kindergarten when to play the game and how, but to give them the possibility to include the game in the set of other general activities and themes of the school. This gave them the opportunity to combine different activities in the fields of health, nature protection, energy consumption and traffic safety. On the spot results of the Traffic Snake Game impressed all: shadowing partner, host partner, teachers, headmaster, police and most importantly children and their parents. Partners came to the conclusion that CHD-MS' s network is the right approach to use.
- AER took back the idea of promoting going to school by foot through organising a competition next September to encourage students of the 4 participating schools to walk. They also took the idea of organising a bike-bus demonstration, as some workers did in France.
- Koprivnica will put more emphasis on making the results of mobility actions more transparent, and to develop or use more efficient evaluation tools.
- HEMPS learnt that they should try to "teach" people on the streets about their behaviour, they should be more persuasive, but not to be aggressive. They will also collect ideas and solutions from people on the streets more often.
- Koprivnica found the bicycle rental scheme of AER interesting. AER took some ideas from Koprivnica, like giving a "fake driving license" to children when they receive traffic lessons. They also want to promote walking to school on rainy days , as in Koprivnica where they promote it by giving out raincoats.
- ESC was impressed by the overall organisation of the office in Graz. They can identify an issue and can find solutions in a short period of time. They will take back some

innovative ideas that can promote mobility without the use of motorised vehicles in a simple way.

- Prioriterre went back from Tartu with a lot of tools for educating children about mobility, they got new ideas on platform games and demonstration games. Tartu would like to organise a similar campaign as Prioriterre have organised: children go to school using sustainable mobility and they reward the school with the best score.
- Aveiro learnt lessons about stakeholder involvement from HCC and how cycling can be used as an element to promote traditional shopping.
- During the shadowing visit of Aveiro to ESC, the host had the opportunity to see their own city from a different perspective, and having to discuss or handle several issues and challenges that they encountered during the visit was very useful, as they saw different dimensions of several situations. This helped them to broaden their understanding and gave them many ideas for their future implementations. Aveiro saw the reality where in some ways car dependency is even worse than in Portugal which was an eye-opener. Mobility mainly supported by private car is unsustainable and all arguments and renewed conviction they got from observing Cyprus and talking with their partners will be very important in the future.



Field visits during shadowing in Nicosia, Cyprus, October 2011

3.1.5 What were the most and least useful aspects of the experience?

- For partners the **most useful** aspects were the first hand experience of working with others and seeing the results of the actions; they had the opportunity to get to know

each others work personally and its effect on a large scale in the cities in defending cycling and walking instead of car-use; partners were able to show each other their cities, the workflow of their organisations, their events and campaigns; they exchanged good ideas to improve future Active Access campaigns; different ideas, such as prioritizing different transport modes when talking about transport in the city: pedestrians, cyclists, public transport, then cars. It was a good experience because of the variety of actions shown, not only Active Access implementations but also from other projects. The shadowing visit allowed partners to develop a deeper understanding of each other's problems encountered during the implementation of the project as well as learning about the management of these problems and dilemmas. On the other hand, the difficulties of adaptation are easy to see, since the environment, which incorporates the projects, significantly differs when seen beyond basic aspects.

- FGM-AMOR thought it was very useful to send a young, motivated person dealing with cycling to the shadowing visit. They also benefited from gaining a better understanding of the way of thinking of a small/mid sized municipality of a new member state. In the case of ESC's visit to FGM-AMOR, FGM-AMOR felt that the discussions with the visitor were a useful exercise in finding new arguments for walking and cycling, as the visitor, although understanding the benefits and the opportunities of active travel modes, reverted to the argument/excuse that this would work everywhere but not in his own town in Cyprus.
- For HEMPS the most useful experience was participating in the Traffic Snake Game and in a workshop organised in a hospital. They saw how they implemented the concept of Active Access in the health field.
- For ESC the most useful aspect was to observe how the people in Graz worked closely together in finding solutions to different mobility issues. Each member of the office has a different area of expertise and therefore, as a team, they can cover a wide range of mobility issues/problems. During ESC's visit to Aveiro, the most useful aspect was, very importantly, that the stakeholders whom they invited from Cyprus, watched the presentation of the Portugal partners, who have greater experience in these issues, and took several ideas for implementing some of the good practices that they follow in Aveiro.
- For Prioriterre the best aspect was the exchange of experiences with the different services of Tartu city government on raising awareness and campaigning, because they could discuss different ways of doing things. Tartu found Prioriterre's feedback about their Active Access activities and bicycle and pedestrian infrastructure really useful, they got confirmation that cycling in Tartu is at quite a good level, they have useful campaigns and they are moving in the right direction.
- The shadowing visits helped partners gain importance for the project in the eyes of the municipality.
- Regarding the **least useful** aspects, Tartu mentioned that maybe the EPOMM ideas (e.g. car sharing) are impossible to realise in Estonia and Tartu, but it's still good to know

these ideas. For HEMPS the least useful aspect was when they tried to have a conversation with the head of the Regional Institute for Public Health in Slovenia. She wasn't very cooperative, saying that if they don't have a deeper knowledge in public health, she can't speak about how they implement mobility in public health. For Prioriterre the bike tour in Tartu was interesting to see the different infrastructure, but as they are not acting directly on infrastructure, it was less useful for them to bring back.

- FGM thinks it would have been perfect if there had been other shadowing partners at Graz at the same time for common discussion among more than two parties.
- Local environments and cultures of partners are different, identical transfer of methods and approaches do not necessarily lead to success. For example, during the visit of HEMPS to CHD-MS, the partners came to the conclusion that the public health approach to mobility issues used in Murska Sobota would not work as successfully in Miercurea Ciuc, because in Miercurea Ciuc the public health policy is not as sophisticated as in Murska Sobota, and they didn't respond too well to initiating the promotion of sustainable mobility in the public health sector. If partners from HEMPS used the same approach in their own city, it probably wouldn't lead to success.
- AER would have liked to get more information about the way to promote mobility for commercial purposes, with examples, or meetings with commercial associations. Prioriterre realised their lack of experience with shopkeepers, Prioriterre and AER are trying to find solutions to work with them and as such were not the best shadowing partners for each other in this regard.
- For Koprivnica the least useful aspect was connected to the duration of the visit. They thought it was hard to put together a quality program which would last for 3 days.

3.1.6 Do the benefits of shadowing outweigh the costs? How could the experience and the process be improved in future projects? Where there any problems with the process?

- Almost all partners agreed that the benefits of shadowing outweigh the costs and no one had any problem with the process. Spending more days in an environment and actually participating in the process of an activity is the real experience. Shadowing gives you the opportunity to experience the action, speak with people who live the story and learn from mistakes. You can see the obstacles and solutions to the respective problems occurring during the actions. The real-time experience is very important, especially for young people who are just starting their work, and all new information is welcomed. The transfer of knowledge was very valuable and will help partners in several other situations. Often during project meetings time is limited to discuss in detail about partners actions, proposals and ideas, so the time and costs spent on shadowing is worth the effort.

The environment and the culture of the two shadowing partners were often different, and the visits played an important role in understanding why one country uses the one

method and another country uses a different method of implementing activities for the Active Access project. Most partners were of the opinion that the benefits of the shadowing visits are much higher than the costs, and it should be an essential part of any project.

- Some of the partners suggested combining a shadowing visit of two partners to one place to make it more cost efficient for the host, and at the same time creating an opportunity for more in-depth discussions -it would be a more diverse and dynamic group that would create a better exchange of points of view. In one case (Prioriterre visiting Tartu) the cost of travel was considered too high and in the case of AER visiting Prioriterre the visitor considered the cost, in terms of time spent away from the office, too high.
- In future projects partners can use their experience of shadowing, they will have a wider view of implementing different events and connecting experts from different fields of work.

3.1.7 How has the shadowing experience helped you understand the challenges of implementing walking and cycling projects in your city – did the fact that you had someone from out of town working with you on the project help you to see your own project any differently?

- Shadowing visits gave a general and also a detailed view on each other's problems, challenges, methods and ideas. It is a tool that gives another aspect on how partners relate to things and thus its results can not always be seen directly after the visit and are sometimes hard to monitor and evaluate. The real results of shadowing are small changes in partner's approach to things.
- Partners from different countries have similar problems implementing mobility plans in schools, workplaces, with shopkeepers, etc. A visit to a partner is a good way to see other ideas for implementing the same type of projects, learning another point of view and discussing how to find solutions.
- The one-to-one nature of the shadowing experience helped, partners plan some additional activities in the frame of the Active Access project. It also helped partners in discovering new tools.

Partners gained ideas on how to involve partners and stakeholders more effectively than they do normally.

- Exposure to a different culture and mentality always helps partners understand their own projects better. Having to explain what they did also helped them to think about their own methodologies and reinforce some of their arguments and convictions but also helped to think again about concepts they took for granted.
- The experience helped HEMPS to see much clearer how to connect experts from different fields in a smaller city. They realised their mission in their city is to try to

connect more experts from different fields of work and try to involve them more in mobility issues. They saw that implementing a foreign country's solution to a specific problem can also work in their county (not for any problem, but specific problems). They learn to give more attention to evaluating all their events and to initiate conversations with people who answers their questionnaires.

- In the case of Aveiro, the opportunity of showing other experiences to their politicians and all the stakeholders, more than just expanding their understanding about their own project, shows the relevance of active mobility and promoting accessibility on a wider scale.



Active Access Seminar- "Public Space – Accessibility and Citizenship", Aveiro, Portugal, 4th October 2011

- As a consequence of the visits, Tartu will try to implement in their city a lot of ideas and many new themes in 2011 and 2012. Seeing others working on similar things in another city, made partners from Cyprus realise that the goal of having more cyclists in urban areas is possible.
- The shadowing visit made partners from Koprivnica realise that being a representative of a local municipality made their work easy, because they are not spending energy on persuading the local politicians to give support.
- For many partners, such as FGM – AMOR, CHD – MS, Prioriterre, shadowing helped them to see that things in their own town didn't work as bad as they had assessed without having an impression how it is elsewhere, that their way of action is right and the results are visible or will follow. Some of the partners (e.g. Prioriterre) realised that they

are doing a lot in terms of mobility. For FGM – AMOR it was mainly an exercise of teaching the visiting partner. It made them realise that regarding soft measures for cycling, Graz is quite ahead among the partners of the Active Access project.

- Maintaining an objective attitude about the necessity of implementing such projects in different cities, the opportunity that was given to partners by the shadowing work package, helped them discover at a macro level what a higher standard than the current situation in their city could mean, in some cases.

3.1.8 Please present evidence of media coverage, if any, that you managed to organise during the shadowing event).

Most of the partners had great media coverage of the event, evidence such as: newspaper articles, articles on the internet, radio news items, television news, video links and photographs, are available in D5.3 Report on shadowing.

In a few cases there was no media coverage from different reasons. In the case of Aveiro visiting Cyprus, partners sent out invitations to the local media, but they didn't respond.

Some examples of newspaper articles:

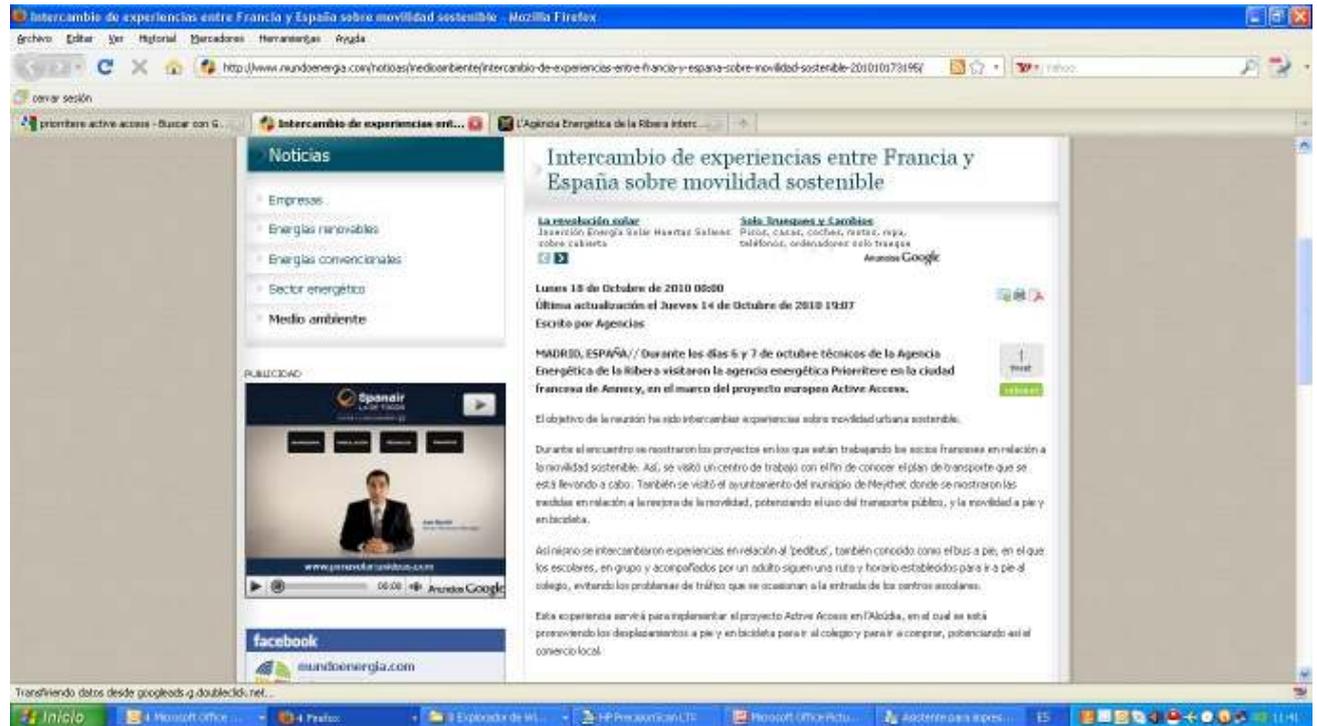


HCC visiting Aveiro



HCC visiting Aveiro

Internet news articles and items:



AER visiting Prioriterre



AER visiting Prioriterre

Intercambio de experiencias entre Francia y España sobre movilidad sostenible

Durante los días 6 y 7 de octubre técnicos de la Agencia Energética de la Ribera visitaron la agencia energética Prioriterre en la ciudad francesa de Annecy, en el marco del proyecto europeo Active Access. El objetivo de la reunión ha sido intercambiar experiencias sobre movilidad urbana sostenible.

ENVIADO POR: ECOTICIAS.COM / RED / AGENCIAS, 14/10/2010, 17:02 H | (4) **VECES LEÍDA**



Durante el encuentro se mostraron los proyectos en los que están trabajando los socios franceses en relación a la movilidad sostenible. Así, se visitó un centro de trabajo con el fin de conocer el plan de transporte que se está llevando a cabo. También se visitó el ayuntamiento del municipio de Meythet donde se mostraron las medidas en relación a la mejora de la movilidad, potenciando el uso del transporte público, y la movilidad a pie y en bicicleta. Así mismo se intercambiaron experiencias en relación al 'pedibus', también conocido como el bus a pie, en el que los escolares, en grupo y acompañados por un adulto

AER visiting Prioriterre

Intercambio de experiencias entre Francia y España sobre movilidad sostenible

La revolución solar
Inversión Energía Solar Huertas Solares sobre cubierta

Solo Trueques y Cambios
Pisos, casas, coches, motos, ropa, teléfonos, ordenadores solo trueque

Anuncios Google

Lunes 18 de Octubre de 2010 00:00
 Última actualización el Jueves 14 de Octubre de 2010 19:07
 Escrito por Agencias

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Así mismo se intercambiaron experiencias en relación al 'pedibus', también conocido como el bus a pie, en el que los escolares, en grupo y acompañados por un adulto siguen una ruta y horario establecidos para ir a pie al colegio, evitando los problemas de tráfico que se ocasionan a la entrada de los centros escolares.

Esta experiencia servirá para implementar el proyecto Active Access en l'Alcúdia, en el cual se está promoviendo los desplazamientos a pie y en bicicleta para ir al colegio y para ir a comprar, potenciando así el comercio local.

AER visiting Prioriterre

Internet links:

Radio news item about the Active Access seminar in Aveiro, Portugal (on the right side of the page there is an icon to listen):

<http://www.noticiasdeaveiro.pt/pt/23346/aveiro-estacionamento-pago-para-favorecer-a-circulacao-pedonal/>

Video about the Active Access seminar in Aveiro, Portugal

<http://videos.sapo.pt/1vmSawElz5RqOMrnhEZs>

4 CONCLUSIONS, LESSONS LEARNT

Taking into consideration the objectives of shadowing to build capacity amongst project partners, to build working relationships between project partners that will endure beyond the end of the project and to increase the profile of the application activities within the application partner cities, the main conclusions and lessons learnt are as follows:

4.1 General conclusions

- Partners, together with their shadowing partners were able to identify new approaches and solutions in solving different mobility issues in their cities
- Partners learnt from each other new techniques to challenge people to use alternative modes of mobility. Analysing the infrastructure, new ideas were exposed (for example how to organise street events).
- Shadowing visits gave the opportunity to deal with specific problems and help each other by giving and getting good advice and new ideas from different perspectives.
- Shadowing was a good opportunity to create new, valuable connections, such as relationships between partners and stakeholders.
- Partners got new ideas about fund raising, design of bicycle lanes and racks, etc. for use within the project and on initiatives running out-with Active Access.
- It was very useful to experience and observe personally different applications of a more experienced partner before the respective application was implemented in a less experienced city.
- Each partner is an expert in a different field (mobility, health, energy, cyclist club, municipality), so partners got assistance on a wide range of issues: how to gain political support, how to organise different events, how to raise awareness among children, parents, teachers, politicians, shopkeepers and strategies on how to develop high quality areas.
- For some of the partners the shadowing visit was an experience which showed them that they are on the right track and they are using the right approaches to achieve their goals.
- The local environment and culture of partners is different, identical transfer of methods and approaches do not necessarily lead to success, they have to adapt for different regions, cultures.
- Almost all partners agreed that the benefits of shadowing outweigh the costs and they think this is a very useful tool and should be used in all European projects.

- Participating and getting to know the actual situation instead of reading about it was very useful for all partners.
- The concept of shadowing could be developed by combining a shadowing visit of two partners to one place – it's more cost efficient for the host and could initiate a more diverse discussion.

4.2 In-depth conclusions and lessons learnt

Based on partners detailed report on their shadowing visits, incorporated into D5.3 Individual Shadowing Reports, we can conclude the following lessons learnt from shadowing with respect to the Active Access project:

4.2.1 Lessons learnt

- In order to achieve good results, it's important to start educating people at a young age about the importance of alternative modes of transport and environment-friendly, healthy mobility. Accident prevention has an important role, we have to try to create speed-limited areas, we have to take into consideration people with reduced mobility's needs, start to communicate with schools and kindergartens in time to give them time to implement the campaigns, in their planning. For example Traffic Snake Game, Walking bus, geo-caching.
- Through the visits partners had the opportunity to: broaden their knowledge by learning how to speak to a politician; how to listen to people from a different technical background; how to have a non-anti-car approach, and an indirect health approach in promoting cycling; how to communicate with different stakeholders in promoting shopping locally; how to get volunteers to participate in activities; how cyclist organisations are interlinked and work together.
- Meeting personally with politicians, such as Mayors, City Councillors and technicians and meeting with teachers, parents and schoolchildren provided visitors with a better understanding of each other's situation, so they were able to concentrate on finding solutions for specific problems.
- Through site visits, partners got new ideas on other initiatives connected to active travel, such as: shared space and services, such as bike renting, car-sharing, bike recycling. They were able to learn directly what is working, what is not, and why. Partners can use such knowledge in planning similar implementations in their own cities.
- Partners shared their own ideas on creating mobility websites, logos, stickers, postcards, t-shirts and other dissemination materials. Partners were able to learn and to get new ideas on how to disseminate/illustrate their activities.

- During some of the visits walking audits were organised where partners pointed out the good and bad issues regarding the walking and cycling environment, prompting discussions on differences between partner's environments, problems and solutions found..
- “Bad habits” are very hard to change but there are effective communication tools and methods. The “power of the crowd” can be used for getting more and more people on their feet and their bikes.
- Having a foreign expert helps to open doors in a partners own city, and gets access to information that normally isn't available.
- Overall partners gained more from visiting someone than being visited

4.2.2 What can be improved about the shadowing process?

- Having 2 or more partners visit another partner at the same time could improve the exchange, add diversity and be more time and cost effective. Numbers of people should be limited though.
- Time should be factored in for the partner visiting to give their feedback on the local situation/issues. If more appropriate this could happen after the visit.
- It may be beneficial to use a visiting partner to put forward arguments to stakeholders as they may be more readily accepted.
- Shadowing visits should piggy-back project meetings where possible
- The local environment and culture of partners is different, identical transfer of methods and approaches do not necessarily lead to success, it has to be adapted to different regions, cultures.
- 2 different types of organisations may not be able to exchange as much, in some circumstances, as they would with the same type of organisation - difficult reception from some professionals e.g. public health.
- A bit of cultural exchange would be good, partners should prepare their programme in a way to make this possible.
- It may be difficult to develop a detailed program if requirements of the program are not spelt out in enough detail by shadowing partners.
- People that you meet need to be briefed well so that you are both talking on the same wavelength – it is very important to find the right person for a visitor to talk to.
- In a few cases it may be difficult to find the right time to visit. Where possible visits should be timed to correspond with events or campaigns.

4.2.3 *Ideas for future projects*

- In future projects the shadowing process should include a tool (template or interview) which helps to challenge partners to find the right partner to visit.
- It may be hard to know what the visiting partner is interested in – creating more communication (e.g. a template to be completed) between partners **before** the visit, to learn what are they most interested in.
- Shadowing visits have to happen when there's something happening/organised at the respective city, e.g. part of application activity (walking audit, walking bus, seminars, mobility campaigns).
- It would be useful to bring a politician or stakeholder to the visit. Bringing a stakeholder group together at the beginning of the project to build their support and momentum could also spin-off future exchanges.

Overall we came to the conclusion that the shadowing exercise is a very useful tool, which should be integrated into future projects. It helped partners achieve more effective implementation of their applications, and it led to a better understanding of differences in partner's environment, culture, administration and way of working, that would not have been achieved otherwise. The relationships established during the shadowing visits will last beyond the life time of the Active Access project, ensuring that cooperative work in the field of active travel will continue long into the future.

ANNEX I

Haute-Savoie (Prioriterre) – summary of issues

Description of partner's city or region – location, population and economic situation	-Haute-Savoie-area on the eastern part of France, western Europe -population 696 000; -economic situation: above average (compared to the national average)
Current state of walking in the city or region	
Level of walking – its importance in the mobility system	In the city center yes because the urban plan is made to give the center to the pedestrian! Then in the belt around the center it is a bit less important but still fine
Physical state of networks, infrastructure	<ul style="list-style-type: none"> -public transport vehicles are accessible -public transport stops and interchanges are accessible -public buildings and spaces are accessible -traffic signals are audible and accessible (but not everywhere) -tactile paving is installed at road crossings (but not everywhere) -in the centre of cities new housing, shops, business parks and public transport stops are located and designed so that people can reach them easily on foot -70% of footpaths/ sidewalks are wide and unobstructed -in city centres footpaths/ sidewalks and public places are well lit -footpath/ pavement problems are repaired promptly frequent public seating is provided -in city centres drinking fountains are provided -clear and legible signs for pedestrians are provided -on-site information are provided -street trees and landscaping are provided -there are frequent urban green spaces, plazas, parks -there are pedestrian priority areas and pedestrian streets -there are sufficient safe crossing points with minimal waiting times and enough time to cross for the slowest pedestrians

	<ul style="list-style-type: none"> -most of streets and public places are kept clean and well lit -in suburbs footpaths / sidewalks and public places are not well lit -there are less and less public toilets
Political support (from politicians and senior technicians)	<ul style="list-style-type: none"> -the Mayor, local Councillors and health professionals understand and support -local Councillors, transport professionals, planning officers are actively involved -senior managers, local police are not engaged
Finance and policy for walking	<ul style="list-style-type: none"> - A relationship with schools to understand their walking needs has been established; there were focus groups to help with planning, to help assess demand and to help deliver projects -explicit planning, design policies and guidelines support decisions for creating walkable communities -in the centre of cities new housing, shops, business parks and public transport stops are located and designed so that people can reach them easily on foot -speed limits are reduced in school zones, area wide zones -there is traffic calming on local residential streets, on busy commercial, shopping streets - a Walking Plan or an Active Transportation Plan have not been published -supportive policies haven't been adopted but the community try to develop all forms of soft mobility (bicycle) -targets haven't been set to encourage walking -training in not available to assist staff -policies don't give priority to pedestrians over other modes of transportation -walking is not specifically promoted as positive and healthy, but soft transportation forms are in general
Public attitudes to walking	<ul style="list-style-type: none"> -primary schools education officers, leisure officers, tourism agencies, local walking groups are actively involved -young and old people are not engaged -specific staff have responsibility for walking issues (tourism field) -tourism offices give different paths to visit the town or go to leisure places -school walking bus -safety campaigns encourage motorists to be more respectful of pedestrians -walking is promoted through local businesses and workplaces -recreational walking is provided for and promoted
Major factors encouraging walking	<ul style="list-style-type: none"> -less impact on environment -energy and money savings -good benefit on health
Major barriers to more walking	<ul style="list-style-type: none"> -model of transportation (public transport) not always well planned; -habit of a comfortable car, individual liberty, car can protect them from weather, distances in their mental map

	-local authorities
Current state of cycling in the city or region	
Level of cycling– its importance in the mobility system	- approx. 20-30% of people use bicycle as a transport mean
Physical state of network, infrastructure	-extent of network – around 150km if we count every cycle paths more or less, around the lake we have a 45km cycle path -quality of network - good -maintenance of network –satisfactory
Political support (from politicians and senior technicians)	-politicians– yes they vote for a budget to develop the cycle path -key technical staff- yes
Finance and policy for cycling	the city of Annecy has developed around 150km of cycle paths and is still working on it. Schools often have security lessons at school
Public attitudes to cycling	-local media – neither supportive/unsupportive -travelling public – quite supportive -cycling is promoted as positive and healthy -cycling is promoted through local businesses and workplaces -cycling to work is not encouraged
Major factors encouraging cycling	-less impact on environment -good benefit on health -saving money
Major barriers to more cycling	-weather in the region (winter) -security on roads -length of commuting
Help and guidance the city would like with regard to walking and cycling	-guidance on what makes a good walking/cycling action plan -training to know how to best deliver local walking/cycling projects -guidance on how to assess the demand for walking/cycling -networking opportunities between officers within and across communities -ideas for building senior management support

ANNEX II

Example of the shadowing plan:

ATU visiting HCC

The visit by ATU will take place between 21st and 24th of September 2010. This is just the period when the Budapest pilot campaign will be started so this is a great opportunity for ATU to see how such a project takes off. Bucharest and Budapest are two cities with a lot of similarities on the large scale (population, structure, history etc.) so the smaller differences that we found may show interesting details. These can also be used by ATU in Alba Iulia. Both ATU and HCC are doing shopping campaigns but ATU is doing others too so they will be interested on how cycling in general has developed in the last year in Budapest. For this purpose we plan to show not only campaign activities but also things that are related in other aspects to our implementations.

With ATU's visit, we plan to go along the following programme:

- **21st September**
 - *Morning:* Arrival.
 - *Afternoon:* Get to know each other. Presentation of the project (ideas, aims, target groups and areas, stakeholders, website etc.). Participation at activist meeting, discussion of project activities. This will give the possibility to see how HCC organises the work of activists, how we use their motivation to build up a campaign.

- **22nd September**
 - *Morning:* Cycling in Budapest, examining issues of active travel, good and bad examples, questions of bicycle racks, bicycle theft, conflicts between cyclists and motorists, conflicts between cyclists and pedestrians. Presentation of some of the results of our previous activities: cyclist counter, cycle lanes, etc.
 - *Afternoon:* Participation at Critical Mass bicycle ride on the World Car Free Day, getting to know stakeholders from the civil / non-governmental domain, examining how cyclist organizations are interlinked and work together.

- **23rd September**
 - *Morning:* Visiting site of pilot campaign, visiting small shops and residential areas, examining why we have chosen this district. Discussing similarities and differences

between ATU and HCC implementation sites.

- *Afternoon:* Looking at the campaign "in action". Photo and video session at campaign site with activists. Distribution of campaign material to shopkeepers and residents with the help of activists. This will give an insight on how HCC works "out in the streets".

- **24th September**
 - *Morning:* Presentation of HCC's previous campaigns, activities, successes and lessons that we have learnt. Insight of the Autumn 2010 season of our "Cycle to Work" campaign that will be ongoing during the shadowing visit (website, participants, events etc.) This is a campaign that is ongoing since 2007 so we have quite a lot of experiences with it that can be reused in other implementations too. Looking at the experiences gathered during the European Mobility Week (16th–22nd September 2010) where we plan to do different activities each day. This will give a good opportunity to look at how to involve people on the street, residents, politicians, municipality officers, how to involve stakeholders and how to raise the attention of the mass media, giving our activities a more important weight.

Afternoon: Departure.