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## Stakeholder Involvement Plan

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# 1. INTRODUCTION

Stakeholders are parties who can affect the Active Access project goals in the local implementation. We distinguish the stakeholders from the so called “target groups”: transport users / consumers who are asked in the project to change their mental maps and daily mobility patterns.

Stakeholders define the conditions for the project. They often decide on the access conditions of the users and therefore on the success of the entire project. Work Package 6 (WP6) on stakeholder involvement is at the heart of the project (together with capacity building, interactive training, lobbying). It will act as a “glue” for the other work packages, bringing participants and stakeholders together, building both their awareness of the measures and their capacity to implement the project. It will also help to extend the life of the project beyond its formal end date, by building enduring working relationships.

This Deliverable 6.2 report collects the stakeholder involvement planning of all 11 implementation partners. It should be read together with the Deliverable 3.2 Concept Plan because stakeholder involvement is a special focus strongly related to the comprehensive concept of each partner that were drafted and finalized at the same time. In order to enable learning from each other the detailed stakeholder involvement planning in the annex is not shown partner by partner (like in the Concept Plan) but in a synopsis sorted by the four “Active Access approaches” (trip purposes).

## 2. OBJECTIVES AND TASKS

### 2.1 On Target Groups and Stakeholders

The project distinguishes between target groups and stakeholders. Main target groups are the current & potential users of walking and cycling. In some way also the municipalities (decision makers/ politicians & civil servants) and the local businesses are target groups depending on the perspective of each implementation partner (whether part of the administration, service provider or NGO).

Stakeholders however are members of the local public:

- local businesses
- local politicians, local authorities (as far as not already partners in Active Access)
- health care professionals, especially those with an interest in public health, especially obesity prevention and mental health (as far as not already partners in Active Access)
- energy agencies (as far as not already partners in Active Access)
- civic and environmental organisations and pressure groups, other NGOs
- public transport operators
- schools & kindergarten
- universities
- trade unions
- chambers of commerce
- tourist associations
- professional and economy branch associations
- the media.

Stakeholders are consumers, cyclists and pedestrians as well. Their action is influenced by their daily experience as transport users. So both sides – the target groups and the stakeholders are interlinked in a complex way.

The strong focus of AA on the stakeholders is not common in similar projects. Main objectives are to decrease the barriers for implementation by stakeholders and to actors wishing to implement walking and cycling and provide tools to help them do so. Greater political acceptability of walking as a mode of transport will encourage funding for their environment in which people like to walk.

Mechanisms to involve such stakeholders are described in detail in the annex. This includes regular forums and meetings, special events, press conferences, also workshops, written evaluation forms, in-depth interviews and so on. Stakeholders shall be approached to feel like members of a team working towards common project objectives, which they understand and are committed to. Stakeholders, whose support is

necessary/desirable for successful project implementation, are trained and involved in the project and have an opportunity to exchange experience and views at an EU as well as on national level. Those from follower towns and cities who have not been directly involved in the project nonetheless have a chance to take part in training to learn from its findings and experiences.

Some partners include a risk management in their stakeholder strategy. The main purpose of this is to anticipate and address the key risks with certain stakeholders who are difficult to involve. For example:

- Shop keepers focused on their car driving clients who they perceive spend more than clients arriving by bike and on foot.
- The general management of companies are concerned with dealing with the economic crisis and often not giving any priority to the potential of staff coming to work on foot / by bike.

Among the main reason to set up stakeholder involvement plans is to keep a vital process on the issues after Active Access finishes in 2012. In several plans a follow-up strategy is already present to ensure that stakeholders remain engaged and informed about the project (e.g. through regular events, newsletters, creation of institutions like round tables, gifts/giveaways and acknowledgements).

## **2.2 State of Work within the Active Access project**

WP 6 contains five tasks, with task 1 and 3 mostly finalized already:

### **Training and capacity building of technical staff in the project concerning the setting up of campaigns and measures for the topic of walking and cycling (Task 1)**

The Kick-off meeting in Graz / Murska Sobota / Koprivnica in September 2009 clarified the common ground of understanding and included initial training on the stakeholder involvement planning of all partners. The results were published in Deliverable 6.1 report on the kick-off meeting by the WP leader Difu.

Following on from the initial training, best practice examples from other local, European and international projects were collected and shared amongst the Active Access consortium. They are included in the detailed project plans (Deliverable 3.1 on Good practice by HCC assisted by other partners).

### **Raise awareness among decision takers for walking / cycling through contact with local politicians and press (Task 2)**

Raising awareness has already begun by implementation partners who have been making local stakeholders aware of the Active Access project. At the outset of the project, special attention has been paid to decision makers (politicians and their office staff), as a form of “campaigning the campaign”. For example an early activity was to involve local politicians in a walking audit of a section of their town/city. It remains an ongoing task of all partners to seek media involvement in order to impress on politicians the importance of this work.

### **Set up a plan for stakeholder involvement and co-operation (Task 3)**

Based on the intensive discussion during the kick-off meeting Difu together with the Concept Plan WP 3 leader HCC drafted a template that during spring 2010 was step-wise completed by the implementation partners according to their requirements, conditions and specific ideas and instruments. The second project meeting in Aveiro in March 2010 was useful for adjusting, reflecting and exchanging ideas on the preliminary list of stakeholder involvement action. The result is this deliverable 6.2 finalized around the same time as the central document of the Concept plan (D 3.2). It also shows the current adaptation of knowledge and experience from one part of EU to another, building up an active working relationship between partners, that is based on improved inter-cultural understanding.

The following tasks show the future activities in WP 6

- **Outreach to and involvement of local stakeholders (Task 4):**

In order to better involve these actors – particularly local businesses - and to demonstrate their involvement it is planned that demonstration partners will, at an early stage, develop leaflets about the project, its benefits and how local business actors can get involved. This will be followed up in each case by local workshops.

- **Exchange between stakeholders from different cities linked with the Walk 21 event in Den Haag in November 2010 (Task 5)**

The fourth project meeting will also include a stakeholder meeting where a key stakeholder from each application partner will be invited to travel to one location to take part in an exchange event, that will take part in a pre-conference workshop to the 2010 Walk21 conference (Deliverable 6.3 Report on stakeholder exchange event).

- **Open training in Budapest in 2012 on the ACTIVE ACCESS results for followers who want to implement similar activities (Task 6)**

EU-funded projects often suffer from a lack of permanent funding. Once the EU-funding is over, permanent implementation is endangered and therefore the sustainability isn't guaranteed. Active Access plans to overcome this problem by preparing the Active Access follow-up in the final meeting. Deliverables 6.4 and 6.5 will provide a set of further training materials that are suitable for use by energy agencies and local authorities, and also by educational institutions.

Close inter-linkages between this WP 6 and other WPs are as follows:

- The most intensive links exist between stakeholder involvement and the WP 3 Concept Plan, in which each implementation partner also identified the stakeholder groups and ways to approach them.
- WP 4 Evaluation:  
At strategic points during the evaluation process the cities will organize meetings of their local stakeholder forum to enable stakeholder involvement and improve the quality and local acceptance of the evaluation results. Some of the performance indicators are focused on the stakeholders (e.g. number of local stakeholder meetings held, number of local stakeholder organisations reached)
- WP 7 Communication and Dissemination:  
Stakeholders will be approached by a wide spread set of means:
  - meetings/workshops
  - presentations
  - surveys
  - mass communication methods (press coverage)
  - leaflets
  - brochures
  - websites (or pages on partners' existing websites).

Active Access participates in a number of regional and national workshops (e.g. regional workshop of the chamber of commerce, annual meetings of national school associations, NGO activities etc.).

## 2.3 Fields of Action (Trip Purposes)

The main Active Access fields of action of the project partners are represented in the stakeholder involvement plan according to the specific activities planned by each implementation partner:

- **Walking / cycling to school**  
This is the approach focussed on by most partners. The Nicosia partner is focussed on school routes exclusively. But in most cases the school and kindergarten issue is linked with other aspects, the cross-cutting health issue for example.  
The variety of action is considerable. Some partners have identified more than the officially involved teachers / police officers / municipal planners.
- **Walking / cycling to work**  
Mobility to work is also a matter everywhere in some way, but plays a minor role in the AA project. However, the stakeholders, mostly from the private sector, are



affected by the recent economic crises. Due to the long distances of car travel work trips have a high potential for energy saving, in general. But most people are not free to change their housing and working locations to short trips. So the existing short and medium length trips by car are a focus of Active Access, for example to shift the mobility from car use to cycling (or pedelec use).

- **Walking / cycling for shopping**

Walking and cycling for shopping has a very high potential in Active Access, because consumers are generally free in their choice of shopping locations. On the other hand the perception of the shopkeepers in nearly all cases is that car use and parking facilities are most important. This means a conflicting field of action with media and policy involvement for many Active Access partners.

Some partners with totally different conditions (town in Spain, capital city centre in Romania, capital city sub-centre in Hungary) are dealing with the issue in a different way. In several cases the issue is interlinked with urban development and with the ways to work in the shops. The plans of HCC shows many facets of the shopping mobility issue concentrated on a single shopping location.

- **Walking / cycling for leisure**

Relatively few projects take up this matter with a variety of areas and stakeholders. While a bicycle tour can be made everywhere the concepts show some very specific cases, partly related to very attractive landscape as a potential of the region (around Annecy and Harghita).

Here we find a strong link to the cross-cutting issue of public health and physical activities e.g. for target groups with special need to cycle for health reasons (Koprivnica).

### **Cross-cutting issues of stakeholders and action**

The cross-cutting issues can be classified to four integrated measures and concepts that cover several of the AA approaches (trip purposes).

- Health related campaigns
- Location / district related action concentration several approaches (mainly experienced in the HCC project with a large variety of stakeholders).
- In the Graz project on very specific target group (First step campaign) and in Murska Sobota the general population is addressed by the stakeholders of local media.
- The strong link to infrastructure in the activities of HEMPS, partly also in the ATU project is focused on accessible facilities, bicycle parking and routes.

## 3. REFLECTION OF OBSTACLES AND FACTORS OF SUCCESS

Some preliminary lessons learned from the recent drafts:

### 3.1 Short Distance Issues vs. Long Distance Transport Policies

Finding arguments for short trip mobility and for locations close by necessarily is contrary to the interests of other locations and longer distance mobility. On the other hand the investment in long distance mobility from the state and central city planning is obvious. Therefore local coalitions (trying to stop the loss of local buying power to other remote locations) are important partners. By competitions and similar action the neighbour stakeholders identify their common interests and forget about their local conflicts and rivalry. This also is the case in the political representation of the local interests, forgetting the competition of political parties while having a joint interest versus the central planning of the big city.

Energy saving and climate change in favour of short trip mobility can be another “umbrella” for local coalitions of very different parties, e.g. employers and trade unions.

### 2.2 Face-to-Face Communication, Media

It is impossible not to communicate. Also non-communication (neglecting somebody) is communication. Face to face communication is central, to get mutual trust to work together in favour of the local interests.

The interrelation with the (local) media is complex. Péter Wolf (HCC) explained his reflection on media stakeholders and the political interest stakeholders:

*“When working together with municipality staff we often find that it is hard to be effective because of complexity of bureaucratic ways. To solve this problem, we try to approach politicians and high level leaders to find a way to simplify operational ways. Working with politicians usually involves media.*

*At first, this means that a politician usually looks for popularity and it is good to serve a “good cause” like active travel. But media can also help to press leaders to keep their promises. Involving market based actors (manufacturers, designers, dealers etc.) also requires publicity. This means that we have to work on that our cause, our implementation, our campaign to be very well known in the public and we have to keep every sort of media updated generally.”*

### 3.3 Data Set and Timing

Data can establish a common ground for discussion, avoiding dispute on what is status-quo, and allowing for benchmarking. Therefore an early database from evaluation WP 2 is a way to prepare the ground for communication with sceptical or “difficult” stakeholders.

Selecting the right point in time should not be forgotten in stakeholder involvement plans. Strategies depend on

- seasons
- elections
- initial phase of school year
- regular events like the European Mobility Week,
- project’s schedule and deadlines for deliverables.

But regarding the limited time period of Active Access: We cannot speed up the stakeholders’ learning processes as we like it! Risk assessment has to define the time period, when waiting for somebody’s activity is becoming counter-productive.

### 3.4 Integration of Additional Stakeholders

Mostly there are a few direct stakeholders, mostly formally responsible for transport in administrations, as a lobby association, as owners or operators of facilities. It is often helpful to identify other stakeholders, who have relevant influence (and sometimes hidden own interests). This is important for incentive mechanisms, political programmes in the sector or for the helpful sponsorship from local economy. Either way the local public is not only target group but also a “stakeholder” by public discussion and elections. Due to the specific local conditions and persons, especially opinion leaders from civil society, local religious leaders and the science community and medicines may become important.

### 3.5 Children as a Target Group – Making them Stakeholders?

Are school children a target group only? In some cities / countries autonomous short trips become a matter of mobility education within the school curricula. This may in return provide a new perspective for children to influence their environment. Better knowledge of the daily environment might become a means to develop personal skills. Only learning traffic rules is obviously less “cool” than discussion with local transport planners and mayors about the performance of the daily routes based on own analyses.

Also some older students have a “non professional expert perspective” on their daily traffic and public space environment. This might become another resource for stakeholder involvement when student work is made visible in the public.

## 4 DETAILED STAKEHOLDER INVOLVEMENT PLANS OF THE PARTNERS BY TRIP PURPOSE

### 4.1 Walking / Cycling to School

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
AER l'Aicúdia	Safe routes to school	council parents children teachers	<p>Promote and facilitate that children go to school walking and cycling through safer school routes.</p> <p>Help to improve children and parents' health by walking or cycling to school.</p> <p>Facilitate all displacements, including people with disabilities, erasing architectural barriers and elaborating an accessibility plan.</p> <p>Reduce air and acoustic contamination avoiding the typical scholar traffic jam.</p> <p>To adopt measures that help to reduce traffic and do it safer as the creation of "30 zones" in special areas as schools, elder centre.</p>	<p>Meetings with local authorities</p> <p>Meetings with Schools (Managers, Teachers, AMPA)</p> <p>Face-to-face presentation in schools</p> <p>Letter to parents and material delivery through children</p> <p>Routes exposition in schools</p> <p>Routes improvement by council (paint crosswalks, traffic lights, containers displacements,...)</p> <p>Dissemination material for walking bus</p> <p>Walking bus signals</p> <p>Walking bus stickers</p> <p>Educationalists;</p> <p>Students' parents association (Letters with the explanation of the project addressed to the parents)</p>	<p>Approval of the project in the different school management boards</p> <p>Number of materials delivered to parents and children</p> <p>Project presentation and initial evaluation of number of children going to school walking/cycling</p> <p>Results of routes exhibition.</p> <p>Pictures of the routes design</p> <p>Walking audit and report on it, improvements to be done</p> <p>Report on the improvements actually done by the council</p> <p>Number of vests, caps and material prepared for the walking bus</p> <p>Number of children participating in the walking bus</p> <p>Number of stickers and signals for the walking bus</p>

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
ATU Bucharest Alba Iulia	Schools campaign	children parents teachers implementation partners – The Inspectorate of Schools Bucharest and Alba – Iulia (ISMB, ISMAL)	Walking and cycling are attractive modes of transport – you will be appreciated among your classmates! Children need to exercise – if they are in good physical condition gained through walking and cycling, their mind functions better – they will learn faster Your children will start to gain independence in traffic, will know how to evaluate a situation and act consequently Your children will come to know and value their neighbourhood by walking or cycling Our environment (the air that we and your children breath) can be improved by using non-motorised modes of transport Education in Romania has to follow up EU tendencies and standards – educating our children for sustainable mobility will improve their chances to better integrate in / respond to the EU general framework and vision.	Face-to-face meetings with: <ul style="list-style-type: none"> <li>inspectors form the Inspectorate of Schools, Bucharest (Inspector Mantaluta and Inspector Mirela Sisaman)</li> <li>inspectors form the Inspectorate of Schools, Alba-Iulia</li> <li>managers and heads of kindergartens/ schools / high schools</li> </ul> Group meetings with: <ul style="list-style-type: none"> <li>parents and teachers – in a parents -teacher meeting</li> <li>primary, secondary and high-school pupils – in training sessions</li> <li>high-school pupils – walking audits</li> </ul>	Inform the school representatives and children about the Street event Engage the children previously approached in the training sessions in different activities taking place during the Street event Inform the General Inspectorate of Schools and the schools involved about the impact of this campaign and about the surveys' results conducted in schools
CHD-MS Murska Sobota	Traffic snake game	Mayor and his administration, teachers, parents, local newspaper, children	Safety of children is the top priority. Through more exercise children are healthier and happier, Socialization of kids, getting to know the environment	Parents and teachers will have a personal presentation,	Final results will be presented, before and after situation will be presented to the local media.

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
CHD-MS Murska Sobota	Employees in school and kindergarten as a role model campaign	parents, children, other schools and kindergarten employees,	Role model figure, health, socialization	Head of the school by personal meeting, parents in the workshop, children in the traffic snake game presentation	Evaluation results presentation
ESC Nicosia	Campaign for promotion of alternative modes of transport in primary school	teachers head of school parents Ministry of Education and Culture & Ministry of Communication and Works local authorities media doctors	Children will come to realize the impact of their lifestyle on environment Parents and students will gain greater understanding over environmental concerns The entire community will benefit from the better quality of environment Promotion of healthier lifestyle, with parents and students	Administration and teachers of participating schools by phone/email/meetings Parents through email and letters Ministry through official letters Local authorities through letters and meetings Media through announcements and lunch with reporters	Newsletters Constant emails with updates from school administration / teachers to parents Follow up meetings with local authorities representatives to share progression of campaign
ESC Nicosia	Walking bus	teachers parents Ministry of Communication and Works local authorities police	Increased health and attentiveness in class by students Students will show excitement about attending school due to spending extra time with friends More interested in other ways they can help the environment/community Safety of children will be ensured through training seminars of children themselves and accompanying adults	Entire school faculty meeting with active access experts Parents by email/informative meeting Ministry officials by request of involvement through email/meeting Local authorities by email and meeting	Meetings Newsletters Email updates with photos and changed attitudes of students Media coverage of program

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
ESC Nicosia	Research groups of High School, Lyceum and University students Local shop owners	teachers parents Ministry of Communication and Works & Ministry of Education and Culture environmental organizations doctors police	Increased knowledge/understanding of CO2 emissions and effect on environment Increased health/attention span among students Students will have closer relationships with teachers participating in AA Increased participation in local development plans Lobbying towards the creation of cycling and walking infrastructure Social pressure on shop owners in order to be cycling friendly shops	Teachers and parents by meetings with students and active access professionals Ministries by phone call and meetings Environmental organizations by emails and meetings	Round table/meeting Newsletters Newspaper coverage and press releases on progress Emails to parents of participants/non-participants
ESC Nicosia	Final Event	all stakeholders	Raise awareness among people not directly influenced by all the implemented activities Creation of lobbying groups in the community and in schools Involve politicians, local authorities, Ministries, teachers, etc in order to ensure the continuation of AA impact after the end of the project Increased health and environmental awareness of the current situation	All stakeholders by emails/meetings/newsletters Attribute a significant role to each stakeholder in order to secure their participation Invite politicians in order to attract the media Reminders for attendance to the final event	Media coverage of success of campaign at the final event
HEMPS Harghita	Teaching in elementary and secondary schools about the benefits of walking, cycling by playing different games, e.g. "traffic snake game"	teachers parents media	Children will be more conscious about their environment and their health, they will be more independent and adept in the traffic so they become more responsible adults Environment/safety	Head of school by phone Parents representative by letter Local media journalist by taking them out for lunch	Meetings/round table Newsletters Updates on project through photos/email

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
Koprivnica	To school without my car, (several sub-projects, e.g. "active spring", European Mobility Week etc.)	school and kindergarten administration parents planners police mayor	Walking is good exercise with numerous benefits for the child	To establish school travel teams by questionnaire and action during European Mobility week	Easy to be continued
Prioriterre Annecy	Walking bus to primary school	teachers parents local service technicians	Children more attentive in class Do not need to accompany children everyday/health for children Environment/safety Responsibility of children and parents	Head of school Animator of school activities Parents representative by letter Local media journalist by mail or inviting them to the information conference Technical services of municipalities	Meetings/round table Newsletters Updates on project through photos/email
Prioriterre Annecy	(general)			Teachers: teachers from schools of Carnot Annecy, Poisy, Vallorcine, Chamonix, Les Houches, Servoz <ul style="list-style-type: none"> <li>contacted through the municipalities officers</li> <li>meeting of presentation will be organised with them</li> <li>communication before</li> </ul> Parents: of the children in these schools. <ul style="list-style-type: none"> <li>communication campaign</li> <li>contact through municipalities officers and teachers</li> <li>invited to a second information meeting for parents and teachers</li> </ul>	
Tartu		teachers	The child learns his/her way from	School directors would send letters to	The most active schools would



PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
	<p>In the beginning of school year in autumn collective walks are arranged for children beginning school with the help of parents and teachers; and the police helps children on zebra crossings.</p>	<p>parents media channels police ...</p>	<p>home to school and gets used to walking. The fresh air is healthy and the child has time to „wake up“ during the walk and is more attentive in class.</p>	<p>the parents of children starting school. Local government puts information about this in the newspapers and web.</p>	<p>receive some kind of reward for their contribution.</p>
Tartu	<p>Bicycle training to children in spring</p> <ol style="list-style-type: none"> <li>1. Bicycling competition in schools and final competition for all schools in the city</li> <li>2. Different themes connected to cycling are introduced to the children, e.g children are told why it is more useful to ride a bicycle than drive a car. To raise children's interest, professional cyclists are invited to perform.</li> </ol>	<p>teachers parents police road administration</p>	<p>Children can put themselves to the test on how skilled cyclists they are. The most skilled ones get rewards. We need to educate the future generation to use sustainable transport on behalf of a „greener“ future.</p>	<p>Every month there is a joint meeting for all the school directors where the project leader of Active Access can communicate with all the school leaders together. The school will talk to the parents. Also information can also be put on the city webpage and school webpages.</p>	<p>The results of cycling competitions and other information connected to training is put on web pages; the efficiency of developing sustainable transport is discussed at parental meetings; the schools propagating sustainable transport are supported more (in helping to put bicycle stands near schools and carrying out traffic-related training)</p>
Tartu	<p>Every spring mapping of</p>	<p>children</p>	<p>It is necessary to analyse the routes children go to school by foot</p>	<p>The researchers give questionnaires to children where children have to</p>	<p>The results of the research are put on the web page where all</p>

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
	<p>school road is arranged to 4th grade pupils.</p>	<p>school directors the institution carrying out the research</p>	<p>and by bicycle and if necessary, to make suggestions how to make this road safer, so that children would feel safe to use sustainable transport. The results of this research also show the length of school road and how sustainable transport can be put to use near every school.</p>	<p>describe and map the way from home to school.</p>	<p>citizens can be acquainted to it. According to the changes in city development and infrastructure the research must be carried out some time again. It also needs to be observed that the children's road to school must be safe.</p>
<p>Tartu</p>	<p>In autumn training will be arranged in schools „Be visible“ where children are told which dangers face them in the dark and how to move safely when it's dark.</p>	<p>school children teachers road administration</p>	<p>Children will find out what to do to feel safe in the dark times of the year, how to behave in the traffic, how much reflectors improve visibility for car drivers.</p>	<p>Children and their teachers are taken to places in early morning when it is still dark where such training can be carried out.</p>	<p>Such training should be made compulsory in school programs.</p>

## 4.2 Walking / Cycling to Work

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
Koprivnica	Walk to Work (several sub-projects, e.g. travel plans)	companies institutions representatives company travel plan teams NGOs	30 minutes of walking is good exercise	Establish company transport teams for travel plans (questionnaire and action during European Mobility Week)	
CHD-MS Murska Sobota	Bike to and at work	companies management and employees that are not involved, bicycle shopkeepers	Employees health, park place maintenance cost reduction, as environment friendly company image as possibility	Media supported mobility campaign for employees using motivation tools (bike safety check, health check), Articles in the newspaper, Pink bikes – attracting attention	Updates on the project, pink bikes as a reminder
HCC Budapest	participants of HCC's ongoing "Cycle to work!" campaign		<p>"You're already using your bike to go to work – why not do your shopping on your way home?"</p> <p>"You're already participating in an exciting campaign – why not try another one?"</p>	<p>"Cycle to Work!" newsletter</p> <p>"Cycle to Work!" campaign events</p>	<p>What:</p> <ul style="list-style-type: none"> <li>• systematic update on project (statistics, awards, events)</li> <li>• input on how they see their participation</li> <li>• input on required / recommended modifications</li> </ul> <p>By means of:</p> <ul style="list-style-type: none"> <li>• personal contact (volunteers' meetings)</li> <li>• campaign events</li> <li>• campaign website</li> <li>• newsletter</li> <li>• personal e-mail</li> </ul>

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
Prioriterre Annecy	Awareness raising through inter enterprise competition	staff trainees external experts seasonal staff in ski resort local administration mobility services, public transport organisation	A week of competition and activities on a services zones (with enterprises) to raise awareness on existing services, on electric bikes, car sharing, demonstration of technologies, repairing shop for employees of the parc	Motivated staff Human resources department Staff Trainees at the beginning of the year Geode association	Communication, poster, Meeting with the enterprises to present the program Award
Prioriterre Annecy	Awareness raising and transport information points for working places	staff trainees external experts seasonal staff in ski resort local administration mobility services/public transport organisation	Save money in taking existing bus services or organizing car sharing Staff do not know all the existing regulations or services for them. Avoid car use	Motivated staff Human resources department Staff Trainees at the beginning of the year	One conference first and then an information session on transport and energy with individuals.

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
Prioriterre Annecy	(general)			<p>Enterprises: to be determined!!! Activity parc in Rumilly, Annecy Le Vieux (Parc des Glaisins, (Staff Employers)</p> <ul style="list-style-type: none"> <li>• information campaign about activities done</li> <li>• contact by mail and telephone</li> <li>• contact through the municipalities</li> <li>• meetings to organise with them</li> </ul> <p>Work associations: Vie ta Ville in Annecy, GEode association:</p> <ul style="list-style-type: none"> <li>• contact through the municipalities officers</li> <li>• meetings =&gt; mails</li> </ul>	
HEMPS Harghita	<p>Workshop for employers, convincing them to reward annually the most "green" employees;</p> <p>Inviting the president of county council and the Mayor to different events and convincing them about the importance of investing in bicycle racks and placing them in front of public buildings and workplaces</p>	<p>employers Mayor resident of county council</p>	<p>If people are getting presents for using walking/cycling to get to their workplaces, they will be more motivated.</p> <p>If there are bicycle racks placed in front of workplaces, more employees will go to work by bicycle, because there is a safe place they can leave their bikes.</p>	<p>Keeping a workshop for employers</p> <p>Inviting the Mayor and the president of county council to different events organised with this topic (the benefits of alternative travel modes- walking/cycling); speaking with them personally about our ideas</p>	<p>Informing periodically in newsletter the Mayor and the president of county council about the success of the bicycle racks</p>

### 4.3 Walking / Cycling for Shopping

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
AER l'Alcúdia	Promoting walking/cycling for shopping	local authority shop-keepers consumers local media journalist	<p><u>For local authority:</u> Local economy will be stimulated Quality of life in the town centre will be improved. Air pollution and noise levels will decrease. Streets will become safer for pedestrians. Possibility of attending the Walk21 conference in the Hague (2010)</p> <p><u>For shopkeepers:</u> Local economy will be stimulated Support for marketing campaigns will be given. Dissemination of the project will include dissemination of l'Alcúdia involved shops.</p> <p><u>For consumers</u> Possibility of benefiting from promotional campaigns.</p> <p><u>For local media:</u> Innovative actions to be reported Strengthen local economies by making key target groups more aware of shopping opportunities within short distance from homes. Creating a survey proving that their participation can give them new customers and incomes.</p>	<p>Environment Councillor by meeting. Shopkeepers associations by conference, phone and e-mail. Consumers associations by conference, phone and e-mail. Consumers in general by organising events. Local media contacts by press releases.</p>	<p>Local authority: updates on project through meetings. Shopkeepers: meetings/roundtables (forum will be established). Consumers: gifts (material produced within the project: guides, promotional products, etc) and updates on project through meetings (Local Agenda 21 forum)</p>

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
<p>ATU Bucharest Alba Julia</p>	<p>(Awareness project on shopping locations)</p>	<p>Shop-keepers local administration NGOs press</p>	<p>For shopkeepers: Your business will improve / get better if you pay more attention to the customers arriving by bike or foot – those that walk / cycle spend more Are you sure that the percentage of customers coming to your shop by car is higher than the percentage of customers walking /cycling? Do you really think an on-street parking place will improve your business? Wouldn't you prefer to use this space for your business – for publicity? For the local administration: The city's local economy will be revitalized if pedestrians are favoured / sidewalks widened / pedestrian networks put in place – this may be a way to reintroduce old, derelict and neglected areas in the economic circuit of the city</p>	<p>Street event and stakeholders workshops Face-to-face and group meetings with shopkeepers in the area where the Street event will take place Representative from the Chamber of commerce will be invited to the stakeholders workshop</p>	<p>Updates on project findings and evolution through photos and/or emails. Sending the relevant stakeholders (participants or not at the walking audit and workshop) the recommendations and conclusion of the walking audit and the declaration adopted after the workshop.</p>
<p>Aveiro</p>	<p>“The City on Foot” (awareness)</p>	<p>politicians shop-keepers shop-keepers' association (municipality itself)</p>	<p>Strengthen local economies by making key target groups more aware of, and therefore more frequent users of, the shopping opportunities within short distance of their homes.</p>	<p>(A) To national and local stakeholder: International Seminar: The City on Foot; creating a walking distance map. (B) Raising awareness of politicians for walking as a transport mode by presentations and route proposals (C) Presentation to shopkeepers association Creating a map that actually advertises their presence.</p>	<p>Handbook on the issue to be published.</p>

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
CHD-MS Murska Sobota	Shopping on bike or foot campaign	shopkeepers, municipality administration, shopping centre owner, restaurants and bar owners, press	No need for more parking places, save money for parking places maintenance, new target group of shoppers, new marketing possibilities, possibilities for new shopkeepers	Owner of the centre – personal meeting, media articles, personal letter for the shopkeepers restaurant and bar owners, Pink bikes – attracting attention	Project updates, internal notification, Pink bikes as a reminder
FGM Graz	Test new behaviour while shopping by bike / on foot	Shop-keepers local politicians in the district senior citizens associations	Strengthen the local economy by buying in your district Together shopping is more fun There is much more possible to be transported on a bicycle than you imagine!	Leader of the shopkeeper association of the district, the senior citizens association and the local politicians (by inviting him to actively participate in the local support group)	Common activities Regular meetings with local support groups and project team of FGM Joint production of dissemination materials Regular feedback round
HCC Budapest	individual business owners		<ul style="list-style-type: none"> <li>“Participate in our project to get publicity among a new circle of clients.”</li> <li>“Find new resources to tackle economical burdens.”</li> <li>“Get to know your clients – they live in your neighbourhood and come to you by foot and by bike.”</li> <li>“Rise above your competitors by</li> </ul>	<p>Whom:</p> <ul style="list-style-type: none"> <li>shopkeepers (individual shop owners)</li> <li>restaurant owners</li> <li>wellness salons</li> <li>banks, bank offices</li> <li>bike shops</li> </ul> <p>How:</p> <ol style="list-style-type: none"> <li>mainly personally (on site)</li> </ol>	<p>What:</p> <ol style="list-style-type: none"> <li>systematic update on project (statistics, awards, events)</li> <li>input on how they see their participation</li> <li>input on required / recommended modifications</li> </ol>



PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
HCC Budapest	associations of business owners, franchise systems		winning campaign titles.”	2. shopkeepers' workshop	By means of: <ul style="list-style-type: none"> <li>shopkeepers' workshop(s)</li> <li>campaign website</li> <li>newsletter</li> <li>telephone (in necessary cases)</li> </ul>
HCC Budapest	marketplace operators			<p>Whom:</p> <ul style="list-style-type: none"> <li>CBA</li> <li>Honi</li> <li>Match</li> <li>Szimpatika</li> <li>others</li> </ul> <p>How:</p> <ul style="list-style-type: none"> <li>personal negotiations</li> <li>shopkeepers' workshop</li> </ul> <p>Whom:</p> <ul style="list-style-type: none"> <li>Vásárcsarnok</li> <li>Fehérvári úti piac</li> <li>Fény utcai piac</li> <li>Lehel téri piac</li> <li>others</li> </ul> <p>How:</p> <ul style="list-style-type: none"> <li>personal negotiations</li> <li>shopkeepers' workshop</li> </ul>	
HEMPS Harghita	Inviting shopkeepers, local media and local authority to different events within the Active Access project, where we'll highlight the importance of walking/cycling. We think there is no need for a special campaign for this	Shop-keepers local media	If people go by foot or bike for shopping they need to visit your shop more frequently, because they can carry home a smaller portion of goods. If people visit more often, they will buy more things.	Shopkeepers by sending invitations to different events organised by us- conference, walking audit, campaigns. Local media- sending them articles about this issue to publish in newspapers. Meeting them personally and explaining to them our purpose and ideas.	Project updates

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
	<p>approach, because this is a little town and people go shopping mostly by foot, the distances are relatively short and we don't have huge shopping malls.</p> <p>Active Shopping</p>				
Koprivnica		<p>shopkeepers and managers NGOs media</p>	<p>"Make shopping fun (also by using a trailer, attractive bag)"</p>	<p>Managers by dept interviews and survey results from various countries (also by leaflets, posters)</p>	<p>Good practice shared with ELTIS, CIVITAS, C4M</p>
Prioriterre Annecy	<p>Awareness raising towards shops</p>	<p>shops owners public transport services health care services public transport services</p>	<p>"My local butcher is great ..." Studies of possibilities of setting up a community card (fidelity mobility card)</p>	<p>Customers of shops and local services Shop associations: Mont Blanc Ecotourisme contact through the municipalities officers meetings mails</p>	<p>A mass communication (postcard, poster, flyers) + project for developing an eco shop label/cards with shop owners associations</p>

#### 4.4 Walking / Cycling for Leisure (Recreation)

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
Aveiro	Park and walk ( <i>strongly interlinked with shopping: "The City on Foot"</i> )	restaurant owners politicians (municipality itself)	Win-win: agreement because at night the parking lots are usually empty while there is illegal parking inside the narrow streets of the historic centre. Talking about traffic safety and the danger of drinking and driving.	Promoting agreements between shopkeepers and restaurant owners with parking areas around the historic district	hand book on the issue
CHD-MS Murska Sobota	Presentation at recreational and tourist events	tourist organizations	Possibilities to attract whole families, new tourist products,	Director of tourist organizations – personal presentation	Project updates, evaluation
FGM Graz	Joint bicycle / walking trips in the district and surroundings with elderly people	senior citizens associations parish / church community restaurant owners	Our district is nice and well worth being explored! Why go far away to look for recreation while all you need is here around you?	Senior citizens associations Parish / Church community to give us contact details of active senior citizens (with communication and organisation abilities) who could act as contact persons to less active people.	Preparation and delivery of a map / booklet with cycle routes and walking trips for all levels of users. Train persons in charge to organise regular joint trips also after the end of the project.
HEMPS Harghita	Short trips in the nearby area on foot or with bicycle instead of travelling far away by car on weekends	local tourism units biker shops sport shops health professionals leisure professionals old people civil organizations	People will boost local tourism and shopkeepers sales if they go on a trip to a nearby area People remain healthier if they spend their weekends cycling or walking People make trips in the nearby area if there are organized opportunities to have fun in the countryside	Local tourism units by letter Health professionals by letter Old people by letter Civil organizations by telephone Leisure officers by visiting them	Newsletters

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
HEMPS Harghita	Car free day	police NGO's local Authority	Keeping a car free day raises awareness of car users and gives a nice view of the town, so people can see how pleasant it is without cars.	Police and local authority by cooperating with Zold Szekely and Polgar Tars organisations and supporting car free day in the programme of the European Mobility Week and making our part of the campaign	Publishing newspaper articles about the event
Koprivnica	Cyclepool-walk / cycle for health / recreation (several projects, e.g. health path, Slow-up cycle day etc.)	recreation organizations doctors, NGOs health professors media	"Extent your recreation time"	Health professionals involved by joint defining of a Health Path and integration into action (Active Spring, Eur. Mobility Week)	Good Practice shared with ELTIS, CIVITAS, C4M
Prioriterre Annecy	Conferences and personalized advice for restaurants and hotels from the eco monthblanc tourisme	restaurants owners and staff hotel owners and staff associations of businesses tourist organisations	Propose new and better services. Greener image good in the time of eco tourism Avoid car nuisances	Tourism office and animator of the associations Manager of 10 restaurants and hotels (5 and 5)	One conference of presentations and up to 10 individual face to face meetings Training for the members of clusters
Tartu	In spring and autumn joint bicycle rides will be arranged from residential areas to the city centre for those who go to work. People learn cycling culture and become aware of the best ways how to move from their home to city centre by bicycle.	people who work and students	People who usually go to work by car experience for themselves the positive effects of cycling and value it more.	The project leader of Active Access puts ads about this event on web pages and in newspapers. The union „Bicycle city Tartu“ leads the morning ride from home to work.	People will find out what is the difference between going to work by car or by bicycle. If permitted, the names of the people taking part in this event are published in newspapers or web pages. People going to work by bicycle get some advantages in bicycle shops.

## 4.5 Cross-Cutting Issues of Stakeholders and Action

### 4.5.1 General Health Related

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
ATU Bucharest Alba Julia	Health campaign	implementation partners – The Institute for Public Health (ISPB) medical doctors	We can join forces to promote a healthier lifestyle for the inhabitants of this city Prescribing daily physical activity to your patients will improve their health condition Physical activity as part of daily activities (like is the case of walking and cycling) can be part of a prevention strategy when trying to improve your patients health – daily physical activity (walking / cycling) applied on a regular basis can prevent severe interventions (like surgeries)	Representatives from the Institute of Public Health (Environment and Health Department – Ms. Andra Nearthu, and Ms. Alexandra Cucu) will be approached face-to-face to sign a partnership for promoting walking and cycling through presentations made during Active Access workshop and through other common actions developed with ATU team Doctors will be approached face-to-face and by e-mail (for useful materials and documentation)	
FGM-Graz	Prescriptions	medical doctors	30 minutes of physical activity a day is suggested by the WHO for a healthy life style and will make / keep you fit. Why don't you transfer these 30 minutes into your daily routine by shifting short car trips towards walking / cycling?	Since it is difficult to get medical doctors to a joint meeting we might contact their receptionists	We'll design and produce the prescription blocks for the MDs.
HEMPS Harghita	Continuous advertising of positive, healthy and environment safe effects of walking and cycling	local media: TV, radio, newspapers	It is more effective if people meet often with this issues watching, listening and reading. If these concepts incorporate in people's mental map, it is easy to save our environment and health.	Csiki TV, Szekeley TV, Hargita Nepe and Csiki Hirlap newspapers, local radio; visiting them and explaining our purposes, ideas	Newsletters

**4.5.2 Location / District Related**

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
CHD-MS Murska Sobota	Walking audit	general population media parents urban planners	We are presenting verified facts and figures, results of the approach implemented in other cities will be used,	Population and parents through newspaper article, Urban planners with the report,	Meeting with local administration and Mayor, presentation for the parents, Updates on project activities and involvement if possible
HCC Budapest	(District related)	Municipality of Budapest, Transport Department	"Let's find a way in practice to reach indicators specified in previous years' plans concerning modal split of cycling and walking." "Let's find a way to elaborate an easy workflow for the approval of bicycle racks."	official mail to Mr. Laszlo Kerényi, head of office continuous personal contact with Mr. Balazs Tokes, Mr. Gabor Lendvai	Inform the ISPB and ISPAL about the Street event and if possible engage them in this activity
HCC Budapest	(District related)	municipalities of Budapest districts	"Let's work together to help the district's inhabitants towards a healthier life." "Let's work together to reduce traffic overload in the district." "Let's work together to boost the district's local economy and social life by creating attractive conditions for small businesses."	official mail to target districts' mayors personal negotiations with officers Participation in Walk21 conference in the Hague in October 2010 should be offered to a representative of the most active district.	Inform ISPB and ISPAL and the doctors in general about the impact and results of this campaign - Updates on project findings and evolution through photos and/or emails
HCC Budapest	(District related)	volunteers of HCC	"Be an opinion leader of a happy community and a successful team." "Do something that you think is right for your city."	HCC website, community channels (Facebook, Twitter, Google Buzz, YouTube, CriticalMass etc.)  campaign events newsletter	What: systematic update on project (statistics, awards, events) input on how they see their participation input on required / recommended modifications

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
HCC Budapest	(District related)	local volunteers	<p>“Be part of a happy local community.”</p> <p>“Do something to change your HCC neighbourhood in the right HCC direction.”</p>	<p>through HCC volunteers</p> <p>campaign website</p> <p>campaign events</p> <p>newsletter</p>	<p>By means of:</p> <p>personal contact (volunteers' meetings)</p> <p>campaign events</p> <p>campaign website</p> <p>newsletter</p> <p>personal e-mail</p> <p>systematic update on project (statistics, experiences)</p>
HCC Budapest	(District related)	<p>manufacturers, designers and dealers of bicycle accessories</p>	<p>“Get publicity for your product.”</p> <p>“Show the abilities of your product in real circumstances.”</p>	<p>manufacturers, designers: Bagaboo BringaBag BAD</p> <p>by means of: personal contact (mainly existing contacts)</p>	<p>systematic update on project (statistics, experiences)</p>
HEMPS	Walking audit	<p>the president of county council</p> <p>local councillors</p> <p>the president of City Parking company</p> <p>the president of Goscom, public transport company</p> <p>deputy Mayor</p>	<p>We'll discuss in the frame of a nice walk and about the present problems of the walking/cycling infrastructure, the good results of the last year and we'll discuss about the future plans regarding walking/cycling infrastructure</p>	<p>All stakeholders with an invitation</p>	<p>Publishing in the newspapers and local television, newsletters</p>

### 4.5.3 General Media & Target Group Related

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
FGM Graz	First steps campaign	media shoe shops as sponsors for prizes general public	The first steps are a precious moment in a child's (and parents) life. Let's be proud of it, let's tell the world, let's savour the moment and let's win a prize.	Direct contact with one exclusive media partner is aimed to. Contact with shoe shops or similar	If the campaign works as planned no additional activities from our side will be necessary. It is a self-seller.
FGM-Graz	New Comer packages	real estate managers local district politicians local shop owner association (for incentives) registration office	Welcome in our district – here you can get (almost) everything that you need for your daily life. Why not strengthen your own borough, saving time and the environment.	Direct contact with real estate managers to explain the project. Contact with shop owner association. Convincing the registration office to proceed with addresses of new registered citizens.	Shop owners and local politicians are participants in the projects local support group. The New Comer Package will be designed . A procedure for handing over the package by politicians / shop owners and / or real estate managers will be developed.
CHD-MS Murska Sobota	Media motivation	general population,	Arguments as fun, socialization, safety, financial benefit, health.	Articles, radio contribution, media house involvement in the work at and to work,	Updates on the project,



#### 4.5.4 General Infrastructure Related

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
<p>ATU Bucharest Alba Julia</p>	<p>Walking audit / workshop</p> <p>Meetings with relevant decision makers and public servants before and after the walking audit and the workshops</p>	<p>local administration (Mayor of the district, chief architects, managers from administration, local police)</p> <p>NGO representatives</p> <p>professionals</p> <p>press</p>	<p>Your popularity will grow if you address / consider the needs of all your city inhabitants, not only the car drivers; children, elderly and other categories need good conditions for their daily mobility too – don't neglect them!</p> <p>The city needs decent itineraries for pedestrians and bicycles – it is in your power to make a change</p> <p>Public servants and local decision makers play an important role in: Planning the city's development in such a way to favour and promote non-motorized modes of transport</p> <p>Consider the environment implications and the way of life / lifestyle your children will have tomorrow as grownups</p> <p>Local police plays an important role to diminish the delinquency and the accidents rate if engaged in securing pedestrians and cyclists routes and mobility conditions too, beside the drivers and cars – and by that the image of your institution will be improved and gain credibility</p>	<p>Face-to-face meetings with relevant decision makers and public servants before the walking audit and workshops:</p> <p>Mayor of Bucharest 1<sup>st</sup> district (Mr. Andrei Chiliman)</p> <p>Chief architect of Bucharest (Mr. Gheorghe Patrascu)</p> <p>Chief architect of Bucharest 1<sup>st</sup> district (Mr. Andrei Marinescu)</p> <p>Manager of Transport, Streets and Traffic Department within Bucharest Administration (Mr. Ion Dedu)</p> <p>Manager of the Environment Protection and Eco-civic Education Department within Bucharest administration (Ms. Monica Nazare)</p> <p>General manager of the Street Administration, Bucharest (Ms. Alina Roman)</p> <p>Manager of the Sustainable mobility department Ministry of Regional development and Housing (Ms. Monica Oreviceanu)</p> <p>Manager of the Urban Design Centre, Bucharest City Hall (Ms. Andreea Radu)</p> <p>Local police representative</p> <p>Mr. Theodor Frolu - TUB Platform, Bucharest – promoting pedestrianization, walking and cycling</p> <p>Mr. Geo Gulda - Bate saua sa priceapa iapa – NGO promoting cycling</p>	<p>Sending the relevant stakeholders (participants or not at the walking audit and workshop) the recommendations and conclusion of the walking audit and the declaration adopted after the workshop.</p> <p>Inform the relevant stakeholders about the “Street events” organized by ATU within Active Access and invite them with this occasion to present their position /projects /plans concerning walking and cycling.</p> <p>Updates on project findings and evolution through photos and/or emails</p>

PARTNER	APPROACH IN DETAIL	RELEVANT STAKE-HOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
HEMPS Harghita	Creating a Local Walking and Cycling Plan and supportive policies	Mayor local councillors senior managers police	Car drivers will be more respectful to pedestrians and bikers if there is a law which regulates them	The Mayor, local councillors and the police- visiting them and representing our purposes and the benefits of this plan (a short speech accompanied by a PowerPoint presentation)	
HEMPS Harghita	Creating bicycle parking places in the town	Mayor local councillors senior managers police parents students employees bike shops security companies media	More people going to work/school by bicycle because there is a safe place where can leave their bikes Safer traffic, less cars People will buy more bicycles	The Mayor, local councillors and the police- visiting them and representing our purposes (a short speech accompanied by a PowerPoint presentation) Employees by local media (newspaper advertising) Students, parents by posters spread in the town Biker shops by sending there an agent who explains our plans and the benefits/profits for them Security companies by hiring security guards	Consequent contact with biker shops
HEMPS Harghita	Easily approachable houses, work places, shops and public buildings on foot or with bicycle	local planning officers	If the workplaces, houses, shops and public buildings are easily approachable by foot, more people will walk This is healthy, non polluting, reducing the nr. of car users The townscape becomes more people friendly	Local planning officers by a round table meeting	Updates on project by e-mail and photos
HEMPS Harghita	Suggesting and campaigning to build a complex bicycle route	bicycle workgroup planning officers mayor	It is a key issue to have a good infrastructure for bikers which covers the whole town.	We are the part of the bicycle work group Planning officers and the Mayor by a round table meeting	Newsletters
HEMPS Harghita	Maintaining bicycle routes and sidewalks	Mayor	To encourage more people walking it is essential to have unobstructed and good quality sidewalks	Meeting with the Mayor	



## 5 APPENDIX: TEMPLATE FOR WRITING THE STAKEHOLDER INVOLVEMENT PLAN BY APPLICATION PARTNERS

### *ACTIVE ACCESS WP 6.2*

16/11/2009

### *TEMPLATE FOR WRITING THE STAKEHOLDER INVOLVEMENT PLAN by application partners*

#### **SCHEDULE:**

- 1.3.2010 DEADLINE FOR STAKEHOLDER INVOLVEMENT DRAFT.
- DELIVERY OF FINAL REPORT TO EU BY 31.05.2010

#### **TASK:**

Involving stakeholders in the project can create the capacity and support needed for implementation. This task will also ensure that the messages and impacts of ACTIVE ACCESS last beyond the life of the project.

Your application plan will only get into practice, if you successfully manage to approach and involve key stakeholders from the outset. Each project will have its own stakeholder profile specific to both the project and local context and each different stakeholder will need to be approached in an appropriate way to ensure maximum impact. You are required to produce a stakeholder involvement plan detailing your key stakeholders and how they will be approached and followed up. If you are carrying out applications in more than one area please ensure that all relevant stakeholders are included in this plan. Partners are encouraged to draw up a long list of stakeholders to involve so that there is a wide “pool” that they can approach, if the most relevant stakeholders deny to become involved. The plan should be approximately 2 pages in length, follow the structure outlined below and be completed and returned to DIFU [theunissen@difu.de] by **1<sup>st</sup> March 2010** at the latest.

#### **STRUCTURE:**

Please complete the following table and add any further detail (if needed) in additional paragraphs below. Please see notes for guidance on completing each field.

APPROACH	RELEVANT STAKEHOLDERS	CONVINCING ARGUMENTS	WHOM AND HOW TO APPROACH	FOLLOW UP STRATEGY
Walking bus to primary school	Teachers Parents Media ....	Children more attentive in class  Do not need to accompany children everyday/health Environment/safety	Head of school by phone  Parents representative by letter  Local media journalist by taking them out for lunch  .....	Meetings/round table  Newsletters  Updates on project through photos/email

## NOTES

### 1. RELEVANT STAKEHOLDERS:

Please consider your participation in a workshop on stakeholders at the kick-off meeting in Graz on Sept., 08, 2009 in identifying relevant stakeholders for each of your approaches and list them in this column.

Stakeholders may be (e.g.)

- Local Administration: (director, his/her personal assistant, head of department, officers, staff/[employees](#))
- Directors, staff, owners (shareholders), suppliers, unions of private or public companies
- The [community](#) from which a business draws its resources
- Press, politicians, respected local groups/units
- Implementation partners (shopkeepers, restaurant owners, police, teachers, head of university) – think about who makes the decisions, who does the work, who can contribute financially or by providing staff.
- Allies (health administration, political parties)
- Government (and its agencies), eg. as stakeholders on behalf of legal and funding framework
- Public transport operators
- Tourist organisations

- Energy agencies
- Health care professionals, especially those with an interest in public health
- Civic and environmental organisations and pressure groups
- Members of the public who are current or potential walkers and cyclists

## **2. CONVINCING ARGUMENTS**

Consider the workshop results and presentations from the kick-off meeting in formulating arguments SPECIFIC to EACH stakeholder. For example, arguments for a walking bus to primary school some arguments could be:

- Healthy mobility for children and accompanying parents
- Safety through adult surveillance
- Fun for children travelling with company
- Better prepared for attentive learning because children had exercise before school
- Avoids car use (saves noise, threat, climate)
- Spare time for parents who do not have to accompany their children every day on their own
- No need for car access and less parking space at school
- .....

## **3. WHOM AND HOW TO APPROACH**

Identify individuals to be contacted and list their job title/role and name where known. Consider and note how these individuals will be contacted and by whom e.g. by email, letter, phone call or other less conventional methods. Please note that there is funding for partners to invite at least one stakeholder to (a special workshop at) the Walk21 conference in the Hague in November 2010 and this should be listed as a mechanism of how to engage one of your stakeholders.

Please see the best practice case studies (D3.2) which will be made available to you by the end of November 2009 for examples of best practice in involving stakeholders. Similarly, if you know of any such best practice please post this on the internal website to share with other partners.

## **4. FOLLOW UP STRATEGY**

Propose a follow-up strategy to ensure your stakeholders remain engaged and informed about the project e.g. through regular events, newsletters, creation of institutions like round tables, gifts/giveaways and acknowledgements.

## **FURTHER ASSISTANCE**

Support partners - Napier, FGM, DIFU, W21, C4M are available to provide advice on completing your stakeholder involvement plans, please get in touch. Submission of draft plans on or before the deadline of 1<sup>st</sup> March 2010 will allow you to receive feedback at the next project meeting in Portugal. You should therefore send your final draft two weeks before the next project meeting in Portugal, we will give you feed back for your draft there.

Your team on WP 6

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