Handbook for Participatory Urban Planning

Content

Introduction & content

This handbook is a result of an EU-funded project "HEAT - participatory urban planning for healthier urban communities". For the last two years, the project partners from Finland, Estonia, Latvia and Sweden have worked with more inclusive and participatory processes with a focus on sustainable and healthy communities, particularly related to cycling. Nevertheless, the same principle charts the course, more or less, in any participatory process: you have a goal, and you are trying to find the best available paths to reach it.

As the topic is not simple and the change is not happening overnight, we wanted to share our experiences and the knowledge gained during the project with the hope to help or inspire others trying to tackle similar issues. Whether you are a municipal official, NGO staff member or an active citizen looking for tools to enhance your participatory processes, this handbook is for you.

The handbook describes four essential steps for a successful participatory process. We start with the background work: to be able to engage others, you need to have your facts straight and know how to present them to an audience in an engaging way. Then we move towards defining the most essential stakeholders we need to involve when prioritising the actions and to reach our goal. The third part of the handbook focuses on interaction and participatory methods and how to get input from stakeholders. The final chapter is about campaigning as an effective tool for change - there are many ways to build a campaign depending on an organisation's constitution and resources.

The handbook can be read from start to finish, or by focusing on one part only. In the case examples, we share our stories of how the activities were carried out. The handbook is enriched with infographics, videos, and templates. They are free and available for anyone to use in their own work.

The project HEAT was funded by the regional EU fund Interreg Central Baltic Programme during 2014–2020. The project partners consist of public and third sector actors. The City of Turku was the project leader accompanied by Valonia as part of the Regional Council of Southwest Finland, Turku University of Applied Sciences, Jurmala City Council, Institute of Baltic Studies, Tartu City Government, and Cykelfrämjandet (The Swedish National Cycling Advocacy Association).

During the project, we have learnt a lot from each other's ways of working. We believe our different perspectives can be seen in this handbook. We hope that our experiences will be useful to many others, whether you are from a municipality, advocacy organisation or other NGO, or the private sector. After all, a healthy community requires input from everyone.

On behalf of the HEAT project team,
Laura Luukkonen, project coordinator,
City of Turku

TURKU

VALONIA

TURKU AMK

Institute of Baltic Studies

Jūrmala

CYKEL 1934 FRÄMJANDET

Do your background work - build on facts and scenarios

This chapter emphasises the importance of thorough background work – to reach out to different audiences, you need to build on facts and scenarios and also present them to your audience in an engaging way.

Reaching out to different audiences - facts, scenarios and presenting them effectively

Increasing peoples' knowledge has the potential to result in behavioural change. Thus, to kick off any participatory process, it is essential to recognise the importance of facts: it is always important to have facts and evidence-based arguments to support your case.

You will have access to factual knowledge on the topic you want to impact – data about the current situation is essential, but professionally modelled scenarios about the effects and potential outcomes of different types of courses of action may help also communicate the issue to your stakeholders.

You should not expect to get your point through by merely sharing or handing out information: you also need to focus on how to communicate it effectively – what is your stakeholders' knowledge level on the topic? Keep in mind, if you need to engage average citizens or e.g. officials from other fields of expertise, you need to pay attention to the presentation of the facts. It is important to remember that sometimes things that are clear to you can be very unclear to others. Data visualisation is an effective way to make your point understandable.

Scenarios

Scenarios are a technique that has been adapted to urban planning from academic futures research. They can be used for various needs in urban planning. They may help highlight the climate, societal or health benefits of promoting cycling and prioritising cycling in urban planning. The aim is to produce different alternative futures to compare outcomes, serve as inspiration for discussion or to create a roadmap. Scenarios are also a powerful tool for advocacy. Future scenarios are also an interesting tool when looking to create change. Scenarios may help us examine what kinds of measures would lead to the desired outcome and

vice versa. By creating and studying the scenarios, we can identify behavioural patterns or policy changes that need to be addressed. To enhance this kind of method even further we can use more exact tools. For example, the World Health Organisation (WHO) has developed the Health Economic Assessment Tool (HEAT) to calculate the socio-economic benefits of walking and cycling. With the tool you can calculate, for example, what the value of increasing cycling and walking in your municipality is. You will find out more about scenarios and the HEAT in the following pages!

FIND OUT MORE:
Key facts and resources for active transportation
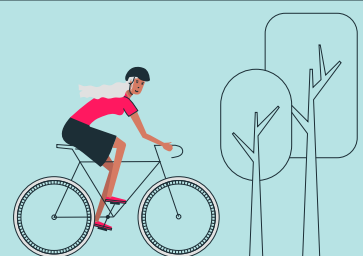
Investing in
walking & cycling
pays off for cities and citizens.
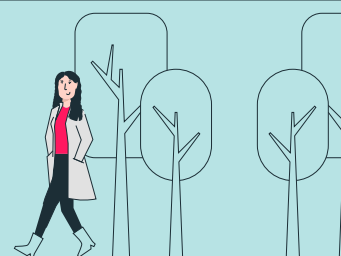
Active transportation = a two for one deal!

According to the WHO, **1 in 4 adults** are not active enough, which has a negative health impact.

Even **30 minutes of physical activity** a day makes you healthier, so walking and cycling to where you are going means you get physical activity and transportation at the same time – a 2 in 1 deal!

Socio-economic benefits

Individual health benefits contribute to societal benefits! For example, the municipality of Helsinki calculated that **every 1 euro they invest** in new cycling infrastructure leads to nearly **8 euros** in health and socio-economic benefits!

Cities for people

Investing in walking and cycling means investing in a **healthy and vibrant city** - a city built for people. And that is worth investing in.

1/4 adults

Cut out dirty air

Researchers estimate that dirty air contributes to nearly **800 000 premature deaths per year in Europe**. The level of pollution can be cut down by investing in more active transportation which causes no harmful emissions and helps keep people healthy.

800 000

Strengthens local businesses

Cyclists and pedestrians also benefit the local economy. A study from New York showed a **49% increase** in revenue at local businesses after a new bike lane was installed. And employees that bicycle to work have fewer sick days on average than non-cycling colleagues.
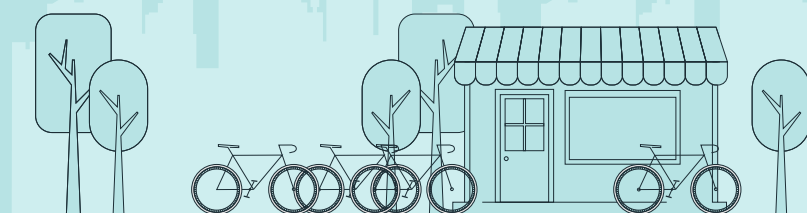
Data visualisation as a way of getting your point across

When you have collected the data you want to share, you need to move towards presenting the information to your stakeholders. Data visualisation is an effective tool when you want to make complicated matters more understandable to your audience. When done effectively, it can be an excellent way to make your message stand out. Most people react well to visual messages and compared to text – no matter how carefully written – images usually help us memorise facts. Instead of wasting energy trying to understand the content, your audience can focus on forming opinions based on the information and further develop ideas based on it. Urban planning, such as traffic-related issues, are often complicated and based on a huge amount of data and different points of view. Visualisation may help identify these factors and boost the message or help ease potential conflict between different actors such as politicians, residents, and officials.

Even though the goal of data visualisation and infographics is to simplify information, the process itself should not be seen as a quick fix: you need to plan the content carefully – what is it you want to say? Remember to pay attention to the visual presentation and think about the communication plan: what is your audience like? What channels are you using to communicate with them?

With the design, colours are essential – however, it is wise to go easy on them. Pay attention to fonts as well: are the fonts easy to read? And even though the focus is on the visuals, do not forget the language: for a professional audience you can use more complicated terms but if your audience is not familiar with the topic, pay attention to the clarity of your expressions and use everyday language whenever possible. When designing your visuals, it is also important to take the EU's web accessibility directive into account - by following those guidelines you can make sure that your visuals are accessible to people with disabilities as well.
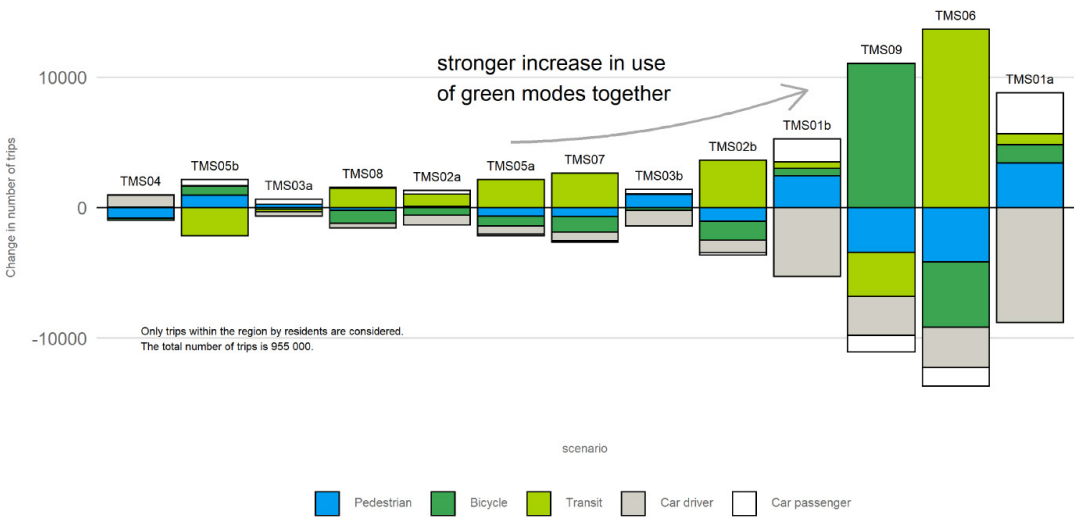
Case: Visualising scenarios for accessibility

The Regional Council of South-west Finland updated the regional plan of the traffic network. To accompany the update process, the consultant agency Ramboll Finland produced scenarios of what the traffic network may look like in 2035 and 2050 when using different modes of transport. Some of the scenarios were then visualised to make the information more understandable and accessible to political decision makers or officials from other fields of expertise. This was especially important as the original inform-

ative report by Ramboll was aimed at a professional audience with substantial knowledge of traffic planning, but political decision makers are also key players in the actual changemaking.

Change in trips by mode
Scenarios ordered by mode shift from car transport to green modes (pedestrian, bicycle and transit)

stronger increase in use of green modes together

Only trips within the region by residents are considered.
The total number of trips is 955 000.

scenario

Pedestrian Bicycle Transit Car driver Car passenger

Ramboll Finland Oy

JOS PYÖRÄILYN NOPEUTTA KASVATETAAN 25 %

Tarkastelualue: Turun kaupunkiseutu (Turku, Naantali, Raisio, Rusko, Lieto, Kaarina, Masku, Nousiainen, Mynämäki, Aura, Paimio, Sauvo ja Parainen)
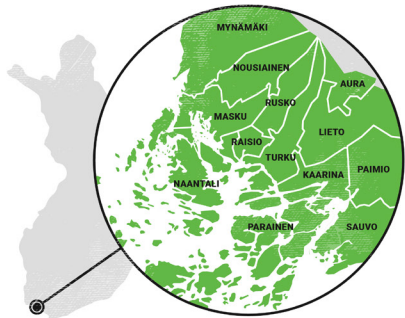
VAIKUTUKSET MATKAMÄÄRISSÄ

Pyöräily lisääntyy ↑ **11 054** matkaa / vrk
Vaikutus ilmastoon **positiivinen.**

Joukkoliikenne vähenee ↓ **3 368** matkaa / vrk
Vaikutus ilmastoon **neutraali.**

Jalankulku vähenee ↓ **3 425** matkaa / vrk
Vaikutus ilmastoon **neutraali.**

Yksittäiset automatkat vähenevät ↓ **2 996** matkaa / vrk
Vaikutus ilmastoon **positiivinen.**

Auton kyydissä olevien matkat vähenevät ↓ **1 265** matkaa / vrk
Vaikutus ilmastoon **positiivinen.**

Pyöräilyn lisääntyminen on tasaisesti pois kävelystä, joukkoliikenteestä ja autoilusta. Autoilun väheneminen vaikuttaa ilmastoon positiivisesti. Joukkoliikenteen ja jalankulun väheneminen vaikuttaa ilmastoon neutraalisti.

VAIKUTUKSET YMPÄRISTÖÖN

Autolla ajettujen kilometrien määrä vähenee n. **43 000 KM** / vrk

CO2-päästöt vähenee **7 TONNIA** / vrk
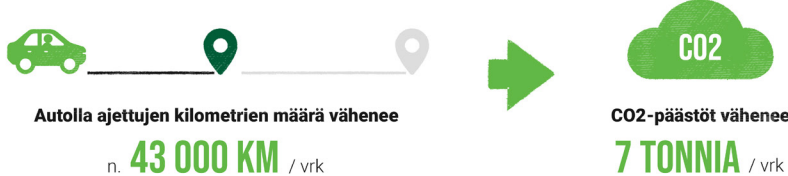
PYÖRÄILYNOPEUTEEN VAIKUTTAVIA TEKIJÖITÄ

Sähköpyöräily

Töyssyt, railot, routavariot, kynnykset

Pyörätieverkoston jatkuvuus

Lainsäädäntö

Liikennevalot
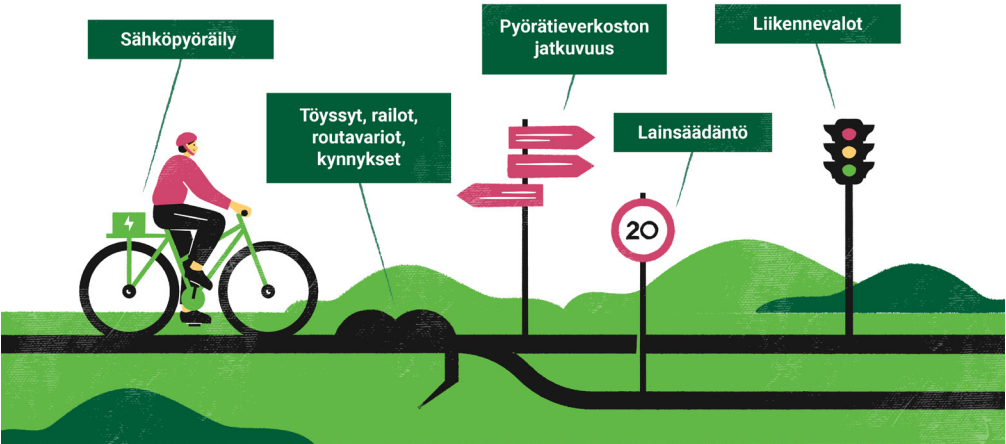
VALONIA VARSINAIS-SUOMEN LIITTO EGENTLIGA FINLANDS FÖRBUND REGIONAL COUNCIL OF SOUTHWEST FINLAND EUROOPAN UNIONI Euroopan aluekehitysrahasto Interreg Central Baltic Liikennemallitarkastelu 2025. Ramboll 2020, tilaaja Varsinais-Suomen liitto.

Case: Calculating scenarios with the HEAT

A good option for calculating different scenarios is the Health Economic Assessment Tool (HEAT) created by the WHO. The online tool has been developed to facilitate evidence-based decision-making and to integrate health perspectives in traffic planning. **With the tool you can calculate the socio-economic value of reduced mortality brought about by regular walking and cycling.** The tool can be used as part of comprehensive cost–benefit analyses of infrastructure projects and it complements existing tools for economic impact valuations.

Even though the tool is available for anyone online, using it is much easier after training with someone who has already used the tool. During the HEAT-project, the partners familiarised with the tool during face-to-face training in workshops with experts on the tool. After the workshops, partners gathered more information and received further personal guidance from the experts via online meetings and email. These quick check-ins with experts were very helpful to the project team during the calculation process.

The tool helps showcase that developing infrastructure for walking and cycling has the potential to have a big effect on the health of citizens by calculating this health benefit in terms of socio-economic value (euros).

The HEAT calculation methodology makes it possible to explain to the public and policy makers what the potential impact and value of proposed or implemented sustainable mobility planning solutions is. This can be, for example, an important part of gathering feedback from citizens on proposed solutions or a way to engage other critical stakeholders in plans for new infrastructure.
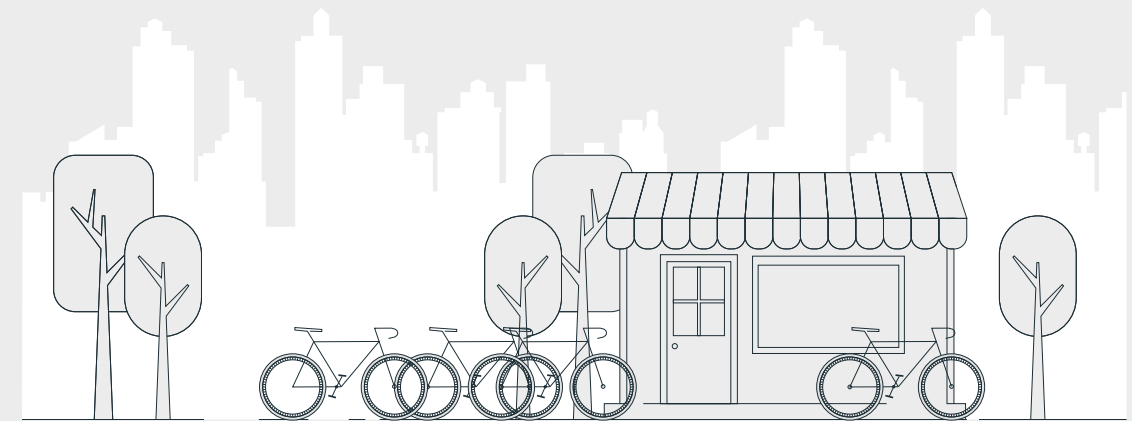
For example, in Tartu, the results of the HEAT calculation helps to show that the city's strategic aim (46% of all traffic will be light traffic by 2035, i.e. cycling and walking) is well chosen, when taking into account both financial and the health aspects. Implementing the HEAT methodology helps illustrate the indirect influence that constructing light traffic infrastructure has on the city's budget.

The advocacy organisation Cykelfrämjandet calculated the public health effects of cycling at current levels in Stockholm county and if the county were to reach the regional cycling mode share goal of 20 percent by 2030. The study shows that the current level of seven percent cycling mode share results in the prevention of 53 premature deaths per year, which corresponds to a value of 2.210 billion SEK (211 000 000 EUR). If cycling in the region reaches the 20 percent mode share goal by 2030, 149 premature deaths would be prevented per year, corresponding to a value of 6.244 billion SEK (596 000 000 EUR). In the regional cycling plan from 2014, the cost of expanding and updating the cycling network to make a 20 percent mode share feasible was estimated to amount to ca. 2.300 billion SEK (ca. 260 000 000 EUR), far less than the socio-economic benefits that can accumulate over time from increased cycling in the region. The study shows that reaching the goal of at least 20 percent cycling mode share by 2030 would entail considerable health benefits and socio-economic gains.

However, there were also challenges in using the tool. For example, in the Turku region, some of the parameters were based on assumptions due to lack of concrete goals which made it more complicated to communicate the results to stakeholders. All in all, the results from the calculations in the HEAT project were found useful.

VISIT:
The HEAT tool website

DOWNLOAD:
The HEAT guide (pdf)

How much is increased walking and cycling worth to municipalities?

The online Health economic assessment tool (HEAT) was developed by WHO to facilitate evidence-based decision-making. It calculates the economic value of the health benefits of physical activity, more specifically – the reduction in mortality caused by cycling and walking. The tool is intended to be part of comprehensive cost–benefit analyses of infrastructure projects and it complements existing tools for economic valuations for improved urban planning.

Cycling's share of trips

Stockholm

If **20% of all trips** in Stockholm county were made by bicycle in 2030, **149 premature deaths** would be **prevented per year**.

This equals a value of **€ 596 million** each year.

Turku city core region

If cycling's share of trips would increase from **8% to 10%** over the next 11 years, the economical value of the resulting health benefits would be **€ 20,9 million**.

Trip length per person

Jurmala

If the average cycling trip per person were **0,1 km longer by year 2029**, the economic impact of this physical activity would be **€ 10,85 million** over ten years.

Tartu

If the cycling trips taken in 2030 were **0,35 km longer** per person per day, the total economic impact would be **€ 16,7 million** over 11 years.

Turku

Stockholm

Tartu

Jurmala
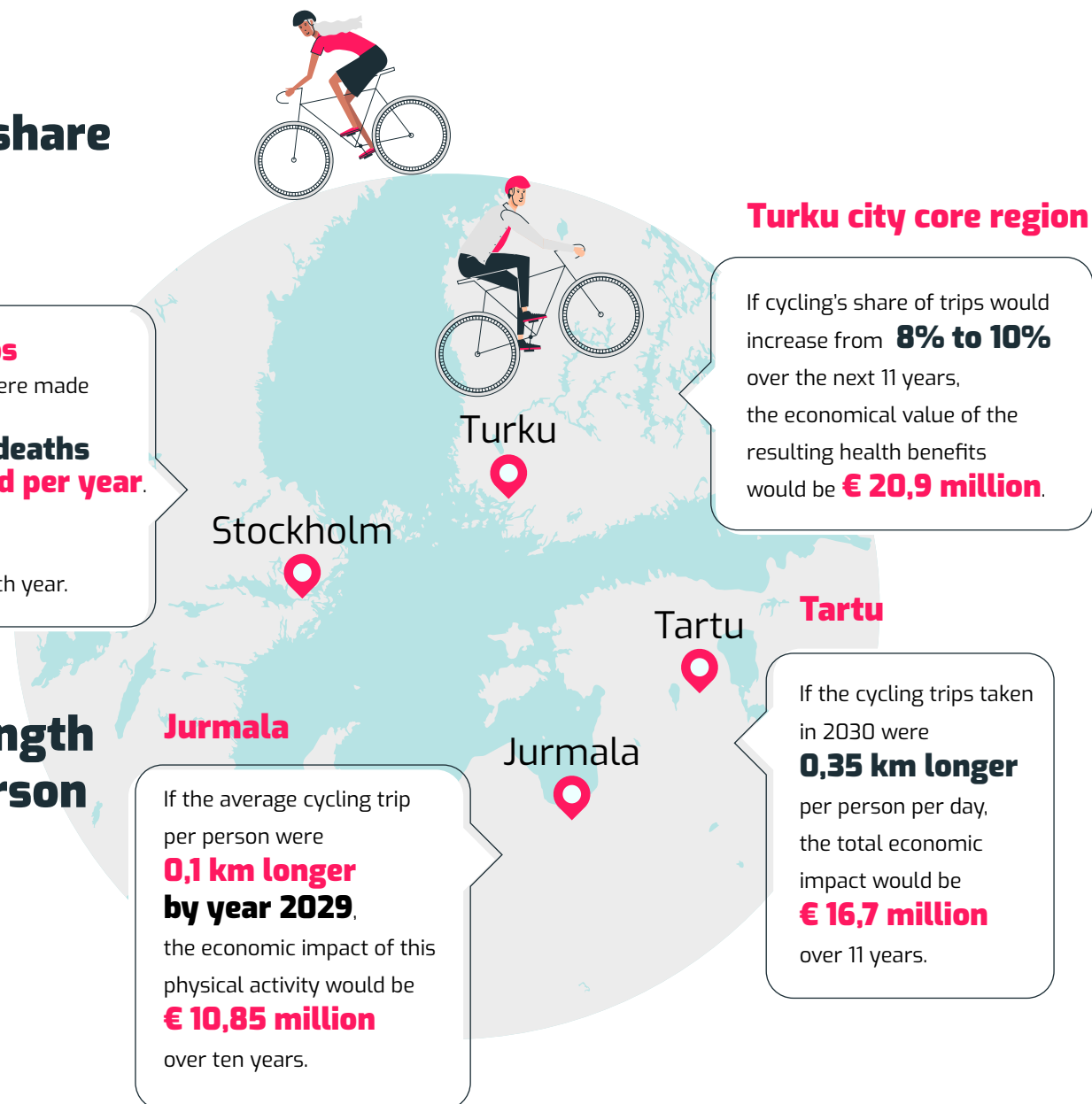
*These are results from the HEAT calculations done during the project in each project location. The numbers are estimations, and should be read as possible future scenarios. You can read more about the calculations from our website: **www.heatproject.eu/news/heat-calculations**

The importance of including stakeholders – and how to know who they are
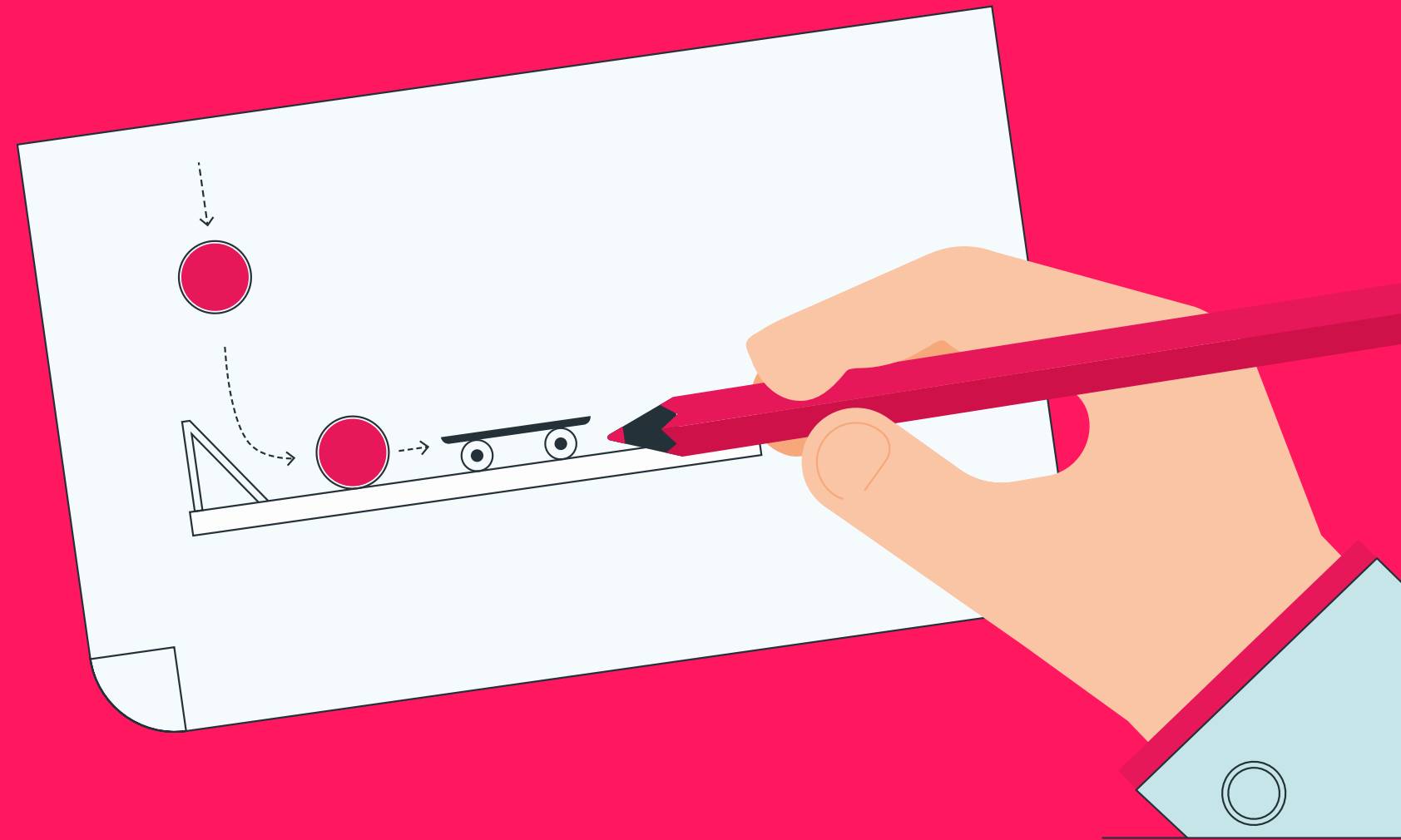
Successful urban planning is easier when you endeavour to include different stakeholders from the outset and evaluate arguments from different perspectives. The space available between buildings in our cities is scarce and it is impossible for planners to attempt to include everyone's preferences - which at times are contradictory - when planning our built environments, especially in historic city centres.

As it is impossible to satisfy the diversity of demands from all interest groups and stakeholders, you may have to make compromises in any planning process. It is vital, then, for you to identify and include a diversity of stakeholders with divergent and dissimilar perspectives and demands.

Including different stakeholders in planning workshops and discussions has several objectives

Hearing all the different perspectives of everyone involved highlights the complexity of the matter. By giving all stakeholders a chance to speak up, their eagerness to compromise increases. Make sure that you involve the stakeholders and give them the possibility to speak early enough in the process. Including different stakeholders also means finding ways to include groups who normally do not participate in, for example public dialogues, but who are affected by your actions. By involving the public, inhabitant acceptance can be increased and a constructive dialogue around our community is initiated, which can lead to safer and more inclusive neighbourhoods for all.

The goal of these processes is ensuring that a project offers a productive compromise for most parties, and in doing so gains the support and trust of a wide variety of stakeholders who share a passion and vital interest in their built environment and surroundings.

Including stakeholders is especially important when planning the traffic environments in which we all interact with our built environments every day. In order to encourage healthy transportation alternatives such as walking and cycling, planners must consult with existing and potential cyclists and pedestrians and balance their interests and concerns with those of other stakeholders who traditionally might have more influence in planning processes. The interests of proponents of sustainable and health-promoting transportation may at times conflict with other interests, but by including these groups in early dialogue processes, you may have the opportunity to gain new supporters while satisfying the demands of often-neglected groups.

There are always many different user groups who must be consulted, for example:

1. Officials (different sectors)
2. Decision-makers
3. Residents (different residential groups: seniors, commuters, children, and youth etc.)
4. Organisations
5. Entrepreneurs – businesses often own properties in the city and are therefore an important group to consider

Analyse the needs and understand the everyday behaviour of different stakeholder groups

The process should have a practical, concrete aim with a connection to the everyday reality of the user group.

Map
relevant information among stakeholder groups with e.g. surveys

Define
motivational aspects by examining known barriers and problems

Plan
processes that address the specific needs of different stakeholder groups

Motivate
user groups by providing context and information

Stakeholder mapping - a tool to identify key stakeholders

While including a diversity of voices in a planning process has a wealth of benefits, it can be a challenge to negotiate the politics of multiple interest groups and identify key stakeholders to engage in the process. "Stakeholder mapping" is a project management tool which seeks to identify key participants who can influence the success of a project. It is used to learn more about the diversity of groups invested in a particular outcome, including those who lack traditional influence.

NGOs and political lobbying groups have adapted this tool to help identify key players who can effect change but it can be beneficial for public sector actors as well and was utilised within the HEAT project by the cities of Tartu and Jurmala and the Regional Council of Southwest Finland. **Stakeholder mapping allows you to strategically prioritise certain relationships with greater potential to achieve your desired results.**

How does it work?

By placing your identified stakeholders on a two-axis grid, with influence and ability to affect change on one axis, and interest and passion for the subject represented on the other axis, you can more clearly visualise the actors in play and strategise for their support. The *influence* axis helps you to identify both highly powerful and influential actors, and also how other stakeholders correlate in their ability to affect change. The *interest* axis, on the other hand, is used to identify highly passionate stakeholders, and gauge influential stakeholders' respective interest in the project at hand.

Using this grid, it is easy to spot the stakeholders with both influence and interest in the outcomes one desires. It also highlights which actors have great influence but little interest, or those parties passionate about the subject but lacking in power to address that passion. Depending on what you seek to achieve, you can see this exercise as simply a mapping exercise to better understand and identify different types of actors. You can also use the task to not only map actors but also to identify how you can attempt to move actors along these respective axes to ensure a greater concentration of stakeholders who both share your interests and have the influence to help achieve your desired results.

This method is also a valuable tool for those working more directly with planning processes. By identifying various groups of traffic users, including a diversity of sometimes conflicting interests among stakeholders with an interest in health-promoting transportation, one can identify key stakeholders important for your planning process. These stakeholders can include politicians and business leaders, but also the interests of various traffic users. It can be useful to try to think outside the box when mapping stakeholders and identify actors who may be less well-known to you or who you do not often engage with. Another valuable strategy is to include ongoing initiatives and processes alongside individuals and organisations to map a broader swath of society.

DOWNLOAD:
Template for stakeholder mapping (pdf)

FIND OUT MORE:
An example of a stakeholder map (pdf)

Interaction

Once you have gathered the background information needed and presented it in an understandable format from your stakeholders' point of view and done your stakeholder mapping, it is time to move towards communication and interaction - processes that enable high levels of participation and can be platforms for change.

There are several good ways to get input from your stakeholders. When choosing which methods to use, the most important factor to keep in mind is, again, your stakeholders - what is an accessible way of working and communicating with them? A participatory method can be anything from a traditional face-to-face workshop to online meetings – especially to evoke conversation – or information gathering without real time dialogue, such as a survey, when you need data from the opinions of your stakeholders.

Plan your actions carefully

When starting a participatory process, you need to have an idea of how you are going to use the information you will receive. Whether organising a workshop or putting up a survey, it is always important to carefully think about what kind of input is wanted from the participants - they give up their valuable time to give their input so it is the organisers' duty to make it worthwhile for the participants.

Thus, remember to

1. Define objective
2. Define the audience and
3. Prioritise the goals of the process

When planning for your participatory actions, keep your focus group in mind. For example, the age and professional status are factors to consider when choosing your methods.

Depending on the goals, workshops can be held with a larger group or just a few people. When you need to engage a large group, a survey or other kind of participatory online process may be the most effective for gathering input. It is important to motivate the participants by explaining your goals and the participants' role in the process - **how will the information produced and gathered be utilised?**

Once you have defined your goals and target audience, you should plan the actual process or event: schedule, ways of working, methods used. What else will motivate the participants other than the content? A nice environment, snacks, beverages, a chance to network, new and innovative ways of coworking? **What is most likely the best fit for your target audience?**

How to communicate effectively?

A very important matter is the communication - how will you get in touch with your audience? With a professional audience a personal email invitation may be the best fit, whereas with residents you may want to consider social media or newspapers to get the word out. In any case, it is important to think, how to motivate the potential participants? Their primary motivational factor is probably not just to help you (unless the matter is very close to their heart) so explain what the participant will gain in return for their time and contribution.

Which topic would make you sign up for a workshop?

We need your input to finish our project

OR

Your input will help us make your community more functional
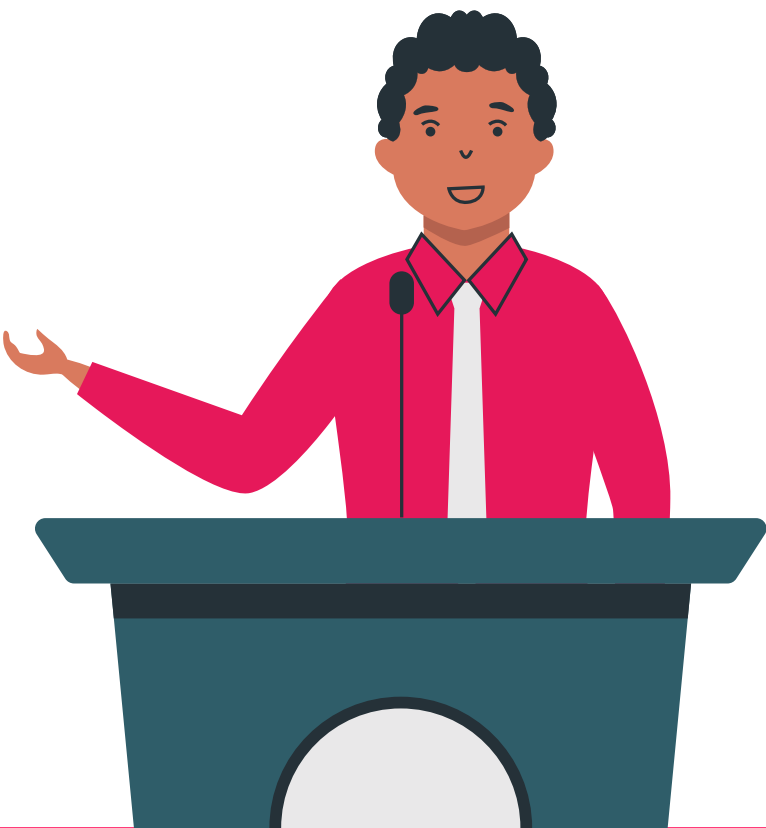
Pay attention to language and tone of voice. Use language that everyone understands - avoid professional slang and jargon. Sometimes, it may be difficult to separate common knowledge from your expertise. An easy fix is to have a co-worker from another field read through your texts to check that your messages and instructions are understandable.
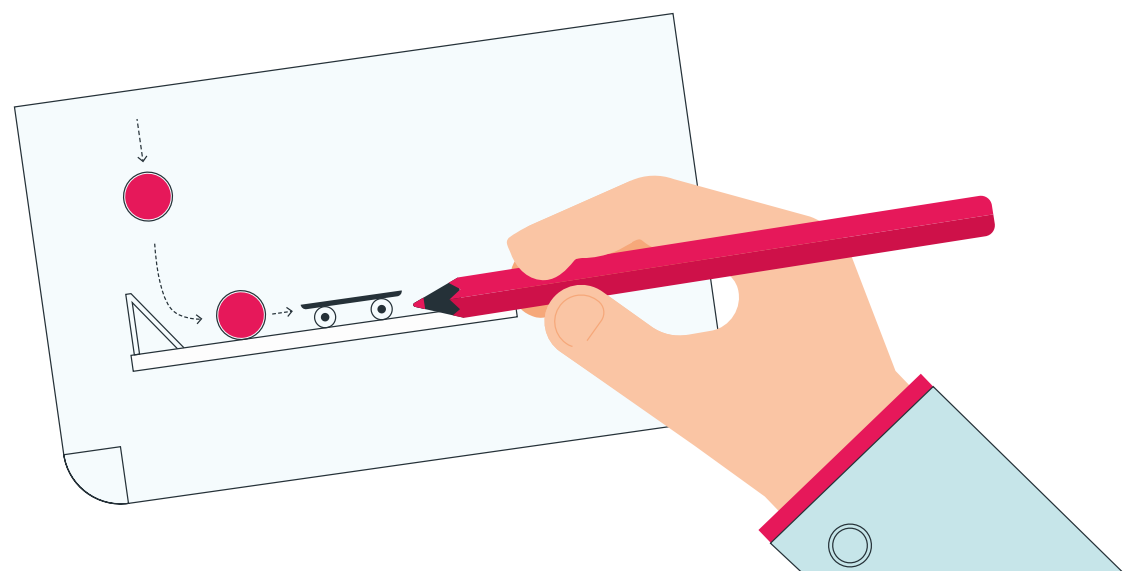
How to make the most out of an interactive workshop - online and offline

A very typical means of participatory planning is organising a workshop. A workshop is an interactive event with the aim to collect ideas and/or information from your stakeholders. From the organiser's point of view, a workshop should be seen as a process that involves careful planning, the actual event and processing the information afterwards. Traditionally, workshops have been organised face to face, but it is nowadays getting more and more common to have workshops online. Either way, the main steps in the process are the same. An online workshop may require even more careful planning to make sure everyone gets their voice heard and that the experience is pleasant for the participants technology-wise. It is important to practice beforehand to make sure everything functions and that you are familiar with the chosen methods and tools.

In workshops, both online and offline, it is important to plan the schedule carefully. Remember not to make the schedule too tight. There should be enough time for conversations, new ideas and "mind flow". That is, after all, the main purpose of a workshop. Sometimes things will not go according to plans and participants may start to ask questions which may seem irrelevant. It is important to tackle these questions, have the conversations and explain what the reasoning is behind the focus of the workshop. Even though your objectives may not be achieved in that particular workshop, the outcome can still contribute to your overall goal.

Case:
Valonia & Mentimeter

I n May 2019, Valonia organised a workshop to kick off the process of updating the regional traffic system plan. The participants were mainly municipal officials from different sectors and fields of expertise from the Southwest Finland region. As the focus of the workshop was to encourage people to bring in their professional views for smarter decisions regarding transport and mobility, it was important to make participation and interaction within the workshop as easy as possible for participants. This was made possible by utilising Mentimeter, an online interaction and survey tool. The participants used the app on their own mobile devices while the results of the polls or comments could be seen in real time on the screens. Having regular Mentimeter breaks between speakers seemed to keep the par-

ticipants activated during the workshop. The most positive effect with using a digital tool in a workshop is giving everyone an equal chance to speak their mind and also to be able collect data without having to make notes, so the facilitators were able keep their focus on interaction. After the successful test in the workshop in May, the tool has been used in several workshops, both online and offline, by Valonia and the Regional Council of Southwest Finland.
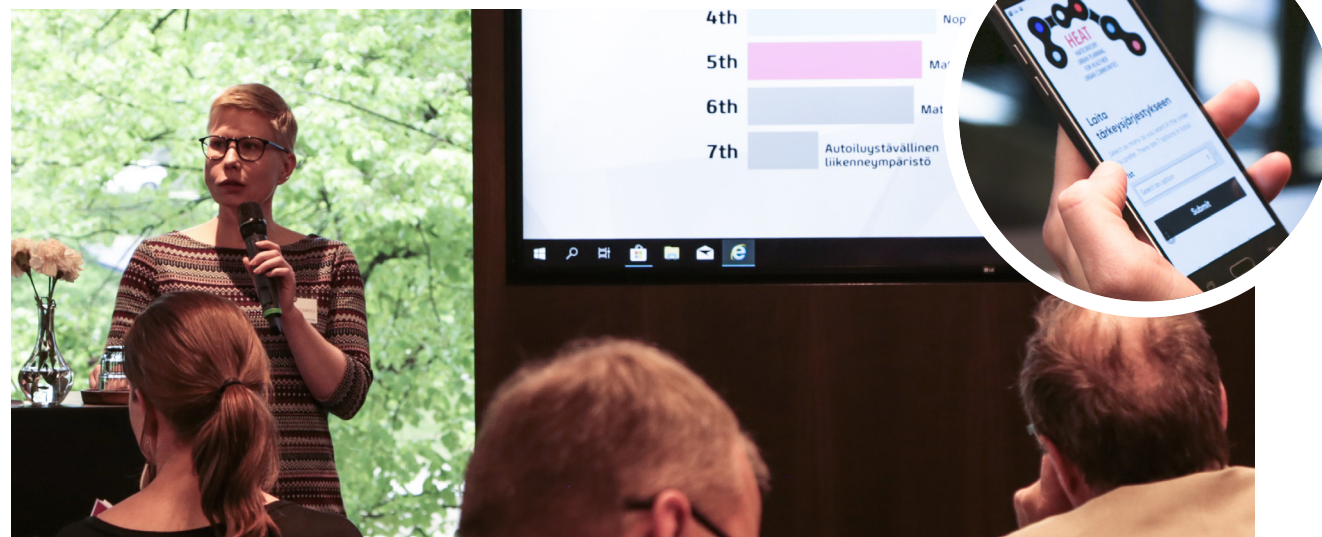
Photo: Institute of Baltic Studies

Case:
Tartu & Kahoot

A s Tartu City was planning its idea gathering round on new potential light traffic lanes using ArcGis, The Institute of Baltic Studies (IBS) used the Kahoot tool to quiz seminar participants on what they think should be included in the idea gathering, i.e. in addition to marking down where they wish the city had bike lanes. They also wanted their opinion on whether it would be useful to be able to mark down problematic spots such as crossroads and junctions; whether fat bikes, scooters, etc. should also be included and so on. Everyone at the seminar participated and used the tool so they got 24 responses. The responses showed clear trends and opinions. The Kahoot quiz was easy to set up. The only thing that the organiser needs to consider is the time limit – since Kahoot has strong gamification

elements, the time limit for answering tends to be quite short so it may be a good idea to extend this limit. All in all, Kahoot turned out to be simple, the quizzing aspect was fun and interactive, and joining the quiz is very easy on a mobile device.
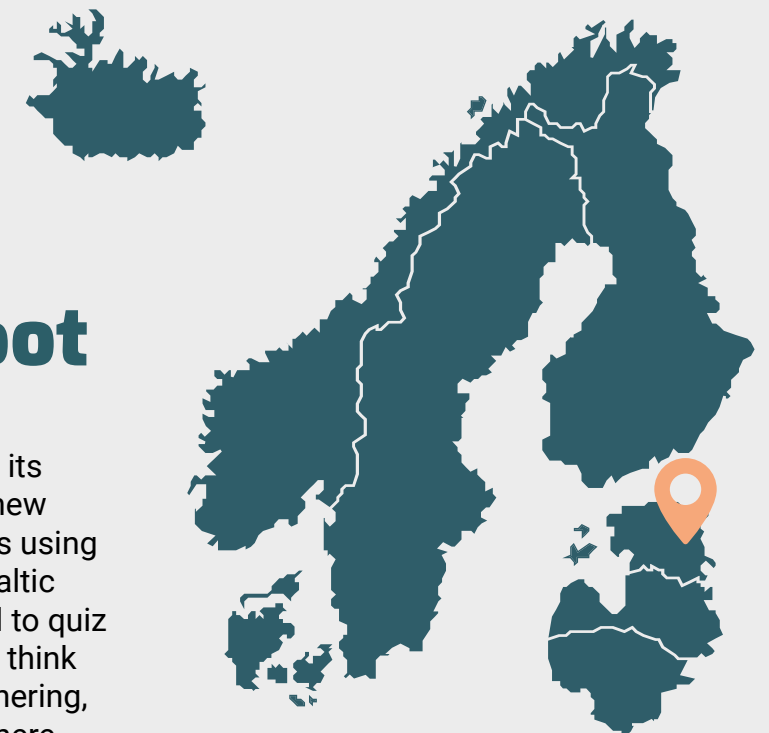
Engaging your stakeholders online

Participatory digital tools have their advantages when enhancing human communication. The digital tools may be a good addition for enhancing participation not only online but also in offline workshops. The goal is to make participation easier by either

1. detaching the process from physical places or sched ules OR

2. aiming at creating added value on brainstorming and communication in physical workshops

Online participation can take many forms – from submitting anonymous ideas or feedback to being fully engaged in a live workshop or event. In any case, engage-ment should always be a well -thought-through process with clear goals and expectations. **Only once the goals are in place, is it possible to choose the best tool for the task.**

For example, if the goal is to get feedback from as many people as pos-sible, it is best to select a tool with the lowest barrier to entry, e.g. a tool which does not require the participant to down-load something or take a long time to learn how it works. Good tools for this are online questionnaires (various free and paid platforms available) or online polls or competitions (can be done on social media platforms as well). **A simple equation is this: the less effort it takes to participate, the more people are will-ing to do it.** However, it is important to note that online polls and surveys may only attract a certain demographic or respondent group, which may influence the results – it is recommended to com-bine these tools with other methods that might engage different stakeholders.

Another important factor to con-sider is the level of participation – if your goals are more ambitious than just getting feedback on pre-existing options, and you would instead prefer to collabo-rate or co-create with your target group, then the tools you use will most likely be more complex as well. These may include various online events (workshops, round-tables, focus groups) which give partici-pants the chance to voice their opinions and work together with decision-makers. The latter greatly enhances the level of engagement – anonymous spur of the moment inputs have turned into collabo-rative processes that may even empow-er the participants if they see that their ideas are being realised. Other complex tools for consulting and collaboration are map-based surveys such as Map-tionnaire and ArcGIS, which require more effort from the respondents in terms of the learning curve and time needed, but are also more likely to yield more detailed and reliable results.

Keep in mind though, the digital tools are only a part of a process, not the whole solution – content is key, and it is important to select the most suita-ble tools for the aims and focus. Also, budget, and technical skills of the facilita-tor are key factors to be considered.

At their best, digital tools may offer everyone a more equal chance to make their opinion heard. Another essen-tial benefit is the possibility to collect the data digitally for further analysis.

The project partners have tried out several digital tools for both citizen participation via online solutions as well as enhancing the participation of profes-sionals during events. You can read their tips on the case examples in this chap-ter.

Case:
The Cycling
City of Stockholm
2030 &
Maptionnaire

Within the framework of the HEAT-project, Cykelfrämjandet conducted an interactive workshop and survey using the web-based tool Maptionnaire. The purpose of the exercise was partly to crowdsource cyclists' perspectives on the challenges for improving conditions for cyclists in Stockholm by the year 2030 and partly to explore interactive and participatory methods in urban planning processes through web-based tools.

The interactive workshop was hosted on September 22, 2019 at the Stockholm Cycling Carnival - "Cykelkarnevalen", held during the last day of European Mobility Week. The workshop at the bicycle carnival was a semi-structured and open-ended opportunity for visitors to discuss cycling planning and to contribute their vision for Stockholm. The survey was spread via the interactive workshop at Stockholm's Bicycle Carnival as well as through Facebook at a local bicycle shop/café after the workshop at the Carnival.

A total of 251 surveys were submitted, of which 233 were complete. From the 251 survey respondents, 1102 map responses were made on the map. Most respondents were men between the ages of 36-55 who cycle year-round in Stockholm municipality. A clear theme from the responses to the survey was the need for improved and expanded cycling infrastructure in the region, especially a wider, more direct and interconnected cycle network, separated from other traffic. Interest in social bicycle facilities such as bicycle kitchens and bicycle parks for children was rather low. Whether this is due to a lack of knowledge about these facilities or the rather narrow response group is unclear.

The Maptionnaire tool has great potential for enabling citizen participation in urban planning processes and to reach out to a broad range of socio-economic groups. However, active work is needed to spread the survey and to reach a broader response group on the part of the responsible organisation. Through the interactive workshop and spread of the tool in social media they were able to reach out to many cyclists. However, the majority of respondents were middle-aged men who already cycle year round. While this group has a lot of valuable experience to share from their cycling, there is a need for expanded work to reach more groups in society that may have different needs and perspectives on cycling in order for more people to be able and want to cycle.

Photo: Kerly Ilves

Case: Tartu & ArcGIS

Tartu City has been using ArcGIS for many years for both internal planning processes and for getting feedback from the citizens of Tartu. In the HEAT project, the City organised an idea-gathering round about light traffic. The tool gave the opportunity to draw lines and dots directly on a map of Tartu. This meant that the accuracy of the ideas was very high, and the data was very easy to use in further planning processes. The residents were asked to share ideas about new light traffic connections to be planned and built. The city of Tartu also asked about certain places to be rebuilt or restored to make the light traffic street network more comfortable and smoother. The target group were all citizens who use biking or walking in everyday life and the survey was marketed with a news article in a local newspaper and on Tartu's website. It reached 700 responses. The City of Tartu was very pleased with the amount and found the responses very useful.
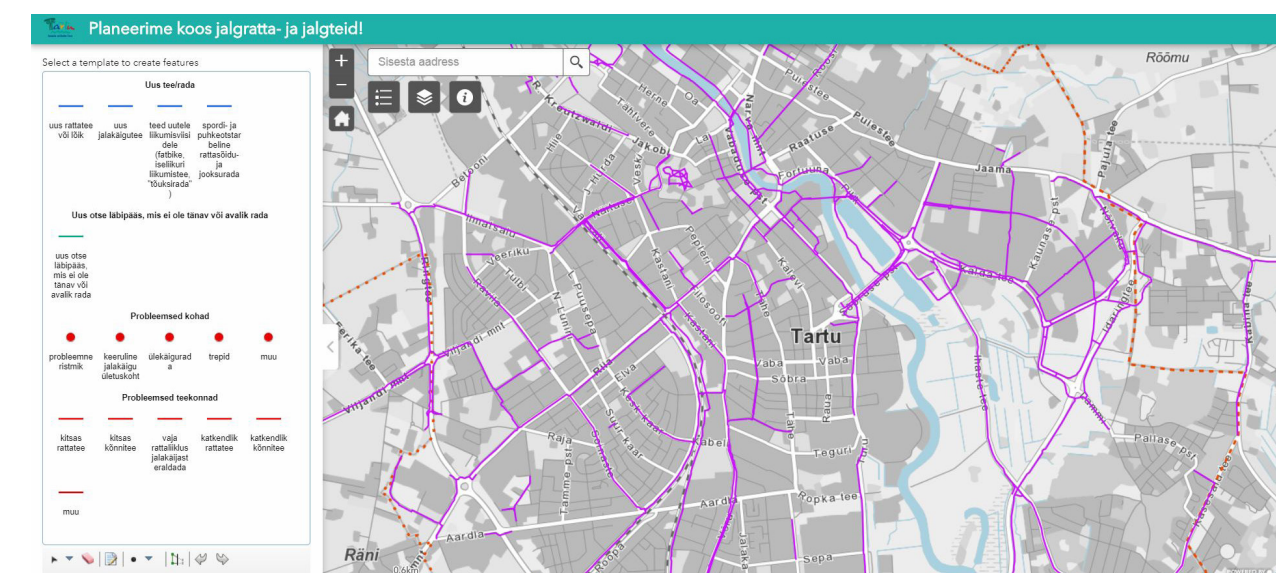
Photo: Screenshot of using ArcGIS for public idea gathering

The end of the workshop is not the end of the process

Once you have managed to map your stakeholders and engage them, it is time to focus on the input you've received: how are you going to use the input to reach your goals? And how will you keep your stakeholders informed?

The interaction with the participants should not end at the end of a workshop: remember to explain how you will proceed from there. Also keep them informed if there are delays or other complications – always keep in mind that the people who have already been engaged are also potential targets for your future needs: feed their motivation and make them feel appreciated.

Case: Cykelfrämjandet & Google Forms

Cykelfrämjandet has also used the very well-known Google Forms, a free survey tool by Google. The issue for this workshop/survey was the concept of "Cykelstaden Söderort" – a concept for a more bikeable and interconnected southern suburb of Stockholm. They wanted to create engagement in the issue and to get feedback from residents on how they would prioritise or rank a number of previously suggested interventions in the area. They were originally planning on using Facebook as the tool for a survey but then realised that there are potential privacy issues with using Facebook as the public interface for a survey of this kind and therefore decided to use Facebook as the marketing and outreach platform for the workshop and to link to a Google form survey. The tools were used in two steps, both in preparation for a planning workshop event to discuss the issue at hand and thereafter in a resulting Google Form survey to get a broader range of answers from residents. The target group were the residents of Stockholm's southern suburbs and the survey reached 108 responses, marketed through the local Stockholm group and other participating local NGOs and residents' groups' Facebook pages. The results have been used, for example, in a workshop with architecture students about community building initiatives and they have designed several urban planning solutions based on the survey results.

5 Tips & Tricks for Interactive Digital Events

1 Budget isn't everything

You do not always need the flashiest or most expensive tools, even a simple tool can be effective. Look for tools that you are familiar with but always remember prioritize content and speakers – no one will remember the interface they used, but everyone will remember if your event was interesting!

2 The more the merrier

Consider using additional digital tools (Kahoot!, Mentimeter) to engage your listeners. You can ask questions or get feedback, do polls, or quiz your audience!

3 Make as many assumptions as you can but apply only a few

Think carefully about your target group and organize your event according to their needs and characteristics. Be prepared and always have a plan B on hand.

4 Be a team player!

Have colleagues or volunteers help you with putting together the program and the event.

Have clear roles for everyone – the moderator, the speaker and the support staff.
The more people helping, the better!
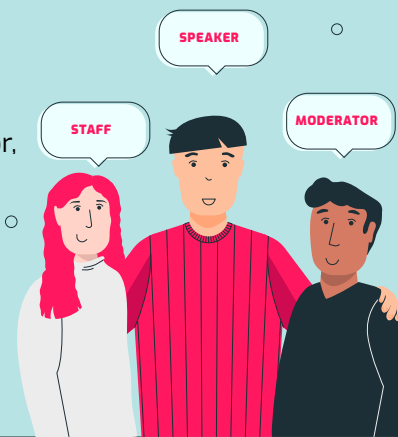
5 Treat a digital event as you would a regular event,

they are just as important! Before the event, practice, test your technology and plan for ways to keep your participants engaged and interested.

Digital events may well become the new normal, so it is best to start practising!

Campaigns

A campaign can be a way to invite your stakeholders to take part in your participatory process, or a tool to communicate your goals to the public. Campaigns invite people to look, think and participate. Organising a campaign can also be a way to boost behavioural or policy change.

Campaigns as a tool for change

Within the project HEAT the project partners have been organising campaigns to promote cycling. How a campaign affects and improves its environment, reflects the energy, motivation and organisation behind it. To make walking and cycling more attractive and increase the number of people using active transportation, efforts need to be consolidated. Citizens and other oft-neglected sectors need to be involved in the planning process to achieve a holistic approach. Campaigning is an especially typical tool for NGOs, but public sector actors can just as well utilise campaigns to communicate their goals, improvements, or participatory processes or to activate and motivate stakeholders. The point of view and the aim may be different, but the functionality and the process are similar regardless of the actor.

Engaging stakeholders and interlinking relationships through community organising can be an empowering exercise for those involved. And recruiting different types of actors with varied influence, capabilities and experiences may be needed at different points in the process. Activist and advocacy organisations, neighbourhood associations or even a school class can initiate a conversation, but politicians and decision makers need to be convinced to ultimately affect policy change. Similarly, a public sector actor wishing to boost behavioural change needs to communicate effectively and engage the public with an appropriately participatory and convincing campaign in order to bring about lasting changes to for example, travel habits.

The fact that cycling and walking can benefit society and communities in numerous ways including improved public health, greater social inclusion, lower carbon emissions and increased safety can also contribute to scattered responsibility shared across several different stakeholders. The elements of society which gain most from the benefits of cycling and walking initiatives are not always the ones responsible for investments in safe and convenient infrastructure or other relevant policy changes.

Depending on your organisation, you may strive for a policy change or to affect the attitude towards cycling and walking. It is always good to look for successful ideas from other sectors or even industries.

How to plan a successful campaign

A successful campaign always starts with identifying a problem and a **need for action.** The motive to act can be triggered by public opinion or the media, or it can be an existential threat to health such as poor air quality or an epidemic of sedentary lifestyles. Take the time to clearly identify and formulate the problem your campaign is addressing. Ask "why?" a lot. Why is this situation this way? What is the cause? Dig into the issue and consult with the people it affects, experts and researchers. No matter how small or big your campaign resources are, you should spend time on defining your perspective on the subject matter and the importance of it to others.

Once a problem is identified, determine your solution. Is it raising awareness or a policy solution? What can be done and what is the **goal** you want to achieve? How will you get there and what specific actions need to be taken, when and by whom? As an example, consider the solution of a new bike lane. To push for this solution you must also determine how much it will cost, where the funds will come from, what the approval and development process looks like, as well as the potential impacts on other factors such as traffic congestion, public health and the wider economic, social and environmental effects.

After you have identified the solution to your problem, the change that your campaign will seek to achieve, you need to identify **relevant stakeholders** and **target groups** for your campaign. You need to be sure to know who your campaign is addressing. Who has the power to secure the outcome you want for your campaign - is it a politician who has to make a certain decision or is it a sector of the public you want to participate in a certain action or activity? Be sure also to identify why it is important for them and why they should care about the issue. You need to identify these issues in order to effectively communicate to the target group through your campaign. This is where a stakeholder mapping exercise (see

chapter 2), can come in handy to identify possible allies and partners, participants and target groups for your campaign. By identifying the arenas of action available to the actors within one's sphere of influence, one can plan for a campaign with achievable solutions and results.

Even though having financial resources helps influential campaigning, don't feel overwhelmed: the principles of campaign planning can be utilised with smaller goals and smaller needs for change as well. A successful campaign does not necessarily need a lot of monetary resources behind it. You can have and use many other types of resources to achieve your goals. Using social media and the web, for example, you can reach many people in a cost-effective way - especially if your message is convincing. **Map your available resources**, such as channels of communication, your network and available knowledge of the issue that you can use to boost and carry out your campaign.

When you've taken these preliminary steps and created a plan for your campaign, you need to identify the message you want to convey and how to communicate it most effectively to the people you want your campaign to reach. What's the **story** you want to tell? Make your campaign message convincing and easy to understand. In order to get the message out there, you need to be able to quickly communicate the problem, solution and why it's important for them to act. Choose your channels of communication and message to fit your target groups and to increase your chances of reaching the people you want to engage. Consult the section on data visualisation in *chapter one* for some tips on conveying data-based messages in a visual format.

A final important component is to make a plan for following up the results

Photo: The poster campaign launch in Tartu. The Institute of Baltic Studies

of your campaign. How will you know if you have reached your campaign goal? Make sure you have set clear goals and plan for ways to **follow up** on the success of your campaign. If things did not go as planned at the end of your campaign, ask what could be done differently next time. And make sure to **celebrate your successes!**

DOWNLOAD:
Templates for campaign planning by the Alliance for Biking & Walking (USA)
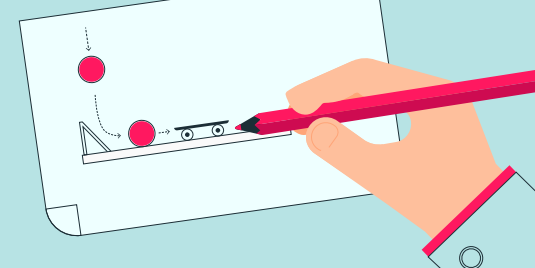
DOWNLOAD:
Map of campaign ideas (pdf) by the European Cyclists' Federation

The templates were used by the partners during the HEAT project and based on that experience the team highly recommends them.

6 questions to ask when planning a campaign

1 What's what?
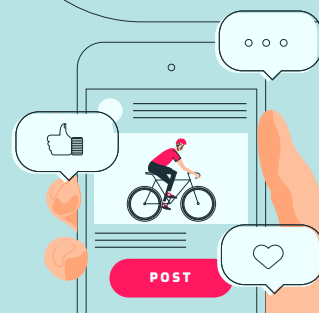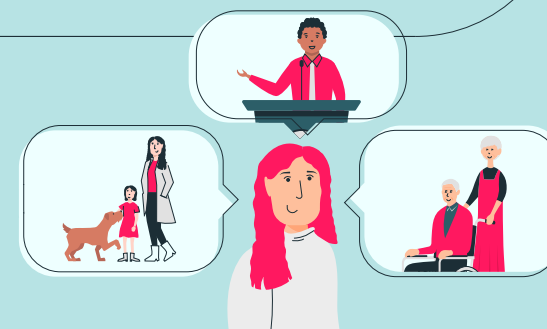Identify and formulate the problem. Consider why it's important and what's the cause.

2 What to do?
What can be done and what is the goal you want to achieve? Make a plan and set a goal.

3 Who's who?
Be sure to know who your campaign is addressing and why they should act. Who can make it happen and who do you need to get on board?

4 What do you have going for you?
You don't necessarily need a lot of money to make a great campaign. Map what you have available to you, like social media, networks, engagement or in-depth knowledge of the issue.

5 What's the story you want to tell?
Make your campaign message convincing and easy to understand. Choose your method of communication to get the attention of the people you want to engage.

HOORAY!

6 How did it go?
How will you know if you've achieved your goal? Plan for ways to follow up on the success of your campaign. If things didn't go as planned, ask what could be done differently next time. And don't forget to celebrate your successes!

Case: Valonia's campaign promoted cargo biking for families

In May 2020, Valonia organised a social media campaign to promote electric cargo bikes as a realistic and eco-friendly alternative to cars for families with children. During the two-week campaign, four families and groups in three cities in Southwest Finland (Naantali, Uusikaupunki and Turku) got to try out electric cargo bikes and shared their experiences on Valonia's Instagram Stories and other social media channels. The goal was to educate people on the wide range of bikes available nowadays and how electric cargo bikes are a very realistic option for many when considering switching from using a car to cycling. The four ambassadors who tried out the bikes had different motivational factors: Suvi from Turku, a mother of a four-year-old, was already cycling throughout the year but had not tried out an electric bike before. Kaisa, also from Turku, wanted to see how the cargo bike would replace one of the two cars in their family of four. Kirsi from Naantali wanted to see how her 15-kilometre commute would feel by bike. In Uusikaupunki the bike was tried out by several staff members of a local kindergarten during and after work hours. Facts about the health and environmental benefits of cycling were also delivered in social media during the campaign. An interactive element for the residents in the three cities was to "Spot the box": the bikes had stickers that advised passers-by to send a photo of a campaign bike if they happened to see it and leave a comment telling Valonia what they would like their municipality to do to enhance cycling and walking. Everyone who sent a picture and comment took part in a lottery with a chance to win 300 euros at a bike store of their choosing.

The Instagram stories based on the videos and photos of the participants were published almost every day during the campaign. The videos were also published as social media ads to enhance the visibility of the campaign. The ambassadors were happy with the experiment – one of them even decided to buy the bike after the try-out period. Also, the comments and feedback received in social media were positive and the campaign succeeded in broadening the mindset of at least some residents. The campaign videos reached over 90 000 residents of Southwest Finland in social media. However, the interaction in social media was not working quite as planned: there were two ways to take part in the lottery, via email or via a hashtag in social media. All but one of the participants submitted their photo and comment via email which led to the conclusion that at least in Finland and with an adult target group the biggest problem would be the need for a public profile to be able to participate. If the campaign was done again, the interaction around the lottery would be done differently. An important lesson for keeping your target group and their behavioural models in mind when planning actions!

Case: Winter bike to work day in Stockholm

I n February of 2020, Cykelfrämjandet, in collaboration with Swedish Cycling, held a campaign in Stockholm in conjunction with the launch of the international "Winter Bike to work day" in Sweden. Winter Bike to Work Day promotes year-round cycling by encouraging a friendly competition between cities by asking residents to register their bicycle commute on the international Winter Bike to Work Day website and logging the number of rides per city. This year Winter Bike to Work Day was on February 14th, Valentine's Day, making heart-health an obvious focus for the campaign.

The campaign in Stockholm began with a week of social media posts with pictures and videos to inform about the positive cardiovascular health benefits of regular physical activity, like cycling. Communicating information and facts about the importance of regular physical activity, these posts encouraged integrating cycling into everyday routines, such as commuting year-round by bicycle to work and/or school.

On Winter Bike to Work Day itself, (also Valentine's Day) Cykelfrämjandet hosted a public event in Stockholm, handing out chocolate hearts and Valentine's day/Winter Bike to Work Day postcards to cyclists along a popular commuting route, encouraging them to keep cycling year-round for good heart health. Cyclists also had the opportunity to write a post-

card to a local politician (Transportation mayor Daniel Helldén) in charge of traffic with suggestions for how new cycling investment funds can best be put to use to improve conditions for year-round cycling. These postcards and the cyclists' suggestions were then delivered and presented to Mr. Helldén by Cykelfrämjandet in Stockholm City Hall. The campaign resulted in local media coverage and many interactions with stakeholders on social media.

Vintercyklingens dag – 14 februari

Ge ditt hjärta lite kärlek och cykla året runt!

Photo: Daniel Helldén with Emilia Sternberg and Lars Strömgren from Cykelfrämjandet

Principles of a successful participatory process

Do your background work - build on facts and scenarios

· Always have facts and evidence-based arguments to support your case.

· Pay attention to the presentation of the facts: data visualisation is an effective way to make your point understandable.

Identify and engage your stakeholders

· Think who you need to engage and how to engage them.

· Find ways to include groups who are affected by your actions.

· By giving all stakeholders a chance to speak up, their eagerness to contribute increases.

Campaigning can be a tool for change

· A successful campaign starts with identifying a need for action and determining a solution.

· Choose your channels of communication and message to fit your target groups

NO NUKES IN THE PACIFIC

OR A NUCLEAR FREE & INDEPENDENT PACIFIC

We Can Do It!

LIVE AID

Communicate with your stakeholders to ensure high levels of participation

· Workshops and online surveys are effective ways to get input

Plan how you are going to use the input you have received
- and share it!

HEAT
PARTICIPATORY
URBAN PLANNING
FOR HEALTHIER
URBAN COMMUNITIES

Interreg
Central Baltic

EUROPEAN UNION
European Regional Development Fund