

# ECENTRIC



## D.2.5 Replication Package Inclusive Urban Planning

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## Abstract

CIVITAS ECCENTRIC work package 2 “Inclusive urban planning, new parking policies and mobility management” is divided in three clusters. Cluster 1 “Inclusive urban planning” contains two measures. In the following, the Replication Report covers the final status of the implemented measures and discusses the potential and requirements for their replicability in other cities or districts. After a successful involvement of citizens in the planning process with the help of innovative processes as well as the general improvement of planning processes of mobility services regarding sustainable mobility in society, the implemented measures are examined regarding their replicability and continuation.

The report describes the final status of the measures “Citizen and stakeholder involvement in mobility planning and new mobility services” (TUR 2.1) and “City district / urban corridor case a pilot for sustainable urban mobility” (TUR 2.2), both set up in Turku, Finland.

## Project Partners

Organisation	Country	Abbreviation
Ayuntamiento de Madrid	Spain	AYTOMADRID
Grupo de Estudios y Alternativas 21 SL	Spain	GEA21
Consortio Regional de Transportes de Madrid	Spain	CRTM
Empresa Municipal de Transportes de Madrid SA	Spain	EMT
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Domagkpark Genossenschaft EF	Germany	DOMAGK
Green City EV	Germany	GC
Green City Projekt GMBH	Germany	GCP
Technische Universitaet Muenchen	Germany	TUM
City of Turku	Finland	TUR
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Turun Kaupunkiliikenne OY	Finland	TUKL
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Turun Ammattikorekeakoulu OY	Finland	TUAS

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Club Sustainable Development of Civil Society Association	Bulgaria	CSDCS
ICLEI European Secretariat GMBH	Germany	ICLEI
FM Logistic Iberica SL	Spain	FMLOG

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## List of Acronyms

ca	<i>circa</i> (around)
CO <sub>2</sub>	Carbon Dioxide
D	Deliverable
EC	European Commission
EU	European Union
e.g.	<i>exempli gratia</i> (for example)
H2020	Horizon 2020
i.e.	<i>id est</i> (that is to say)
ML	Measure Leader
NGO	Non-Governmental Organization
NO <sub>x</sub>	Nitrogen Oxides
SM	Site Manager
SUMP	Sustainable Urban Mobility Plan
WP	Work Package
WPL	Work Package Leader

## Executive Summary

CIVITAS ECCENTRIC Work Package 2 contains eleven measures divided into three clusters. The activities of cluster 1 embrace the test and demonstration of new concepts and services in the areas of inclusive urban planning. These measures are a combination of soft and hard instruments, focusing on the provision of innovative technologies and mobility services. By evaluating innovative planning and participation processes on the one hand and innovative technologies and services on the other hand, statements can be made about the extent to which these sustainable topics in mobility are accepted by the population and can be consolidated in the future.

The Replication Package summarises the final status of measures TUR 2.1 “Citizen and stakeholder involvement in mobility planning and new mobility services” and TUR 2.2 “City district / Urban corridor case as a pilot for Sustainable Urban Mobility” in Work Package 2. In addition, the necessary requirements and general potential of the individual measures of cluster 1 are described to discuss their replicability in other cities or districts or even their potential for upscaling.

Regarding the replication and upscaling potential of this cluster, the following becomes apparent:

- A common vision of all stakeholders is crucial to implement the measures effectively and purposefully.
- With the help of a steering group, it can be ensured that responsibilities are distributed, cross-institutional cooperation is strengthened, and processes can be guaranteed in the long-term.
- The early involvement of the population through participatory methods creates greater acceptance and awareness.
- Complementary online participative processes enable a higher reach due to their barrier-free nature and are accessible to all social groups.
- Some measures show a high dependence on external factors or stakeholders. Their early identification and the start of negotiations with them are largely responsible for the success of the project.
- Especially the financial and temporal implementation of the project – starting with the planning up to the actual implementation – is to be mentioned as an essential factor.
- Synergy effects with similar projects running at the same time in the region can be rated as extremely high for project success.

In summary, the measures have in terms of their involvement of the residents a very high degree of replicability. Setting up an interactive and participatory model to test intermodal solutions and thus increasing the awareness and acceptance of new forms of mobility can be replicated on multiple variants and can be easily modified to meet local requirements.

## **1. Introduction**

### **1.1. Purpose of this document**

In CIVITAS ECCENTRIC, five cities (Turku, Stockholm, Ruse, Madrid, Munich) have implemented in total 51 innovative sustainable urban mobility measures. The measures were addressing a variety of urban mobility challenges, organized in different thematic clusters. This document is intended to equip practitioners and decision makers with the information needed if they want to replicate measures of the thematic cluster “Inclusive Urban Planning” or aspects of these measures.

Replicability refers to the possibility of transferring results from a pilot case to other geographical areas. These areas have, of course different local contexts and conditions. When a specific measure proved to be successful in one area of a European city, it should be possible to transfer it to another city (or another area of the initial city), considering, the local conditions and conditionalities.

### **1.2. Target group**

This document is tailored following the practical needs of project developers and planners / technical staff from cities to develop innovative measures, to consider potential barriers and to be able to select the appropriate solutions to match their contexts. This document provides evidence that measures have been successfully implemented in a city and have a good replicability potential.

## **2. Summary of the Cluster: Inclusive Urban Planning**

### **2.1. European Context of CIVITAS ECCENTRIC**

In the last decade European cities have made significant steps forward in the delivery of sustainable urban mobility policies, proving that major impacts in terms of congestion and reduced emissions can be achieved through ambitious measures.

At the same time, peripheral districts remain largely unaddressed, with the effects of flagship projects being rarely transferred to these areas. Recent or future urban growth processes are posing additional pressure to peri-central areas. The main common challenges are to relieve central areas through clean and efficient urban logistics, as well as to increase the attractiveness and sustainable mobility of suburban districts.

To tackle these common challenges, the cities of Madrid, Stockholm, Munich, Turku and Ruse have formed the CIVITAS ECCENTRIC consortium. The overall objective of the CIVITAS ECCENTRIC project was: to demonstrate and test the potential and replicability of integrated and inclusive urban planning and sustainable mobility measures that increase the quality of life of all citizens in urban areas, with a focus on suburban districts and new developments and the clean organisation of urban freight logistics.

New technologies and social networks have fundamentally changed many spheres of life. They enable interactive and, above all, participatory involvement in planning processes.

### **2.2. Inclusive Urban Planning as a participatory approach**

In the cluster "Inclusive urban planning", it is considered to implement intelligent solutions in the Park and Ride sector. The participative approach in the context of planning a mobility node was also supported by special events with stakeholders, city representatives and citizens. The combination of these soft and hard measures is subject to a holistic approach to achieve the goal of an integrative and inclusive planning.

The cluster "Inclusive urban planning" is of current and special importance, as the mobility system is highly dependent on its user behavior. On the one hand, it is a matter of what offers the residents want or even can accept and on the other hand, which offers are ultimately available and usable. The additional integration of new technologies and digital applications open new opportunities for mobility services as well as planning and application processes. New integrative approaches must therefore be tested in order to make the system more sustainable. By involving the residents in the planning process, the acceptance of the use of later mobility offers can be promoted and the mobility turnaround can be actively encouraged. The participation process is of great importance and can be transferred relatively easily to other cities or areas. A transparent and integrative communication and planning strategy is the key to



success. The methods presented in cluster 1 include two measures, which took part in Turku (see table 1).

**Table 1** Measures of WP2-Cluster 1 – Inclusive Urban Planning

Cluster	Measure	City	Partner(s)
Citizen and stakeholder involvement in mobility planning and new mobility service	TUR 2.1	Turku	TUR, RCSF, TUAS
City district / Urban corridor case as a pilot for Sustainable Urban Mobility	TUR 2.2	Turku	TUR, RCSF, TUAS

### 3. From ECCENTRIC cities to replication in other places

When talking about replication, demand must match supply: The measures implemented by the CIVITAS ECCENTRIC cities should provide effective processes, methodologies and technological packages to cities interested in replication.

#### 3.1. Brief summary of the respective measures

Inclusive urban planning is clearly detected in the measure described in cluster 1, as a mix of soft and hard measure instruments that focus on participative and innovative processes.

- **Measure TUR 2.1** “Citizen and stakeholder involvement in mobility planning and new mobility services” aims to evaluate and adopt participatory methods as well as testing and utilising the possibilities of technologies and social networks for a participatory mobility planning. By involving the population in an early stage in innovative and inter-modal mobility offers, new processes and offers can be co-designed and should ultimately lead to greater acceptance. An interactive and participative procedure was used for a Park and Ride theme, to test and utilise the possibilities brought by new technologies and social networks. Especially, planning for Park and Ride is a novel issue in Turku. In the city the measure helped to make citizens feel more involved in mobility planning to improve it together.
- **Measure TUR 2.2** “City district / Urban corridor case as a pilot for Sustainable Urban Mobility” aims to develop an intelligent mobility service and solution by creating a mobility node for seamless transport and advising companies. A combined approach of marketing- and service-oriented strategies was chosen to promote the topic of multimodal mobility. By connected mobility, motorised traffic is to be reduced in the long term and sustainable forms of mobility are to be promoted. The development of those services is accompanied by an integrated communication and marketing strategy. The aim of the measure is to increase the awareness and acceptance of new forms of mobility to ultimately increase their use. The overall aim is to make sustainable mobility accessible to everyone, by increasing its awareness and acceptance.

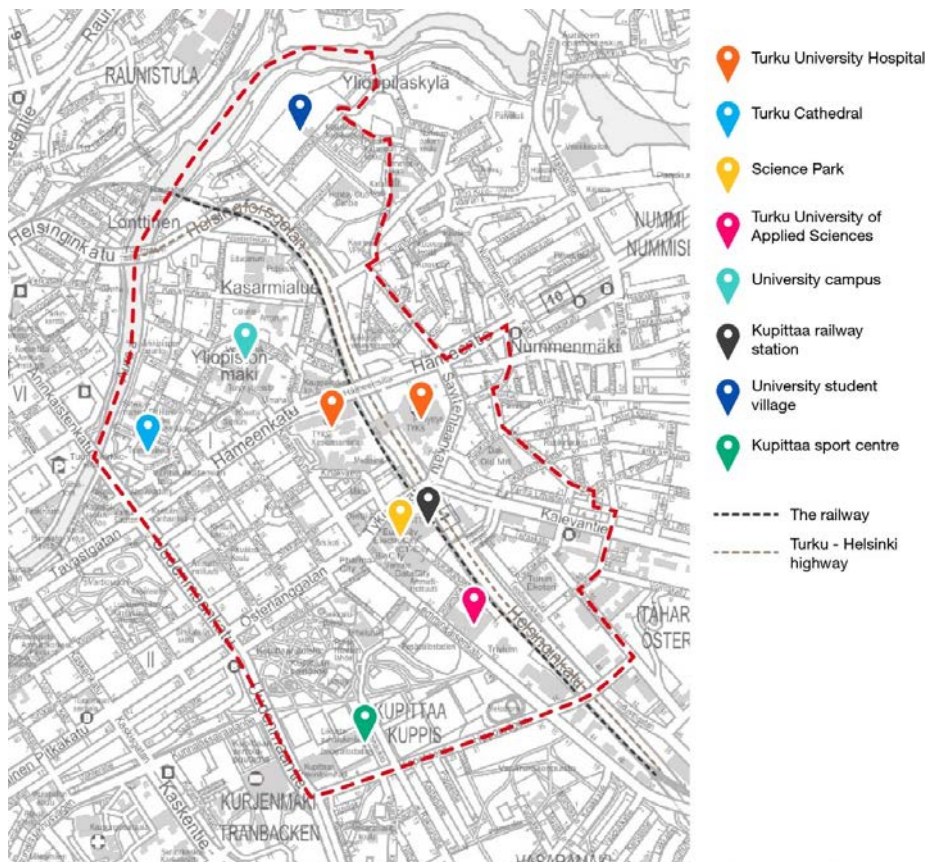
#### 3.2. Evaluating the replication potential of measures

In order to make implementation possible, an in-depth analysis is required to understand the existing barriers that obstruct effective and successful implementation. Finance and governance aspects do accompany this analysis. In the following, it will be explained on which necessary structures and processes the measures are based to replicate them in the future. The respective experiences within the measures implemented in each living lab will be used for this purpose.

### 3.2.1 Drivers and barriers to be expected

In summary, various drivers and barriers can be identified for cluster 1. Some of these are factors that can appear both as drivers and barriers.

One of the most important factors is **communication** and the participation of the population and stakeholders in the early stages of the process. This creates a higher awareness for the project and finally also an increased ownership and acceptance. It is important that the type of communication is designed to be barrier-free and transparent: online based media, such as the design of a website, where the project is presented in its completeness, represents a success factor, like in measure TUR 2.1 ([www.kulje.fi](http://www.kulje.fi)). Another important success factor is the promotion of the used communication platform to make all citizens aware of it. Therefore, it needs to be considered, how to get the **contact details** of the right target audience. In TUR 2.2 the fact that the contact details of the Kupittaa district residents were not publicly hindered made it easier to reach and communicate with them. As an obstacle, no up-to-date public list of all the businesses or organisations operating in Kupittaa (laboratory area, see figure 1) exists. Thus, the response rate to the mobility related surveys remained low.

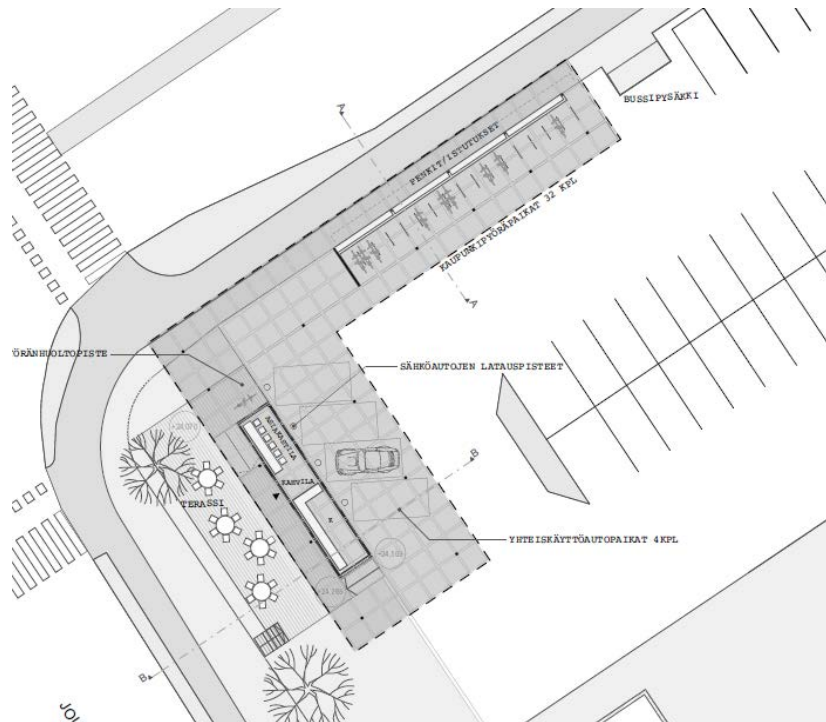


**Figure 1:** TUR 2.2 Kupittaa laboratory area (Source: City of Turku)

At the same time, it is important to highlight the fact that it is necessary communication with stakeholders on a continuous basis. For example, through steering groups that represent all important interest groups and continuously advance the project on their own responsibility. By creating a **common vision**, or rather by presenting this vision, it is possible to eliminate ambiguities and ultimately ensure that all stakeholders work together. Besides the external stakeholders, if measures fit regional or local development goals and the municipality is interested in measure objectives, this is a strong driver as well. Furthermore, similar projects can support each other by rising its awareness.

In order to involve the most important stakeholders, it is necessary to clearly identify the **target groups** at the beginning of the project. The basic prerequisite for transferring the measure to another area or city is the involvement of the population. By means of existing statistics, opinion polls or participative on-site processes, the population is to be asked about the satisfaction of the local transport system and their travel behaviour. Apart from the population involved, an involvement is particularly evident in case of stakeholders who actively support the project. For example, the landowners in measure TUR 2.2, who did not make the implementation of the mobility node possible, due to the refusal of the land. The diversity of stakeholders must be considered, and a common strategy and vision must be developed, as well as an appropriate stakeholder mapping exercise to make sure all interested groups are involved. The cooperation between the various institutions and local sectors is a challenge. Therefore, early communication and negotiations with key players are important, to ensure a shared consensus.

Important requirements for project implementation, as well as methods to overcome the mentioned barriers, include the aspects of project management: **time, costs, and the quality of the project**. It is once again evident that early planning, by taking possible risks into account, must be regarded as elementary. At the same time, it has become clear especially in infrastructure-related projects (TUR 2.2 mobility node, see figure 2), that financial resources must be planned not only in the implementation phase but also in the planning phase. In the measure TUR 2.2 implementation resources were foreseen in the city budget, but due to the failed negotiations with the landowners it failed to be implemented. Therefore, **negotiations** with important stakeholders must be considered in an early stage since these processes are very time-consuming.



**Figure 2:** TUR 2.2 Infrastructure plans for the mobility node (Source: Petteri Kääriä)

In general, **planning culture** needs to change for projects like these. This is a complex process and requires time. Integrating participatory methods can be a way to change planning culture step by step. However, it is also apparent that the communication of initial project success during the project period is an essential factor. Informing all stakeholders about the course of the project leads to greater transparency and motivation to continue to support the project.

### 3.2.2 Foreseeable Impacts

By testing new concepts in the context of mobility and thus promoting the sustainable organisation of mobility, the **awareness and acceptance** of the population will increase. The **physical visibility** of the measure alone has an impact on the mobility behaviour and the mobility system of the area. By considering the measure as an inclusive planning process, further direct effects on the examination and treatment of the topic of mobility become apparent, which are described below: **Knowledge** on mobility preferences in the pilot region will increase during the measures and the citizens feel they have a slightly improved **possibility to participate** in mobility planning. Involvement through participation processes from the outset diversifies the solutions and creates new positive approaches. The inclusion of all stakeholders increases even more their willingness to participate in the project and to use the system in the long-term, by sharing the same vision.

At the same time, impacts will not always be directly visible in the short-term. Changing the **participation culture** and even user behaviour is a long process and the expected effects on the mobility behaviour are also expected in the long-term.

In contrast to the foreseeable impacts of the measures within the cluster, not all measures have direct realistic impacts. Especially resource-intensive projects (see for example the measure mobility node of measure TUR 2.2) are **time-consuming** and cannot be implemented in short-term. It will likely not be possible to reconcile the varying interests and conflicting needs of different stakeholders into a coherent whole, without incorporating it into a bigger **vision** of the area. This means that infrastructure-based projects must be preceded by **detailed planning**, in which all stakeholders and their responsibilities must be involved and clarified early on. Therefore, such projects should be carried out in an **integrated planning** process and a common and transparently communicated vision.

In the case of infrastructure-based projects or those with high planning effort and external dependencies, it may happen that the project plan or individual goals cannot always be met. Nevertheless, on the one hand, it could be stated, as an **unexpected effect**, that the **learnings** from the measure would have been significantly lower without its partial failure. This has provided a **valuable viewpoint** into the complexity and time-consuming nature of implementing infrastructure-related projects. On the other hand, it is again evident here that detailed preparation and coordination with all participants have a significant impact on the project work.

Regarding information and participation-based measures, the success of the measures can be weighed primarily through **qualitative indicators**. Indicators such as awareness, satisfaction and acceptance can be used to evaluate them. Since **behavioural change** will have a long-term effect, they often cannot be measured directly after successful project implementation. However, as mentioned above, it is helpful to obtain the current mood and opinion of the stakeholders about the course of the project completion, as this is already an initial indicator of the project's success. **Survey methods** such as surveys, interviews or workshops are a suitable way of discussion and analysing these indicators. With regard of the user intensity of innovative forms of mobility, their utilisation rates can be quantitatively surveyed and supplemented by qualitative opinion formations.

Those measures can result in starting a larger process to design **Regional Sustainable Urban Mobility Plan**. Measures based on a sustainable and innovative character often encounter administrative boundaries in many cities. These partly outdated framework conditions and transport planning guidelines cannot guarantee these new demands and need to be revised. For example, due to the digitisation of the mobility system, new framework conditions would be necessary. The development of a regional SUMP could close this gap and respond to the new conditions and redesign the mobility system in a sustainable manner. The methods analysed and tested in the measure are now further incorporated in the future scenarios of the Regional mobility and will have a large impact. Also, those measures can result in impacting significantly in the visions of the pilot area and, the future development of the spearhead project of

the city. In those plans the mobility node lessons learnt are **incorporated** into larger development plans that are to be implemented soon.

The final test for the impact of measures like those tested in CIVITAS ECCENTRIC, is the set-in motion of the (institutional and private) cogs, leading to securing resources for the implementation of the plans. This is not to be expected in the short term, but once knowledge, planning capacity, and governance mechanisms are activated, a **stable stream of decisions** (both from the private and public sector) supporting sustainable mobility is to be expected.

### 3.2.3 Policy Recommendations

In general, there are three aspects to nurture regarding inclusive urban planning: **knowledge** (also in the shape of data, information, outreach, etc.), **planning capacity**, and **governance mechanisms**. These aspects are addressed below in their different forms. The three elements coexist, and one can't be successful without the synergy with the others.

**Communication and outreach** are essential. By involving the population and all the important stakeholders, the visibility of the project goals increases and by developing a common vision, the measures can be successfully implemented. This is not a one-way street though. **Feedback** received through public participation is key for successful planning. By involving citizens, the measures can be better designed and discussed, gaining not only acceptance and ownership, but also providing more information and generating knowledge.

**Governance mechanisms** make the decision-making process more transparent, a precondition to ensure continuity in favouring conditions for the implementation of plans and projects. Again, they strengthen planning capacity in the society, and can generate knowledge around the local planning system, and the involved individual stakeholders (interests, positions, objectives, cooperation opportunities, etc.). Every effort to put the stakeholder in contact and facilitate the discussion among them (and the understanding if possible), pays off.

**Planning capacity** is the result of a improved transfer of information and better governance practises, but it is also highly dependent on the context (cultural, institutional, etc.). Of the three elements, this is the more difficult to activate, but better governance and information transfer should help to create links and cooperation that enable better planning.

Data, information, and the activities linked to the generation of **knowledge** and outreach have the potential to facilitate the governance processes, and strength planning capacity. Connecting tasks and activities from these three elements is a great strategy to activate plans and set their individual projects on the implementation pipeline.

An important recommendation is that the fewer **external dependencies** projects have, the easier they can be implemented. Using CIVITAS ECCENTRIC as an example, this concerned, among other things, property rights. In general, activities that can be

decided and implemented by the city itself are easier to classify. In the case of direct dependencies, it is important to contact the affected stakeholders at an early stage and enter **negotiations**.

If there are several measures or projects in a community that pursue a similar objective, **synergy effects** can result, and the projects can benefit from each other. A regular **exchange** between inner-city projects but also Europe-wide support programmes seems to make sense.

Infrastructure-based projects require financial resources, for which a sufficient buffer should always be planned. As mentioned above, there may be interruptions, changes or even a change in the project goals during processing. Furthermore, in this case, it is a good idea to have other, **additional resources** available for the implementation as part of the project, not just part of the city budget. A high level of consideration of resources (financial, personnel or even time related) for the entire project duration and especially for their preparation are factors that are often overlooked. In the case of innovative projects, this results increasingly from the fact that their implementation is often based on a trial and error concept.

Measures can generally be implemented more quickly and successfully if they are in line with the **planning guidelines of the municipality or already included in the current SUMP**s. The idea of a “common vision” is essential not only between all stakeholders involved, but also within the municipality that is driving the project forward.



## 4. Example measure

### 4.1. Measure TUR 2.1 Citizen and stakeholder involvement in mobility planning and new mobility services

The Region of South-West Finland has developed a new planning approach in this measure, whereby new technologies and social networks have been tested for interactive and participatory planning. For this purpose, a concept was developed, which generates an intermodal solution for public transport, combined with a new smart Park and Ride system. The purpose of the Park and Ride plan was to produce a feasible Park and Ride development concept for the region and to recognise the potential of relevant and suitable locations in the region. Therefore, a co-operation model and new technologies have been tested to enhance smart intermodal solutions for both mobility aspects. Due to a lack of stakeholder involvement in the past, a new participatory process is aimed at establishing and improving the symmetry of information about the sustainable mobility system. The spatial area covers the entire region of Turku, which means that there is great potential for upscaling for the wider region or even other areas and cities.

#### Implementation

*Note: The specific steps used by Turku to implement the example measure are described in the Factsheet developed within the project. The factsheet can be downloaded [here](#). Below is an aggregated summary of necessary contents and processes which can inform other cities about how to replicate the approached Turku has used. In here, the focus is on the two aspects of the measure, on the one hand the participatory approach through the mobility barometer and the new local website, and on the other hand a technological approach through the new Park and Ride system and its intermodal solutions for public transport.*

The functionality of the measure is based on the **interactive and participatory process**. By involving the population and politicians, it was possible to develop a joint strategy by targeting the stakeholders for an intensive information campaign. Therefore, the views and attitudes of the residents in Turku concerning the regional traffic system plan was surveyed. The aim was to impart knowledge and create awareness. Both were successful, due to the comprehensive online survey (mobility barometer) as well as the information campaign based on the external website (<https://kulje.fi>).

Important characteristics for the implementation of the measure are the **transparency and accessibility** of the information campaign. To reach all population groups, it is necessary to choose appropriate media channels: by selecting web-based tools and their additional analogue advertising measures, all social groups can be reached and included. The principle of information symmetry and socially fair access plays a major role here.

Subsequently, the requirements and work steps of the two chosen approaches – the participatory as well as the technological approach – will be discussed:

(1) Regarding the **participative approach**, the following factors are necessary to replicate this measure:

- **Mobility barometer:** The questionnaire was first established within a working group, therefore the main stakeholders to be included need to be appropriately mapped. This group planned the questions for the barometer. Spend enough time for the analysis phase and find out what are the issues that the barometer can influence and can benefit from the results. Communicational issues are particularly important: how to spread the results and incorporate the barometer into the future processes so that it becomes a living tool for the future.
- **Website Kulje.fi:** Communication experts are needed to support the planning process. Procurement of the website and service design providers also play an important role. If possible, get some feedback from the end users. Communicational issues and maintenance issues of the web page are especially important to consider.

Based on the online survey “Mobility Barometer”, the **public** has already been reached and involved. With the help of graphic design of information material, such as info graphics and thematic maps, the content was presented to the population and politicians in a holistic and clear way. Additionally, a new website has been used (<http://kulje.fi/>) to inform as comprehensively as possible why the current mobility behaviour needs to be changed. A marketing strategy of the website is to increase the reach. In terms of public relations, reference was made to a website (<http://kulje.fi/>) that is generally open to all politicians and residents and deals with various issues in the region.

In terms of the participatory approach, basic **knowledge** of surveys, questionnaire programs and **communicational skills** as well as **project management skills** are needed. Further, **IT skills** and coordination skills are needed to implement and maintain the used website.

(2) Regarding the **technological approach** of the smart Park and Ride system, the following features are necessary to replicate this measure:

- A plan for the **Park & Ride scheme** was drafted, based on the internal participatory results and was forwarded to a consultant, who supported the identification of the region’s Park and Ride demand and to develop a concept for planning and implementation (see figure 3)
- A **steering group** was established and participated in the planning process, developed the plan and supervised the measures implemented by the consulting company. The city of Turku was one of the participants of the steering group

- In terms of required **infrastructure**, IT-based equipment was needed to develop an interactive and participatory planning process, which is characterised by new technologies and social networks.

In terms of the working group, people from **different fields** should be involved to get vast experience and different points of views.

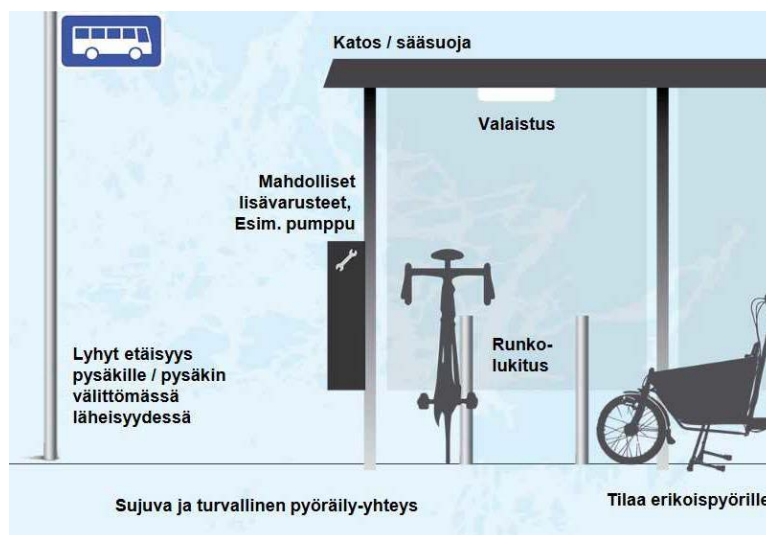
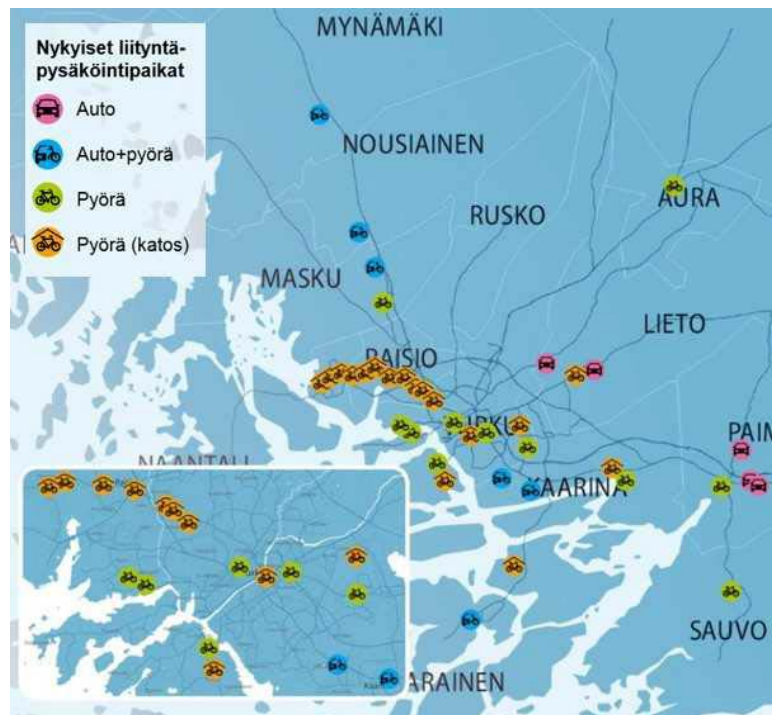


Figure 3: TUR 2.1 Park and Ride Plan (Source: City of Turku)

During the implementation phase there have been some **changes**. The website development kulje.fi was added as a task to the measure as it became evident that

more user-friendly information on the transport planning was needed for the wider audience.

The **time frame** of the projects is foreseen to reach a maximum of 7 PM. Regarding the **Mobility Barometer**, planning was already started at the end of 2016. The first survey took about half a year and was carried out in 2017. The intensive preparation of the first survey is based on the initial design of the layout and its creative preparation in general. Less time is therefore required for the subsequent rounds of the survey. Regarding the **website** used, about 8 PM can be planned. This includes the procurement process of the website server, its planning and execution. In the case of Turku, the website <http://kulje.fi/>, the procurement process started in spring 2018 and the website was launched in September 2018. A continuous update of the content requires additional human resources and time.

### Business model and contractual partnerships

Council of South-West Finland (measure leader) **owns** the measure. There are no formal relationships between the public authority and an industry partner.

However, a management consultancy was hired, to draw up to the Park and Ride plan. About 50.000 Euros were invested for this purpose. Other activities, such as the participatory procedure and the accompanying project management were developed in-house. The **costs** therefore result thus in the time resources of the personnel, which is about 7 PM for the operating expenses of the survey and about 3 PM for the communication costs.

The measure is **financed** completely through the CIVITAS ECCENTRIC budget.

### Critical challenges and success factors

One of the key challenges was to raise **awareness** of politicians and residents on the participatory methods. Therefore, the use of the website was valuable, in order to inform them in a comprehensive way.

The following key success factors can be identified in case of Turku:

- **Good communication and involvement**, stakeholder groups, was an important driver or success factor.
- Having a **sufficient consensus** between key stakeholders on the importance of reaching measures objectives was also relevant.
- **Patience!** The cultural change needs time, this is a long process and it must be proceeded step by step .

### Lessons learned from implementation/replicability

The effects of soft measures, such as the information and communication strategy of measure TUR 2.1, can often only be measured indirectly or in the **long-term**. Both individual mobility behaviour and planning processes are complex and require time. To

drive these processes forward, it is a good idea to identify target groups and align suitable methods with them.

In terms of the mobility barometer, the process was successful and fits the needs towards what it was planned for. In general, an improvement in the way of spreading the **questionnaire** can always be done in terms of getting more answers.

Further, in terms of the website (<http://kulje.fi/it>) would have been beneficial if the **planning group** of the pages would have been bigger. At least communicational **experts** are needed more. Also, more input from the end users would have been good, to improve the participatory output.

### Recommendations

As already mentioned, it is advantageous as a first step to clearly formulate the target group and, based on this, to select suitable methods. All in all, with a **heterogeneous target group**, a **mix of methods** is appropriate. In many cases this can be a web-based tool, but also analogous measures to reach older people. A combination of both seems to be target-oriented.

## 5. Conclusions

Modern planning culture requires due to its complexity a holistic approach. This concerns both the target-groups and objectives, as well as the methods used.

Although the effects of soft measures (like those in cluster 1) can often only be measured indirectly or in the long-term, the continuous involvement and monitoring of all (heterogeneous) stakeholders and its point of view is very relevant. In addition to informing users continuously about the measures and their background, the preparation of this information (media, channels, graphics, layout etc.) in a holistic and modern way is also important.

Especially if the project goals are directly dependent on certain stakeholders, their early identification and cooperation with them is of great importance. A common vision may be appropriate for this purpose as well as including residents and experts in communication and project management strategies in an early stage. By assigning responsibilities to the stakeholders involved and outsourcing activities to experts – especially in the case of technical interfaces – these are important success factors for avoiding possible hurdles at an early stage.

## 6. Sources

- D2.2 Implementation Guide “Inclusive Urban Planning”
- D8.4 Measure Evaluation Report WP 2 / TUR 2.1
- D8.4 Measure Evaluation Report WP 2 / TUR 2.2
- CIVITAS ECCENTRIC Factsheets measures TUR 2.1 and TUR 2.2.
- Discussions with Measure Leaders (interviews, workshops, etc)
- TURKU CIVITAS ECCENTRIC Mobility Management video 2020: