



**CiViTAS**  
Cleaner and better transport in cities

**VANGUARD**  
.....

**Minutes and evaluation  
Training  
Stakeholder Consultation  
and Citizen Engagement  
GENT, 18-19 November  
2009**

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## Executive Summary

This report gives an overview of the first CIVITAS VANGUARD Training on 18 and 19 November 2009 in Ghent, organised in cooperation with CIVITAS ELAN. All PowerPoint presentations, as well as this report, can be downloaded from the [Civitas website](http://www.civitas.eu/downloadcenter.phtml?lan=en)<sup>1</sup>.

### Minutes

The first training day was dedicated to the subject of stakeholder consultation.

Chairman Ivo Cré (POLIS) addressed the questions of why, when and how to address stakeholders in the process towards implementation of transport measures. The following groups have to be involved when we talk about stakeholder consultation: the government and its agencies, elected representatives, transport providers, business, community groups, freight operators, wider public and media. Methods can be: focus groups, workshops, citizen's panels, survey, exhibitions, leaflets and newsletters. Several challenges are part of the process to set up good stakeholder consultation projects. The chair then presented the day's objective and programme.

Dr. Magda Toth Nagy (REC Hungary) pointed out that there is no single 'miracle recipe' for successful transport decision making and implementation of measures. She elaborated on the different existing techniques and showed when they are realistic in achieving success. Dr Toth distinguished two approaches to stakeholder involvement: a rights based approach and a pragmatic approach. She stressed the need to carefully plan the participation process, based on a thorough understanding of the situation. She explained there are four levels of stakeholder involvement and presented the many benefits of participation.

Mr. Bart Derison (CONNECT) selected the most effective communication strategies that are crucial to the success of the whole consultation and involvement process. He explained how to create more involvement, how to deal with conflicting interests and how to reduce disruptions during the works. He gave the example of the redevelopment of the Antwerp Ring Road and the Eindhoven Ring Road, where a stakeholder analysis was based on a brief project analysis and an extensive impact analysis. All actors were categorized and defined and this information was updated regularly.

The presentation of Mr. Jan Christiaens (Mobiel 21) dealt with participation projects in Flanders. There is a legal basis for citizen involvement in Flanders. Also a budget is allocated. However, a lot depends on the goodwill of decision makers. Moreover, people often do not think beyond infrastructure issues. To promote an integrated approach to sustainable mobility policy, Mr. Christiaens presented six action clusters: traffic organisation, information, awareness raising, education, prevention, and infrastructure. Three phases can be identified: the problem finding phase, the action plan and the prioritising of actions. Mr. Christiaens also presented three projects from Mobiel 21 (Geknipt Mobiel, Message and Kindvriendelijke Publieke Ruimte). He stressed the need to be clear on the scope, trajectory,

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<sup>1</sup> <http://www.civitas.eu/downloadcenter.phtml?lan=en>

objectives, timeline and budget, and the need for process management, qualitative representation and shared responsibility. In conclusion, one should communicate at every stage, on every level, to every participant.

Mrs. Liz Robinson (Lancashire County Council) presented a case study of the EU PILOT Project carried out in Lancaster. In this project, stakeholders were engaged by means of exhibitions and a website. Mrs. Robinson stresses the importance of recognising the non-technical expertise of stakeholders; engaging stakeholders at an early stage; the availability of neutral partners that can mediate; feedback to the stakeholders: let them know what happened and reassure them that you consider their situation important. Also, political change often means that priorities change, e.g. elections, funding getting cut...

Mrs. Connie Juel Clausen (City of Odense) presented a case study from the city of Odense, Denmark. The city, which has to cope with 30,000 cars a day on two major roads, organised a street survey. 1,500 people were asked their input. In addition, 2,000 people gave their opinion online. All this information was put into the mobility plan. Then, the city invited citizens to work with them on building the plan. One of the planned actions was to close some roads for car traffic.

In a panel discussion, the importance of a paper trail was discussed. There was an agreement that this is important. Some approaches mentioned were: making minutes of every meeting, making the minutes available on request in print and online and using the internet as an ad space. The panel also discussed if the projects presented had a communications plan for the media, whether they evaluated the impact of the consultation process on the participants' attitudes, how they avoid being isolated from sectors other than the transport sector and if they still receive feedback on the project. Some tips were mentioned to deal with strongly opposed parties: such as having bilateral discussions before the general meeting, having neutral facilitators, tackling things from all sides, having a strong moderator, providing a time and a place for venting, but making a clear move from problems to actions, anticipating and preparing, working on expectation management, working in groups and using in-between-time to go through it in an informal way, and doing role play. To keep projects alive, the group should be kept going by having budget and someone who invites, makes reports, likes to moderate or the project should be executed by an existing group or permanent body.

In a group exercise, participants worked on four local challenges, each presented by a representative. Mr. Vlado Babić of the City of Ljubljana asked how to convince stakeholders and citizens of the potential of congestion charging in a car-oriented city. Mr. Stjepan Kelcec-Suhove of the city of Zagreb brought in the question of how to approach and involve stakeholders in a draft study on a new intermodal passenger terminal (at Sava-North). The city of Gorna Oryahovitsa, represented by Mrs. Polina Kirova, proposed to explore how to involve more stakeholders in the process of implementing the CIVITAS measures. Mrs. Mieke De Buysere of the City of Ghent asked how to involve companies in actions concerning sustainable modes of transport in times of economical crisis (parking management, buying extra bicycle sheds...). For each local challenge, the participants identified possible stakeholders, suggested involvement strategies, activities and tools.

The second training day was dedicated to the subject of citizen engagement.

Mr. Marc Verheirstraeten presented the City of Ghent's approach to community based planning. The municipality of Ghent wants to attune and achieve its policy based on the desires, concerns and difficulties of its citizens. Preconditions for community based planning include: the history of community based planning in the city, the organisation of the city and political mandate to be the go-between of the city and the citizen and giving information to all parties about what is happening. Territorial planning and little neighbourhood intervention are part of the planning. People are interested in doing things. Small things become more and more important. Mobility is not just talking about plans, but also about things like parking circulations and safety.

Mrs. Marega (REC Slovenia) gave an overview of what each of the ELAN cities hopes to achieve with regard to citizen participation, and how this is organized at project and at city level. ELAN aims to make a significant step forward from the actual practice. Cities will provide the coordination framework, while real engagement of citizens will be practised during implementation of mobility measures. Several barriers hinder the successful engagement of citizens, for example lack of motivation is often due to lack of public trust. Public interest is often put above individual or community interest. Critical evaluation of the process is essential.

Mr. Nick Wates (Hastings, [communityplanning.net](http://communityplanning.net)) presented [www.communityplanning.net](http://www.communityplanning.net), a community planning website founded in 2001 and growing since. The website presents lots of universally applicable principles, and many methods and scenarios for community planning.

The subsequent practical hands-on workshop was designed to give participants an understanding of how to engage citizens in mobility planning by getting them to devise an engagement strategy for a specific mobility related measure. Three subgroups each developed an overall citizen engagement strategy for a different measure: a city logistics strategy, a cycling municipality strategy or a high quality mobility corridor.

The main conclusions of the training were the following. The city is the central coordinator and initiator, set in the context of EU, national and local policies. It is important to get the objectives right by visioning and joint fact finding and not only for infrastructure works. A smart choice of tools and methods has to be made, with room for venting; strategic and contingency planning; qualitative representation; one shot, temporary and (semi-)permanent structures; room for informal exchange; and making people feel special, responsible and important at well chosen moments in the process. We should make things as real as possible, with pictures and slide shows and involvement in implementation. We should make smart use of external expertise. How can we convince our colleagues? If people are really interested in success, then they have to be interested in stakeholder participation. We have to make it clear to the engineers that user needs are equal to system requirements. We have to create common tools such as a toolbox or a brand.

### Description and evaluation

The promotion for this first CIVITAS VANGUARD Training was primarily done via the CIVITAS-website ([www.CIVITAS.eu](http://www.CIVITAS.eu)) and the internal CIVITAS Plus newsletter. Participants could register on the CIVITAS-website ([www.CIVITAS.eu](http://www.CIVITAS.eu)) via a registration tool, which was available three months before the training. Competences (e.g. background) and expectations

of participants towards the training were scanned before the training and summarised for the speakers and moderator.

The training included interactive methods: a local challenge group exercise and a hands-on workshop. These methods are further detailed in this report.

9 out of 25 CIVITAS Plus demonstration cities were represented on this training. Also 2 CIVITAS non-demo cities were present (out of 110). Apart from one secondary seller, no non-CIVITAS delegates attended.

Every participant had an evaluation form in his or her resource pack, the results of which were compared to the results of the pre-training quick scan. Both training days were evaluated positively by the respondents on most and important aspects of the training: content, presentations, practical organisation. There are of course some lessons learned for VANGUARD:

- Provide the participants with the printed presentations before the training
- Provide the participants with all practical information needed to get around in the city where the training is organised
- Pay attention to a good balance between theory and practice

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# 1. Introduction

This report gives an overview of the first CIVITAS VANGUARD Training on 18 and 19 November 2009 in Ghent, organised in cooperation with CIVITAS ELAN. The training was dedicated to the subject of successful transport decision making, stakeholder consultation and the engagement processes to support CIVITAS Plus cities. The training provided relevant theoretical background, management and involvement tools, case studies and good practice examples. Exercises and plenty of opportunity for questions and discussion gave the participants the necessary support for local actions.

In the following chapter, we include the minutes of the training sessions. The last chapter contains a practical description and an evaluation of the training.

## 2. Proceedings

### 2.1 Day 1: Stakeholder consultation

#### 2.1.1 Programme

**Moderator: Ivo Cré – Polis (stood in for Tom Rye – Napier University)**

Time	Topic
09.30 - 10.00	<i>Registration and welcome coffee</i>
10.00 - 10.30	<b>Introduction</b> Tom Rye - Napier University, UK
10.30 - 11.15	<b>Tools for stakeholder analysis and participation</b> Magda Toth Nagy - Regional Environmental Center, Hungary
11.15 - 11.45	<i>Coffee break</i>
11.45 - 12.30	<b>Communication strategies for stakeholder engagement: a step-by-step plan</b> Bart Derison - Connect, Belgium
12.30 - 13.30	<i>Lunch break</i>
13.30 - 14.00	<b>Perfectly mobile? Participation projects in Flanders</b> Jan Christiaens - Mobiel 21 vzw, Belgium
14.00 - 14.30	<b>Engaging stakeholders in Lancashire</b> Liz Robinson – Lancashire County Council, UK
15.00 - 15.30	<b>Public participation in Odense</b> Connie Joel Clausen – City of Odense, Denmark
15.30 - 16.00	<b>Questions and answers</b>

16.00 - 16.15	Coffee break
16.15 - 17.30	<b>Group exercise: learning by doing</b>
17.30 - 18.00	<b>Marketing and Branding:</b> an outlook on the next CIVITAS VANGUARD training workshop (Konstantinos Mastakas, Mostra)
18.00 - 18.15	<b>Conclusion</b>
20.00	Dinner and informal networking

All PowerPoint presentations can be downloaded from the [Civitas website](#)<sup>2</sup>. Photographs of the event can be viewed on the website as well. In the annexe of this report, a short bio of each presenter is included.

### 2.1.2 Introduction

**Ivo Cré - Eurocities (stood in for Tom Rye - Napier University)**

[Presentation](#)<sup>3</sup>

Ivo Cré addressed the questions of why, when and how to address stakeholders in the process towards implementation of transport measures. The following groups have to be involved when we talk about stakeholder consultation: the government and its agencies, elected representatives, transport providers, business, community groups, freight operators, wider public and media.

Methods can be: focus groups, workshops, citizen's panels, survey, exhibitions, leaflets and newsletters. Several challenges are part of the process to set up good a stakeholder consultation projects.

The chair then presented the day's objective and programme.

### 2.1.3 Tools for stakeholder analysis and participation

**Magda Toth Nagy – Regional Environmental Center Hungary**

[Presentation](#)<sup>4</sup>

There is no single 'miracle recipe' for successful transport decision making and implementation of measures. Dr Toth elaborated on the different existing techniques and showed when they are realistic in achieving success.

Dr Toth distinguished two approaches to stakeholder involvement: a rights based approach and a pragmatic approach. She stressed the need to carefully plan the participation process, based on a thorough understanding of the situation. She explained there are four levels of stakeholder involvement and presented the many benefits of participation.

<sup>2</sup> <http://www.civitas.eu/downloadcenter.phtml?lan=en>

<sup>3</sup> <http://www.civitas.eu/docs1/Introduction0.pdf>

<sup>4</sup> [http://www.civitas.eu/docs1/Tools\\_for\\_stakeholder\\_analysis\\_and\\_participation\\_-\\_Magda\\_Toht\\_Nagy\\_REC\\_.pdf](http://www.civitas.eu/docs1/Tools_for_stakeholder_analysis_and_participation_-_Magda_Toht_Nagy_REC_.pdf)

## Questions

- *What are the implications of the Aarhus convention for cities working on transport?*

The convention specifies that for all activities which influence the environment, nature, health... people have a right to information. They should have access to justice when their request is denied. The convention also sets the terms for proactive information by the authorities. At project level, the Convention describes in detail how rights should be respected and what information should be given in what form. Projects must define timing, how participation can occur, how to access documents and show how comments have been handled.

### 2.1.4 Communication strategies for stakeholder consultations

**Bart Derison – CONNECT, Belgium**

[Presentation](#)<sup>5</sup>

Mr. Derison selected the most effective communication strategies that are crucial to the success of the whole consultation and involvement process.

He explained how to create more involvement, how to deal with conflicting interests and how to reduce disruptions during the works. For the redevelopment of the Antwerp Ring Road and the Eindhoven Ring Road, a stakeholder analysis was based on a brief project analysis and an extensive impact analysis. All actors were categorized and defined and this information was updated regularly.

## Questions

- *What's the area of impact that should be considered for the impact analysis?*

It's not a physical area, but a 'societal area' that can be defined for each project separately.

- *How is the collection of the actors done?*

CONNECT collects actors name by name and updates them regularly. About 10% out of 480 actors are individuals. They are found through analysis of the press, where they express their opinion on the project, or on the spot, at information exhibitions... The collection of data on opinions of individuals raises privacy issues.

The collection process takes three months. Monitoring is done daily. In the project presented here, the daily updates were not accomplished by Connect, but by the communication department of the City administration.

- *Who hired CONNECT?*

The national authority responsible for traffic

- *What are examples of the stakeholder groups that Connect identified?*

<sup>5</sup>[http://www.civitas.eu/docs1/Communication\\_strategies\\_for\\_stakeholder\\_engagement\\_-\\_Bart\\_Derison\\_CONNECT\\_.pdf](http://www.civitas.eu/docs1/Communication_strategies_for_stakeholder_engagement_-_Bart_Derison_CONNECT_.pdf)

In Eindhoven, there were many stakeholders at community level: local communities, mayors, politicians... There were also international stakeholders, Eindhoven being on an important transport axis. Embassies were used to communicate with transport firms going through Eindhoven.

- *CONNECT used the principle of the “Self destructive prophecy” for the avoidance of hindrance due to the Antwerp ring road works, can you explain?*

People react because other people act. CONNECT intensified the feeling of going into a period of traffic jams, so people would react to this by smarter travel. As a consequence, jams were less than expected. So it was judged to be a success. People chose other modes. This strategy can only be used in a short working period. For longer periods, people will identify the strategy.

- *Why is economy not included in the three areas of the impact analysis?*

Economy is a subcategory of mobility.

### 2.1.5 Perfectly mobile? Participation projects in Flanders?

**Jan Christiaens - Mobiel 21 vzw**

[Presentation](#)<sup>6</sup>

There is a legal basis for citizen involvement in Flanders. Also a budget is allocated. However, a lot depends on the goodwill of decision makers.

People often do not think beyond infrastructure issues. To promote an integrated approach to sustainable mobility policy, Mr. Christiaens presented six action clusters:

- Traffic organisation
- Information
- Awareness raising
- Education
- Prevention
- Infrastructure

Three phases can be identified:

- Problem finding phase
- Action plan
- Prioritise actions and make them concrete

Mr. Christiaens also presented three projects from Mobiel 21 (Geknipt Mobiel, Message and Kindvriendelijke Publieke Ruimte). He stressed the need to be clear on the scope, trajectory, objectives, timeline and budget, and the need for process management, qualitative

<sup>6</sup> [http://www.civitas.eu/docs1/Participation\\_projects\\_in\\_Flanders\\_-\\_Jan\\_Christiaens\\_Mobiel\\_21\\_.pdf](http://www.civitas.eu/docs1/Participation_projects_in_Flanders_-_Jan_Christiaens_Mobiel_21_.pdf)

representation and shared responsibility. In conclusion, one should communicate at every stage, on every level, to every participant.

## Questions

- *What happened in the referendum in Antwerp? How many people participated?*

If 10% of citizens require a referendum in Belgium, it can be initiated at the local level. 30% of electorate showed up. 55% said no to 45% yes. There was good press coverage.

### 2.1.6 Engaging stakeholders in Lancashire

**Liz Robinson - Lancashire County Council, UK**

[Presentation](#)<sup>7</sup>

Mrs. Robinson presented a case study of the EU PILOT Project carried out in Lancaster. In this project, stakeholders were engaged by means of exhibitions and a website.

Mrs. Robinson stresses the importance of:

- recognising the non-technical expertise of stakeholders;
- engaging stakeholders at an early stage;
- the availability of neutral partners that can mediate;
- feedback to the stakeholders: let them know what happened and reassure them that you consider their situation important.

Also, political change often means that priorities change, e.g. elections, funding getting cut...

## Questions

- *What was the outcome of the stakeholder consultation?*

First in line were complaints about busses. People like the most expensive solution, but getting involved with them means you can explain budget issues, and work towards a solution.

- *Is the vision board still operational and how does it work?*

At the moment, there is a management change, but it is being kept alive. Normally it meets monthly. It does not meet ad hoc, since life in Lancashire continuously goes on. Not only the city, but also NGOs are involved: many partners are represented in the vision board and are consulted in other ways.

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<sup>7</sup>[http://www.civitas.eu/docs1/Engaging\\_Stakeholders\\_in\\_Lancashire\\_-\\_Liz\\_Robinson\\_Lancashire\\_County\\_Council\\_.pdf](http://www.civitas.eu/docs1/Engaging_Stakeholders_in_Lancashire_-_Liz_Robinson_Lancashire_County_Council_.pdf)

## 2.1.7 Public participation in Odense

**Connie Juel Clausen - City of Odense, Denmark**

[Presentation](#)<sup>8</sup>

Mrs. Clausen presented a case study from the city of Odense, Denmark.

The city, which has to cope with 30,000 cars a day on two major roads, organised a street survey. 1,500 people were asked their input. In addition, 2,000 people gave their opinion online. All this information was put into the mobility plan. Then, the city invited citizens to work with them on building the plan.

One of the planned actions was to close some roads for car traffic.

### Questions

- *Who decided to close the roads?*

The politicians did. They wanted the harbour to become a new urban area, connected with the city centre, so they would be able to sell the land in the harbour. This was challenged during the debate, as one of the routes has no people living on it.

- *What will happen to that infrastructure?*

No cars and buses will be allowed, light rail will be implemented. Some of it will be sold, some of it will be made into city parks. An international competition will be held to redesign the area. Citizens will be involved in the plans for the competition.

- *Did people challenge how much was spent on the consultation?*

No. The city asked them open questions. The problems mentioned were things like the trembling of houses, children not being able to cross the street. The city offered solutions to all stakeholders, e.g. speed restrictions to reduce the trembling.

- *Regardless of the implementation of the plan, how long did the process take?*

1.5 year, and the plan changed over time. There was a big budget. The CIVITAS project contributed to this. But the rest was funded by the city.

- *How were the 150 special invited stakeholders identified?*

The City had a similar project a few years before. All kinds of groups – the elderly, sports clubs, stockholders... had to be represented.

- *Did you also involve the other parts of the city where the traffic was increased?*

Yes, at the first meeting, all came. So it became clear that those in the individual streets were very worried. Therefore, many bilateral meetings were held.

- *You showed a picture with 300 people. What was the purpose of this meeting? Was it difficult to manage and get an outcome?*

<sup>8</sup> <http://www.civitas.eu/docs1/Public-participation-in-odense-connie-joel-clausen-odense.pdf>

The City held meetings in the different phases and with a geographical focus. The last meeting was in the centre of Odense. Denmark has a tradition of public hearings. So to prevent bad vibes, a lot of time is spent to explain things.

### 2.1.8 Panel discussion

#### **How great is the importance of a paper trail? Is it used as proof during a debate?**

There was an agreement that this is important. Some approaches mentioned were:

- Making minutes of every meeting, having them approved by all participants and then sent around.
- Using the internet as an ad space. When a separate homepage is not possible, the one of the communication department or the county can be used.
- Making the minutes available on request, in print and online in a restricted area.

#### **Do you have a communications plan for the media?**

In Lancashire County, it was funded through the Pilot Project.

#### **It is important for transport as a societal topic not to be isolated from other sectors.... What are challenges for internal coordination?**

In Odense, Denmark, the last traffic plan was 10 years old. So a new one was needed. This would be the first one that does not focus on cars and streets, but on people and the city space. Politicians dare to do a lot. They have achieved a lot in promoting cycling and safety and the politicians saw what this can do.

In Flanders, sometimes the project ended in a bit of an anticlimax. That is why process management is important. Joint decision making is not easy; there are different expectations, different views....co-ownership is important.

#### **How does one deal with strongly opposed parties?**

Tips mentioned were:

- When dealing with heavy traffic users, have bilateral discussions before the general meeting to explain and explore.
- Have neutral facilitators and tackle things from all sides.
- Have a strong moderator.
- Provide a time and a place for venting, but make a clear move from problems to actions.
- Anticipate and prepare.
- Work on expectation management.
- Working in groups is a good technique. The in-between-time is a very good opportunity to go through it in an informal way.



- Do role play.

### **Do you still get feedback? Is this good or too much?**

In Odense, Denmark, the city still gets feedback, but it is not a lot.

### **It is a pity that these projects do not get a follow-up. Do you have ideas to keep them alive?**

In Flanders, only three of 15 projects are carrying on with the process. What does a group need to keep it going? Budget and someone who invites, makes reports, likes to moderate.

Odense built on a group that was set up four years earlier. The previous attempts to close the roads in Odense were a fiasco, because of lack of political will.

The Vision board in Lancashire is a permanent body.

### **Have you checked if being part of a consultation group has changed the participants' own attitudes towards sustainable mobility?**

**In Lancashire County, it has not been done.** In Flanders, it has been done through small consultations. People indicated that they learned a lot.

## **2.1.9 Group exercise: Local challenges**

[Presentation](#)<sup>9</sup>

Participants could choose between four local challenges. Every local challenge was presented by a representative. Every group had one facilitator to guide the process. In chapter 3, the method used for this group exercise is explained.

### **Local challenge 1**

How to convince stakeholders and citizens of the potential of congestion charging in a car-oriented city?

*Vlado Babić (Ljubljana), facilitated by Ciara Leonard*

Vlado Babić of the City of Ljubljana explains that the city authorities are exploring the implementation of a congestion charging scheme in cooperation with actors on national and regional levels. In combating the problems that the city faces in increased air pollution levels, high congestion rates, and the resulting losses to the economy and compromising of citizens health, the city can not simply replicate the decision making process from other forerunner cities. Ljubljana, as the capital of a former socialist country, has seen a marked rise in car ownership rates and a decrease in acceptance of public transport as a means of getting around.

The city has explored the research done to date in CURACAO and other programmes and have found many good examples, however, none seem directly transferable to a city of

<sup>9</sup> [http://www.civitas.eu/docs1/Local\\_challenges0.pdf](http://www.civitas.eu/docs1/Local_challenges0.pdf)



Ljubljana's size and character. After surveying the population on the packet of measures to be implemented by CIVITAS, there was a good response to all, except to the idea of congestion charging, towards which 70% of respondents expressed negative feelings.

### **1. Exploration and Reflection**

The group posed a number of questions to Mr. Babić; Do people use the city centre as a main thoroughfare? What consultation has taken place so far? What is the character of the consultation? Mr. Babić explains that the main north-south axis runs through the city centre, which makes the issue quite sensitive. Consultation have taken place, but the official position from the mayors office is that congestion charging should take place, even though the city is very car-oriented. At the same time of discussion on reducing the number of cars coming into the city centre, two underground car parks are being built in the very centre of the city.

### **2. Stakeholder identification**

The main stakeholders are identified as:

- Politicians,
- Citizens of the 17 city districts
- Small business
- University (60,000 students – many of whom have a car, as travel out of the city at weekends)
- Hospitals
- Cultural venues
- Environmental organisation
- Media
- Residents – 26% of whom are in favour of a congestion charging scheme
- Large companies/employers
- National government
- Region of Ljubljana.

### **3. Suggested involvement strategy and activities**

In terms of involving these stakeholders in the debate, it was suggested to form interest groups to raise the profile of the issue and get people talking. Allies – champions so to speak – from sport, culture, any field not related to politics, can assist in raising awareness and drawing attention to the issue. By helping stakeholders to recognise their contribution to the problem and showing them ways to change their behaviour, responsibility can be accepted and change achieved.

Also when sensitising citizens to the idea, techniques such as before and after videos, as well as cases from other examples could be used to demonstrate solutions to the problem. Neutral experts should be used to make the case and when working with stakeholders, strong attempts at keeping the process interesting and avoiding participation fatigue should be made.

However, instead of just introducing a congestion charging scheme, attention must also be directed to making public transport more flexible and changing the existing negative perception of the service. Also alternatives to charging must be fully explored before a

charge is introduced. If exemptions to the scheme are possible, these should be clearly identified. Instead of bringing in the charge overnight, a package of steps could be introduced, bringing citizens slowly towards the scheme. Importantly it was suggested to demonstrate how the cost of the charge would be offset, e.g. being directed into an environmental fund, as this may create more sympathy for the measure.

## Local challenge 2

How to approach and involve stakeholders in a draft study on a new intermodal passenger terminal (at Sava-North)?

*Stjepan Kelcec-Suhove (Zagreb), facilitated by Ivo Cré*

Mr. Stjepan Kelcec-Suhove of the city of Zagreb brought in the question of how to approach and involve stakeholders in a draft study on a new intermodal passenger terminal (at Sava-North). The City of Zagreb sees a concrete challenge in the development of a new intermodal terminal that would take up a new role in public transport provision in the city, would have large spatial impacts, and can create a boost for local economic and urban development. The location of the new terminal is decided upon, and is currently a built up area where some smaller retailing activity takes place. The general perception is that stakeholders will welcome the new initiative, although funding to enable the investment is currently not guaranteed.

### 1. Stakeholder identification

The representatives of the city see the importance of identifying **internal stakeholders** (city services etc.) but there are currently no formal ways to connect them to the process. In this stage (a study into a possible future development), only the urban planning department is responsible.

- Politicians are a first important target group. The mayor, but also the opposition, and of course the City Council Committee that is in charge of urban planning (Environment council)
- Also the police and fire department need to have a say on security, safety and access of priority vehicles.

A second subgroup are the **users** of the terminal:

- Croatian auto club, as the terminal will also include parking infrastructure
- Cyclist association, to ensure good interfaces with the cycle network
- Associations of disabled users, to ensure accessibility of the terminal
- Environmental NGOs
- Commuters (not clear whether they are organized?)
- PT-users (organised)
- City-tourist association (as the terminal will be the 1<sup>st</sup> entry point to the city)

A third group are the **operators** who will provide transport services to the terminal

- Rail
- Tram
- Bus
- Taxi-drivers association
- Garage (private?) (Zagreb parking or outsourced?)

A fourth group is these **affected or impacted** by the new development:

- Neighbourhood
- Property owners
- Site occupants
- Companies & offices
- Real estate developers

Fifthly the media need to be included as an important stakeholder.

Finally, the expert community needs to be consulted:

- Traffic: experiences in multimodal planning, or also as example for future plans
- Architecture: actual design of the terminal
- Finance, legal: how is the terminal funded, do several stakeholders contribute, is there a terminal holding set up, etc.

## **2. Suggested involvement strategy and activities**

The City of Zagreb should put concrete names of organizations and people to the categories mentioned above. The general plan is to draft a first input for the study that can be presented to the stakeholders. Their comments can be integrated into the Terminal development Conceptual Design. Further comments or survey results can then be integrated into the final plans. So far, the operators have been contacted, but not all of those on the list above. Users, the affected, or the media have not yet been involved. There is a general agreement that different target groups will need different approaches. The idea is to host a consultation meeting with a general introduction and break out sessions for the different target groups.

It is important to say that the mandate of the urban planning department goes as far as delivering a conceptual design. They are not involved in any of the next steps: Implementation, permits, design, construction, terminal management.

## **3. Tools**

There is a brainstorming of the different tools that could be used:

- tram-expo: a historic tram is used as exhibition area.
- The project should be presented in a 1 page summary
- Comments of stakeholders can be invited at a dedicated CIVITAS e-address
- The City website can be an important medium.

- Images will be very important to explain the objectives; these should be attractive, using 3D-rendering techniques.
- ELAN examples can be used to bring in pictures, but also stories of experts, and people who have actually worked on similar cases.

### Local challenge 3

Involving stakeholders in Gorna: analysis of the main stakeholders, next steps in the stakeholder relations strategy.

*Polina Kirova (Gorna Oryahovitsa), facilitated by Milena Marega*

The city of Gorna Oryahovitsa wishes to involve more stakeholders in the process of implementing the CIVITAS measures. During the first year the city has conducted two types of surveys: a household survey, carried out during the second week of June, 2009. The households were visited by trained surveyors and questionnaires were filled in by the surveyors based on the interviews. Next survey was with the main industries, generating or attracting freight traffic and was carried out in the second half of June 2009. Company representatives filled in the questionnaires. But besides the citizens and those companies, the city is interested in engaging more stakeholders (e.g. schools).

The problem the city is facing is that the politicians might not accept some of the changes in the transport scheme within the city. That is why the city needs a clear plan to convince the politicians.

#### **1. Stakeholder identification**

The group of stakeholders consists of 20 of the biggest companies in the city. Besides them, 300 households (717 people) had been interviewed and all of them replied, which was a really big success for the city. People interviewed gave recommendations for the improvement of the transport situation in the city, e.g. construction of new road in the industrial zone, bus route to the Airport (only in the morning and in the afternoon to serve the employees), establishment of logistic centers in the area of the Airport.

#### **2. Suggested involvement strategy and activities**

- First of all we need a clear engagement plan; to prepare a stakeholders involvement plan.
- Next step is to convince the politicians that the goals and the measures implemented during the project will contribute to a better quality of life for the citizens. This can be done through inviting them to the meetings organised and through open dialogue.
- We can also use citizens for influencing politicians and encouraging them for active participation. When they express directly what they want to be done in their city (e.g. a pedestrian friendly downtown), this can be used as arguments for the politicians.
- Identify all key stakeholders besides big industry and households, but also schools.

- To overcome mistrust on the side of citizens in industry (quick delivery of what is easy to achieve: easy solutions first, they make effect).
- 'More party than work' approach. The aim of these meetings is for all people to share their views informally.
- Using good examples from other cities. There are cities within the project implementing similar measures, which can really help with ideas of what they have already done and how they have done it.
- Bring politicians on-site.
- Experiment, but be aware of the possibility that it can be a failure!
- Involve schools (to plan, brainstorm) → children as a power.
- Videos: to interview people on the streets and then use these videos for public consultation.
- Record comments /proposals and provide replies/feedback.
- Communicate your plans. When your plan (document) is ready, inform the politicians about it through an organized meeting.

### **3. Recommendations**

- Set up awareness campaigns on sustainable transport development
- Show best practices
- Show the effect of the new traffic organization.

#### **Local challenge 4**

How to involve companies in actions concerning sustainable modes of transport in times of economical crisis (parking management, buying extra bicycle sheds...)?

*Mieke De Buysere (Ghent), facilitated by Magda Toth Nagy*

The city of Ghent wishes to involve the companies situated in a specific region in Ghent in their way to a more sustainable city. They have set up several activities (especially during the mobility week) to consult and involve them in the project. But it is difficult to really get their attention and motivation.

#### **1. Stakeholder identification**

The group of stakeholders consists of 40 companies in a specific industrial zone in Ghent. They are both small and big companies. Within this industrial zone, the companies have set up an NGO where the CEOs are seated, and where Mobility is on the agenda. Ghent is mostly in contact with the CEOs, for whom they also have set up a survey (35 responses). The CEOs were enthusiastic about several proposed activities; they had a clear opinion about several sustainable mobility aspects. But after the survey, and the good response, it was again difficult to get their attention and participation.

Another stakeholder group are the employees. They are important stakeholders. 80% of all employees at this industrial zone use the car to go to work. 20% of these care users have a company car. But the employees are a difficult group to target, because it is a very heterogeneous group. Next to the employees, trade unions are also stakeholders. But working via the trade unions can be a very sensitive issue.

The family and relatives of the employees play an important role in mobility choices that are made by the employees. So this makes them also a stakeholder. But the question here is of course, how do you reach them, when it is already difficult to reach the employees themselves?

## **2. Suggested involvement strategy and activities**

Several activities were suggested to involve all stakeholders:

- Sponsoring the costs of bikes by the company itself or by a discount given by the supplier of the bike
- Discount for renting a bike to go to work or for work-work trips, all the time or during the mobility week, so employers could try travelling by bike.
- There could be an incentive to use a bike, e.g. an allowance from the employer per kilometre.
- Maybe a tax reduction can be given for those who don't use the car.
- It is important here, when talking about tax reduction, to interact with the (federal) government.
- It is important here to have a mobility plan for a whole area, because most of the problems will be similar for all companies.
- At this industrial zone, there is a parking problem; this can be used as an advantage and a selling point.
- A mobility map for the whole industrial zone, with all indicated routes for bikes, is also interesting.
- The city of Ghent conducted one survey; maybe another new survey can be done.

## **3. Recommendations**

- Company cars are a discussed item in Belgium. But there is a lack of good and clear figures on this. Maybe the city of Ghent can set up a research on company car usage in this industrial zone?
- Show the employees the effect of car usage on their ecological footprints.
- Stimulate car sharing

- Show best practices
- Set up awareness campaigns on sustainable mobility
- Next to the platform of the CEOs, focus groups of employees of companies can be set up to get an idea of their problems, ideas...



## 2.2 Day 2 : Citizen engagement

### 2.2.1 Programme

**Moderator:** Karen Vancluysen – Polis (stood in for Tom Rye – Napier University)

Time	Topic
08.45 - 9.00	<i>Welcome coffee</i>
09.00 - 09.15	<b>Welcome and conclusion first day</b>
09.15 - 09.50	<b>Good practice presentation</b> Marc Verheirstraeten - City of Ghent, Belgium
09.50 - 10.00	<b>Questions &amp; answers</b>
10.00 - 10.30	<b>Overview of CIVITAS ELAN Citizen Engagement Action Plans - issues and needs for capacity building</b> Milena Marega - Regional Environmental Center for CEE, Slovenia
10.30 - 11.00	<i>Coffee break</i>
11.00 - 12.00	<b>Community planning: principles, methods and techniques relevant for sustainable mobility</b> Nick Wates - Hastings, communityplanning.net, UK
12.00 - 12.15	<b>Preview on afternoon hands-on workshop</b>
12.30 - 14.00	<b>Lunch – at Vooruit</b>
14.00 - 17.00	<b>Practical hands-on workshop where participants will work in small groups designing a citizen engagement plan and defining engagement techniques for a sustainable mobility related scenario of their choice</b> <i>Led by Nick Wates and Milena Marega</i> <b>Coffee break: 15.30 – 15.45</b>
17.00 - 17.30	<b>Conclusion and evaluation</b>

All PowerPoint presentations can be downloaded from the [Civitas website](http://www.civitas.eu/downloadcenter.phtml?lan=en)<sup>10</sup>. Photographs of the event can be viewed on the website as well. In the annexe of this report, a short bio of each presenter is included.

<sup>10</sup> <http://www.civitas.eu/downloadcenter.phtml?lan=en>



## 2.2.2 Community based planning

**Marc Verheirstraeten - City of Ghent**

[Presentation](#)<sup>11</sup>

Mr. Verheirstraeten presented the City of Ghent's approach to community based planning. The municipality of Ghent wants to attune and achieve its policy based on the desires, concerns and difficulties of its citizens.

Preconditions for community based planning include:

- The history of community based planning in the city. All services together have the habit to work with citizens
- Organisation of the city and political mandate to be the go-between of the city and the citizen. The municipality gives participation a clear position in the organisation: it has 17 full-time staff that is working on different issues, but all related to participation.
- Information: one needs to inform all sides about what is happening. Marketing campaigns are needed about what you are doing, about the future.

Territorial planning and little neighbourhood intervention are part of the planning. People are interested in doing things. Small things become more and more important. Mobility is not just talking about plans, but also about things like parking circulations and safety.

### Questions

- *How to do these activities without political will?*

It is very important that you have a political vision and at the same time you need to have a council that is open to participation.

- *You mentioned media and you have newsletters on the local level where these mobility issues are a theme. What about other media, like TV and internet: any strategic approach to these? And what about the role of electronic media in mobility policy?*

It is difficult to target the youth. Ghent tries to contact them through new media. There are many things you can do with schools, and they choose active things.

The university makes the situation in Ghent unique. There are 60,000 students. A lot of things happen on students and mobility. From the community based planning, we did things on Facebook, etc, but the response was low. This is a good channel to inform, but the interaction level is low. Telephone still is an important medium.

- *Additional remark:*

The mobility department of the city of Ghent started with a mobility plan in the mid 80's which failed due to lack of good communication. Later in the 90's, when building other plans, communication was a key element. So, you have to have a sufficient budget for this: € 200,000 to 300,000 per year. Tell people what you do! Invest a lot in

<sup>11</sup>[http://www.civitas.eu/docs1/Citizen\\_engagement\\_good\\_practice\\_presentation\\_-\\_Marc\\_Verheirstraeten\\_City\\_of\\_Ghent\\_.pdf](http://www.civitas.eu/docs1/Citizen_engagement_good_practice_presentation_-_Marc_Verheirstraeten_City_of_Ghent_.pdf)

communication, on paper and by actions. Create happenings where people can meet you in person. Have direct communication with the people involved. Anticipate possible problems and how to control and alter behaviour.

- *Note that we all live in the EU, but there are a lot of differences between regions and countries. In Slovenia, they have €40,000 available for a whole year.*

Try to convince politicians that good communication is good for all stakeholders: citizens as well as politicians.

### 2.2.3 ELAN Citizen engagement plans

**Milena Marega – Regional Environmental Center for CEE, Slovenia** [Presentation](#)<sup>12</sup>

Mrs. Marega gave an overview of what each of the ELAN cities hopes to achieve with regard to citizen participation, and how this is organized at project and at city level.

ELAN aims to make a significant step forward from the actual practice. Cities will provide the coordination framework, while real engagement of citizens will be practised during implementation of mobility measures.

Several barriers hinder the successful engagement of citizens, for example lack of motivation is often due to lack of public trust. Public interest is often put above individual or community interest.

Critical evaluation of the process is essential.

#### Questions

- *What kind of support do citizens need? Should citizens be involved in the evaluation too?*

Especially in those cities where there is no long tradition of participation, where citizens are the weakest actors, it is essential that we provide support, for them to articulate their opinions. A financial barrier can be present as well.

Stakeholders of a participatory process should be involved in the evaluation. The evaluation parameters are crucial for a successful implementation.

For Slovenia, support in being capable to provide well based contra arguments to experts and politicians is important. Understanding determines the process. Citizens must be trained how to raise questions in a way that's productive. Both sides must learn to communicate productively.

- *Do other cities have similar plans?*

In Bath, there is no dialogue with citizens yet.

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<sup>12</sup> [http://www.civitas.eu/docs1/Overview\\_of\\_CIVITAS\\_ELAN\\_Citizen\\_Engagement\\_Actions\\_Plans\\_-\\_Milena\\_Marega\\_REC\\_.pdf](http://www.civitas.eu/docs1/Overview_of_CIVITAS_ELAN_Citizen_Engagement_Actions_Plans_-_Milena_Marega_REC_.pdf)

In Gorna Oryjahovitsa, surveys have been conducted. Also, they are planning to have public hearings.

In Skopje, a survey is done on one element. They will perhaps do another survey on another measure. There has been no citizen engagement so far.

## 2.2.4 Community Planning: principles, methods and techniques relevant for sustainable mobility.

**Nick Wates – Hastings, *communityplanning.net*, UK**

[\*Presentation\*](#)<sup>13</sup>

Mr Wates presented [www.communityplanning.net](http://www.communityplanning.net), a community planning website founded in 2001 and growing since. The website presents lots of universally applicable principles, and many methods and scenarios for community planning.

### Examples of principles:

- Involve all sections of the community, but know that you can not involve everybody.
- Work on location.
- Visualise.
- Communicate through all available media what you are doing and how people can get involved. Keep it simple, but imaginative.
- Spend money to save money later.

### Examples of methods:

- Interactive display
- Street stalls – take the consultation out to where people are.
- Gaming
- Reconnaissance trips – direct inspection of the environment
- Briefing workshops
- Simple workshops
- Design workshops – good tool for focusing on the issue rather than on the personalities involved.
- Models – good for getting people to think in three dimensions
- Art workshops
- Ideas competitions – good way to stimulate creative thinking
- Electronic map

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<sup>13</sup> [http://www.civitas.eu/docs1/Community\\_planning\\_principles\\_methods\\_and\\_techniques\\_-\\_Nick\\_Wates.pdf](http://www.civitas.eu/docs1/Community_planning_principles_methods_and_techniques_-_Nick_Wates.pdf)

- Video soapbox
- Community planning events – stakeholders experience working together
- Planning day
- Planning weekend
- Open house event – half way between exhibition and workshop
- User groups
- Architecture centres
- Brochure with questionnaire
- Adopt a station

#### Examples of strategies:

A strategy defines how one might use a combination of methods in a particular situation.

- Local neighbourhood initiative
- Derelict site re-use
- Village revival
- Establishing and promoting a public transport corridor

#### **Questions**

- *What was the rate of return of questionnaires?*

Good, if the questionnaire was relevant and well targeted. At the exhibition and the open house day, they help people fill in these forms on-site.

The engagement strategy is the key: choosing the right sequence of methods for your specific situation.

- *How are funds usually obtained for this work?*

It varies considerably. The government has been advocating participation. Generally the city authority wants to get consensus on their development, and also help fund the activity.

- *The list of possible tools is nice and looks universally applicable. How do cultural differences impact the methods you can apply?*

Methods differ, but the principles are the same. For example, using Facebook is good for those already using it, for those that aren't, it is useless.

### 2.2.5 Practical hands-on workshop

This workshop was designed to give participants an understanding of how to engage citizens in mobility planning by getting them to devise an engagement strategy for a specific mobility related measure.

Participants were divided into three groups. Each group worked on a different measure. The three measures were:

- A city logistics strategy
- Cycling municipality strategy
- High quality mobility corridor

The brief for each group was to develop an overall community planning (ie citizen engagement) strategy incorporating a sequence of methods. More details on the method used for this workshop can be found in chapter 3.

What follows is a record of the text written by each group on the worksheets and flipchart.

#### **A. City Logistics Strategy**

##### ***Community planning aims***

##### **I. Concerned geographical areas**

- city centres
- the zones with high population
- tourist areas in the city
- pedestrian zones
- administrative centre

##### **II. The main issues for the measure**

- How to achieve a balance?
- How to leave the necessary place and green zones for the pedestrians and in the same time achieve the necessary level of deliveries?
- How to reduce the noise and the air pollution in the city centre, how to achieve safety?
- Delivery vehicles, road infrastructure?

##### **II. Things to achieve through engagement of citizens**

- Find the win-win situation
- Make traffic policy together
- Identify the problems of both sides

## ***Strategy planner***

### **I. Methods/Tools**

- Public hearings
- Meetings
- Information
- Survey
- Spreading information by means of draft plan and final plan
- Two different leaflets:
  - ✓ For the citizens
  - ✓ For the companies

### **II. Who is involved?**

- Suppliers
- Local economy and industry citizens
- Politicians
- Public transport operators

### **III. Timescale**

- Before, during and after the implementation

### **IV. Responsibility**

- Local authority/municipality
- Municipality partners
- Municipality citizens
- Local authority experts

## **B. Cycling municipality strategy**

### ***Community Planning Aims***

#### **I. Concerned geographical areas?**

- Town centre – shops, businesses, transport, links.
- Unsafe crowded places with lots of children and elder people.

More bikes means less cars, so:

- more quiet
- less pollution
- friendlier environment

- less parking places so more open view

## II. The main issues for the measure

- Advantage for cyclists on roundabouts and cross-overs,
- Red colour of bike lane
- Biking lane separated from car lane
- Bicycle racks – esp. at interchanges
- Road conditions/ road safety
- Cycle lanes / street markings
- Signals
- Priority measures at junctions/traffic lights
- Conflict with other road users
- Cycle hire scheme?

## III. Things to achieve through engagement of citizens

- Respect for the open spaces by NOT parking the car wherever you please (e.g. on bike lanes)
- While driving through by car: at low speed and low noise
- Improvements acceptable to all road users
- Create awareness of cycling issues
- Better infrastructure
- Increase in cycling as mode share

## **Strategy planner**

### I. Method /Tools

- Separate biking lane
- Improving infrastructure
- Education

### II. Who is involved?

- Car drivers
- People living around
- Local council
- Transport operators
- Cycling groups
- General public

- Schools
- Youth clubs
- Libraries
- Businesses
- Media

III. Purpose (what will be achieved)

- Safety for drivers
- Slower cars because of fewer carlines
- Better facilities for cyclists
- Greater cycle use
- Environmental improvements
- Better understanding of cycling issues
- Cycling as a transport mode, improves road safety

IV. Responsibility

- Mayor
- Local council
- Transport operators
- Schools

**C. High quality mobility corridor**

***Community Planning Aims***

I. Concerned geographical areas

- Ljubljana City Centre
- Problematic, heavy traffic
- 5 kilometre in length

II. The main issues for the measure

- Access to homes (residents of the corridors)
- Traffic congestion on surrounding streets
- PT (buses) is not user-friendly ->changing awareness
- Freight logistics (delivery)

III. Things to achieve through engagement of citizens

- Changing attitude



- PT as preferable way of travelling (fast, comfortable, friendly, relaxation...)
- General acceptance of the measure
- Improved air quality, reduction of noise, improved quality of life.
- Avoid conflicts later

### **Strategy planner**

#### **I. Method / Tools**

- Meetings
- Workshops
- Individual communication
- Collecting ideas (suggestion box)
- Civil initiative
- Competition bike/car/bus
- Social event
- Open house, concert, exhibition
- Promotion
- Information
- Campaign
- Media: PR, news...

#### **II. Who involved?**

- Residents
- PT users
- Car drivers
- Freight deliveries
- Shops, businesses
- Workers
- Police
- Hospital
- Waste disposal service
- Students
- Cyclists
- PT company

- City level representative
- Disabled, elderly
- NGO's, interest groups
- Taxis

### III. Purpose (what will be achieved)

- General acceptance
- Changing attitude, raising awareness
- PT as a preferable way of transport
- Reduce conflicts when implementing the corridor
- Improve quality of life (air, noise...)

### IV. Responsibility

- City of Ljubljana (measure leader) + dissemination manager (local)
- Promotion by personality (famous, trustworthy person)

## 2.3 Conclusions of the training

Presentation<sup>14</sup>

**The city is the central coordinator and initiator.** It opens the opportunity to see transport as a part of local development policies. **Cities are set in a context** of EU legislation, national policy, local policy processes (e.g. planning sequences) and customer case (elderly and PT).

**It is important to get the objectives right** by visioning and joint fact finding and not only for infrastructure works.

**The analysis of the target group** must be done in a detailed way. We have to give a specific role to (potential) funding parties, and take in to account specific geography (neighbourhood, international), demography, role (traffic generator, freight carrier).

**A smart choice of tools and methods** has to be made:

- Leave room for venting.
- Strategic plan, but also flexibility and contingency planning.
- Qualitative representation.
- From one shot to temporary to (semi-) permanent structures.
- Between working and not working = networking = room for informal exchange.
- From surveys to chocolates: make people feel special, responsible and important at well chosen moments in the process.

**We should make things as real as possible.**

- Put one image on one page.
- Make pictures and slide shows.
- Involvement in implementation.
- Experiment.

**We should make smart use of external expertise.**

- In none of the cases presented, we saw processes that are entirely in the hands of external experts.
- Neutral and strong moderation.

**How can we convince our colleagues?**

- If people are really interested in success, then they have to be interested in stakeholder participation – and it is up to us to show the benefits.
- We have to make it clear to the engineers that user needs are equal to system requirements.
- We have to create common tools such as a toolbox or a brand.

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<sup>14</sup> [http://www.civitas.eu/docs1/Conclusions\\_Training\\_Stakeholder\\_consultation.pdf](http://www.civitas.eu/docs1/Conclusions_Training_Stakeholder_consultation.pdf)

## 3. Description and evaluation of the training

### 3.1 Practical organisation

#### 3.1.1 Promotion

The promotion for this first CIVITAS VANGUARD Training was primarily done via the CIVITAS-website ([www.CIVITAS.eu](http://www.CIVITAS.eu)) and the internal CIVITAS Plus newsletter. In addition, direct mailings were sent to different target groups (measure leaders, project and dissemination managers). A poster and leaflet with the training overview was developed to promote the first and all upcoming VANGUARD trainings at the CIVITAS Forum in Krakow.

In order to reach the target of 30% non-CIVITAS plus participants, additional promotional material was spread via the CIVITAS Outreach database, the Polis-network, the Eurocities-network, universities in Belgium, the Flemish magazine *Verkeersspecialist*. A Dutch version of the invitation for the training was made to spread in Flanders and Brussels.

#### 3.1.2 Registration

Participants could register on the CIVITAS-website ([www.CIVITAS.eu](http://www.CIVITAS.eu)) via a registration tool, which was available three months before the training. Registration was closed 1.5 week before the training.

VANGUARD has developed a basic tool to assess competences (e.g. background) and expectations of participants towards the training. It is called the quick scan. This quick scan was included in the registration form as a multiple choice questionnaire. The results of this quick scan analysis have been used in the training events evaluation (see section 3.4). The quick scan was analysed two weeks before the training. An overview of this was sent to the speakers and the moderator. In this way, they had a good view on the background and expectations of the participants.

#### 3.1.3 Pre-event information

Before the training the following documents were available for the participants on the CIVITAS-website:

- List of hotels
- Programme
- Location information

A document on how to get to Ghent and how to get around was directly sent to the participants by e-mail.

## 3.2 Description of interactive methods

### 3.2.1 Group exercise: local challenges

On the first training day, a group exercise was held. People could choose between four local challenges. Every local challenge was presented by a representative. Every group had one facilitator to guide the process.

#### Local challenge 1

How to convince stakeholders and citizens of the potential of congestion charging in a car-oriented city?

Vlado Babić (Ljubljana), facilitated by Ciara Leonard

#### Local challenge 2

How to approach and involve stakeholders in a draft study on a new intermodal passenger terminal (at Sava-North)?

Stjepan Kelcec-Suhove (Zagreb), facilitated by Ivo Cré

#### Local challenge 3

Involving stakeholders in Gorna: analysis of the main stakeholders, next steps in the stakeholder relations strategy.

Polina Kirova (Gorna Oryjahovitsa), facilitated by Milena Marega

#### Local challenge 4

How to involve companies in actions concerning sustainable modes of transport in times of economical crisis (parking management, buying extra bicycle sheds...)?

Mieke De Buysere (Ghent), facilitated by Magda Toth Nagy

The group exercise consisted of the five following steps:

- Step 1: Challenge (10 minutes)

The person, who puts forward the challenge, explains it to the group. The delegates write down questions, but do not bring them up yet.

- Step 2: Exploration and Reflection (10 minutes)

All the delegates in turn ask open questions to the presenter to clarify the challenge and its context. The questions can be based on the context, beliefs, values and norms, feelings and attitudes. There is no discussion yet. If necessary, the delegates can ask suggestive questions.

- Step 3: Analysis (15 minutes)

Each delegate expresses his opinion about the challenge, where it may have gone wrong and what would work. This is applied to the five steps:

1. Stakeholder identification
2. Analysis of actor constellations

3. Set up an involvement strategy
4. Involvement activities
5. Follow-up evaluation

Example: If we don't take care of input of stakeholders, the process gets delayed. How can we avoid this?

- Step 4: Tips (20 minutes)

The delegates give tips and discuss how the challenge can be tackled and the goal realized. The facilitator writes the answers on a flip-chart.

- Step 5: Wrap up (20 minutes)

The presenter explains to the whole group what the added value of this 'community of practice' method has been and what he will take home as useful for the future.

### 3.2.2 Practical hands-on workshop

On the second day, a practical hands-on workshop was scheduled in the afternoon.

This workshop was designed to give participants an understanding of how to engage citizens in mobility planning by getting them to devise an engagement strategy for a specific mobility related measure. Participants were invited to suggest measures they wanted to consider at the end of the previous session.

Participants were divided into three groups. Each group worked on a different measure. The three measures were:





- A city logistics strategy
- Cycling municipality strategy
- High quality mobility corridor

The brief for each group was to develop an overall community planning (ie citizen engagement) strategy incorporating a sequence of methods. Two worksheets were provided to assist with this and groups were also asked to make a rough design for a brochure to communicate their strategies. At the end of the session each group presented its strategy to a plenary of all participants.

### 3.3 List of participants

First name	Surname	Organisation	Country
Vladimir	Babic	City of Ljubljana	Slovenia
Adinda	Baro	City of Ghent	Belgium
Nurbanu	Caliskan	ITU Civil Engineering Faculty, Transportation Dept.	Turkey
Jan	Christiaens	Mobiel 21	Belgium
Peter	Clopterop	City of Ghent	Belgium
Ivo	Cré	Polis	Belgium
Mieke	De Buysere	City of Ghent	Belgium
Patty	Delanghe	City of Ghent	Belgium
Bart	Derison	Connect	Belgium
Katerina	Dimushevska	JSP SKOPJE	Serbia & Montenegro
Stefka	Dodurova	Gorna Oryahovitsa Municipality	Bulgaria
Elke	Franchois	Mobiel 21	Belgium
Marjan	Frederix	Mobiel 21	Belgium
Gavin	French	SWELTRAC/LB Richmond upon Thames	United Kingdom
Sophie	Gillaerts	GCC	Belgium
Pascal	Goethals	City of Ghent	Belgium
Ana	Gruevska	JSP	Serbia & Montenegro
Lucie	Humpliková	City of Brno	Czech Republic
Visnja	Jelic Muck	ODRAZ - Sustainable Community Development	Croatia
Connie	Joel Claussen	City of Odense	Denmark
Stjepan	Kelc	City of Zagreb	Croatia
Polina	Kirova	Gorna Oryahovitsa Municipality	Bulgaria
Andrej	Klemenc	REC Slovenia	Slovenia
Vita	Kontic	City of Ljubljana	Slovenia
Ciara	Leonard	ICLEI – Local Governments for Sustainability	Freiburg

First name	Surname	Organisation	Country
Milena	Marega	REC Slovenia	Ljubljana
Konstantinos	Mastakas	Mostra	Belgium
Bert	Monnoye	Stad Ghent	Belgium
Eileen	O'Connell	Interactions Ltd	Ireland
Pawel	Ogrodnik	University of Szczecin	Poland
Lidija	Pavic Rogosic	ODRAZ - Sustainable Community development	Croatia
Aljaž	Plevnik	Urban Planning Institute	Slovenia
John	Porter	Interactions Ltd	Ireland
France	Raulo	City of Ghent	Belgium
Liz	Robinson	Lancashire County Council	UK
Bárbara	São Martinho	CMP	Portugal
Leigh	Sherkin	City of London	United Kingdom
Jerome	Simpson	REC	Hungary
Greg	Spencer	REC	Hungary
Peter	Staelens	Eurocities	Belgium
Magdi	Toth Nagy	REC	Hungary
Karen	Vanduyzen	Polis	Belgium
Annemie	Van Uytven	Mobiel 21	Belgium
Brecht	Vekeman	Ghent Municipal Parking Authority	Belgium
Marc	Verheirstraeten	City of Ghent	Belgium
Nick	Wates	Hastings, Communityplanning.net	UK

-  CIVITAS PLUS
-  CIVITAS Non-Demo city
-  Secondary Seller
-  Consortium and speakers



## 3.4 Evaluation

9 out of 25 CIVITAS Plus demonstration cities were represented on this training. Also 2 CIVITAS non-demo cities were present (out of 110). Apart from one secondary seller, no non-CIVITAS delegates attended.

The contents and organisation of the training were evaluated by means of a quick scan of competences and expectations before the training and an evaluation form at the end of each day.

### 3.4.1 Quick Scan

CIVITAS VANGUARD has developed a basic tool to assess competences (e.g. background) and expectations of participants towards the training, before the training event takes place. The registration form included a short multiple choice questionnaire to reveal essential elements in this regard. This quick scan also was used for the evaluation of the training.

Five multiple choice questions were posed:

- What is your level of experience in working on stakeholder consultation?
- Have you ever organised a stakeholder consultation activity?
- Are there stakeholder consultation activities planned within your CIVITAS-project?
- Do you have specific questions/ problems concerning stakeholder consultation in your working situation?
- What do you want to learn during this training on setting up a stakeholder consultation process that would benefit your working situation?

These were the results:

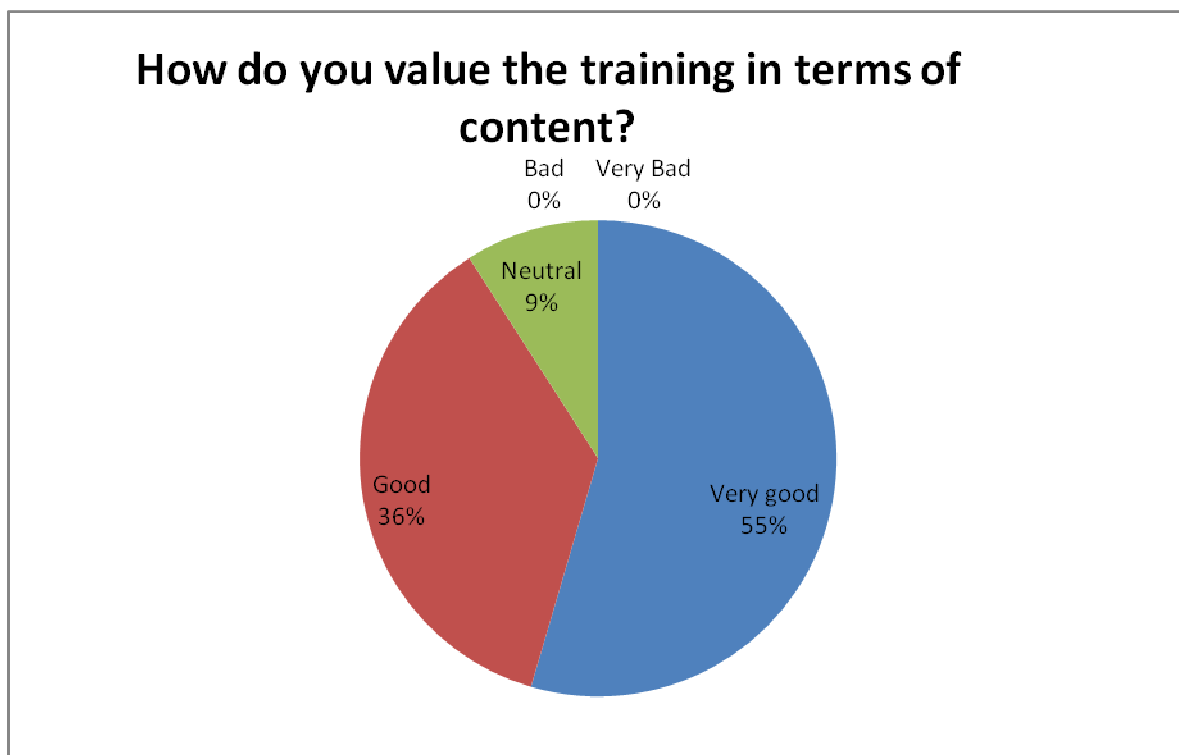
- 67% of the participants have limited experience (13% are highly experienced and 13% have no experience)
- 50% have already organised a stakeholder consultation activity once or a few times (18% have often organised a stakeholder consultation activity, 25% have never organised a stakeholder consultation activity)
- 64% indicate that stakeholder consultation activities are planned within their CIVITAS-project (while 35 % have no plans)
- A lot of participants with no or limited experience (60%) are planning stakeholder consultation activities!
- What do the participants want to learn? (multiple answers are possible)
  - Practical examples = 93%
  - Exercises = 61%
  - Theoretical models = 45%

### 3.4.2 Day 1: Stakeholder consultation

Every participant had an evaluation form in his or her resource pack (see annex). They were asked to fill this in on paper during and after the training and to hand in it immediately. After the training, an e-mail was sent to all participants, where they were asked, when they did not do it, to fill in the evaluation form and send it back.

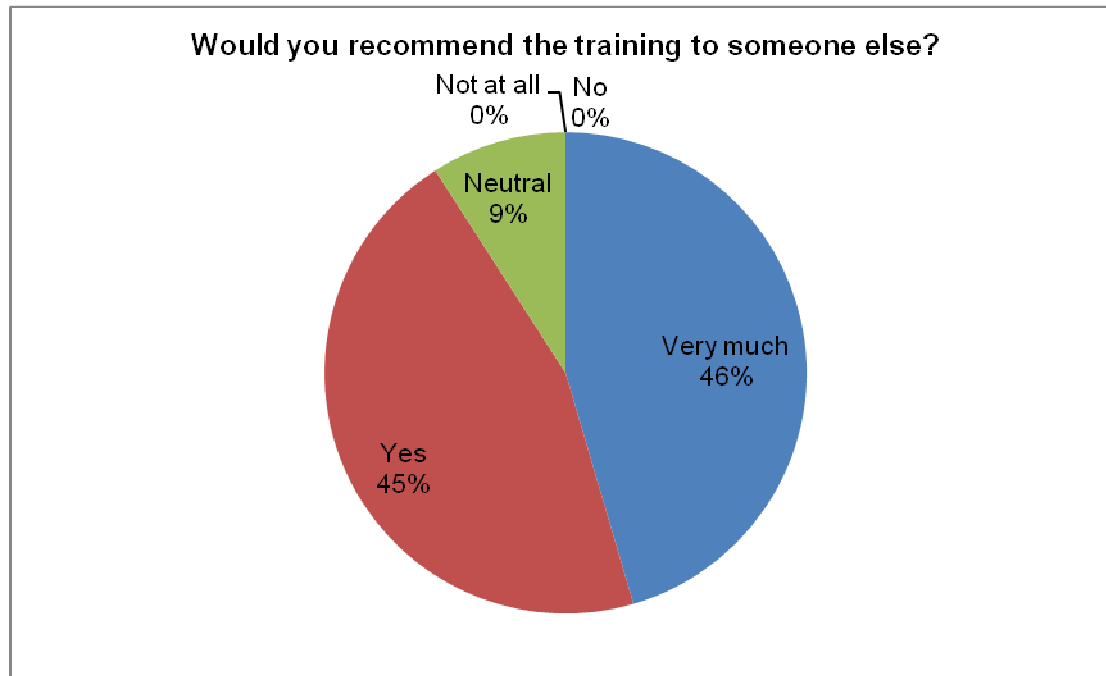
We've received 12 evaluation forms for day 1, stakeholder consultation. This means that we have a response rate of  $12/46 = 26\%$ .

55% of the respondents evaluated the content of the training as *Very good* (see next figure). 36% perceived it as *Good*.



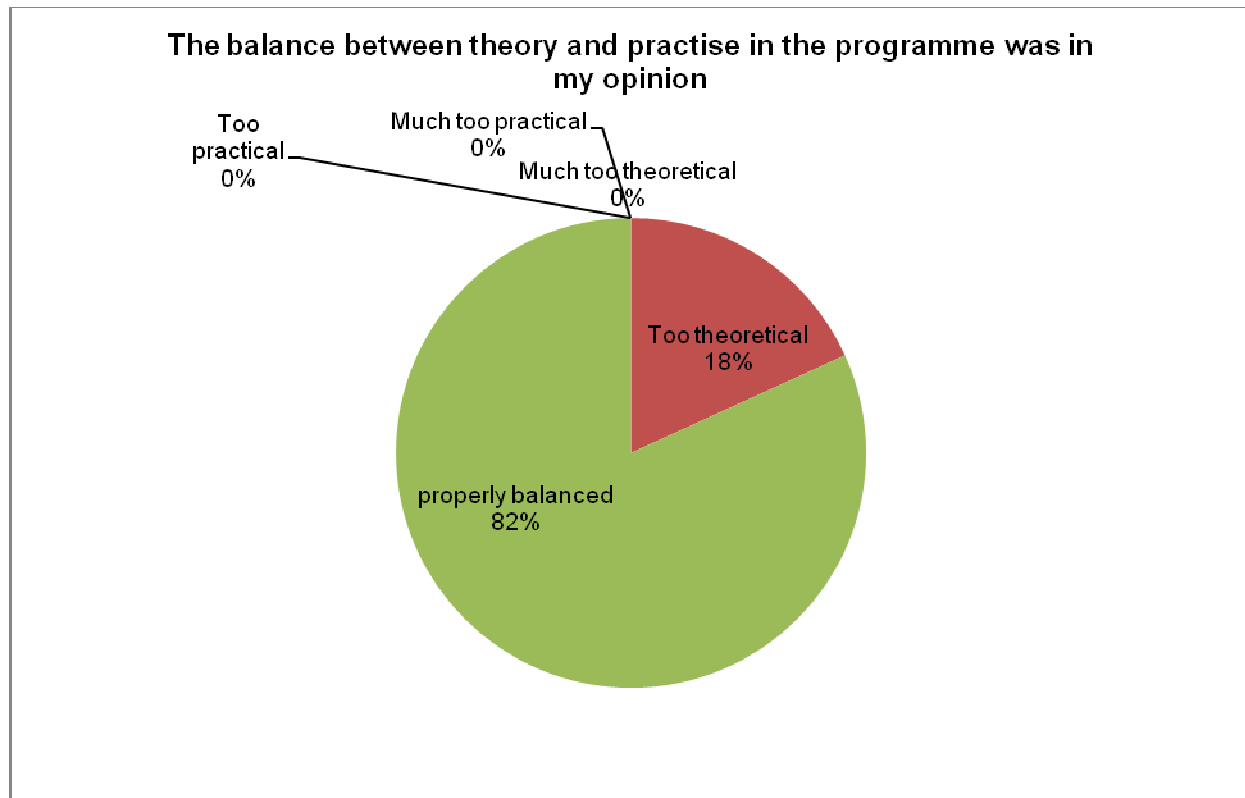
**Figure 1: Day 1 - Evaluation of content of the training**

The participants were asked if they would recommend this training to someone else. 91% of the responds indicated *Very much* or *Yes*.



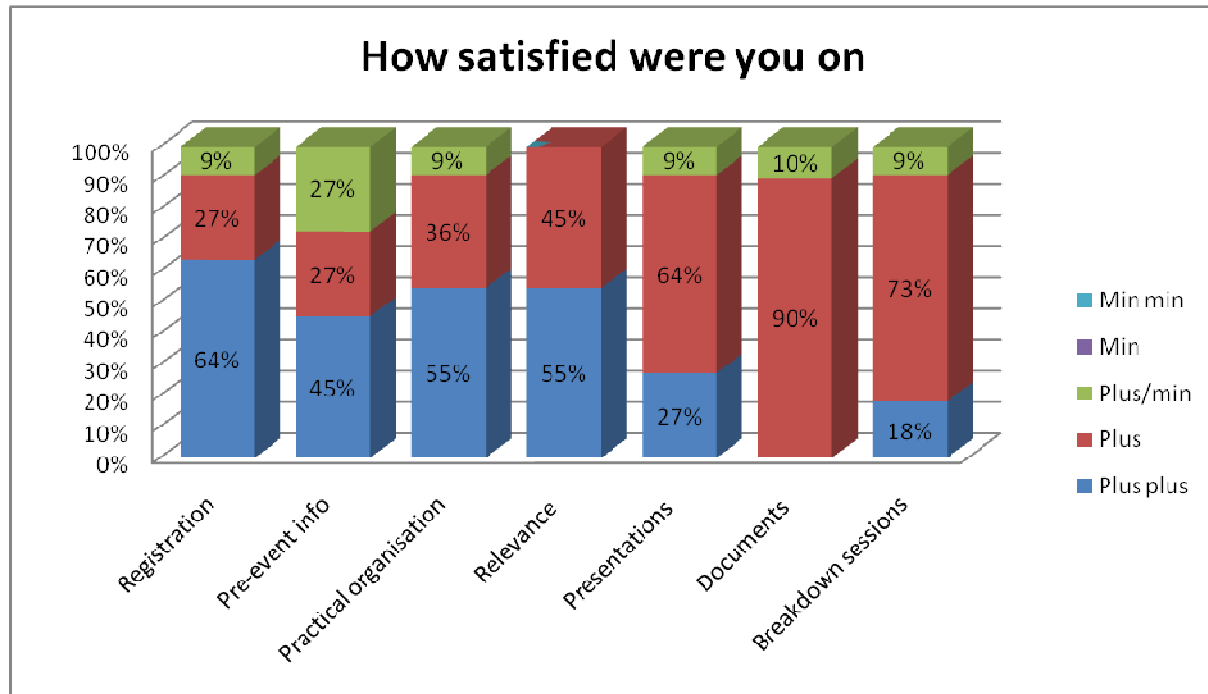
**Figure 2: Day 1 - Would you recommend the training to someone else?**

82% of the respondents found the training properly balanced between theory and practice. One respondent explained: Actually, the balance was almost perfect but as always: it would have been nice to have more discussion/exchange time.



**Figure 3: Day 1 - How do you appreciate the balance between theory and practice?**

The participants could give their opinion about different aspects of the training, as can be seen in the next figure. Respondents were generally satisfied with the registration process (64% *Plus plus* and 27% *Plus*), the practical organisation of the day (55% *Plus plus* and 36% *Plus*), the relevance of the topic areas (55% indicated *Plus plus* and 45% *Plus*), the presentations given (27% *Plus plus* and 64% *Plus*), the documents provided (90% *Plus*) and the breakdown sessions (18% *Plus plus* and 73% *Plus*). Only for the pre-event information 27% of the respondents indicated the *Plus minus* category.



**Figure 4: Day 1 - How satisfied were you on....**

When asked which parts of the training were of most use for the participants, all parts were mentioned. The practical session, the practical examples and the discussion were mentioned as the most useful. Next to that, when asked for least useful parts of the training, no specific part came out of that.

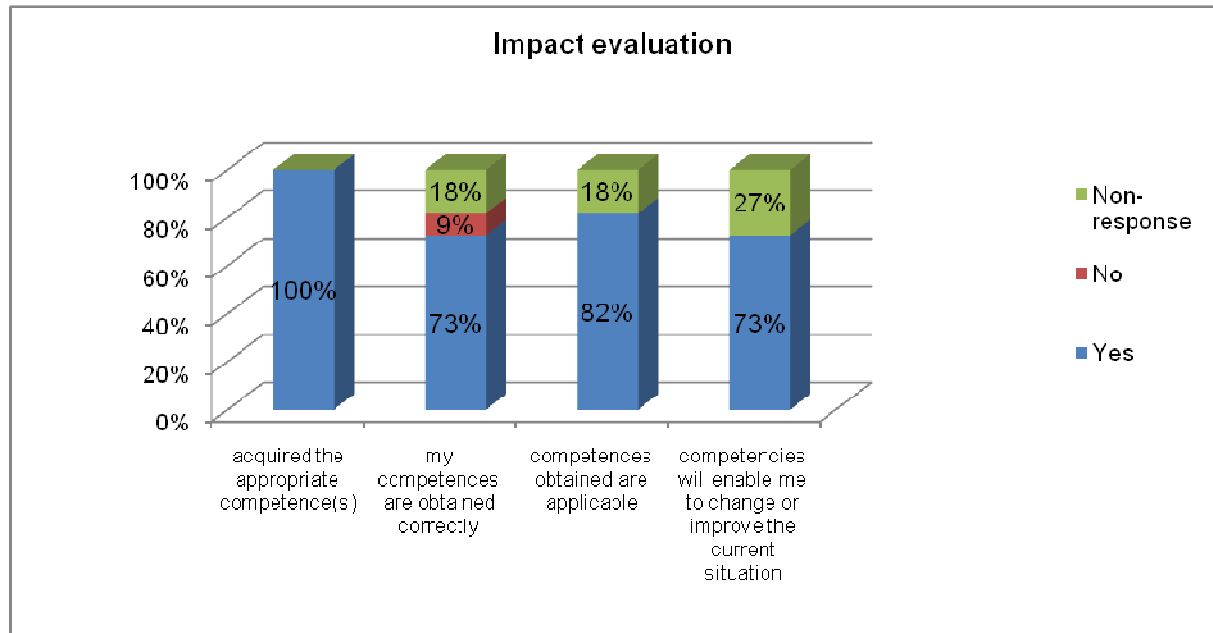
The participant could also give some ideas for improvement, comments and suggestions. Respondents would like to have a more detailed map of the city and how to get to the venue by public transport. Next to that, they preferred to have the presentations in a printed version in advance (in the conference folder).

The next figure gives an idea of the impact of the training. All respondents agreed that the training gave them the opportunity to acquire the appropriate competences. One respondent stated the following: *the training provided information, explanation and practise to whom, when and how organise and lead consultations*. However, one respondent asked for more concrete solutions for their own problems.

73% stated that the competences are obtained correctly during the training.

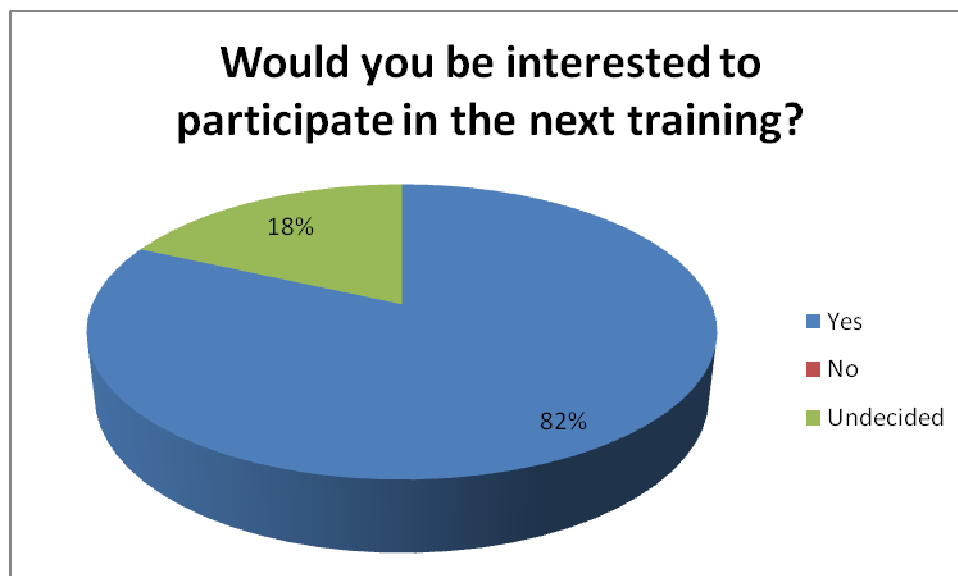
82% agreed that the competences are applicable to their professional situation. Some respondents explained that the examples presented were similar to their own situations and therefore applicable in their own town.

And finally 73% said that the competences will enable them to change or improve the current situation. Even when the competences were not suited for the own professional situation, respondents mentioned that they would share the lessons learned with their colleagues.



**Figure 5: Day 1 - Impact evaluation**

82% of the participants will participate in the next training. 18% is undecided and the reason for that is mostly a lack of time.



**Figure 6: Day 1 - Participate in the next training?**

### 3.4.3 Day 2: Citizen engagement

Also on day 2, every participant had an evaluation form in his or her resource pack (see annex). They were asked to fill this in on paper during and after the training and to hand in it immediately. After the training, an e-mail was sent to all participants, where they were asked, when they did not do it, to fill in the evaluation form and send it back.

We've received 12 evaluation forms for day 2, citizen engagement. This means that we have a response rate of  $12/43 = 28\%$ .

The content of the training is perceived as good to very good by the respondents. 67% of them indicated *Very good* and 33% *Good*.

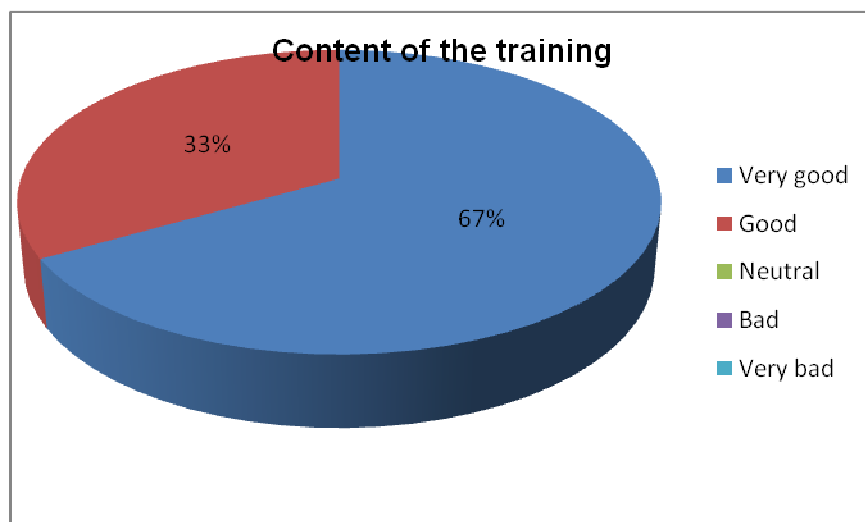


Figure 7: Day 2 - Evaluation of content of the training

The respondents were asked if they would recommend the training to someone else. 67% indicated *Very much* and 33% *Yes*.

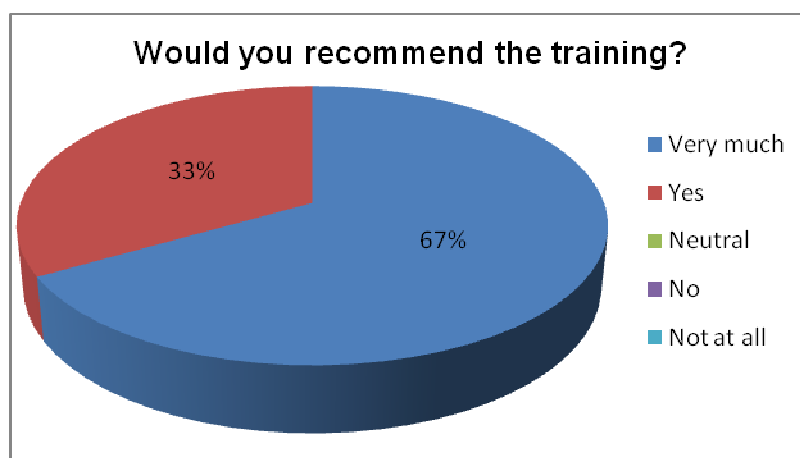
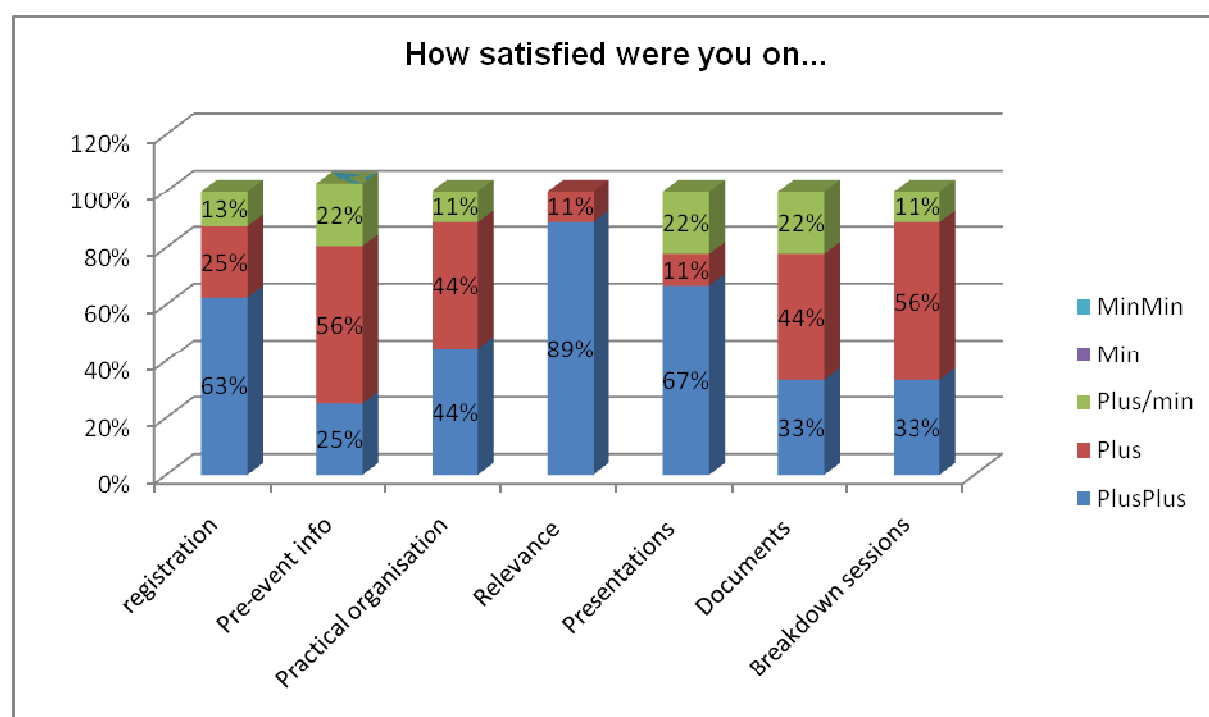


Figure 8: Day 2 - Would you recommend the training to someone else?

100% of the respondents found the training properly balanced between theory and practice.

The next figure shows the satisfaction of the respondents on several aspects of the training. Respondents were generally satisfied on the practical organisation of the day (44% *Plus plus* and 44% *Plus*), the relevance of the topic areas (89% *Plus plus* and 11% *Plus*) and the breakdown session (33% *Plus plus* and 56% *Plus*). There are some doubts about the registration process (13% *Plus/min*), the pre-event information (22% *Plus/min*), the presentations given (22% *Plus/min*) and the documents provided (22% *Plus/min*).



**Figure 9: Day 2 - How satisfied were you on...**

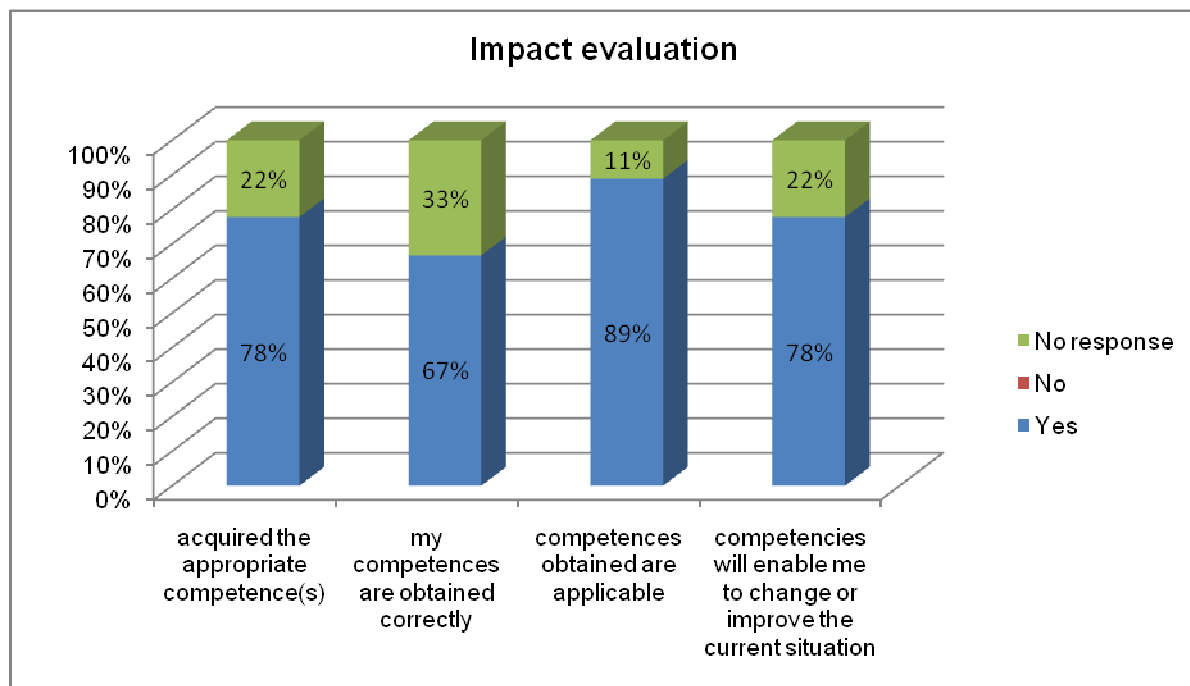
When asked which parts of the training were of most use for the participants the practical session was mentioned the most. Also the presentation of Nick Wates was valued high by the participants.

The participants could also give some ideas for improvement, comments and suggestions. One respondent suggested to have 1,5 day of training instead of 2, so they have the possibility to visit the city where they are staying. Some respondents also suggested to have the presentations in a printed version before the workshop. They also preferred to have a detailed map of the public transport, especially when there are changes.

The next figure gives an idea of the impact of the training. According 78% of the respondents, the training gave them to opportunity to acquire the appropriate competences. Respondents stated that the examples and the exercises could be compared with their own situation and questions. 67% of the respondents said that the competences are obtained correctly. Next to that 89% of the respondents indicated that the competences they obtained

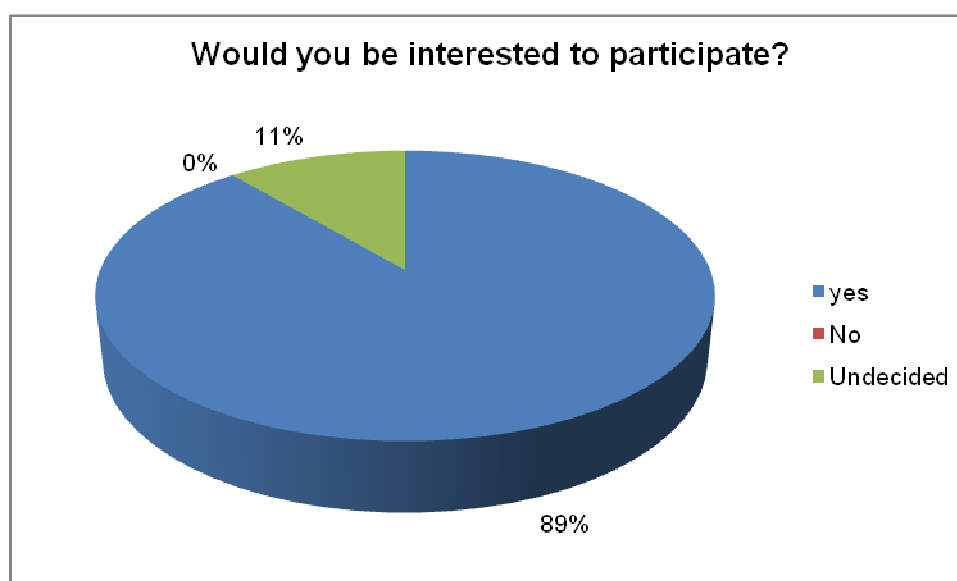


during the training are applicable in their own professional situation. Finally 78% of the respondents said that the obtained competences can help to change and improve their current situation.



**Figure 10: Day 2 - Impact evaluation**

Finally the respondents were asked if they will participate in the next training. 89% already say yes. 11% of the respondents were undecided, and were hesitating mostly due to a lack of time.



**Figure 11: Day 2 - Participate in the next training?**

### 3.4.4 Conclusion of the evaluation

The participants were asked to fill in a quick scan questionnaire about their experience, their education, their expectation and their problems. 63% of the participants filled in this questionnaire. According to this quick scan, 72% of the respondents have limited experience in stakeholder consultation and citizen engagement. According to the evaluation, 100% (day 1) and 78% (day 2) of the respondents stated that they required the appropriate competences for setting up stakeholder consultation and citizen engagement, and also 73% (day 1) and 78% (day 2) say that the competences will enable them to change and improve their current situation. This is a possibility for them to gain the needed experience.

25% of the respondents never have set up a stakeholder consultation activity. They can use the obtained competences during the training to set up such an activity. 64% indicated that they have planned a stakeholder consultation activity within their CIVITAS-project. Since 82% (day 1) and 89% (day 2) of the respondents indicated that the obtained competences are applicable, we can assume that these competences will be used in setting up the planned activities.

When asked what the participants want to learn, 93% indicated practical examples, 61% exercises and 45% theoretical models. According to the evaluation, the training fulfilled this expectation. 82% (day 1) and 100% (day 2) of the respondents found that there was a good balance between theory and practice.

We can conclude that generally both training days were evaluated positively by the respondents on most and important aspects of the training: content, presentations, practical organisation. There are of course some lessons learned for VANGUARD:

- Provide the participants with the printed presentations before the training
- Provide the participants with all practical information needed to get around in the city where the training is organised
- Pay attention to a good balance between theory and practice

## 4. Annex

### A. Biographies of moderator and speakers

#### Prof. Tom Rye (moderator)

Tom Rye is a Professor of Transport Policy & Mobility Management in the School of Engineering and the Built Environment. His doctoral research was some of the very first in Europe on the effectiveness of workplace travel plans, and he is involved in ongoing projects on this theme as well as transport education, transport governance, public transport and parking management. Dr Rye teaches on Edinburgh Napier's MSc in Transport Planning and Engineering. For the majority of his 12 years at Edinburgh Napier he has spent time seconded part-time to industry, first to consultancy Colin Buchanan and Partners, then later to the City of Edinburgh Council. Dr Rye was educated at Oxford, the University of British Columbia and Nottingham Trent University. He was a transport planner with London Transport before joining Edinburgh Napier University in 1996.

#### Mrs Milena Marega

After graduation on the Faculty of Architecture Milena Marega was working for 10 years as a freelance architect on several architectural, spatial planning and design projects. She established a non governmental organisation Center for Advanced Living Culture in 1998. Her interest on environmental issues led her to get involved in several research projects dealing with environmental protection and sustainable development. She coordinated the team of experts working on environmental education, promotion of environment-friendly consumption and ecology sound architecture.

Since 1993 Milena Marega has been acting the director of the REC - Regional Environmental Center for Central and Eastern Europe - Country Office Slovenia. She coordinates the work and manages REC CO's projects dealing with the following thematic areas: environmental protection, sustainable development, project cycle management and evaluation, management of grant schemes, sustainable production and consumption, etc. Her special interest is public participation in decision-making process and participative governance. She has been involved in several national and international projects that aim to strengthen the involvement of civil society in preparation, implementation, monitoring and evaluation of development programs and projects.

#### Mr Bart Derison

Bart Derison is a partner in the strategic communication bureau Connect. Connect specialises in communication for infrastructure and mobility projects and for 13 years has been advising Flemish and Federal administrations and Agencies, town councils and other local authorities. Past positions include communication advisor for the works on the Antwerp Ring, the Spartacus light rail project in Limburg and the works on the Eindhoven Ring-Road.

## Mrs Liz Robinson

Accessibility Planning and Social Inclusion Officer. Graduated from Lancaster University in 2005 with a First Class Honours Degree in Geography.

For the past four years Liz has worked for Lancashire County Council within the Strategic Transport and Planning section. The first two years of her career were spent working as a Local Transport Planner ensuring that the authority's local transport strategies, policies, and an implementation programme was executed and monitored. A major part of the Authority's transport strategy is 'Accessibility' and in 2008 Lancashire was presented with the prestigious Beacon Award for Improving Accessibility. Since then Liz has worked within the Accessibility Planning and Social Inclusion Group to share Lancashire's innovative best practice with within this theme.

## Mr Nick Wates

Nick Wates is a leading authority on community involvement in planning and architecture. As an independent author, practitioner and teacher he has participated in, and chronicled, its development for over 30 years. He is currently Director of Nick Wates Associates, a community planning consultancy based in Hastings UK.

Nick is also Site Editor of The Community Planning Website ([www.communityplanning.net](http://www.communityplanning.net)) which is based on his popular Community Planning Handbook (Earthscan, 2000). Other books include Community Architecture (Penguin, 1987, with Charles Knevitt) and The Community Planning Event Manual (Earthscan, 2008). All three have been widely translated. Nick has facilitated numerous community engagement events in the UK and overseas and directed local regeneration initiatives, including the Hastings Urban Conservation Project in the early nineties and its conversion to an independent development trust (Hastings Trust). He now devotes most of his time to providing advice on engagement strategy to organizations in the public, private and voluntary sectors and producing good practice guidance in books, presentations or on websites.

## Dr. Magda Tóth Nagy

Dr. Tóth is Senior Expert on Civil Society Support and Implementation of the Aarhus Convention and as such she is the key expert of REC on public communication, participation and stakeholder involvement. She also headed REC's Public Programme between 1999 and 2008. Working with REC since 1990 in various different positions on environmental policy and public participation/stakeholder involvement issues, she has become an internationally recognized expert in the field. She participated in the development and implementation of Aarhus Convention and the UNECE protocols on PRTR and SEA and has worked also on different EU directives and regulations. She has also participated in the expert groups of the International Commission for the Protection of the Danube River (ICDRR) including the Tisza Expert Group and the Public Participation Expert Group, and assisted in developing and implementing public participation/stakeholder strategy as well as developing the river basin management plans according to the WFD in the Danube, Tisza and Sava basins. She has been involved as project manager or expert in projects related to the Water Framework Directive and water management regarding public access to information, public participation/stakeholder involvement in new EU Member States. These projects have focused on support and capacity building of authorities, NGOs and other stakeholders as well as awareness

raising and communication issues to be prepared for and involved in the related tasks and activities of WFD implementation.

## Mr Jan Christiaens

Having a background as a social-cultural worker, education and managing participative processes are main specialties of Jan Christiaens. Within Mobiel 21, he worked on various educational projects and campaigns on regional as well as European level. His main interests lie with promoting sustainable mobility with different target groups such as youngsters and elderly, citizen engagement and mobility planning for schools and businesses. Jan Christiaens is also a certified BYPAD - auditor. He will present the experiences from different small-scale citizen engagement projects in Flanders and the Brussels Region.

## Mr Marc Verheirstraten

Marc Verheirstraeten is a Master in Remedial Education and a Master in Public Administration. He has been working for the city Ghent since 1998 on the project 'Dialogue Action' and from 2004 onwards on City Renewal and Neighbourhood Areas. In both projects, Mr. Verheirstraeten has been working in the field of citizen involvement and participation in several policy areas, amongst them transport and mobility. Between 1998 and 2008, he has been involved in the Ghent City Renewal project called 'Oxygen for the Brugse Poort' on external communication and citizen involvement. Mr. Verheirstraeten will share his concrete experiences in this training.

## B. Evaluation form Day 1

# EVALUATION FORM TRAINING STAKEHOLDER CONSULTATION

With this form we, CIVITAS VANGUARD, would like to:

- get your views on the training you just completed;
- check your interest and availability for a next CIVITAS VANGUARD training.

## 1. Training evaluation

### I. Content evaluation

a. How do you value the training just received in terms of content?

Very good	Good	Neutral	Bad	Very bad

b. Would you recommend the training to someone else?

Very much	Yes	Neutral	No	Not at all

c. The balance between theory and practise in the programme was in my opinion:

Much too theoretical	Too theoretical	Properly balanced	Too practical	Much too practical

Please explain your answer:

### II. Event evaluation

a. How satisfied were you on:

	++	+	+/-	-	--
Registration process					
Pre-event information					
Practical organisation of the day(s)					
Relevance of the topic areas					
Presentations given					
Documents provided					

Breakdown sessions					
--------------------	--	--	--	--	--

- b. Which parts of the event were most useful for you?
- c. Which parts of the event were little or no use to you?
- d. What changes or improvements should be made?
- e. Do you have any comments or suggestions?

### III. Impact evaluation

#### a. Process

The training gave me the opportunity to acquire the appropriate competence(s).

Yes / no

Please, explain your answer.

#### b. Learning results

I have the feeling my competences are obtained correctly.

Yes / no

Please, explain your answer.

#### c. Performance

The competences obtained are applicable to my professional situation.

Yes / no

Please, explain your answer.

#### d. Impact

The competencies will enable me to change or improve the current situation.

Yes / no

Please, explain your answer.

## 2 Interest and availability for the next training

The next VANGUARD training topic will be Branding and sustainable mobility (February 2010).

Would you be interested to participate?

- ✓ Yes
- ✓ No,
  - If not, why not? ...
- ✓ Undecided,
  - because ...

### Contact details

Feel free to fill in your contact details in the boxes below. Your contact details will only be used to contact you on future CIVITAS VANGUARD trainings.

Name	City/Organisation	E-mail address

## C. Evaluation form Day 2

# EVALUATION FORM TRAINING CITIZEN ENGAGEMENT

With this form we would like to:

- get your views on the training you just completed;
- check your interest and availability for a next CIVITAS VANGUARD training.

## 2. Training evaluation

### IV. Content evaluation

a. How do you value the training just received in terms of content?

Very good	Good	Neutral	Bad	Very bad

b. Would you recommend the training to someone else?

Very much	Yes	Neutral	No	Not at all

c. The balance between theory and practise in the programme was:

Much too theoretical	Too theoretical	Properly balanced	Too practical	Much too practical

Please explain your answer:

### V. Event evaluation

a. How satisfied where you on:

	++	+	+/-	-	--
Registration process					
Pre-event information					
Practical organisation of the day(s)					
Relevance of the topic areas					
Presentations given					
Documents provided					
Breakdown sessions					



- b. Which parts of the event were most useful for you?
- c. Which parts of the event were little or no use to you?
- d. What changes or improvements should be made?
- e. Do you have any comments or suggestions?

## VI. Impact evaluation

### a. Process

The training gave me the opportunity to acquire the appropriate competence(s)?

Yes/no

Please, explain your answer.

### b. Learning results

I have the feeling my competences are obtained correctly?

Yes/no

Please, explain your answer.

### c. Performance

The competences obtained are applicable to my professional situation?

Yes/no

Please, explain your answer.

### d. Impact

The competencies will enable me to change or improve the current situation?

Yes/no

Please, explain your answer.

## 3 Interest and availability for the next training

The next VANGUARD training topic will be Branding and sustainable mobility (February 2010).  
Would you be interested to participate?

- ✓ Yes
- ✓ No,
  - If not, why not? ...
- ✓ Undecided,
  - because ...

## Contact details

Feel free to fill in your contact details in the boxes below. Your contact details will only be used to contact you on future VANGUARD trainings.

Name	City/Organisation	Email address