



D6.10 REPORT ON CITIES-4-PEOPLE DEPLOYMENT TOOLKIT & REPLICATION GUIDE

[November, 2020]



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Consortium:	Oxfordshire County Council – United Kingdom UCL Institute of Health Equity – United Kingdom Municipality of the city of Budapest – Hungary Institute for Transport Sciences Non-profit LTD (KTI) – Hungary City of Hamburg and District Office of Hamburg Altona – Germany Hafencity University Hamburg – Germany e-Trikala SA – Greece Q-PLAN INTERNATIONAL PC – Greece Üsküdar Municipality – Turkey Istanbul University – Turkey White Research SPRL – Belgium Stichting Waag Society – The Netherlands
Project overview:	Cities-4-People unfolds in five European areas: the Oxfordshire County, Hamburg District of Altona, Üsküdar in Istanbul, Budapest and Trikala. In these areas Mobility Communities are set up involving citizens, city authorities, mobility providers and innovation experts. By developing and providing a framework of support services and tools, Cities-4-People empowers these communities to actively contribute to shaping their local mobility innovation ecosystems in line with a People-Oriented Transport and Mobility (POTM) approach. POTM encompasses a blend of new digital and social technologies under an inclusive and multidisciplinary approach in order to bring out solutions that have a low ecological footprint, a sharing mentality and the potential to solve real urban and peri-urban mobility issues.

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Abbreviations

C4P	Cities-4-People
CMK	Citizen Mobility Kit
POTM	People-Oriented Transport and Mobility
CG	Core-Group
C4PC	Cities-4-People Community
TPS	Third-Party Stakeholders
LCP	Local Consortium Partners
CC	Cross-cutting Partners
CGLP	Core Group and Local Partners

The Cities-4-People consortium would like to acknowledge the current circumstances with **COVID-19**, which have impacted the last months of the project. Primarily, some scale-up activities and evaluation might be affected, as citizens are not allowed to go outside and use the designated services during the pandemic.

Due to this extraordinary situation, the consortium is taking alternative measures to complete the activities. Specifically, the project partners are engaged in reaching out to citizens via online resources. Although the final outcomes may slightly differ from the ones that were originally planned, our alternative measures can guarantee that our work is not compromised and its impact is still demonstrated.

Executive summary

The 6.10 deliverable is a demonstrator, presenting the second round of the Cities-4-People (C4P) Deployment Toolkit & Replication Guide. The Deployment toolkit and replication guide is a rounded resource, offering distinct and valuable insights and tools that inform and demonstrate how to replicate the project in other settings.

The Toolkit & Replication guide encompasses an overview of existing tools that aid the replication of C4P process. Besides compiling available tools, we have also developed an overall project blueprint from project launch until the first round of pilot interventions which have joined the mobility kit and a set of policy recommendations based on the pilots' project learnings. These tools are presented online under: <https://cities4people.eu/resources/tools-and-resources-for-replication/>.

As a core contribution to the replication of similar processes, the pilot cities created blueprints for their scale-up phase, which were presented in report *D6.9 Report on Cities-4-People Deployment Toolkit & Replication Guide* and, these have been incorporated to the overall project blueprint.

The project blueprint provides a baseline for future projects, making the project actions visible, furthermore, they help visualize and structure the project process, informing the steps and actions required to fulfil the project goals, thus becoming a guideline in how to execute related projects in other locations and cities.

The policy recommendations, which emerge out of the project experience, also inform what steps and requirements can help cities towards using bottom-up approaches in large-scale urban development.

In sum, the policy recommendations cover aspects to facilitate and improve the development of mobility and transportation solutions through:

- ✓ An understanding of citizens' ever changing needs and how their choices impact the local landscape.
- ✓ The use of co-creation tools for a wider awareness of the city and its inter-dependency on local services.
- ✓ Making sure authorities tangibly experience results emerging from bottom up approaches to assess and understand their real value and possible impact.
- ✓ Including urban prototypes in the planning of all urban development budgets to test solutions before implementing them.
- ✓ Educating authorities on the economic, social and environmental value of including citizens' participation as an intrinsic part of any city planning process.
- ✓ Creating spaces, such as city labs, for interacting and educating citizens about their demands of resources' and how they impact the overall city flow of goods and transport.
- ✓ Creating an alignment of the different stakeholder groups by including all of them in the process.

Overall the blueprints demonstrate the process to develop related project approaches and the policy recommendations indicate what is required from the policy perspective to secure these process towards improving the development of transportation and mobility solutions.

Furthermore, this toolkit and replication guide proposes informed and tested methods to develop mobility solutions in urban contexts by bridging various stakeholder groups and making use of valuable and available tools to create cohesive and impactful results.

1. Introduction

This report builds on report D6.9, presenting the Cities-4-People deployment toolkit and replication guide in the form of a further developed blueprint, which, together with other tools from the project, is available on the Citizen Mobility Kit (CMK). The current blueprint, available online at <https://cities4people.eu/resources/tools-and-resources-for-replication/>, presents the structure, process and actions carried out in the C4P project until the final scale-up phase actions and activities.

Again, we present and explain the blueprint as an organizational tool and how it aids large-scale projects in both planning as well as assessing their activities and process by allowing for a bird's-eye-view perspective, as in D6.9. This tool is then demonstrated through the actual project blueprint, which will be broken down in parts in order to be presented in detail.

Furthermore, this deliverable also briefly presents an overview of the tools for deployment and replication available in the C4P Citizen Mobility Kit (which also includes the blueprints).

The focus of this deliverable lies on building upon the initial policy recommendations by presenting examples of the policy implementation process from each pilot city. Compiling these different processes helps towards developing further policy recommendations and provides an overview of steps required towards carrying out and implementing urban changes.

*Bhuyan et al. (2010:1) discuss three important reasons why assessing policy implementation is crucial. Firstly, it promotes accountability by holding policy-makers and implementers accountable for achieving stated goals and by reinvigorating commitment. Secondly, it enhances effectiveness because understanding and addressing barriers to policy implementation can improve programme delivery. Lastly, it fosters equity and quality because effective policy implementation can establish minimum standards for quality, promote access, reduce inconsistencies among service providers and regions, and thus enhance quality. (Mthethwa, 2012, p. 37)*¹

As we have approached the final phase of the Cities-4-People project, we have now co-created, developed and deployed over 20 interventions across our five partner cities. This process has been intense and fruitful, and as a research and innovation project, we have engaged in developing, testing and applying tools and methods, gathering a wide-range of learnings dealing with inclusive and bottom-up processes for urban development.

As part of this process, our replication guide contains an actual tool for replication, presenting the steps and processes required to reproduce similar project

¹ Mthethwa, R. (2012). Critical dimensions for policy implementation. African Journal of Public Affairs, 5(2), 36–47.

approaches across other neighbourhoods and cities and as subsequently described in this report.

2. The Citizen Mobility Kit

The Citizen Mobility Kit (CMK), one of the project tools, provides a set of key resources towards the project development. Based on the experiences from the cities in the project, each kit was customized to fit their needs and contexts as shown in Figure 1. The activities carried out and an overview of how they have been applied offer a deep insight in the details of the project deployment.

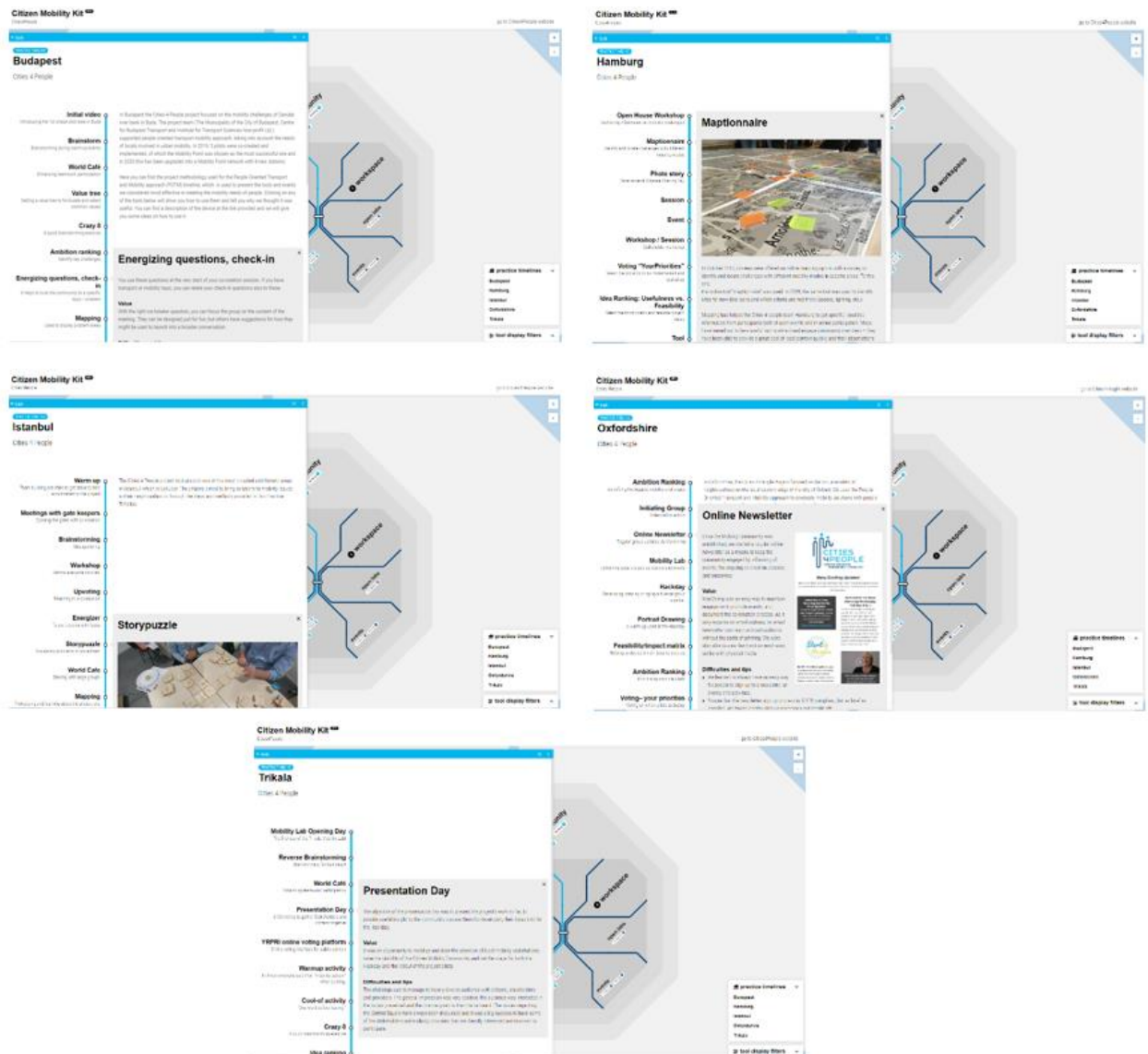


Figure 1: A CMK for each C4P location

To make these resources available and easily accessible, they all are listed and available on the project website and will also be available in the local language in the project partner municipalities' websites. We chose to illustrate how this is done through Üsküdar's municipality pages, shown in Figures 2 & 3.



**ÜSKÜDAR
BELEDİYESİ**

KURUMSAL

HABERLER

HİZMETLER

ETKİNLİKLER

PROJELER

KİTAPLARIMIZ

ÜSKÜDAR

İLETİŞİM

E-ÜSKÜDAR

Horizon 2020 Programı - Cities 4 People Projesi

Kategori	AB Projeleri
Proje Durumu	Devam Eden Projeler
Yapım Yılı	2017
Mahalle Adı	

Üsküdar Belediyesi, Avrupa Birliği'nin en yüksek bütçeli hibe programı olan **HORIZON 2020 Çerçeve Programı** kapsamında açılan Akıllı, Yeşil ve Entegre Ulaşım başlığında Türkiye'deki tek ilçe belediyesi olarak hibe almaya hak kazandı.

Üsküdar Belediyesi Strateji Geliştirme Müdürlüğü tarafından sunulan Toplum için Şehirler (Cities-4-People) Projesi, Haziran 2017 tarihi itibarıyla 5 farklı ülkeden (Almanya, İngiltere, Macaristan, Yunanistan ve Türkiye) bir yerel kamu kurumu ve bir Ar-Ge kurumu olmak üzere toplam 13 ortağın katılımı ile uygulanmaya başladı. Proje, Avrupa Birliği **HORIZON 2020 Çerçeve Programı** kapsamında onay alan "Toplum Odaklı Ulaşım Sistemleri" konulu bir araştırma ve inovasyon projesidir.

Vatandaş Hareketlilik Kitini görmek için [tıklayınız](#).

Figure 2: C4P description and link to CMK (Figure 3)

PRACTICE TIMELINE

İstanbul

Cities 4 People

Isındırma etkinlikleri
Projeyi paydaşlarınızla ısındırma etkinlikleri ile tanıtın

Muhtarlar ile görüşme
İstekleri daha doğru toplamak için toplantılar

Beyin fırtınası
Katılımcılarla fikir üretme

Çalıştay
Tüm paydaşların ortak toplantısı



Oylama
Karar almak için oylama

Enerji toplama aktiviteleri
Katılımcıların odaklanması için aktiviteler

Öykü yapbozu
Sorunları görselleştirerek çözün

Cities-4-People projesi İstanbul en kalabalık ve tarihi semtlerinden biri olan Üsküdar'da gerçekleştirildi. Proje katılımcıları mahallelerdeki ulaşım sorunlarını aşağıda verilen yöntemleri kullanarak çözümlediler.

Çalıştay

Vatandaşların, akademisyenlerin, STK'ların ve paydaşların katılımıyla çalıştaylar yapılır.

Önem
Çalıştaylar her zaman projelerin ilerlemesine yardımcı olur. Bir fikir birliğine varmaya yardımcı olur.

Figure 3: CMK in Turkish available from Üsküdar Municipality.

The Citizen Mobility Kit offers a range of tools and processes that can guide other groups and municipalities to learn about the C4P process and to replicate them as they see fit. The tools can also be used as standalone resources, offering ways to integrate co-creation activities in urban development.

The CMK (Figure 4) offers a pool of tools for replication. As the blueprints indicate the actions required to launch and execute the project, working as overall manual to replicate the project in other cities, the CMK aids the process through providing

the means in the form of activities and co-creation tools that can be deployed in the distinct phases of the project.



Figure 4: Citizen Mobility Kit

For example, the wide range of tools available within the Citizen Mobility Kit offers the following aspects as shown in Figure 5, among others:

- Communication and Voting tools
- Resources for 'People-Oriented Transport and Mobility' (POTM)
- Guides and Best Practices
- Educational and Inspirational Materials

Tools and Resources for Replication

This page contains tools and resources that can be used to start co-creatively tackling challenges in your own neighborhood: Communication and Voting Tools; Resources for 'People-Oriented Transport and Mobility'; Educational and Inspirational Materials; and Guides and Best Practices.

Communication and Voting Tools

This list of tools provides ways to keep track of your community's needs, know which problems are most commonly identified in your neighborhood, gather concepts and solutions, and hold votes on which solutions your community likes best.

[Click here to explore the tools](#)



Resources for 'People-Oriented Transport and Mobility'

These are tools and resources that can be used alongside your community to develop your own local mobility solutions. Examples include local mapping tools, surveys, and technical kits to help identify and tackle the needs of your neighborhood.

[Click here to explore the tools](#)



Guides and Best Practices

These are guidelines and recommendations for the practical questions surrounding POTM, giving advice on how to involve stakeholders, how to hold a survey, how to develop a marketing strategy, and more.

[Click here to explore the tools](#)



Educational and Inspirational Materials

This list includes resources for learning more about mobility, urban planning, co-creation, and interventions. It includes guidebooks and case studies to give you the knowledge and inspiration to get started making a difference in the way your own neighborhood moves.

[Click here to explore the tools](#)



Figure 5: Online replication tools available in the C4P website².

Not all tools included in the CMK have been developed by the C4P project. However, the CMK gathers useful tools and methods from various sources and initiatives and it organizes them in a structured and easy to access manner to be used by the project partners and other parties in the future. Each of these topics are broken into a set of tools to facilitate the replication of the project process shown in Table 1:

² When the C4P website is no longer available, the tools will be available in the CIVITAS repository.

Table 1: Overview of Mobility Kit Resources

Communication and Voting tools	Resources for POTM	Guides and Best Practices	Educational and Inspirational Materials
<p><u>Loomio</u> Loomio is an online deliberation platform that supports: Proposals, Scheduling (Time Poll), Poll and Prioritise, Can make decisions via Skype</p>	<p><u>Street Mobility Project Toolkit</u> This document contains a number of tools we have developed so that local government and local communities can assess community severance in their area. The entire Toolkit, including case studies and additional information about the project, can be downloaded here as a single document: Street Mobility Project Toolkit (pdf)</p>	<p><u>Involving Stakeholders:</u> Toolkit on Organising Successful Consultations This toolkit has been written primarily for those working in local mobility departments within the CIVITAS network, but can be useful to anyone interested in achieving sustainable urban mobility. It is aimed at those who are involved in planning and implementing transport measures and explains how stakeholder engagement can be achieved and how it can help them in their work. This stakeholder consultation toolkit provides guidelines, tips and checklists to help you with the planning and execution of a range of consultation activities.</p>	<p><u>City Bikers and the Politics of Urban Space</u> How do cyclists claim more space in cities? This video lists three examples of how local and activist initiatives became slowly adopted by public authorities. Through these initiatives, citizens are actively taking part in shaping mobility in their neighbourhoods. For some cities, this became part of their branding and tourism. The video is taken from the course 'Co-creating cities' by the Amsterdam Institute for Metropolitan Studies (AMS) and Wageningen University.</p>

Communication and Voting tools	Resources for POTM	Guides and Best Practices	Educational and Inspirational Materials
<p><u>Consul</u> Consul allows users to participate in: Debates, Proposals, Participatory Budgeting, Voting, Collaborative Deliberation</p>	<p><u>Health and Neighbourhood Mobility survey questionnaire</u> Questionnaire focusing on identifying barriers to mobility and assessing whether these impact on people's social lives and wellbeing.</p>	<p><u>Guidelines for Implementers of Neighbourhood Accessibility Planning</u> The concept of Neighbourhood Accessibility Planning (NAP) aims at improving local conditions for walking and cycling as well as facilitating safe access to local facilities (e.g. schools, shops) and public transport services. A priority list of actions is drafted to enhance the accessibility on a neighbourhood scale. The special needs of more vulnerable groups such as the disabled, older people and children are particularly taken into account. Despite its high relevance and potential to not only improve daily mobility but also social interaction in a neighbourhood, the concept is still the exception in Europe.</p>	<p><u>Co-Creating: The Basics</u> Are you new to the concept of co-creation? This 7-page document sums up all you need to know about co-creating cities. The document was delivered by Leading Cities and the World Class Cities Partnership. It deals specifically with the question how co-creation can be used in the public sector.</p>

Communication and Voting tools	Resources for POTM	Guides and Best Practices	Educational and Inspirational Materials
<p><u>Agora</u> Agora is an online elections tool</p>	<p><u>User guide for analysing the health and neighbourhood mobility survey</u> The following User Guide shows examples of how you can analyse the data from the Health and Neighbourhood Mobility Survey using pivot tables and charts in Microsoft Excel. This is not the only way to analyse the data, but it is simple and quick, so learning how to use pivot tables will probably save you time.</p>	<p><u>Developing and Implementing Mobility Solutions on a Neighbourhood Scale</u> This short document discusses the considerations that go into a sustainable urban mobility project in the context of the Sunrise project.</p>	<p><u>Hands-on-Bristol</u> A collaboration between the Bristol School of Architecture, University of the West of England and the Bristol community, that seeks to encourage and strengthen knowledge exchange between education programmes and local communities through collaboration in live projects.</p>
<p><u>Liqd</u> Liqd is a collaborative decision-making platform that supports: Brainstorming/Consultation, Map-based processes, Survey, Text Review, Agenda Setting, Participatory Budgeting</p>	<p><u>Creating Impact Canvas</u> A one-page inquiry-based collaborative exercise to design impact creation measures throughout the different stages of a learning mobility project. The tool was created inspired by different business and HRD canvas models in the context of an international training course targeting project managers and</p>	<p><u>How to do a survey</u> –A guide for local authorities, voluntary organisations and community groups on how to conduct a survey (particularly developed for mobility-related surveys).</p>	<p><u>Next Hamburg</u> Nexthamburg is Hamburg's open city laboratory. We give the ideas of the many a stage, put provocative future theses and scenarios for discussion and look behind data and facts . In this way, we want to inspire urban development – as a source of inspiration and an independent, open debate platform.</p>

Communication and Voting tools	Resources for POTM	Guides and Best Practices	Educational and Inspirational Materials
	coordinators with the European Voluntary Service.		
<p><u>D-CENT</u> D-CENT is a collaborative decision-making platform that supports: Propose and draft, Notifications system, Decide and vote, federated architecture, choose and combine the tools you need for your democratic process</p>	<p><u>Maptionnaire</u> Maptionnaire is a powerful mapping tool which makes community engagement effective and effortless.</p>	<p><u>CIVITAS Communications and Marketing Toolkit</u> The Communications and Marketing Toolkit provides guidelines on communicating with citizens about sustainable urban mobility options. Reaching citizens effectively requires specific approaches. Communicating directly and indirectly with them through various means helps ensure the success of sustainable urban measures, while demonstrating transparency and willingness to engage citizens in dialogue and involve them. This in turn can help public authorities achieve more effective policy and progress. The information and advice contained in this toolkit is designed to assist local, regional and national</p>	<p><u>100 Resilient Cities</u> This site provides overviews of city initiatives undertaken as part of 100 Resilient Cities. “100 Resilient Cities—Pioneered by the Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.”</p>

Communication and Voting tools	Resources for POTM	Guides and Best Practices	Educational and Inspirational Materials
		authorities with various communication considerations.	
<p><u>Poll Everywhere</u> Poll Everywhere transforms one-sided presentations into two-way conversations with the audience. This web-based audience response system lets you embed interactive activities directly into your presentation. The audience responds on the web or via SMS texting on their phones.</p>	<p><u>Google Maps Area Calculator</u> Use the Google Maps Area Calculator Tool to draw an area on a map and find out the measurement of the enclosed area. You are also able to save your areas for use later on.</p>	<p><u>Tactical Urbanist's Guide</u> This website is intended to serve as a hub of information about Tactical Urbanism, focusing on the information from the Tactical Urbanist's Guide to Materials and Design, and highlighting additional resources by Street Plans and other partners.</p>	<p><u>OLLI</u> Denmark's first self-driving bus</p>
<p><u>JD eSurvey</u> JD eSurvey is an Open source survey tool.</p>	<p><u>Smart Citizen Kit</u> Launch a crowd sensing initiative in your neighbourhood. Use Smart Citizen to create local maps of noise and air quality; use it to raise awareness and find solutions for issues that matter to your community.</p>	<p><u>Framework for District-level Smart Mobility Planning</u> Deliverable from the MUV project, discussing how sustainable urban mobility plans were developed at the neighbourhood level.</p>	<p><u>Drive Sweden</u> Telecommunications company Ericsson has partnered with local Swedish public transportation and technology providers to conduct a six-month trial of two electric self-driving shuttle buses on public Stockholm roads.</p>
<p><u>LimeSurvey</u> LimeSurvey is an Open source survey tool.</p>	<p><u>CIVITAS Urban Mobility Tool Inventory</u> Browse through an online database of over 100 tools and</p>	<p><u>CIVITAS Guide for the Urban Transport Professional</u> Crucial to SUMP development and implementation is the</p>	<p><u>Aeolian Ride</u> Aeolian Ride, is an international art event where the public becomes inflated sculpture on</p>

Communication and Voting tools	Resources for POTM	Guides and Best Practices	Educational and Inspirational Materials
	methods that can help you make informed decisions about local urban planning and play around with the apps and games available to build scenarios and select measures.	systematic and judicious selection of SUMP measures and knowledge of how to combine them effectively. A series of manuals produced as part of the project focus on this vital topic. Three different city profiles are covered, with each having a different level of experience and expertise in the development of mobility policies and measures.	bicycles, transforming the landscape of each city. The effect is a sort of joy loop: those riding feel the elation of being a child at play, dazzling bystanders who become giddy, returning joy to the riders.
SurveyProject SurveyProject is an Open source survey tool.	Blueprints A visualization tool adopted in design and organizational fields to describe detailed plans and structures, displaying both digital and physical elements and how they interlink with one another. Blueprints are being used to both demonstrate and plan how a whole project evolves.		Kids as Planners in de Pijp (Amsterdam) A short documentary on children who campaigned to have a play street in their busy neighbourhood.
Rocket Chat Rocket Chat is an Open Source Team Communication (similar to Slack).	Policy Recommendations Template Template to gather insights towards policy		SUNRISE Webinars A set of webinars discussing neighbourhood mobility

Communication and Voting tools	Resources for POTM	Guides and Best Practices	Educational and Inspirational Materials
	recommendations including how they relate to different stakeholders.		solutions, co-creation, and more.
			<u>Glossary of Shared Terms (in Sustainable Urban Mobility Projects)</u> Definitions of commonly-used terms in co-creative urban mobility projects.
			<u>Metamorphosis Source Materials</u> A set of informational materials, as curated by the Metamorphosis project, providing information on urban design and youth-friendly mobility.
			<u>Metamorphosis Case Studies</u> A series of case studies relating to co-creation, mobility solutions, youth-friendly development, and more.

As part of the replication process it became clear that a set of tools was not enough. To provide a more thorough overview of the project process, one needs to know not only about tools, but also about the actions that led to the use of these tools. Therefore, as part of the toolkit, a template for a blueprint was generated and it became the core initial resource for replication. Furthermore, by knowing about the steps of the process through the blueprint and the tools used in the five project location through the local mobility kits, allows for a deepened understanding of how the project proceeded and which tools can be in used in the process.

In the following sections, the full project blueprints are presented, followed by the Policy recommendation that emerged from the project process.

3. Action Blueprints

Blueprints were initially paper-based representations of technical drawings, used primarily in architecture and engineering fields. More recently, the name has been appropriated in design and organizational fields, used to describe detailed plans and structures displaying both digital and physical elements and how they interlink with one another.

In the Cities-4-People project, blueprints are being used to both demonstrate and plan how the whole project has evolved, illustrating how events, actions and activities, and which groups of stakeholders and communities have been deployed towards mobility and transportation solutions to fulfil the project goals. This visualization tool serves as an illustrative guideline of the project frame and steps required to bring it to life, facilitating the process of planning and replicating similar projects in other locations and cities. This strategic tool also aids institutions to have a quick access to knowledge that tends to be ‘tacit’ and withheld by the employees directly involved in project development. These employees will still carry the knowledge about the learnings from the sessions and the events, however, some of these aspects can be illustrated on the blueprints, such as cost, human resource heavy, complexity, etc. Also, the blueprint will help avoid ‘missing’ steps or underestimations, which could jeopardize the project at any stage. Furthermore, by providing an overview of the whole project process, the blueprint can aid planners and developers to identify untapped opportunities that can be well exploited during the project deployment.

Action blueprints’ layout often have two axes, the vertical axis on the left contains parameters following theatre metaphors, ‘front stage’ and ‘backstage’ actions, meaning what’s visible for all stakeholders and what needs to be done in order to support the front stage activities³. The horizontal axis on the top presents the phases of the project. The blueprint is filled out presenting the activities in a structured consecutive and interconnected timeline, showing which actions take place before and after, building a full project flow.

3.1 C4P action blueprint

In the case of the C4P blueprints, the vertical axis, ‘Physical Evidence’ is composed of different actions, all the front stage actions are publicly visible, however organized and involving different groups. The backstage actions are executed by the consortium partners and not publicly available. In the case of C4P this is distributed among:

Front Stage Actions – Core Group (CG): Composed of the C4P consortium local partners

³ Another common term used to describe some of the activities is ‘touchpoints’, which refer to specific aspects that make the project (and product or service) visible for both general population and specific stakeholders.

Front Stage Actions – C4P Community (C4PC): Composed by the C4P consortium partners and the Mobility community (aggregated via the project)

Front Stage Actions – Third party stakeholders & local Community (TPS): Composed of all the local residents and other third-party groups (residents, local associations, schools, delivery companies, etc.), who participate in some of the events and interventions but are not necessarily active member of the Mobility community.

Backstage Actions – Local consortium partners (LCP): Composed of all C4P consortium partners.

Backstage Actions – Supporting actions (cg and local partners, CGLP): Composed of C4P cross-cutting and local partners.

The horizontal axis on the top of the template indicates the phases of the project, divided into:

Project Launch: Showing all the activities required to initially setup the project among project partners.

Local Project Launch & community building: Showing all the activities to kick-off and initially develop the project in the C4P locations.

Project development phase 1 – First round of pilot interventions: Showing all the activities required to setup and deploy the first round of local interventions.

Project development phase 2 – Scale-up pilot phase: Showing all the activities required to setup and deploy the first round of local interventions.

Sustain: Showing which actions are required to give continuity to the project post-grant (this one is not included in this first round of blueprints as the project is yet to launch its scale-up phase.)

In order to provide the ‘reader’ with more information about some of the activities, the C4P blueprints use an added iconography to illustrate the following aspects:



Complexity



Human resource heavy



Requires expert



Time consuming



Financially demanding

This iconography helps the reader to take in consideration key factors when budgeting and planning a related process.

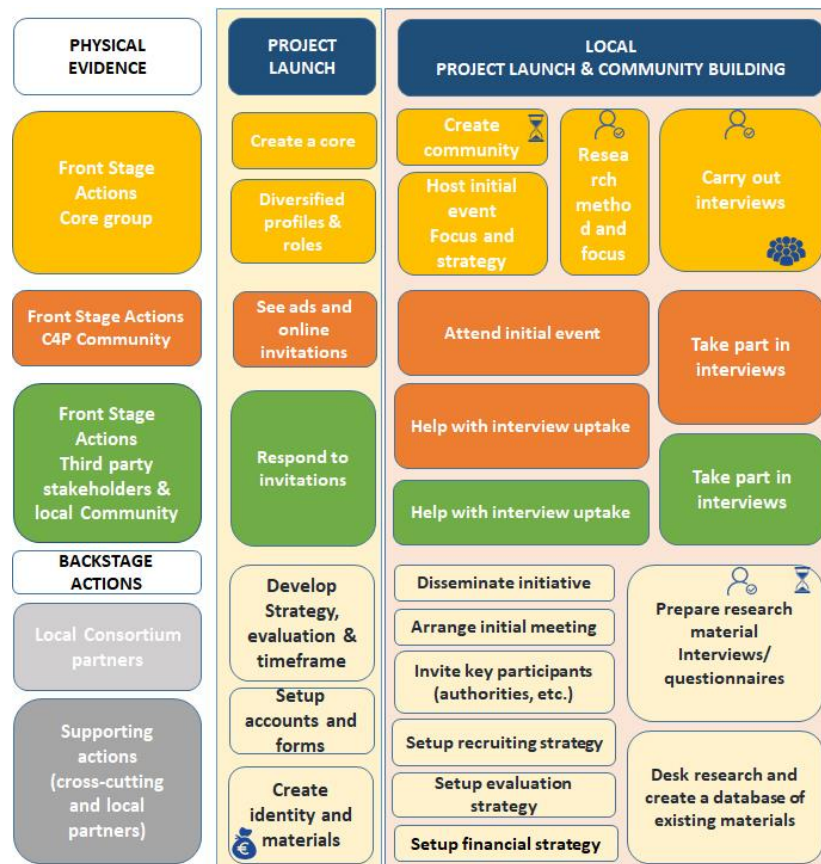


Figure 6: C4P Action Blueprint Part 1

3.1.1 Project Launch

The first part of the blueprint, as seen in the second column of Figure 6, shows the 'Project Launch'.

Frontstage:

Create a core (CG): executed by the core group, publicly visible and the first step in the project to delegate specific functions across the consortium and local partners.

Diversified profiles and roles (CG): this action relates to identifying and ensuring that the activities are evenly distributed across all partners.

See ads and online invitations (C4PC): This action targets the locals and broader community as a way to attract participants (which will build the Mobility community) and gather momentum for the local launch of the project.

Respond invitations (TPS): For third-party partners, targeted invitations are sent out in order to make sure they get notified and will feel enticed to join the project. Their required action is to respond the invitations.

Backstage:

Develop Strategy, evaluation & timeframe (LCP, CC): Carried out by all consortium partners without the involvement of other participants, this task involves all partners developing and agreeing in a specific strategy for the project, the evaluation plan and when the activities will take place.

Setup accounts and forms (LCP, CC): This action involves both the project coordination and the local entities as it ensures a common digital platform where all partners can share and distribute their materials. Even though this might be considered an implicit task of any project, by having it on the blueprint, the cost of such depository is not overlooked and considerations regarding data regulations are in place from the project start.

Create identify and materials (CGLP, CC): This action involves the design and setup of the project identity, key for all its communication and dissemination activities. It also entails giving the project an online presence and ensuring that the process and results are distributed and disseminated to the widest audience possible.

3.1.2 Local project launch and community building

Following the project launch, we identify the ‘Local project launch and community building’ phase.

Frontstage:

Create community (CG): Due to its bottom-up structure, creating an engaged group of local participants grounds the impact and the success of the project. The project core group needs to take the lead in planning the structure in how this community should be formed, further developed and maintained.

Host initial event - Focus and strategy (CG): The initial event is an opportunity to lay out the project goals and raise awareness about process, including the wider timeline. Also, it is a way to launch the community building, and together with the participants establish how to maximize people’s involvement and, consequently, impact. In the case of the C4P project, it was also an opportunity to present the project initial research and the importance of the uptake to inform richer data results.

Attend initial event (C4PC): The local stakeholders need to be present at this first event, and therefore some commitment from their side is required.

Research method and focus (CG, CC): The core group, aided by research experts (in the case of C4P, universities) decides on how to best and most effectively carry out a research methodology.

Carry out interviews (CG): The core group is also responsible for carrying out the interviews and collecting results.

Help with interview uptake (C4PC & TPS): The local community, who participate in the first meeting, become key ambassadors in communicating the initial research and helping with the response uptake in the widespread community.

Take part in interviews (C4PC & TPS): Both local community and other local invited stakeholders also make up the interviewee pool.

Backstage:

Communicate initiative (LCP): Develop a strategy towards how to best communicate the project across the neighbourhood/region. What needs to be communicated, how it needs to be communicated and where it needs to happen. Which media sources, physical locations and online platforms need to be used.

Arrange initial meeting (LCP): Plan dates, book facilities, prepare invitations, decide budget for meeting, etc.

Invite key participants (authorities, etc.) (LCP): To bridge groups, it is highly important to invite local authorities who relate to the project topic/goals. In the case of C4P, these included urban planners, transport and local heads of association.

Setting up strategies (CGLP): Recruiting, Evaluation and Financial: These three strategies align themselves with what has been described in the project plan, however they have to be laid out clearly in each of the locations to allow the project to be executed successfully. The recruiting strategy relates to both participants to research, community and other local associations. The evaluation strategy has been structured by UCL, however it also required the cities to be involved as they have deployed the evaluation locally and they have been responsible for collecting the results. The financial strategy focused on structuring how to maximise the resources according to the activities that need to be deployed.

Prepare research material, interview and questionnaires (LCP, CC): The research responsible task leader prepared the initial survey and interview guide, which needs to be translated by the local partners to their local languages.

Desk research and create a database of existing materials (CGLP, CC): This task was led by primarily two partners, however all consortium partners were involved providing local articles and cases.

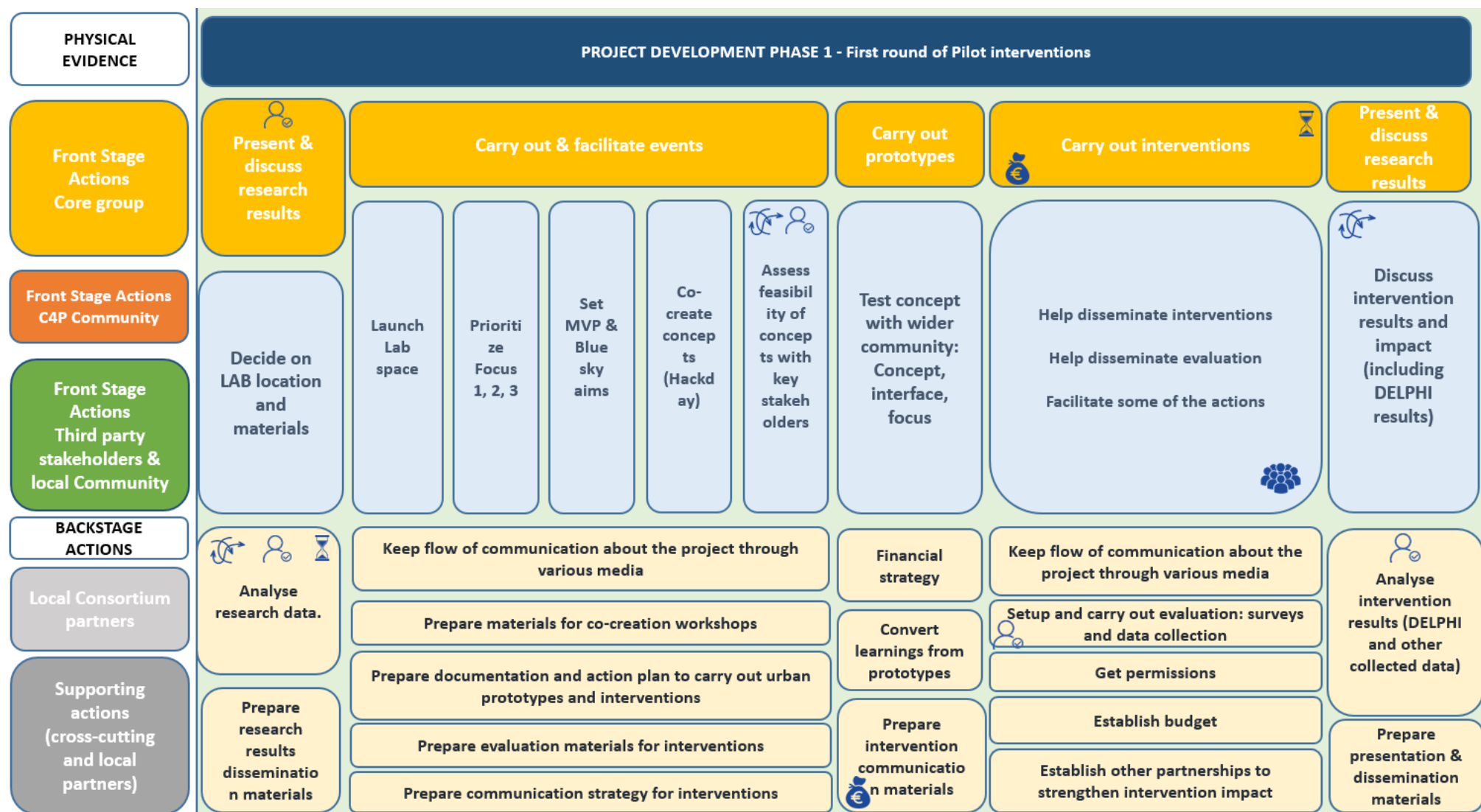


Figure 7: C4P Action Blueprint Part 2

3.1.3 Project development phase 1 – First round of pilot interventions:

This part of the blueprint (Figure 7) describes the process leading the deployment of the first round of the pilot interventions. It covers a range of key methods and events that ensure the bottom-up and inclusive characteristics of the C4P project.

Frontstage:

Present & discuss research results (CG) & Decide lab location (CG, C4PC & TPS):

This task was carried out by the core-group, who presented the research results during the presentation day event, where both the local community and third party stakeholders took part. This event served as a follow up to the initial event, as to keep the community in the loop. By presenting the research results, the focus area for the project was then decided, which informed the location for the local C4P Mobility Labs. Both C4PC & TPS helped the CG to decide which types of materials and information should be available at the local Labs.

Carry out and facilitate events (CG): the core group was responsible for running the local events and helping make all voices be heard.

Launch lab space (CG, CAPC & TPS): attended by all groups and another opportunity to communicate further about the project, creating a physical touchpoint. In the case of the project, this took the shape of possible mobile and fixed locations.

Prioritise Focus 1, 2 & 3 (co-creation workshops) and Set Minimum Valuable Product (MVP) and Blue Sky aims (co-creation workshops) (CG, C4PC & TPS): Blue Sky aims refer to the highest ambition for the project. During this workshop, a number of ideas and considerations based on the research results were made, then voted and aligned to be pursued as the project key priorities. Tools such as world method café, MVP, which helped set the minimum valuable product and the Ambition Chart, which helped set the project overall ambition. These tools help the decision making, facilitating a more democratic and inclusive process.

Co-create concepts (hackdays) (CG, CAPC & TPS): During the hackdays, a series of ideas were co-created and worked further towards concepts in groups, and then voted based on impact, feasibility, etc..

Assess feasibility of concept with key stakeholders (QHS workshop) (CG, CAPC & TPS): During the QHS workshop, the co-created concepts were presented and discussed by experts and local authorities that could assess which concepts were implementable in the time frame and how they could facilitate the process.

Carry out prototypes (CG): Before the deployment of the interventions, prototypes were developed and tested. This process included deploying smaller versions (in some cases as roleplaying and co-creation) of the interventions to gather valuable feedback and to help improve and refine the interventions to be piloted.

Test concept with wider community (CG, CAPC & TPS): Actively participate in testing the prototypes. This testing helps the CG refine the intervention to be deployed.

Carry out interventions (CG): Based on the prototype results, adjust and deploy the interventions for three months.

Help disseminate interventions (CG, C4PC & TPS): All partners and community engage and help spread the word about the interventions.

Facilitate some of the actions (CG, C4PC & TPS): Help with day events related to the pilot interventions.

Present and discuss intervention research results (CG): Present the results of the interventions to the local community towards deciding which interventions to be scaled up.

Discuss intervention results and impact (CG, C4PC & TPS): Participate in the discussion to co-decide how to better deploy the interventions in the scale-up phase.

Backstage:

Analyse research data (LCP, CC): The data collected via the questionnaires and interviews had to be translated and analysed.

Prepare research results dissemination materials (CGLP, CC): The results of the research needed to be compiled and prepared as slides to be presented to the local community and stakeholders.

Keep flow of communication about the project through various media (LCP): While the project is running, communication through social, print and news media needs to keep flowing in order to keep the project momentum.

Prepare materials for co-creation workshops (LCP): The local teams had to select and prepare the materials to carry out the workshop. These materials are key towards the co-creation of ideas and concepts to be deployed in the project stages that followed.

Prepare documentation and action plan to carry out urban prototypes and pilot interventions (CGLP): To be able to execute the concepts successfully, the local consortium partners, aided by the cross-cutting partners, had to describe in detail the requirements for the concepts (and initial prototypes) to be executed in the timeframe required. This step was then followed by the creation of an action plan to be carried out.

Prepare evaluation materials for interventions (CGLP, CC): While two partners (UCL and Q-Plan) were responsible for designing and developing the evaluation, the local partners had to translate the materials to make them accessible in the local languages.

Prepare communication strategy for interventions (LCP, CGLP): To maximise the impact of the pilot interventions, a clear and effective communication strategy needed to be in place, including materials and media types to reach the largest audience possible.

Convert learnings from the prototypes (LCP): According to the results from the prototype testing, the interventions need to be adjusted to be deployed more effectively.

Prepare intervention communication and dissemination materials (CGLP): Prepare pamphlets, posts, newsletters, banners, plus all the materials that need to be displayed in situ during the intervention timeframe.

Keep flow of communication about the project through various media (LCP, CGLP): Execute the communication strategy with regular posts and information about the interventions.

Setup and carry out evaluation (LCP, CGLP, CC): Carrying out the evaluation during and after the intervention period through doing interviews, distributing and creating awareness about the questionnaires, monitoring and observing the pilot interventions on the ground, etc.

Get permissions (LCP): As the interventions affected public urban spaces across the cities, it was highly important to request city permits in good time, in order for the pilot interventions to be granted permissions in agreement with local laws and regulations.

Intervention financial strategy (LCP): The pilot cities developed a financial strategy, listing all possible costs required to deploy the interventions.

Establish budget (LCP): Having tested the concepts, the pilot cities could then have a well-informed estimate of the costs to run the interventions and could then establish a realistic budget to fit.

Establish other partnerships to strengthen interventions impact (LCP, CGLP): To fulfil some of the concepts, it was important to have partnerships with companies and other service providers (such as bike sharing, delivery companies, etc.) to have a realistic and impactful pilot intervention.

Analyse intervention results (LCP, CGLP): After the intervention period, the pilot cities had to collect the evaluation results and they have been analysed by the evaluation responsible partners.

Prepare presentation materials (LCP, CGLP): As a roundup of the pilot interventions, the project partners have had to prepare a set of materials to communicate the intervention process, results and impact. These presentations are the key step towards helping shape and define the upcoming scale-up phase.

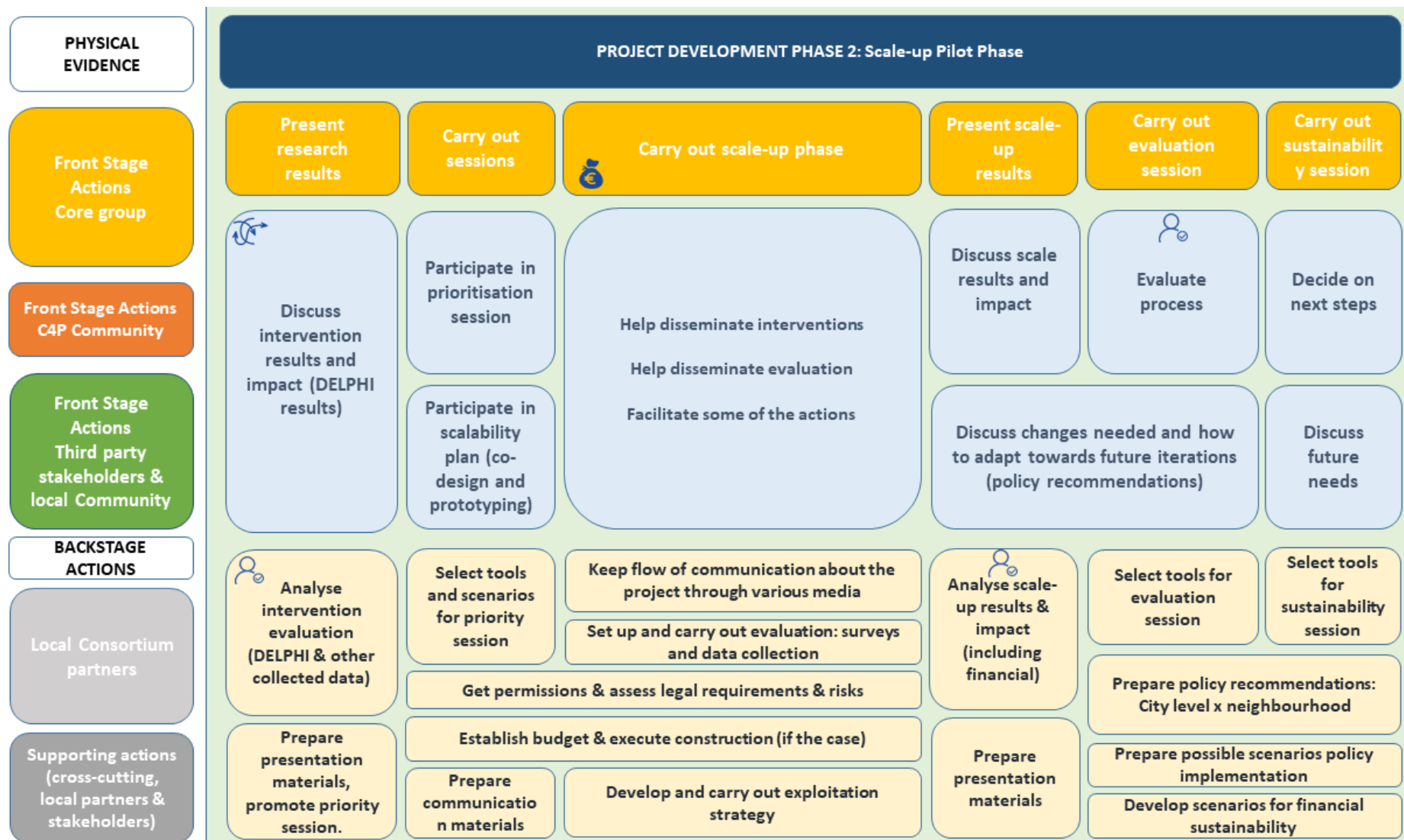


Figure 8: C4P Action Blueprint Part 3

3.1.4 Project development phase 2: Scale-up Phase

The final part of the blueprint (Figure 8) depicts the preparation and deployment of the scale up phase, plus the final steps of the project process, including the plans for sustaining the project beyond its European funding.

Frontstage:

Present and discuss research intervention and research results (CG, C4PC & TPS): The core group presented the results of the first pilot interventions after the data had been collected and analysed by the cross-cutting partners responsible for the data analysis. The presentation was followed by a discussion together with the local C4P community and stakeholders towards evaluating the impact of the pilots.

Carry out sessions (CG): Prioritisation, Scalability Plan (co-design and prototype) (CG, C4PC & TPS): The initial presentation and discussion of the intervention impact was then followed by a local prioritisation session, where the participants also considered what needed to be changed/improved to deliver the most valuable impact and what would it take to scale-up to other areas in the city. In these sessions it was decided which intervention was to be scale-up and where it should take place.

Carry-out Scale-up (CG) and Facilitate the action, Disseminate Interventions and Evaluation (CG, C4PC & TPS): The scale-up interventions have taken place during the first months of 2020. Each pilot city was in charge of developing and carrying out the local interventions, as well as helping with the online evaluation take-up and collecting local data towards the impact assessment.

Present (CG) and discuss scale-up results and impact (CG, C4PC & TPS): After the interventions had taken place and all the data had been collected and analysed, the local core group summoned a session to present the results and assessed the project impact.

Carry out evaluation session (CG) and Evaluate process (CG, C4PC & TPS), Assess and discuss lessons learned and required changes for future iterations and/or long-term implementation (CG, C4PC & TPS): After the project impact assessment, the local partners, community and stakeholders evaluate the project process, methods and results. Based on the project process evaluation, they summarise the lessons learned and transfer this knowledge into the requirements for a long-term implementation.

Carry out sustainability session (CG) and Decide on next steps and discuss future needs (CG, C4PC & TPS). The local partners, community and stakeholders to carry out a last session towards identifying the requirements to sustain both the project approach and process for future urban development. Discuss how this project fits current policies and their implementation process and assess how the new policy recommendations could be carried out in novel ways.

Backstage:

Analyse intervention evaluation – Delphi and any other collected data (LCP, CC): The data collected had to be translated into English by the local partners, and then analysed by the project partners responsible for this task.

Prepare Presentation materials & promote priority session (LCP): Prepare all the materials required to run the priority session. Both slides and a campaign to reach the local community and stakeholders.

Select tools and scenarios for Priority session (LCP): To communicate well the scale-up, create a set of scenarios to be used as a starting point for the discussion.

Get Permissions and assess legal requirements and risk: Assess which legal requirements are needed to run the interventions and start the permission acquiring process. This step needs to be done in good time to avoid delays in the intervention period.

Establish budget and execute construction (if the case): Make a budget plan for each of the scenarios, including any construction that might be required to run the pilot (pathways, bike racks, etc.)

Prepare communication materials: Prepare all the materials required to communicate the interventions to the wider public. Print and online media.

Keep flow of communication about interventions in various media: Post updates and messages in various media (online, radio, newspapers, newsletters, etc.)

Set up and carry out evaluation, surveys and data collection: Translate all the questionnaires and interview materials to the local language. Set up a strategy and plan of who will be responsible for what and the times to best reach the audience.

Develop and carry out exploitation strategy: To potentiate the intervention process and results, design the exploitation strategy and have it aligned with the intervention plan (reach, target groups, visibility, etc.).

Analyse scale-up results and impact (LCP, CC): Post- scale-up intervention, translate the evaluation results to be analysed by the cross-cutting partners responsible for the evaluation.

Prepare presentation materials: To disseminate the results well, prepare a set of slides containing key achievements as well as lessons learned from the project to be presented in the following sessions.

Select tools for evaluation and sustainability sessions: To help with the whole project process assessment, select a set of tools to help the participants accurately evaluate both the project process and outcomes.

Prepare policy recommendations: City level & neighbourhood: Based on the project process and its assessment, define a number of key policy recommendations to help the municipality both continue and further develop the project approach.

Prepare scenarios for policy implementation: Prepare scenarios for visualising the policy implementation together with a timeframe and assess how this could be improved.

Develop scenarios for financial sustainability: Together with the policy recommendations and implementation, develop a feasible financial strategy to reflect the new policy goals.

3.1.5 Pilots' action blueprints

During the project, the cities were introduced to the blueprinting tool and used it to plan their pilot scale up process; the blueprints showcase the initial considerations for each of the scale up interventions per pilot city.

While some cities have done one blueprint per scale-up intervention, others chose to do a general one focusing on the key aspects of scale-up. The blueprints have aided the cities giving a structure to the, otherwise, list based process of project management. Furthermore, the template layout has helped identify gaps in the planning that needed to be addressed during the planning phase, as well as provide an insight of possible new stakeholders that can be relevant during the process.

These blueprints have been enriched and completed as the scale-up phase took place and have been added to the core project blueprint earlier presented, providing the full illustration of the actions, activities and process that have taken place during the whole C4P project. Adding the blueprints to the other existing tools within the Citizen Mobility Kit makes the CMK a comprehensive replication resource for other cities and municipalities that might want to engage in co-creation processes as part of their urban development planning.

4. Policy Recommendations & Implementation

The initial round of policy recommendations was discussed during the Consortium meeting in Oxford in June 2019 followed by each pilot city creating their own set of recommendations based on their local experience. In this report, we further elaborate on the first round of policy recommendations initially presented in D6.9, based on the final project activities, such as scale up and post-project sustainability.

This first set of recommendations template functioned as both an instructive and thinking tool, which helped the cities articulate contextualized and general perspectives in the types of requirements and policies that need to be implemented towards working with inclusive bottom-up urban planning development in practice. The initial set of policy recommendations has aided the C4P pilot cities in strategizing more effectively, pushing local processes and regulations to attend demands for innovative ways of developing city infrastructure.

To supplement the policy recommendations, a template for policy implementation was sent out to the cities to gather insights about the process required to implement local policies. “Policy implementation is the set of activities and operations undertaken by various stakeholders towards the achievement of goals and objectives defined in an authorised policy”⁴.

The implementation process adds another layer to the replication process, as it further informs about processes that need to be taken in consideration as part of the policy recommendations. It is important to highlight that even though policy implementation was not a task within the C4P project, by taking into account the processes of policy implementation can aid cities to possibly develop projects, where this phase can be included or at least strategize the process to facilitate the implementation of new policies. In **Annex 1: List of policy implementations in C4P partnering cities** you can find the policy implementation processes of the C4P cities.

The final set of policy recommendations has been compiled from the consortium partners and they are informed by their C4P project process experience. We have gathered a number of insights also related to the implementation of such processes. Therefore, the following recommendations are compiled from both sets of data and clustered according to the relevant stakeholder groups.

⁴ Bellush, J. (1981), The politics of policy implementation. By Robert Nakamura and Frank Smallwood. St. Martin's Press, 175 Fifth Avenue, New York 10010, 1980. xii, 201 pp.. Nat Civic Rev, 70: 553-556. doi:10.1002/ncr.4100701010

Table 2: C4P Policy Recommendations

Applies to	Policy Recommendation	Reason
Local actors	Help the participation of people in policy making via online platforms.	Online platforms offer quick access and distribution of information, reaching a wider population group.
Local actors	Establish channels of communication with local communities.	It is important to know which the most popular services are and make use of them to communicate relevant initiatives as to make them visible and the process approachable. In other words, you need to be where the people are, both physically and online.
Local actors	Use of prototyping and small-scale pilots with activated communities to test new solutions.	Prototyping is a low-cost opportunity to try different solutions before doing a higher permanent investment.
Local actors	Organize workshops with citizens and apply co-creation methods to engage and democratise the perspectives.	Co-creation tools are easy and low-cost to deploy, while being effective towards creating a fair space for conversations and debates.
Decision makers (city level)	Include the general public in planning urban mobility developments that are considered to be major developments.	Larger developments tend to impact people's lives more dramatically, causing distress and concerns, which can be avoided if well communicated and if citizens feel they have a say in the process.
Decision makers (city level)	Establish a mobility management position within District Office to develop and implement mobility concepts in new urban planning projects and in established neighbourhoods.	Mobility, as it reaches wider than transportation, needs to have further visibility and, due to technological and social changes, requires on-going attention.

Decision makers (city level)	Development of incentives to encourage use of most efficient transport mode.	Efficient transport modes have to both be convenient and economically worth to be preferred and have an increase in uptake.
Decision makers (city level)	Try to avoid the concrete mind-set of experts that they believe they know better than the citizens.	Different groups have unique experiences and to learn about them, cities need to hear/research them, instead of making assumptions.
Decision makers (city level)	Dedicate a regular budget and permission guidelines for planning and implementing sustainable mobility concepts, including experiments, interventions and measures.	To test and run concepts, cities need to plan in advance to facilitate the process. Both in relation to temporary permissions and requirements, as well as in regards to a dedicated budget.
Academia	To keep-up with mobility, researchers need to work cross-disciplinarily, as changes in technology and market define new behaviours and standards, which impact the use of transportation modes and aspects of city mobility.	Mobility, as the name suggests, is in constant motion and is impacted and impacts various fields. Therefore research needs to account for the various disciplines and how they distinctively inform the field.
Academia	As quality of life is impacted by mobility aspects, researchers need to develop new modes of researching and assessing these aspects.	As the field is in constant evolution, methodologies should follow.
Academia	Develop courses to educate authorities in using co-creation tools towards urban planning.	There are great opportunities to target city officials to learn about tools and methods to improve governance and development.
National legal bodies	Officialise and include all minority groups, such as people with disabilities, elderly, children, etc., in all urban mobility planning and development.	Including all groups provide more rounded and inclusive solutions.

National legal bodies	Establish regular meetings for mobility topics between all the cities' districts and the responsible Ministries towards better integrated solutions.	To create better integration among the various transportation services across the country, creating a common understanding of user experiences and needs, country officials need to know about each other's services.
EU	Develop strategies to educate authorities on the economic, social and environmental value of including citizens' participation as an intrinsic part of any city planning process.	To create calls and incentives for educating authorities.
EU	Developing better mobility and transportation requires an understanding of citizens' ever changing needs and of new technologies, therefore projects focusing on novel upcoming needs regarding transportation and mobility need to be on-going.	To create opportunities for on-going research into upcoming mobility and transportation, also to keep the momentum in cities that might want to further develop their initiatives.

In addition to the policy recommendations, through a close collaboration with 4 other neighbourhood projects (Sunrise, Metamorphosis, Looper and MUV), we have developed 10 big messages (BM) towards sustainable development in a neighbourhood level.

Table 3: Neighbourhood Projects' Combined Big Messages

BM1: Utilise the advantages of the neighbourhood level
<ul style="list-style-type: none"> ● Neighbourhood-level planning should be acknowledged, promoted and funded as a standard element of planning for the sustainable city. ● Any intervention in or around residential neighbourhoods have to embrace and strengthen the inherent resilience features of neighbourhoods as precaution to future crises, including pandemics. ● The development of real estate has to increase the functional diversity of and around neighbourhoods in order to reduce the need to travel to shops, workplaces, etc. ● The education of traffic planners has to raise their knowledge of and appreciation for the social capital in neighbourhoods and how to protect it. ● The “attention boundary” of Cost Benefit Analysis methods has to be extended in order to capture the social “return on investment” of all planned measures that affect neighbourhoods. ● The European Commission’s Sustainable Urban Mobility Planning (SUMP) concept should be updated in order to make city-wide and neighbourhood-level planning approaches structurally compatible and to utilise synergies between them. ● Connect with people – start from this base. Get to know the person and invest in creating human relationships. ● Building tangible and concrete prototypes or other physical points of reference can help to build a stronger collective memory of previous co-creation sessions and progress.
BM2: Invest in citizen participation
<ul style="list-style-type: none"> ● Invest time, staff and money into well-designed co-creation processes pays back in broader engagement, more creative ideas and smoother implementation. ● Local anchors’ involvement can reduce the typical distrust and alienation of citizens from public authorities, especially for ethnic or cultural minority groups, and particularly young people. An NGO, business, or school may facilitate this process as an anchor, because citizens already trust this actor and are familiar with interacting with them. ● Emphasise that the results of the co-creation process will be seriously taken up by decision makers in order to ensure trust and motivation from participants. ● Visit the groups that would not attend your workshops or events in order to increase the variety of input and opinions. ● Engaging with certain groups via a trusted person or institution can increase the diversity of participants in a co-creation process.

- Public authorities and project facilitators should manifest their commitment to co-creation through a formal “participation promise”, that is, a public statement to confirm that the thoughts, ideas and concerns of citizens will be taken into account and not shelved always. Provide evidence later on how, in what ways and in what cases this has materialised.
- Identify (a) local anchor(s) to avoid parachuting into the neighbourhood as an alien.
- Adapt participation approach to local participation culture.
- Go to where the people are (on the streets, in schools, at major events, online etc.)

BM3: Educate on the value of co-creation and provide training and resources

- Develop strategies to educate authorities on the economic, social and environmental value of including citizens’ participation as an intrinsic part of any city making process (visioning, planning, implementing, evaluating).
- Provide training to planning authorities to empower them to take co-creative approaches with suitable methods and tools.
- Update university curricula for a broad range of disciplines and offer practice-based experiences (internships, volunteer, and professional opportunities) to ensure that young graduates are equipped with the appreciation and skills to facilitate co-creation processes.
- Show decision-makers the evidence that investing time, staff, and money into well-designed co-creation processes reaps huge benefits. Co-creation takes longer than traditional planning and consultation approaches, but the time and resources invested pay back.
- Collect and share more evidence about the benefits of co-creation, while being aware of the limits of conventional impact assessment approaches. A before/after comparison of standard KPIs might not be the best tool. Develop new approaches based on drawing exercises, diaries, participant observation, etc.
- Establish networks, exchange fora, best practice repositories, conferences etc. to systematically collect, share, and educate on tools to facilitate co-creation across citizens, policy makers, and researchers.
- Be clear about expectations. Take a democratic approach and accept that there will be conflicts, and (co-)develop a strategy to manage different views.

BM4: Level the playing field (everybody is an expert, understand the citizens’ needs)

- The co-creation process should be open to all. Perspectives are further democratised when workshops are organised with citizens and co-creation methods are used to engage them.
- Co-creation should aim to create solutions which are based on the consensus of all stakeholders. Otherwise, conflicts of interest or negative impacts can prevent the implementation of even the best idea. However, consensus may not always be achievable. Decisions on non-multipliable resources such as space will inevitably have winners and losers. Training for transport planners should include public participation.

- Consider citizens as partners and allow time to explain to them the co-creation process, the role of the participants and the possible outcomes.
- Build co-creation into your participation culture as a necessary step to develop new policies, plans and strategies.
- Turn problems into solutions by using learning loops .
- The involvement of public authorities in a true partnership can be beneficial to a co-creation process as it increases the likelihood of implementation. Co-creation will disappoint citizens when they feel nothing is done with their input.
- A data-driven approach can establish a concrete basis for action. The collected data can then be used to petition local authorities.
- Viewing different stakeholders as equals can reduce distrust between them.
- Children have a unique view on public spaces and their inputs should be heard.
- Gendered aspects should be taken into account when designing for public spaces and mobility.

BM5: Be where the people are

- Remove the obstacles that prevent participation. This means you take into account availability of people (move with their agendas instead of yours), the platforms you use to communicate, the locations where you meet people and the tone-of-voice and vocabulary you use. Seemingly banal issues such as appropriate meeting venues, times and facilities (e.g. provision of childcare) can have a large impact on participation.
- Identify the right channels of communication that will best reach the local community. People may be less acquainted with technology but may rely more on their group of friends or associations. In this case, organising an activity at the club that they know well will be more effective to involve this group of citizens than using an online platform.
- Work with local community networks and already established groups and forums instead of creating new ones from scratch. By working with actors that already have relationships with citizens, you can tap into their existing trust. However, some groups are quite fixed in a lobby for certain issues. Always try to combine people from an existing group with individuals to get a more complete and balanced representation.
- Online platforms can help to facilitate civic engagement, allowing the direct participation of people in the decision-making process.
- A combination of online and offline tools allows you to involve different citizens groups at the same time. New technologies and digital tools can facilitate knowledge sharing and mutual learning. While digital co-design tools and platforms prove useful in certain instances, physical meetings and events are still important instruments to engage citizens as the proximity of others and their opinions/knowledge will improve bonding and understanding, knowledge exchange and collaboration. Online and offline tools and meetings achieve different results.
- Research the specific (hard-to-reach) groups and people to identify the best way to contact them. There is not one way to reach everybody – your invitations need to be tailor made for each target audience.

- Make sure to consider the needs of specific vulnerable groups when deciding which co-creative tools and activities to implement. Not all activities might be accessible to people with disabilities, such as people on a wheelchair or people with sight problems. You need to understand the limitations and possibilities of each group.
- Keep the co-creation process compact in order to prevent participation fatigue and people dropping off along the way.
- Developing better mobility and transportation requires an understanding of citizens' ever-changing needs and of new technologies. Research projects focusing on new needs regarding transportation and mobility need therefore to be on-going.
- Keep digging to bring in all affected people – this will ultimately be more groups than first meet the eye, as research and time spent in a neighborhood will uncover many people and groups who are unexpectedly affected by mobility initiatives.

BM6: Allow experiments

- Allow flexibility – to be able to adjust planned processes to the reality “on the ground” is important for a good co-create process. A co-creation process needs fluidity and agility. The administrative project reporting process and framework should also reflect on and accommodate this.
- Use ‘prototyping’ and small-scale pilots to test new solutions and ideas, without mandating that they are immediately successful.
- Dedicate a regular budget for planning and implementing sustainable mobility concepts, including experiments, interventions and measures.
- Act on “small” lessons learnt. When citizens can see that we react on the things they address, they are more likely to take part in longer planning processes as well (sunrise)
- Allow for genuine experimentation, which inevitably comes with a real risk of failure, and without the need to sugar-coat the results. Appreciate learning from lower-than and different-from the expected impacts.
- Provide enough time for conducting, analysing, and reacting to tests, trials, and prototypes.

BM7: Ensure diversity and inclusivity in communities

- Establish authentic channels of communication with local communities
- Involve people from all ages. For example, children and their visions and ideas when it comes to neighbourhood activities and redesign of street use, to make public space fit for future generations. The needs of children are also typically well received by adults.
- When engaging children and other vulnerable groups, ensure that there are methodical and robust processes in place for assessing and addressing issues relating to ethics, data protection and privacy (including GDPR).
- While there is much attention on digital co-design tools and platforms, physical meeting opportunities and events are still important instruments to engage citizens who do not use digital services or prefer personal interaction.

- Reach hard-to-reach groups and others. Conduct research into the neighbourhood and try different methods to engage a diverse group, and learn and evolve from experience.
- Road space is unfair, as it is focused on motorized traffic. To level the playing field, this needs to change to allow more space for walking and cycling.

BM8: Manage expectations

- Define from the onset the objectives and the beneficiaries of what will be done and what will be the remit of the co-creation process, if relevant.
- Communicate clearly what is and what is not possible. People often want to see immediate results. If permits are needed for a certain intervention, communicate this to citizens.
- Manage expectations to avoid disillusionment and unrealistic demands by using means such as Memorandums of Understanding (MoU), Dossiers, Participation Promises, the explicit articulation of a "corridor" of options (clearly stating what is NOT possible), highlighting and explaining the political approval process (if applicable).
- Acknowledge that even though co-creation might be complex and time-consuming, it is a way in which people's complex and often rather unpredictable everyday life realities can be understood and catered for in an effective and lasting way.
- Be transparent. Citizens, policymakers, NGOs, and researchers may all have different agendas. Real progress is possible if there is openness and honesty about these differences.

BM9: Evaluate and value the interpersonal and social results

- Make sure that methods for evaluations are relevant for the target group and the citizens in the neighbourhood you work in ("co-assessment and co-evaluation"). No single solution fits all, and often a combination of quantitative and qualitative evaluation methods works best.
- Document and report soft results and effects (such as relationships, trust or new collaborations).
- Integrate co-creation and structured planning and evaluation methods (re: MAMCA)
- Be aware of the limits of conventional impact assessment approaches. A before / after comparison of standard KPIs might not be the best tool. Develop new approaches based on drawing exercises, diaries, participant observation, interviews, and more.
- Consider how to capture intangibles like quality and innovativeness. This could mean pursuing a question like "What measures would have been most likely had the co-creation process not taken place?"
- In addition to the concrete pilot or objective at hand, focus on growing the skills needed for people and communities to take further ownership over the public spaces in their neighbourhoods towards mobilizing structural changes.

BM10: Look at the big picture

- City departments need to work together. Citizens do not care if a responsibility lies in one department or another – coordinate to get the job done.
- Include the general public in planning urban mobility developments to make sure that all aspects are considered. The general public is not only interested in the isolated issue. They care about their entire ecosystem. It is up to policy makers and facilitators to connect concerns of the public to the relevant areas, and connect the different areas to specific policy. Remember that individuals have different priorities – such as safety, enjoyability, speed of trip, health – which each person may value differently. One virtue of prompting people to co-create as citizens rather than end-users can be in helping them to see this bigger picture, and the myriad concerns and issues which form a neighbourhood's landscape.
- Establish a mobility management position within the local government to develop and implement mobility concepts in new urban planning projects and in established neighbourhoods.
- Develop strategies to educate authorities on the economic, social and environmental value of including citizens' participation as an intrinsic part of any city planning process.
- Invest money in neighbourhood-level activities that look at the entire ecosystem of a neighbourhood – not just at the separate issues.
- Decision makers should be receptive to the input/requests from the neighbourhood council concerning support from the city level to (e.g. zoning requirements, city-wide regulations)
- Integrate transport policies with other domains (urban planning, health, safety, security) to build on synergies: i.e. a street with reduced speed gives opportunities for a redesign, improve health and safety etc.
- Be strategic about complementarities with city-wide initiatives and plans. Pursue synergies with your city's other Sustainable Urban Mobility Plans!
- Put citizens' ideas and concerns at the core. Remember that mobility is not just about transportation and efficiency, and encompasses many aspects of people's experiences in daily life.
- Put effort into making the initiative convenient, accessible, interesting, and relevant to different groups of people. Host different activities and work with different technologies for children, tinkerers, thinkers, and those with various levels of interest.

Beyond these policy recommendations and big messages, we also suggest these overall learnings from the project process:

- Developing better mobility and transportation requires an understanding of citizens' ever changing needs and how their choices impact the local landscape.
- Co-creation of urban solutions with local citizens and other stakeholders contributes to a wider awareness of the city and its inter-dependency on local services.

- Authorities need to tangibly experience results emerging from bottom up approaches to assess and understand its real value and possible impact.
- Include urban prototypes in the planning of all urban development budgets to test solutions before implementing them.
- Educate authorities on the economic, social and environmental value of including citizens' participation as an intrinsic part of any city planning process.
- Create spaces, such as city labs, for interacting and educating citizens about their demands of resources' and how they impact the overall city flow of goods and transport.
- Create an alignment of the different stakeholder groups by including all of them in the process.

Overall, these policy recommendations propose ways to develop mobility solutions in urban contexts by bridging various stakeholder groups and making use of valuable and available tools to create cohesive and impactful results.

5. Conclusion

As a research and innovation action, the Cities-4-People project has developed new ways to bring together key stakeholders towards developing mobility and transportation solutions.

To carry out a People Oriented Transport and Mobility (POTM) process requires a broad understanding of local contexts, citizens' and businesses' needs and authorities requirements. By identifying such contextualised variables, citizens and other relevant stakeholders can acquire new perspectives of the experienced problems and create new perceptions of how these problems can be tackled through co-created solutions.

The use of co-creation tools functions as a catalyst for this bottom up development approach to develop better mobility and transportation solutions.

The project has developed an implementation and replication action blueprint to aid other cities and neighbourhood to engage in a similar process. As a demonstrator, this report presents the action blueprint in detail, while also giving an overview of the other tools available in the C4P mobility kit.

Building on the D6.9 report, this report also presents the process for implementing policies in different cities to illustrate the next steps for securing the sustainability of developing mobility and transportation solutions. Finally, in the final section of this report a set of policy recommendations, which have been developed and gathered based on the learnings emerging from the project, summarise how cities can transform their current urban development to create more inclusive and sustainable mobility and transportation solutions.

6. Annex 1: List of policy implementations in C4P partnering cities

6.1 Budapest

Table 4: Policy implementation process, Budapest

Policy	IMPLEMENTATION STEPS	RESPONSIBLE PERSON	TIMEFRAME
Apply co-creation tools to project development	1. Produce a guideline / regulation	C4P partner	Months
	2. Talk and convince relevant decision maker	Project owner	Months
	3. Fine tuning budget	Budget holder	Weeks
	4. Define and carry out communication plan	Project partner	Months
	5. Stakeholder interviews	Project partner	Months
	6. Community warm-ups and engagement workshops	Project partner	Months
People Oriented Transport Mobility	1. Get to know best practice examples	C4P partner	Months
	2. Have a training with experts	WAAG	1 week
	3. Start working with local community / stakeholders	Project partner	Months
	4. List your challenges and assess the process	Project partner	Weeks
	5. Disseminate your results	Project partner	Months
	6. Pass on your expertise to other groups of your local institution	Project partner Project partner	Months Months

	7. Summarize your findings and disseminate		
Citizen Mobility Labs	<ol style="list-style-type: none"> 1. Get familiar with the Lab idea 2. Visit local and international labs to cooperate 3. Build the Lab 4. Motivate stakeholders to join, have their own space 5. Design its purpose and have regular schedule, invite experts to have workshops 6. Co-creation and public involvement 7. Make it real, and have tangible working sessions. 	<ol style="list-style-type: none"> 1. Project partner 2. Project partner 3. Project partner 4. Project partner 5. Project partner 6. Project partner 7. Project partner 	<ol style="list-style-type: none"> 1. 1 week 2. Months 3. 2 Months 4. Months 5. Month 6. Months 7. Months

6.2 Trikala

Table 5: Policy implementation process, Trikala

POLICY	IMPLEMENTATION STEPS	RESPONSIBLE PERSON	TIMEFRAME
Promote electric vehicles for municipal and city usage	1. Policy is received and revised by the mayor 2. presented to the board 3. Fine-tuning proposal & budget 4. Final draft 5. Policy is authorised	1. Urban development department the Mayor's assistant 2. The above with the mayor 3. The above + Financial Department 4. Same as 2. 5. The Board	1. 3 days 2. one week 3. 20 days 4. one month 5. two weeks
Officialise and include disabled people in all urban mobility planning and development	1. Present proposal to mayor 2. Discussion with mayor 3. Fine-tuning proposal & budget 4. Final draft 5. Policy authorised	1. Representative from the disabled association with the Mayor's assistant 2. The above with representatives from other departments 3. The above + Financial Department 4. Same as 2. 5. The Board	1. one week 2. one week 3. one month 4. one month 5. two weeks
Participation of people in policy making via online platform	1. Policy is presented to mayor's office 2. Technical department makes comments 3. Fine-tuning proposal & budget 4. Final draft 5. Policy authorised	1. People and the Mayor's assistant 2. The above with representatives from technical department 3. The above + Financial Department 4. Same as 2. 5. The Board	1. one week 2. one week 3. one month 4. one month 5. two weeks

Bike lanes as part of the urban planning	<ol style="list-style-type: none"> 1. Policy is presented to mayor's office 2. Urban mobility plans and maps drafted 3. Fine-tuning proposal & budget 4. Final draft 5. Policy authorised 	<ol style="list-style-type: none"> 1. Urban development department the Mayor's assistant 2. The above with the mayor 3. The above + Financial Department 4. Same as 2. 5. The Board 	<ol style="list-style-type: none"> 1. one week 2. one week 3. one month 4. one month 5. two weeks
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6.3 Üsküdar

Table 6: Policy implementation process, Üsküdar

POLICY	IMPLEMENTATION STEPS	RESPONSIBLE PERSON	TIMEFRAME
Ensuring public participation in decision making phase on transportation and mobility.	<ol style="list-style-type: none"> Determination of the team responsible for the policy implementation process. "Establishment of the policy implementation plan by the responsible team. *Workflow *Budget plan: resources and expenditures (excluding pilot implementations) *Work definitions" Project introduction meeting with directorates to raise awareness within the organization and to revise the policy implementation plan. Creating a website where the project is published, opening social media accounts and using it actively. (A space that can be a forum for discussion) Workshops to train senior management and directorates on project implementation steps, terminology and purpose. (With this workshop the information is raised to the authority level) Conducting workshops with external stakeholders to learn about transportation and mobility issues, reaching a wide audience as much as possible in this process. Prioritization (up-voting) of identified problems; during workshops and surveys with citizens. 	<ol style="list-style-type: none"> Director of Strategy Development Department Project team Project coordinator Appointed person from Strategy Development Department Project team Project team Project team Project team Financial Affairs Department appointed person Director of Strategy Development Department Stakeholders Director of Strategy Development Department Project coordinator Related Department Directors Project team Project team Project coordinator 	<ol style="list-style-type: none"> 1 week 3 weeks 1 week 2 months 1 week 6 months 1 month 6 months 3 weeks 1 month 2 weeks 1 month 3 months 1 month 1 week 1 week Continuously 2 months 1 month 2 months 1 month 1 week Continuously 3 months

	<ul style="list-style-type: none"> 8. Producing solutions according to the problems. 9. Determination of budgets according to the solution implementation plans of the detected problems. 10. Seeking resources from internal and external stakeholders for the pilot budget. 11. Determination of 3 solutions and pilot areas according to their applicability (location, budget, timing etc.) 12. Writing a directive to ensure coordination between units under the supervision of the relevant Vice-President. 13. While preparing the budget and implementation plans, taken into consideration the time and season variables for the project executed period. 14. Application of pilot solutions. 15. Monitoring and counting period. 16. Productivity evaluation studies. (on-site surveys etc.) 17. Making workshops with directorates and explaining and evaluating the results. 18. Disclosure of all results to external stakeholders in social media accounts and on the website. 19. Collection of feedbacks in different ways (workshops, visits, meetings, social media accounts, forum, etc.) from external stakeholders. 	<ul style="list-style-type: none"> 18. Appointed person from Strategy Development Department 19. Project team 20. Related Department Directors 21. Related Department Directors 22. Project team 23. Project team 24. Appointed person from Strategy Development Department 25. Director of Strategy Development Department 	
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	<ul style="list-style-type: none"> 20. Determining the pilot to be scaled-up with the relevant units, according to the pilot result analysis and feasibility. 21. Pilot implementation. 22. Monitoring and counting period. 23. Productivity evaluation studies. (on-site surveys etc.) 24. Disclosure of all results to external stakeholders in social media accounts and on the website. 25. Integrating this policy to the 5-year Strategic Plan and Annual Performance Program of the municipality. 		
Building the community that regularly follows the project for sustainability and to establish the channels of communication.	<ul style="list-style-type: none"> 1. Analysing project stakeholders (profile, priorities/preferences/expectations) 2. Finalizing the core list of stakeholders. 3. Establishing the channels of communication (eg. Social Media Accounts, Online Blogs, E-mail, Phone, face-to-face conversations) 4. Visiting core stakeholders at their places to improve network (eg. Mukhtars (Local representatives), NGOs etc.) 5. Sharing project outcomes/updates on social media and website in order to keep up the motivation of stakeholders. 6. Establishing a Living Lab for stakeholders to contact us. 	<ul style="list-style-type: none"> 1. Strategy Development Department 2. Strategy Development Department 3. Strategy Development Department 4. Strategy Development Department 5. Strategy Development Department 6. Strategy Development Department 	<ul style="list-style-type: none"> 1. 1 week 2. 1 day 3. Continuously 4. 2 days in a month 5. Continuously 6. 3 months

Ensuring the continued participation in international projects concerning productive, sustainable and resilient cities.	<ol style="list-style-type: none"> 1. Strengthening partnership through networking events and activities (eg. Info days, Brokerage Events, Partnership Conferences and informal/personal communications) 2. Regularly checking open and forthcoming calls and actions. 3. Establishing continued channels of communication and exchange of knowledge with universities in Istanbul (eg. Istanbul University) 4. Introducing into the job definition of the relevant municipal department the participation in international projects 	<ol style="list-style-type: none"> 1. Strategy Development Department 2. Strategy Development Department 3. Strategy Development Department 4. Strategy Development Department 	<ol style="list-style-type: none"> 1. Depends on event 2. One hour in a week 3. 2 days in a month 4. 1 month
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6.4 Oxford

Table 7: Policy implementation process, Oxford

POLICY	IMPLEMENTATION STEPS	RESPONSIBLE PERSON	TIMEFRAME
Include the general public in planning urban mobility developments that are considered to be major developments	<ol style="list-style-type: none"> 1. Define scope of policy recommendation and impacts (including financial) 2. Establish senior management support for implementing a policy change 3. Establish political support for implementing a policy change 4. Draft policy recommendation in full 5. Refine draft based on senior management and member feedback 6. Take policy through cabinet for ratification 7. Disseminate new policy to staff 	<ol style="list-style-type: none"> 1. Officer recommending change 2. Group Manager 3. Group Manager 4. Officer recommending change 5. Officer recommending change 6. Principal Officer 7. Communications officer 	<ol style="list-style-type: none"> 1. One week 2. One month 3. One month 4. Two weeks 5. One month 6. Three months 7. Ongoing

6.5 Hamburg⁵

Table 8: Policy implementation process, Hamburg

POLICY	IMPLEMENTATION STEPS	RESPONSIBLE PERSON	TIMEFRAME
Establish a mobility management position within District Office to develop and implement mobility concepts in new urban planning projects and in established neighbourhoods	<ol style="list-style-type: none"> 1. Define the need of mobility management for urban planning process on a local level 2. Estimate budget and finalise plan 3. Internal and political discussion 4. Permission from authority of finance and finance department 5. Position is authorised 	<ol style="list-style-type: none"> 1. Head of District Altona 2. Head of human resources District of Altona 3. Ministry of Finance 4. Political committees 	Several months
Get a regular budget for planning and implementing sustainable mobility concepts, including experiments, interventions and measures	<ol style="list-style-type: none"> 1. Estimate annual budget and presentation to head of District and head of finance 2. Recommendation to budgetary committee (local level) 3. Resolution by budgetary committee 	<ol style="list-style-type: none"> 1. Team leader mobility and infrastructure projects 	Several months

⁵ These are new policy recommendations, based on the experience of the project Cities4People. The District of Altona and also Cities4People does neither set policies (policies are set by the parliament of Hamburg, it is a city-state), nor does it directly implement policies. Within the Cities4People interventions, the given setting of policy has to be considered in the planning process, but no new policies are implemented by the project.

Establish regular meetings for mobility topics between the 7 Districts and the responsible Ministries	<ol style="list-style-type: none"> 1. Define need of regular exchange format 2. Propose structure and communicate it in-house up to head of department 3. Head of department will take it to meetings with heads of department of other districts and ministries 4. Decision by heads of department for exchange format 	<ol style="list-style-type: none"> 1. Team leader mobility and infrastructure projects 2. Head of department 	Several weeks
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