Stakeholder mapping report in each of the Cultivating Cities

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Executive summary

This report was developed as a part of the research project 'GO GREEN: Resilient Optimal Urban natural, Technological and Environmental Solutions' (GoGreenRoutes), funded under the European Commission's Horizon 2020 programme. Over the next years, diverse actions are planned in GoGreenRoutes to broaden the understanding and concept of Nature-Based Solutions (NBS)[1] and to develop new approaches for city (re)design which actively promote the health of urban dwellers in particular. As part of Work Package 3 (WP3) "Cultivating: Re-/Co-Design, Co-Creation, and Co-Ownership" in GoGreenRoutes, six interventions based on NBS approaches will be developed in the six 'Cultivating Cities'[2]: Burgas (Bulgaria), Lahti (Finland), Limerick (Ireland), Tallinn (Estonia), Umeå (Sweden), and Versailles (France). One of the first steps defined in the research plan is to create a firm foundation for the future design and implementation of these interventions. Each Cultivating City partner has already selected possible locations within the city, however the specific nature of the interventions, their planning and detailed design is yet to be determined. The coming planning and decision-making process is intended to be a collaborative one, involving a range of departments within the city administration, but also external groups, to ensure that the future interventions effectively address a diverse range of needs and interests. In order to do so, the constellation of possible local stakeholders in each city needs to be mapped and analysed as early as possible, so that key organisations and groups can be identified and engaged. From these, a 'local task force'[3] will be formed and actively involved.

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1 "The European Commission defines NBS as "solutions that are inspired and supported by nature, which are cost-effective, simultaneously provide environmental, social and economic benefits and help build resilience. Such solutions bring more, and more diverse, nature and natural features and processes into cities, landscapes and seascapes, through locally adapted, resource-efficient and systemic interventions" (European Commission, 2021).

2 The GoGreenRoutes project refers to the six core European city partners as 'Cultivating Cities'. Staff from each of these six municipalities receive funding to participate in GoGreenRoutes. In this document, we use the term Cultivating City and city partner interchangeably to refer to the individual or team leading each municipality's engagement in the project.

3 Each cultivating city will form a local taskforce responsible for steering an 'Urban Well-being Lab'. Once the taskforces are in place, each will develop its own terms of collaboration, subject to certain minimum requirements to be defined. As a minimum, the taskforces will contribute to the design of 'seedbed' interventions in each city as mechanisms for fostering wider stakeholder engagement, as well as the broader design and implementation of NBS interventions and Urban Well-being Plans.

This report provides insight into the process of identifying these key stakeholders. The report opens with a short introduction, including objectives and target audience, along with a summary of the project context generally and WP3 more specifically. Chapter 2 outlines the concept of stakeholder mapping in general terms and then explains the framework and method defined and applied in GoGreenRoutes. In Chapter 3, the Cultivating City partners report on their experience of the stakeholder mapping process and list the members proposed to join their local task force, before reflecting on their planned next steps in Chapter 4. Finally, Chapter 5 provides the reader with an overall reflection on the process and results so far and gives further guidance on next steps as well as issues still to be addressed.

After conducting their initial mapping using a four-stage analysis method and templates prepared by consortium partner ICLEI, each city partner received critical feedback from RWTH Aachen and ICLEI, including advice on gaps and areas for improvement, and revisited their stakeholder maps at least once. The resulting maps (diagrams and pictograms) have been compiled in the internal document "Stakeholder maps for each of the Cultivating Cities", an internal project milestone for Task 3.2. The maps themselves are confidential, and hence not published here, however a detailed account of the process and results is included.

The accounts of the city partners show that the stakeholder analysis exercise was challenging, in particular for those considering multiple sites, who found it difficult to narrow down their selection to those groups and people with a clear 'stake' in a future process of redevelopment. Most partners also reported difficulties specifying individual contact people at a point in the project perceived to be 'too early'. This highlights a tension in the research design, since WP3 aims at fostering a certain 'lack of certainty' early in the project (also with respect to the locations of future interventions), intended to allow local groups the scope to actively shape the direction of the project activities. In general, however, the city partners reported positively on the framework, guidance and tools provided to enable their analysis. It seems to have been widely recognised that the mapping is a 'living' process and there is enthusiasm for expanding on the work begun. That said, it will still be important to 'close' this stage in the near future, in order to proceed with some certainty, mobilising the key stakeholders in a timely manner as well as collaboratively involving them in defining a common mode of working together.

ICLEI and RWTH Aachen (supported by consortium partner Connect the Dots) are now preparing all Cultivating Cities for the next steps, i.e. to begin engaging with their key stakeholders, and confirm the composition of their local task forces. To this end 'challenge workshops'[4] will be held in each city. This will likely be the first occasion to bring together key

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4 In preparation for the implementation of different actions in GoGreenRoutes, the cultivating cities are asked to organise a challenge workshop to which the stakeholders selected by the cultivating city partners and presented in this report will be invited. The challenge workshop allows the different stakeholders to get to know each other and to learn about the upcoming tasks in GoGreenRoutes. The challenge workshop in each Cultivating City will be the first opportunity to bring key local stakeholders together. Objectives include: to get to know each other, present the GoGreenRoutes project and its

stakeholders and to kickstart their involvement in shaping the future interventions. The process each city partner has been through of conducting their analysis and reflecting is an important step towards mobilising their local task force, engaging them in defining the further plans, and in general communicating with a range of stakeholders in future.

This report is recommended reading for all GoGreenRoutes consortium partners, as well as any local stakeholders with an interest in understanding the 'story so far'.

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connection to local priorities, and to identify stakeholders' skills, knowledge, interests and their possible contribution.

Contents

1. Introduction

This report was developed as a part of task 3.2 of the research project 'GO GREEN: Resilient Optimal Urban natural, Technological and Environmental Solutions' (GoGreenRoutes), funded under the European Commission's Horizon 2020 programmes. Over the next two years diverse actions are planned in GoGreenRoutes to broaden the understanding and concept of NBS and to develop new approaches for city (re) design that actively promote the health of urban dwellers in particular. As part of WP3 "Cultivating: Re-/Co-Design, Co-Creation, and Co-Ownership" in GoGreenRoutes, six interventions based on NBS approaches will be developed in the six Cultivating Cities: Burgas (Bulgaria), Lahti (Finland), Limerick (Ireland), Tallinn (Estonia), Umeå (Sweden), and Versailles (France).

1.1.   Structure of this report

This report is divided into five chapters. This chapter provides a short introduction to the topic, including the project context generally and Work Package 3 (WP3) more specifically as well as the objectives for the report. The following chapter first explains the concept of stakeholder mapping generally and then further qualifies the method applied in GoGreenRoutes. In Chapter 3, the Cultivating City partners individually report on their experiences, obstacles and successes during the stakeholder mapping process. They conclude by listing the stakeholders of the proposed local task force. In the fourth chapter, the Cultivating City partners reflect on their next steps, which will vary with the preceding approach to the stakeholder mapping process. Finally, Chapter 5 briefly reflects on the process overall, outlines planned next steps in the context of coming WP3 activities and makes recommendations for the Cultivating Cities.

1.2.   Project background

The project GoGreenRoutes, with its large transdisciplinary consortium of 40 partners, is characterised by an innovative approach to rethinking nature-based solutions (NBS). The focus of the project lies in improving the relationship between people and their urban environment. This relationship will be improved through an enhancement of the awareness and understanding of the benefits of urban green space, such as the possibility of better, healthier communities. Information about the structure of GoGreenRoutes can be found in the paper Review of existing approaches to collaboration in research (Noppenbauer et al, 2021, p. 6-8).

This report was developed as part of the project's Work Package 3 (Cultivating: Re-/Co-Design, Co-Creation, and Co-Ownership), specifically Task 3.2: Establish and Maintain Local Task forces. According to the objectives of GoGreenRoutes and the orientation of Work

Package 3 (Cultivating: Re-/Co-Design, Co-Creation, and Co-Ownership), there is a special focus on the issue of co-creation, whereby early identification of all actors involved is of great importance. This helps to ensure a coherent process of development and to envisage early identification of problems. Specifically, Task 3.2 aims to create a firm foundation for future WP3 activities (including design and implementation of an experimental, temporary 'seedbed' intervention and longer-term nature-based intervention) as well as for the Urban Well-being Labs and Plans to be developed in WP4. This report can be understood as kick-off for the preparation of the interventions in the cities. This helps to ensure a coherent process of development and to envisage early identification of problems.

One of the first steps defined in the WP3 research plan is to create a solid basis for the future design and implementation of these interventions. Each Cultivating City partner has already selected possible locations within the city. However, the nature of the interventions and their planning and detailed design is yet to be determined. The coming planning and decision-making process is intended to be a collaborative one, involving a range of departments within the city administration, but also external groups, to ensure that the future interventions effectively address a diverse range of needs and interests. In order to do so, the constellation of possible local stakeholders in each city needs to be mapped and analysed as early as possible, such that key organisations and groups can be identified and engaged. From these, a local task force will be formed and actively involved in the coming planning and design process.

The interventions for which the stakeholders are selected are the so-called 'seedbed' interventions, which are temporary in nature, and the subsequent NBS interventions. The seedbed interventions focus on perception-based methods, such as walking interviews or photo-based methods, to find out what changes are needed. Based on the findings of the seedbed interventions, the NBS interventions are developed and permanently established as green installations or redesigns in the public space of the particular city. The idea behind this 2-stage process of interventions is to broaden the concept of NBS so that social parameters are given a higher priority in its future development.

1.3. Objectives and target audience

This report has the following key objectives:

- To briefly describe the rationale and value of stakeholder mapping in the context of urban development, and to explain the mapping framework and methods employed in GoGreenRoutes.

- To describe the process of identifying and analysing stakeholders for each of the Cultivating City teams using this framework and adapting it to suit their purposes (and in this way to invite city partners as co-authors to self-reflect on the experience, its value, and any difficulties or shortcomings).

- To present the results of the analysis (i.e. proposed local task forces) in each Cultivating City.

- To introduce and describe the potential target area(s) in each Cultivating City that will be the geographical focus for GoGreenRoutes, and to briefly outline their challenges and objectives to address these.

- To outline planned next steps in each Cultivating City following the conclusion of the stakeholder analysis, as an important project milestone.

The target audience for this report is:

- **The Cultivating Cities.** The city partners are key co-authors of this report, and it is expected that each will read the others' reflections (especially Chapters 3 and 4) in order to better understand the plans and emerging work in each city, as part of their ongoing peer-to-peer exchange.

- **Local stakeholders in the Cultivating Cities (especially the local task forces) that the city partners will engage in the project**. While most city partners have so far conducted their analysis with a small core team only, it is expected that they will now move towards engaging key stakeholders, who may be interested to know more about the process that led to their selection - or have ideas for additional groups and individuals to involve.

- **Other partners in the GoGreenRoutes consortium.** The stakeholder mapping may be of interest to several partners and is recommended reading for all, in terms of seeing who might engage with the methods and tools they're developing, or who can provide certain data - as well as understanding what methods and tools the city partners are working with so far.

2. Stakeholder mapping process

2.1. Why engage stakeholders?

In order to understand stakeholder mapping, it makes sense to first clarify who stakeholders are. term 'stakeholders' has no single definition, as it has been used and developed in different fields (Reed et al. 2009), however the available literature does reveal certain defining characteristics that are outlined briefly here. Stakeholders can be understood as individuals or groups that have a vested interest in a particular issue. They may influence decisions and policies made around that particular issue, or conversely be affected by decisions and policies (Freeman, 1984; Grimble, 1998; Mitchell et al., 1997; Powell et al., 2011, Aligcia, 2006). For a project addressing urban development such as GoGreenRoutes, stakeholders need to reflect the diversity of people living in the city and can be "any group of people, organised or unorganised, who share a common interest or stake in a particular issue or system; they can be at any level or position in society, from global, national and regional concerns down to level of household or intra-household, and be any groups of any size or aggregation" (Grimble & Wellard, 1997, p 175-176).

Most research suggests that engaging the people with a 'stake' in a particular process or its outcome(s) may lead to results that may better reflect the reality on the ground. Morello et al. give a number of reasons as to why that may be. For example, identifying and engaging with stakeholders may give access to resources, knowledge and skills that 'experts' alone could not provide. Additionally, participatory approaches to stakeholder engagement can lead to new and innovative solutions, as stakeholders may build new relationships with one another and ways of working together, during the process. The more relationships are deepened, and stakeholders are invested in the issues, the more likely a successful result is to be achieved (Morello et al., 2018). Another benefit of stakeholder engagement can be to help legitimise both the process and outcome of any given project (Gibbons et al., 1995; Nowotny et al., 2001). Durham et al. take a more detailed look at the advantages of stakeholder involvement. They point out that there can be different levels of engagement ranging from informing, consulting, involving to collaborating with stakeholders. Benefits look different depending on the level of engagement and point of view of different actors in the process. For example, in the context of a citizen science project that seeks to engage with local residents, researchers may gain deeper knowledge and have access to more quality data, which can help them to refine research questions or lead to better analysis, whereas local residents can benefit from more information, they may feel a deeper sense of ownership of the project and enjoy the opportunity to shape research. Advantages not only apply to those directly involved in the process. Society at large can benefit from the knowledge generated and it may lead to more trust between academia and society (see figure 1).

Summary of potential benefits from stakeholder engagement in research on biodiversity and ecosystem services based on the four levels of engagement presented in the Handbook (see Part 3 for a full description of the levels of engagement). Note that benefits identified for lower levels of engagement are also appropriate for all higher levels (i.e. the benefits identified for the 'inform' level of engagement also apply to 'consult', 'involve', and 'collaborate').

BENEFITS OF ENGAGEMENT	LEVEL OF ENGAGEMENT			
	Inform	Consult	Involve	Collaborate
BENEFITS TO RESEARCH TEAMS	Higher profile and enhanced reputation Useful contacts for future engagement Improved dissemination of results Enhanced impact of research Increased support for the research	Improved chances of funding success Better knowledge Opportunities for learning Better quality data	More resources provided Potential to improve methods	Improved research questions Better analysis Increased potential to leave a legacy
BENEFITS TO STAKEHOLDERS	Opportunities for learning Better access to knowledge Improved decision-making Improved policies	Access to better technologies Business opportunities Sense of inclusion and involvement	Opportunities to be paid for providing data or facilities	Opportunities to influence or drive research A sense of ownership
BENEFITS TO WIDER SOCIETY	Better knowledge applied in policy and practice Reduced barriers between science and society	Improved trust and respect Access to opportunities	Better evidence	Shared responsibilities and decision-making More relevant and more inclusive research

Figure 1: Benefits of stakeholder engagement (Durham et al. 2014, table 1.1, p.14)

2.2.   What is stakeholder mapping?

Stakeholder mapping (or stakeholder analysis - the two terms are used interchangeably in this report) is a process that "identifies the stakeholders and maps out their relative power, influence and interests" (Morgan and Tascherau 1996, p. 2) relevant to a certain issue or project. According to the roles and "action arenas" (Aligcia 2006, p. 80) of each stakeholder, different levels of priority might be given to meeting their interests, as part of "assessing the importance of each stakeholder to the success of the project" (Brugha and Varvasovszky, 2000).

Stakeholder mapping can be described as a "basic tool for achieving an understanding of potential roles of the stakeholders and institutions involved, for identifying potential coalitions of support for the project, for scenario and strategy building and for assessing the relative risks entailed" (Aligcia 2006, p. 80).

Before identifying and mapping stakeholders it is important to outline the purpose of engagement. Durham et al. state that:

"The first, and perhaps the most critical, step in the stakeholder engagement process is to identify why the engagement activity is necessary, what outcomes are aimed for, and the scope and context of the engagement. No stakeholder engagement strategy can be devised without considering the reasons for engagement, and what is being sought from the process" *(Durham et al., 2014, p. 25).*

Once this step has been taken, the identifying and mapping of stakeholders can begin. Many suggest a process in three stages. The first being identifying all relevant stakeholders, the second being the assessing and prioritising of those stakeholders and the last being developing an understanding of them (Durham et. al 2014). Others speak of a four-step process that involves identifying, analysing, mapping and prioritising stakeholders (BSR, 2011, Morello et al., 2018).

On a practical level, questions that may help to identify relevant stakeholders are:

1. **Who are the key individuals that may be able to influence the project?**
2. **What is the interest of those individuals related to the project?**
3. **Who may be affected by the project?**
4. **Who has capacities that can support the project?**
5. **Whose capacity may have to be supported, so that they can participate? (Durham et al. 2014)**

The person or team leading the process should also consider who they have worked with before, what worked well in the past, and what has not.

After having identified and analysed them, it is time to organize the stakeholders. Usually this is done visually on a matrix using criteria, such as influence vs. interest (BSR, 2011), or expertise vs. willingness (LCP, 2011). Often the two main criteria, such as interest and influence, form the axes of the matrix. This creates four categories ranging from low influence and low interest to low influence but high interest, high influence but low interest and high influence and high interest (see figure 2). Stakeholders can then be sorted in these categories. Other forms of mapping include ordering stakeholders concentrically or in spheres, for example according to the sectors they belong to (see figures 3 and 4)

The method for stakeholder mapping should be decided based on the purpose of engagement and the criteria that make sense for each project. The next section will take a more in depth look at the stakeholder mapping method used by GoGreenRoutes.

Figure 3.2 Interest-influence matrix, with relative expertise reflected by the size of the circle surrounding the stakeholder (e.g. SH1 = Stakeholder 1).
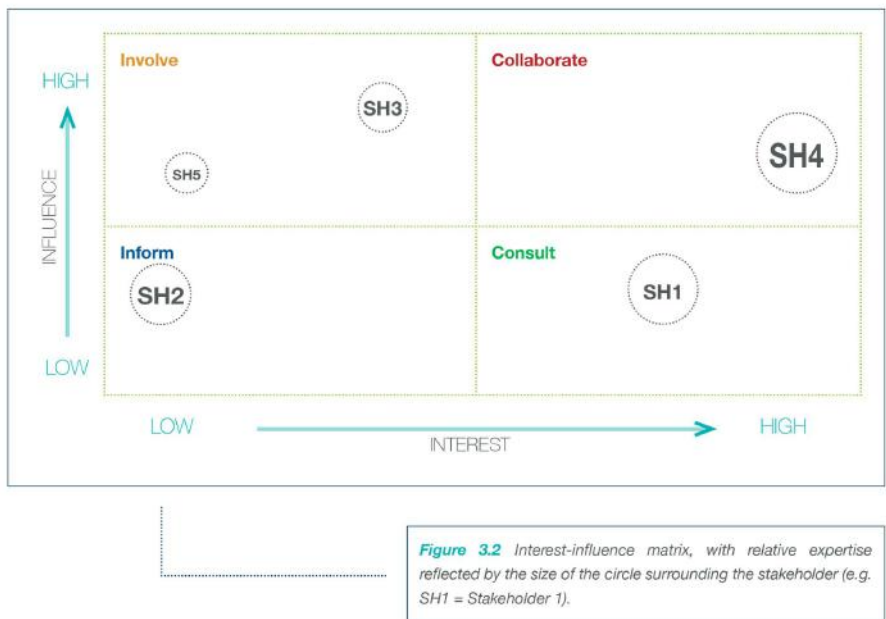
Figure 2: Interest-influence matrix (Durham et al. 2014, p.43)
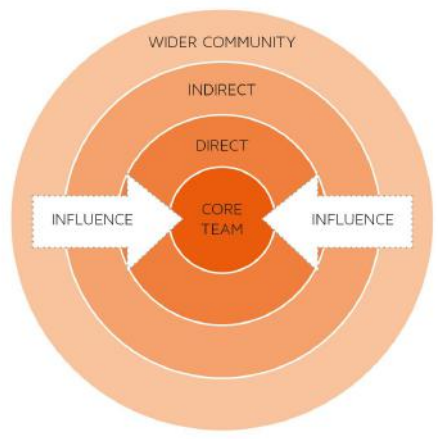
Figure 3: Example of spheric stakeholder map (Ramses 2017, p. 35)
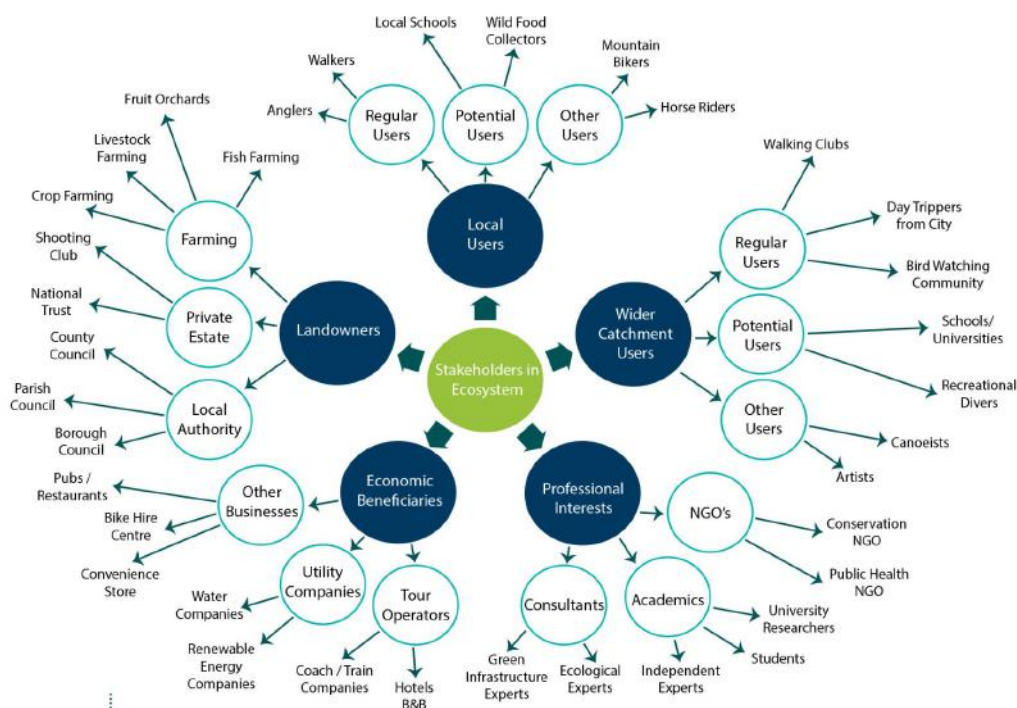
Figure 3.3 *Example of stakeholder mind map, adapted from Forestry Commission[15].*

Figure 4: Example of mind map stakeholder map (Durham et al. 214, p. 45)

2.3. Approach in WP3

Drawing on established guidance and methods for stakeholder analysis (as summarised above), consortium partner ICLEI - Local Governments for Sustainability prepared a stepwise guidance for the Cultivating City partners to each undertake their own analysis. The objective of the exercise was defined as follows:

To begin to map stakeholders identified so far, with a view to

1) selecting potential members of your local task force and

2) identifying potential target groups for future outreach (i.e. communication of interim results and opportunities to be involved in occasional events and activities).

The cultivating cities were invited to conduct their analysis according to a four step process:

1. **Background work:** define potential target area(s) (i.e. geographical areas where the project work will be focused), challenges (problems) associated with each urban area, and aims to address these. At this stage, city partners were encouraged to involve at least one additional colleague, or to form a small group - in order to pool different spheres of knowledge when thinking about possible stakeholders.

2. **Identify:** city partners were asked to identify stakeholders (from government, civil society, private sector and academia), considering the following questions:

    a. What information do you need to address the problem(s) defined above? Who has this information?

    b. Who is (or might in future be) impacted by this problem (impacts might also be positive, i.e. if certain groups are benefiting from the status quo - e.g. on-street parking that endangers cyclists but benefits local business-owners)?

    c. Who else is interested in this problem?

    d. Who else has influence to help address this problem?

3. **Assess and prioritise** city partners were invited to assess and prioritise their identified stakeholders by visualising them, using both an interest-influence matrix and a rainbow diagram (see figures 5 and 6 below). The intent here was to consider and illustrate likely (relative) levels of interest in the project, and abilities to influence change, as a way to help decide whose involvement is likely to be of most value and importance. Here, the top right-hand quadrant of the matrix and the second inner circle of the rainbow diagram are key, as the organisations and departments that end up here are likely to form the initial proposed members of the local task force.

4. **Analyse:** taking the most important stakeholders (i.e. proposed local task force members), city partners were asked to complete the Stakeholder Analysis Table, as a further step towards a qualitative understanding of their local task force. Details included: 1) information needed, 2) level/area of influence, 3) interest in participating, and 4) impacts (see figure 7 below).
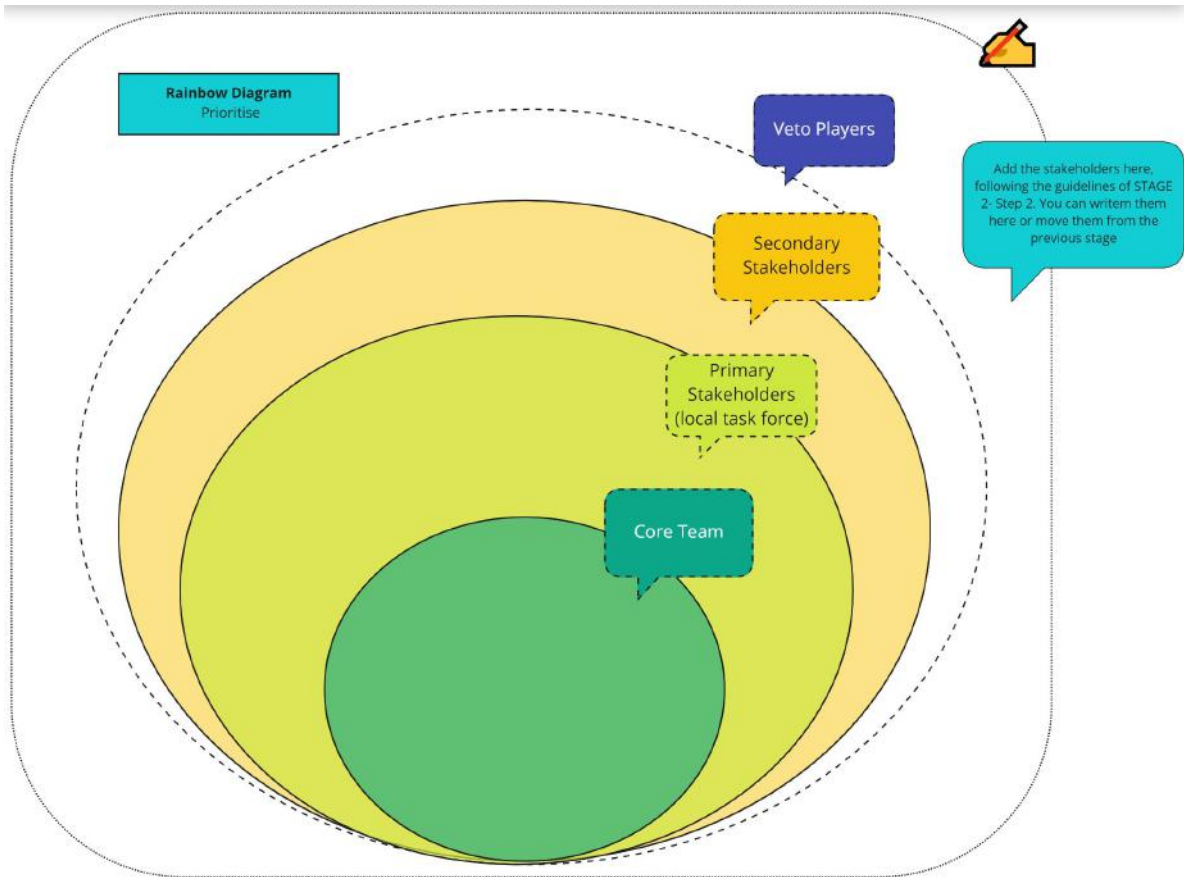
Figure 5: Rainbow diagram used to map stakeholders (designed by ICLEI, 2021)
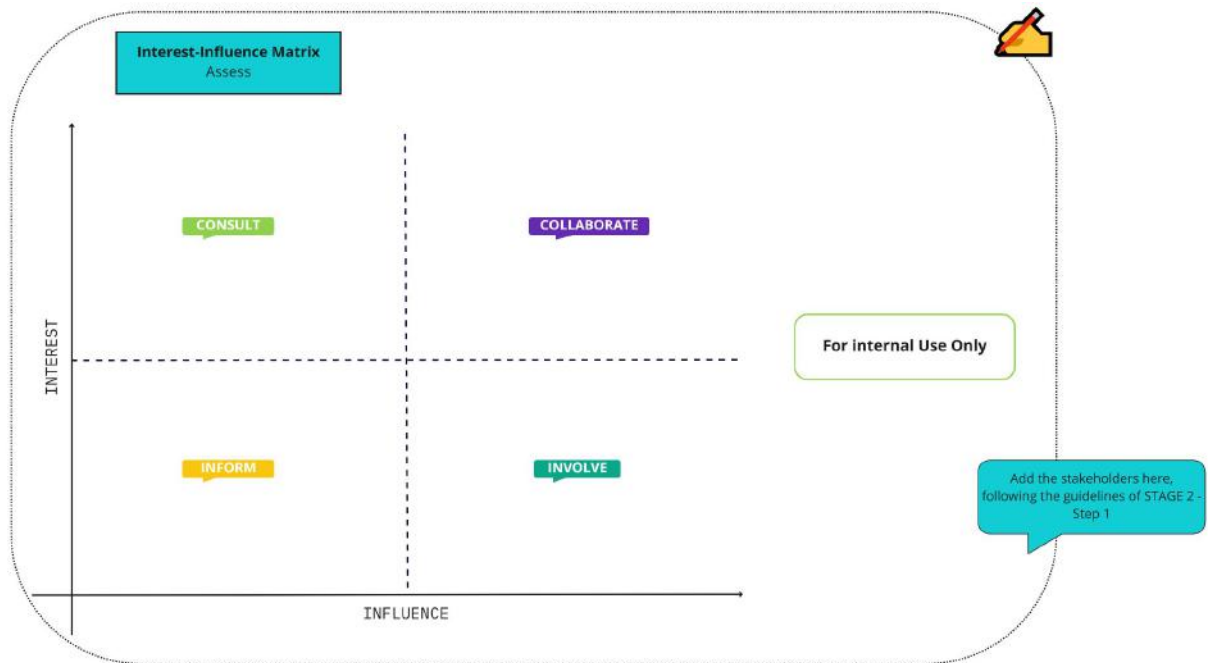
Figure 6: Interest-Influence Matrix (designed by ICLEI, 2021)

Figure 7: Stakeholder analysis table (designed by ICLEI, 2021)

After conducting their initial analysis using the templates shown above, each city partner received critical feedback from RWTH Aachen and ICLEI, and revisited their stakeholder maps at least once. The resulting maps (diagrams and pictograms) have been compiled in the internal document "Stakeholder maps for each of the Cultivating Cities", an internal project milestone for Task 3.2. The findings are confidential and hence are not published here. However, each Cultivating City partner reflects below in detail on the process and its outcome: i.e. the list of proposed members of the local task force.

3. Voice of the Cultivating Cities

This chapter describes the process of applying the stakeholder mapping method outlined above, authored by representatives from each of the six Cultivating Cities.

The results of the preliminary stakeholder analysis, i.e., the identification of potential members for each city's local task force, provide a starting point for the active planning, design and implementation period for the future seedbed and NB interventions in GoGreenRoutes. However, it is expected that each city team will revisit its preliminary results as e they work further to analyse their target locations and to (re)define their local challenges and objectives more specifically, at least until the challenge workshops in summer/autumn 2021. This means that the actual composition of each local task force is still subject to change.

3.1. City of Versailles

3.1.1. Potential target areas

In Versailles, three areas are under consideration for future interventions: the street *Etats Généraux* (in the district *Chantiers*), the street *Pierre-Lescot* (in the district *Clagny-Glatigny*) and the Square *Blaise Pascal* (in the district Montreuil). These areas are described in more detail below. The city administration will make a final decision on the site(s) to be selected in the coming months.

The street *Etats Généraux* connects the district *Chantiers* to the historic centre of the city. This street leads to one of the largest train stations in the city, *Chantiers* station, which welcomes 65,000 passengers and 500 trains a day. The district *Chantiers* has evolved over the last few years thanks to various urban development programs, such as the transformation of the station by the creation of a multi-modal interchange, and the launch of two housing development programmes.

The street is 600 meters long and allows access to many public spaces with vegetation or areas to undertake outdoor activities, such as the square *Francines* and the garden *Etangs Gobert*.

Figure 8: Street Etats Généraux (Google Earth, 2021)

Figure 9: Train Station Chantiers located at the end of street Etats Généraux (City of Versailles, date unknown)

The street *Pierre-Lescot* is located in the district *Clagny-Glatigny*. It provides access to key sites in the neighbourhood such as the *Marcelle Tassencourt* hall, the *Richard Mique* nursery school, the Pershing elementary school, the *Clagny-Glatigny* neighbourhood centre and numerous shops and associations. This street is fully asphalted. Today, the city wishes to create a new neighbourhood centre at the heart of the public facilities and shops.
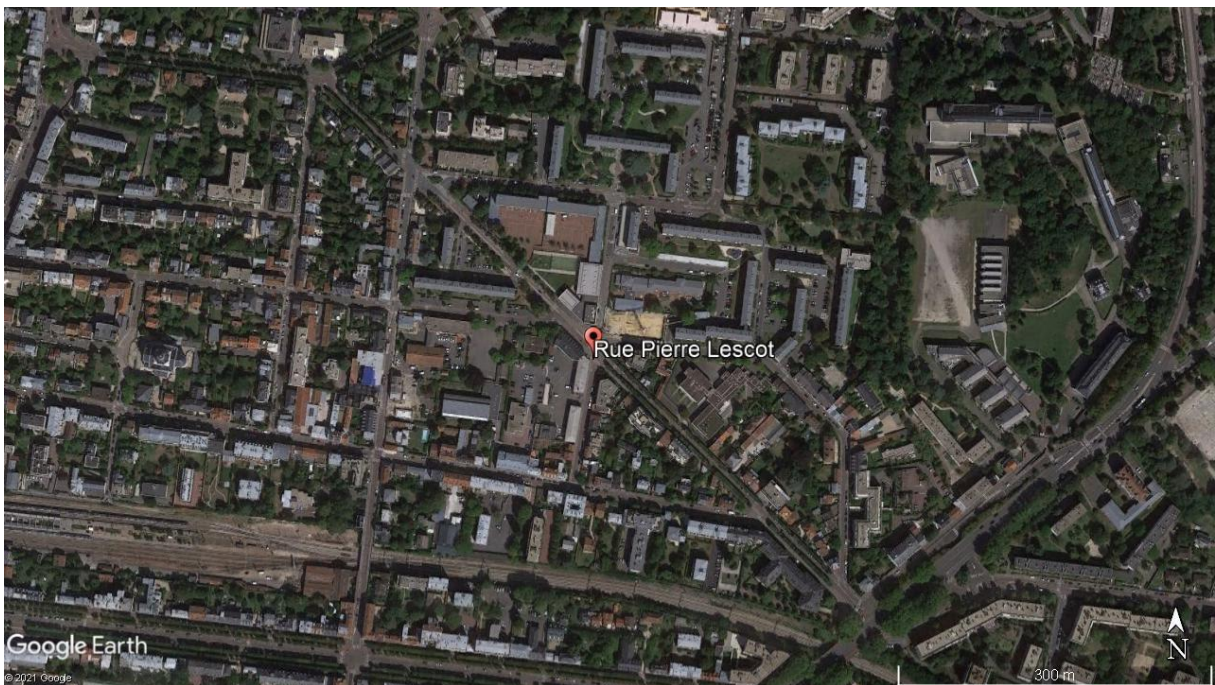

Figure 10: Street Pierre Lescot (Google Earth,2021)

Figure 11: Hall Marcelle Tassencourt /Gymnasium Richard Mique (Yves Richard, 2016)

The square *Blaise Pascal* is located in the district *Montreuil*. This square is large and is often used for sports. It is located along the boulevard *République*, recently renovated to encourage cycling. Nearby are two neighbourhood centres: *Maison de Quartier Vauban* and *Maison de Quartier Prés aux bois*. The staff that runs these centres could be engaged to organise outdoor activities, and in this sense could be a valuable partner for the GoGreenRoutes project to activate local residents. Within the framework of GoGreenRoutes, there is potential to improve the green space, the provision for sports facilities, and local biodiversity through an inclusive redesign process.

Figure 12: Square Blaise Pascal (Google Earth, 2021)

Figure 13: Square Blaise Pascal Playground (Raphaëlle M., 2017)

3.1.2. Challenges and Aims

The challenge of redesigning the street *Etats Généraux* is to ensure that enough shared spaces are provided for different modes of mobility (pedestrian, bicycle, car) in an existing street with its constraints. It is necessary to maintain access to the shops for customers and staff (including loading space for deliveries) for example, and to regulate the traffic on this busy road. The challenge will be to make the street surface more permeable, to create a new landscape to encourage biodiversity, provide shade to reduce heat islands, and to encourage active mobility.

The challenge of redesigning the street *Pierre-Lescot* is to redesign a road which is short and heavily used. In the morning and evening, many vehicles park temporarily during the opening and closing hours of the schools. The aim is to create a new use for this street that can support a new neighbourhood centre. It will be important to avoid adding additional constraints to existing uses.

The Square *Blaise Pascal* has the advantage of being large. It is composed of a large area mainly used for ball games, a path lined with benches allowing for calmer activities and an area reserved for children's games. This square suffers from a lack of visibility unlike other public spaces in the city. It will also be necessary to plan carefully in order to accommodate new uses without creating new disturbances for local occupants.

The city wishes to take advantage of the benefit offered by NBS in order to enhance its public spaces and highlight the co-benefits in terms of human well-being and natural balance that the NBS bring to the project. These spaces will encourage meetings and exchanges between generations, social activities (lecture, relaxation, painting, gardening), active transport and sport activities for different users for all. It's an opportunity to raise awareness of environmental challenges and improve the local environmental quality of the areas.

All these existing spaces could contribute to revitalising local neighbourhood life by supporting a new range of outdoor activities. The offer of freely accessible sport facilities has been expanded and, according to the city's intention, the facilities are to be made more usable by a wide variety of groups through new uses and new support. Through these actions, and regardless of which location is chosen as the focus, the city wants to encourage a sustainable lifestyle that will contribute to improving air quality, reducing heat islands and increasing biodiversity.

3.1.3. Reflection on the process of stakeholder mapping

The project manager responsible for GoGreenRoutes from the City of Versailles held seven individual meetings with the following city departments:

- Sport

- Urban planning and mobility

- Associative life

- Green area

- Data

- District life and youth

- Social services

Each meeting took between two and four hours. The selected individuals for the local task force are known among the different departments and in some cases already know each other. Since the beginning of the project, there has been a lot of discussion about which local partners are going to be involved. This exercise provided the opportunity to reflect on the process of choosing the right partners and specifically for each team member to list, classify and describe additional stakeholders that might be part of the local task force. The team's feedback was very positive on the content and form of the material proposed by our consortium partners. The exercise was exhausting but fun. As a project manager, it was easy to get familiar with the application Miro thanks to a presentation meeting beforehand conducted during a Work Package 3 meeting. The choice of the application Miro was very suitable for the stakeholder mapping process. We will continue to use Miro more in the future, also for different projects.

Through this exercise, the team that has involved the city departments for this task, has realised that there is already a strong linkage among the different departments - which is a strength that can be drawn on. The connections with the university partners as well as with the private sector still need to be strengthened.

3.1.4. Outcomes - Proposed local task force

Following the stakeholder analysis, the City of Versailles team proposes to engage the following 14 organisations and groups as members of its local task force - though noting that this list is not exhaustive and subject to change.

Public sector (municipal level)

- **Mobility service:** knowledge on development recommendations, guaranteeing the homogeneity of the city with other urban developments, benchmarking, strength of proposals, guaranteeing the regulatory aspect of uses and developments.

- **Urban planning department:** knowledge on technical feasibility, planning recommendations, ensuring consistency with other landscaping projects in the city, landscapers, etc.

- **Community life department:** knowledge on the local associative activities.

- **Economic Development Department:** business knowledge/start-up and financial tools and the needs of entrepreneurs.

- **Urban ecology department:** knowledge on best practices, expertise on urban ecology.

- **Construction department:** works on the construction/renovation of municipal buildings. The greening of this sector is directly linked to the project as well as the creation of new built spaces.

- **Education department:** synergy with other projects carried out by their management. Knowledge of the needs of schools and schoolchildren.

Civil society

- **Neighbourhood Council:** knowledge on resident needs, association needs. Gateway between the city and users. They can contribute by providing project ideas, and by presenting their actions.

- **Mobility associations:** Knowledge on mobility and its benefits.

- **Environmental associations:** Expertise on the evolution of biodiversity and landscape.

- **Sports associations:** Knowledge on sports activities and its benefits.

- **Family associations:** Knowledge of family needs.

Private sector

- **Sports physiotherapists:** Knowledge on practice sports and rehabilitation to address different medical conditions.

Academia

- **UVSQ (public university in Versailles):** Knowledge on spatial and temporal data sciences, storage and indexing methods, Query processing and optimisation, applications to information systems for environment, transport and health.

3.2. City of Umeå

3.2.1. Potential target area

The city of Umeå proposes the street *Bölevägen* for the future interventions, which is situated on the south bank of the *Ume river* and covers a distance of 1.5 km. Along the street there are schools and houses as well as commercial areas and offices. The road as it looks today is wide and has the characteristics of a rural street – even though it is situated within the city.

Figure 14: Bölevagen street of (Municipality of Umeå, date unknown)

Figure 15: Impression Bölevagen street (Inger Engström, date unknown)

3.2.2. Challenges and Aims

Local data shows that men and women travel differently, e.g. men travel by car to a greater extent than women (Slotte, 2014). We can see that these differences (real or perceived) in mobility patterns already have consequences for how we have built the city. For example, in Umeå our female-dominated workplaces (such as hospitals etc) often have better access to public transport than workplaces where the majority of the employees are men. This is a problem, both considering climate issues and issues of social equality - as it can serve to reinforce traditional mobility patterns, and may disincentivise behavioural change towards more climate-friendly alternatives, e.g. reduced reliance on vehicles among men. Gathering data on gendered mobility patterns is a good start, however clearly future policy measures or planning interventions need to be similarly targeted at different genders in order to promote widespread change.

Another challenge related to both social and environmental sustainability is that the proposed location is a route that many children take to school. As it is designed now, it is not very safe for children to walk or bike along the road and as a result many parents drive the children to school by car, even though they live close by. By addressing this challenge, we can create a safe and pleasant environment that inspires people living in the area, to move outside and by doing so contributing to a more living area.

Along with the challenges mentioned above, we have a problem with air pollution in Umeå. Cars use studded tires during winter which increases the level of particles in the air. Combined with cold weather air pollution and particles tend to remain in the air close to the street (inversion) which is bad for the local air quality.

One of the main objectives of the municipality is that the proportion of journeys by public transport, bicycle or by foot shall constitute at least 65% of all travel for people living in the Umeå urban area. By addressing the challenges mentioned above we create environmental conditions that make it easier for us to reach our aims and thereby reducing Umeå's climate impact. Another of the municipality's priorities is to create conditions for women and men to have the same power to shape society as well as their own lives. By keeping this in mind when planning the city, we could establish a more equal society that also relates to the challenges we have identified within the project. When it comes to air quality, there is also a connection to the city from a larger perspective. This applies to both our objectives and the challenges. Based on challenges with air quality, Umeå municipality is aiming for the air in Umeå to be clean to the extent that human health as well as animals, plants and cultural values are not harmed.

In summary, our overall goal in participating in GoGreenRoutes is to address these wider municipal objectives. We intend to do so through exploring how we can create a public space that encourages active movement, by redesigning the street in a way that clearly signals that walking and biking are prioritised transport modes. At the same time, we want to make the

area green and pleasant for visitors and residents. The environment should be safe and inclusive for all people all year round.

Figure 16: Bölevagen in winter (Inger Engström, date unknown)

3.2.3. Reflection on the process of stakeholder mapping

In Umeå we had a first meeting with the whole project workgroup: urban planner, traffic planner, landscape architect and project manager for construction. At this meeting we followed the steps described above in chapter 2.3, starting with brainstorming relevant stakeholders. One of us was working directly on the online Miro whiteboard while others provided first ideas. From the beginning, it was a bit tricky to identify which exact stakeholders could be suitable for the local task force, but in the end, we chose not to limit ourselves early on in the process.

After this, we moved on to categorising our stakeholders. We found it a bit difficult to separate which stakeholders we should consult and which ones we only want to inform, i.e., where exactly on the interest-influence axis they would belong.

In the end we prioritised and identified which stakeholders we should include in our local task force. Later on, we changed this part a bit by placing our closest partners within the municipality (i.e. other departments) in the core team. We also added some additional stakeholders, mainly from the private sector. The last step for us was to identify veto players, which we highlighted

on the board with a red circle. Our local politicians are represented in this category, because they have the "power" and mandate to change the course of our project.

Our proposed local task force was identified mainly by discussing which stakeholders will be absolutely relevant and necessary for us to work with during the project. Both in terms of local knowledge and which users of the street could benefit from its redevelopment, but also considering which partners within the municipality we need to have on board to be able to achieve our objectives. Most proposed members resulted from those seen as having high levels of both influence and interest of our group is found in the right (upper right corner of the interest-influence matrix, see Figure 2) but we also identified some members with estimated high influence, but relatively lower likely interest (bottom right corner of the matrix). Some of the other stakeholders will be important or useful to engage with at different stages or for different aspects of the project but are not essential to involve directly the progress of the project. We decided to categorise these actors as secondary stakeholders.

In the excel table we provided the contact details, which felt a bit too detailed at this point of the process. Sometimes it's more a certain competence that is needed and not a specific person which makes some of these details hard to specify at this early stage. Maybe this part of the stakeholder analysis could have been carried out later on in the project. For us, the first part was the most useful because it made us start thinking seriously about who we want to involve and why.

3.2.4. Outcomes - Proposed local task force

Following the stakeholder analysis, the Umeå team proposes to engage the following list of 12 organisations and groups as members of its local task force:

Public sector (Umeå municipality)

- **Gender equality officer:** Insight on gender equality aspects.

- **Urban planning department:** Connection to the municipality's comprehensive plan and strategies for sustainable development in different areas.

- **Traffic- and parks department:** Operative within the project. Works on reconstructing the road. Insight into NBS solutions, maintenance and landscape architecture.

- **Public health officer:** Insight on public health.

- **Communications dept.:** Insight on communication strategies and hands on work with communicating our project.

- **Environment and health protection dept.:** Insight on air quality problem and NBS solutions.

- **Local politicians:** Especially Technical board and Planning committee. Our politicians are ultimately responsible for the municipality's activities and have the decision-making role.

- **Recreation department:** Insight into active sport organisations and local needs

- **Culture department:** Insight on public art and presence of local culture

Civil society

- **Residents and other locals:** For example, local sports associations, cyclist association, children from schools in the area or employees at Volvo.

Private sector

- **Volvo lastvagnar:** Volvo is situated in the end of Bölevägen and the redesign could have an impact on how employees travel to work.

- **Olles kiosk:** Bölevägen passes nearby this street kitchen. Possible impact on how staff and visitors use the surroundings and travel to/from work.

Academia

- We have no members from the local academia in our local task force since we want this group to be operative in working with the project. Most likely we will engage academia in other ways, perhaps as a member of a reference group or as a part of the design process later on.

3.3. City of Tallinn

3.3.1. Potential target area

The proposed target area of the city of Tallinn is located in the eastern part of the district *Lasnamäe*: *Vormsi Park*.
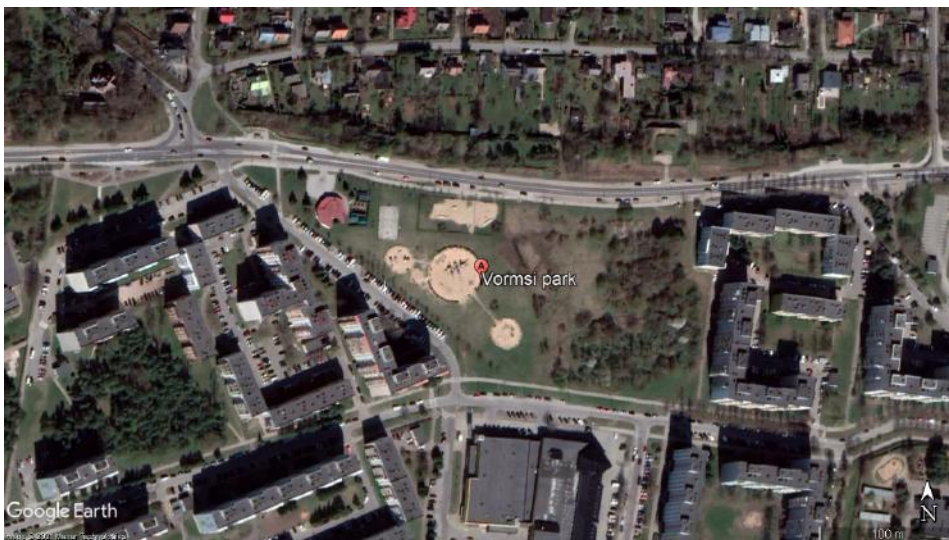

Figure 17: Vormsi park (Google Earth, 2021)

Figure 18: Impression target area Vormsi Park (GoGreenRoutes [5], date unknown)

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5 https://gogreenroutes.eu/fileadmin/_processed_/4/1/csm_vormski_park_1_a281ab80e5.png

Figure 19: Trees target area Vormsi Park (GoGreenRoutes[6] , dates unknown)

The chosen district is the biggest residential district in Tallinn. *Vormsi Park* in this area is about 4.4 hectares in size large and is situated next to a highway (*Narva maantee*). One part of *Vormsi Park* is designed as a children's playground and dog park. However, a larger part of the park can be described as urban wilderness, which is intersected by a small river. The area is also characterised by the remains of an old schoolhouse from the first half of the 20th century. An overgrown school garden and several old apple and cherry trees give the old school a special atmosphere. Therefore, it is an area of diverse value that has to be preserved during processes of redesign in GoGreenRoutes. We can also imagine introducing activities for outdoor environmental education programmes for local schools, kindergartens and others in the long term.

3.3.2. Challenges and Aims

Our aims for redesigning the chosen location are to:

1. **Support and catalyse activities that encourage active movement and support mental health;**

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6 https://gogreenroutes.eu/fileadmin/_processed_/f/6/csm_vormski_park_4_76993869cc.png

2. **Build cooperation with local educational institutions, outdoor lessons;**

3. **Preserve existing values of the site, while allowing a new NBS intervention to complement these;**

4. **Promote urban biodiversity;**

5. **Decrease pollution and noise;**

6. **Take into consideration different vulnerable groups and their needs and preferences in the park;**

7. **Motivate positive behavioural change among local residents;**

8. **Raise environmental awareness;**

9. **Adapt to the effects of climate change.**

We also have important process-based goals. The most important one is to develop a model for involving people in order to solve challenges together. We want to increase the activity of the residents of the district in the process. Our second goal is to be more aware of greenery in planning and designing green spaces in the city (positive effects on pollution and noise). Ultimately, we plan to find innovative, green solutions for the chosen area which can serve as a positive example for similar solutions in the future, working closely with our local university partner.

3.3.3. Reflection on the process of stakeholder mapping

Our main stakeholders (city administration level) are the following departments: *Lasnamäe* district; Social and Welfare department; and Environment and Communal Works department. Furthermore, we plan to involve residents and young people in particular. We want to encourage young people to actively take part in the development of the chosen area and provide ideas on future plans. Furthermore, it is it important to develop a good relationship with local environmental NGOs (e.g., NGO Rohelinn/GreenCity, located in *Lasnamäe*, deals with environmental awareness and runs clean up campaigns) that have the capacity to disseminate information about the project in their networks. Civil society organisations can provide us with information about the needs and interests of people who are already interested in environmental topics.

For educational purposes, our target groups are also schools and kindergartens in the *Lasnamäe* district. We intend to spread information about nature-based solutions in the city and about health benefits for residents through small meetings and workshops together with the University of Tallinn and certain experts. We see great value in pooling and expanding knowledge through teamwork and discussions with other educational institutions (including online webinars, seminars, etc.).

We see as our partners in the private sector sport/health equipment providers and suppliers, sports clubs, tech companies (start-ups) and would like to include the local shopping centre, located close to the park. Furthermore, we plan to involve a green tech companies' cluster in Tallinn (for more information see: **www.tehnopol.ee**).

Our local task force was identified by discussing and brainstorming ideas with city departments. Nevertheless, the process of selecting the final local task force is not finished yet.

After contributing preliminary input to this report, the following meetings were planned, and took place during the writing process:

- 18/05/21: meeting at *Vormsi Park* between representatives of Tallinn Strategic Management Office, Environmental department, Lasnamäe District Administration and two local residents from housing associations to discuss its forthcoming activities and steps for how to design the park together with residents.

- 27/05/21: opening of a new children's playground in *Vormsi Park* where city and Tallinn University representatives asked visitors about their expectations in *Vormsi Park*.

3.3.4. Outcomes - Proposed local task force

Following the stakeholder analysis, the Tallinn team proposes to engage the following list of 17 organisations and groups as members of its local task force:

Public sector

- **Tallinn Strategic Management Office**: responsible for strategic city planning.

- **Lasnamäe District Administration**: responsible for informing and cooperating with residents; has local knowledge and contacts with residents and housing associations. The district administration would approve any interventions proposed in Vormsi Park to ensure compliance with technical and environmental requirements.

- **Tallinn Urban Environment and Public Works Department:** reviewing and testing of NBS solutions together with Lasnamäe District Administration. This department is responsible for providing expertise on construction techniques and vegetation and also gives recommendations to other districts.

- **Tallinn Social Welfare and Health Care Department:** can assist and advise the project core team to make Vormsi Park accessible to people with disabilities, as well as suitable for the needs of all vulnerable groups. Aim is to create new conditions for preventive healthcare and development of healthy behaviour among city residents.

- **EU project managers in the city:** can share good practices and knowledge.

Civil society

- **Lasnamäe city district residents**: active users of Vormsi Park.

- **Lasnamäe Youth Centre** and other youth clubs: can facilitate provision of ideas from young people, as current and future users.

- **Environmental associations**: expertise in biodiversity.

- **Sport associations and sport/health equipment provider**: knowledge on sports activities and their benefits, equipment and facilities.

- **Other community garden**s in Lasnamäe: can share experience and good practices.

- **Lasnamäe district schools and kindergarten(s)**: educational purpose.

Private sector

- **Sport and health equipment providers/suppliers**: can help support more possibilities to do sport in public space.

- **Influencers** (on environmental, green living topics): to spread the message about NBS and well-being benefits in Vormsi Park.

- **Selver Supermarket**: could provide healthy picnic baskets.

- **NBEs, tech companies** (start-ups): could advise on new solutions.

Academia

- **Tallinn University**: knowledge and expertise.

- **Tallinn University of Technology (TalTech)**: knowledge and expertise.

3.4. City of Lahti

3.4.1. Potential target areas

In the stage of writing the project proposal, the target area for the City of Lahti was considered based on the existing knowledge and needs at this time. After the project received funding, the designated areas were re-assessed, with the result of six identified regions of interest:

1. **Kintterö Health Forest (unobstructed route)**

2. **Lahti Sports Centre**

3. **CitiCAP- smart bike and pedestrian path**

4. **Porvoo and Luhta River (water activity routes)**

5. **Sylvöjärvi recreation area (unobstructed route)**

6. **Lahti City centre**

All the identified areas are located at different sites and characterised by different types of nature in the City of Lahti.

During the first round of the stakeholder analysis, the process was carried out with a broad scope, keeping in mind all six areas identified. However, after the first feedback was received from ICLEI and RWTH Aachen, the approach was narrowed down to the two most realistic regions of interest:

1. **Kintterö Health Forest (unobstructed route)**

2. **Lahti City centre**

The update brought clarity and focus to the whole process, because from then on, the stakeholders could be considered in two specific contexts.

The *Kinterö* forest is a nature conservation area next to the regional Central hospital. It is located on the east side of Lahti in a municipality called *Pirttiharju*, characterised by the *Salpausselkä* ridge recreational forest area. In 2018, an initial plan of a health forest concept was completed for the area. The plan was targeted to support the hospital and its patients and visitors by presenting the forest as a potential environment to support health and well-being.

While the initial concept has been ready for several years, the practical implementation and further development is waiting for realisation, which will now be part of the GoGreenRoutes project. With the health forest development, the City of Lahti is aiming to address growing challenges in the health sector e.g. rise of mental health problems, an increase in overweight residents, and an ageing population, and to find new solutions to bring urban green closer to the everyday lives of all Lahti's residents, through accessible, inclusive and multifunctional spaces.

Figure 20: Kintterö area (City of Lahti, date unknown)

Figure 21: Kintterö path (City of Lahti, date unknown)

Figure 22: Illustration Kintterö health forest (Ina Westerlund, 2018)

The second area of interest, the Lahti city centre, has been under extensive planning and construction during recent years. Several new residential buildings have been built and more opportunities for stores, hotels and services have been created. The main market square between the busy streets of *Aleksanterinkatu* and *Vapaudenkatu* is one of the central spots for events and daily passage for Lahti's residents. Even though the distance to the lake *Vesijärvi* and its surrounding parks is less than 1.5 km, urban 'grey' areas dominate in the central district of Lahti. For GoGreenRoutes, the Lahti city centre is considered as a secondary target area with potential for small scale NBS interventions, aiming for finding functional solutions to increase green space and nature-connectedness also in the central part of the city.

Figure 23: Lahti market square, (City of Lahti, date unknown)

3.4.2. Challenges and Aims

During the stakeholder analysis, some challenges were recognised in both of the target areas. The city centre is of interest to multiple stakeholder groups and different departments of the City of Lahti. This might cause contradictions and overlapping processes in developing ideas, which could delay the possible implementation of interventions if not planned well ahead.

In the case of the *Kintterö* area, an ongoing expansion of the hospital is something to take into account when planning the seedbed and NBS interventions in the area. The construction work will influence the area's noise levels, air quality and attractiveness for coming years. The location is also relatively distant from the centre which might make the place hard to discover and limit its use. The natural, 'wild' state of the forest is one of the benefits of the target area, but at the same time the possibility for negative emotions of fear or uncomfortable unfamiliarity among visitors should be acknowledged.

3.4.3. Reflection on the process of stakeholder mapping

The stakeholder analysis was carried out in a small group led by the Lahti project manager responsible for work in GoGreenRoutes, who was new in the team. This set a challenge for recognising the relevant actors in such an early stage of the project. Another related challenge was uncertainty in the forthcoming project activities. Even though the overall project objectives were known, the detailed task planning is at an early stage for many project partners and remains mainly unknown Consequently, the idea of including some of the actors needed to be based on assumptions more than a recognised need. Also, this reflected the challenge to select the relevant local private sector actors.

As described above, the stakeholder analysis process was conducted in two rounds. At first, it was difficult to conduct such a detailed stakeholder mapping in the context of such a broad project scope like as GoGreenRoutes. Switching focus in the second round to only two possible locations aided the process.

Regarding the interest-influence matrix[7] and the rainbow diagram[8], some of the actors were placed in between the spheres due to difficulty assessing their level of influence or interest towards the project.

Despite the several challenges and uncertainties discovered during the stakeholder mapping process, the outcome is seen as an important starting point for the local project implementation. From the already known stakeholders, the role of the *Päijät-Häme Joint Authority for Health and Well-being* was underlined as being vital for the development of the *Kintterö* health forest. Another highly important group of actors was identified from the city of Lahti internal actors: these internal actors are key for development in different parts of the city. The mapping exercise made it more concrete to distinguish "where" and "who" will be relevant at each point of the project realisation. The tertiary stakeholders identified in the first stage are also seen as an important pool to be reconsidered in different stages of the project.

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7 See figure 6
8 See figure 5

The stakeholder mapping was conducted in the local project working group led by the project manager in the City of Lahti. The other active participants, the core group, were presenting the internal and local actors in GoGreenRoutes, the City of Lahti Environmental development department and the LAB-University of Applied Sciences (also a project partner).

The first stage "Identify" was conducted as a brainstorming session. The base was set by the project manager followed up by a brainstorming session together with the core group. The aim of the brainstorming was to comprehend the extent of stakeholders linked to the project. Through this we were able to identify a number of relevant stakeholder organisations from various sectors. The stakeholders were considered mainly in the institutional level (like University of Helsinki), but some were also added in the sectoral level (like sport organisations) for further investigation. Figure 24 shows the timeline for the stakeholder mapping process.
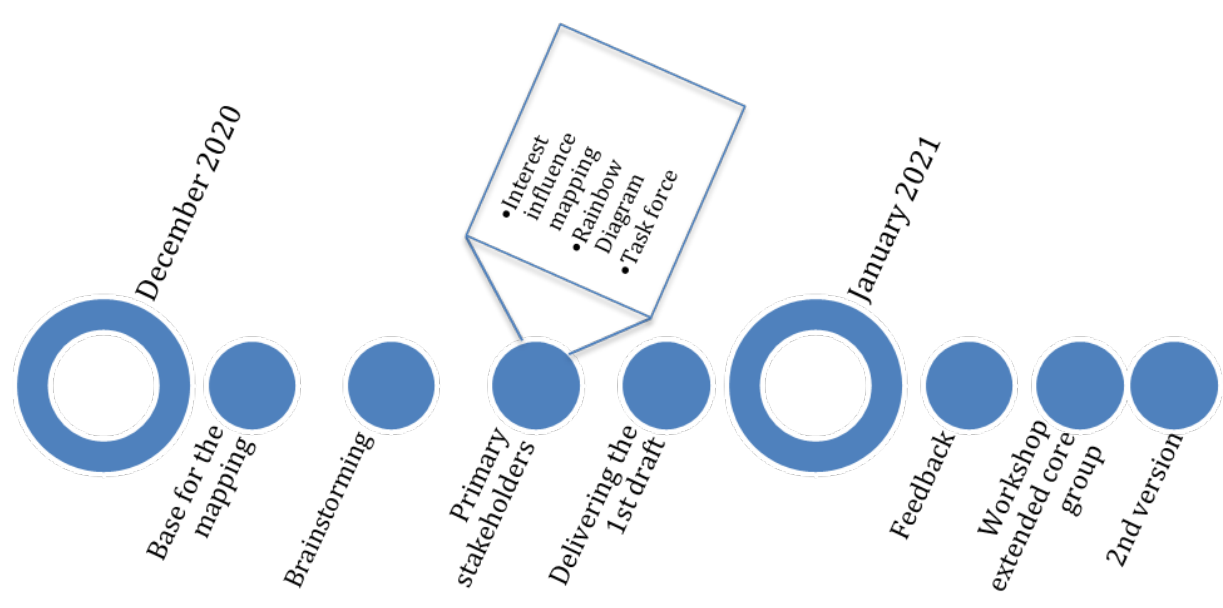

Figure 24: Stakeholder mapping timeline Lahti (City of Lahti, date unknown)

In the second stage, the process continued with placing the primary stakeholders on the interest-influence map and further on the rainbow diagram provided in the Miro board. Not all the stakeholders identified in stage one was moved to the second stage. Those left in the first stage were recognised to have a potential in GoGreenRoutes, but currently their roles are not clear enough to plan for a close engagement (i.e. membership of local task force). Thus, they were considered as tertiary stakeholders.

It was not always clear what level of influence or interest the stakeholders might have, so they were placed largely based on intuitive evaluation. Once again, the base was built up by the project manager and further discussed and corrected together with the working group.

The rainbow diagram was filled up from the stakeholders placed in the interest-influence map. At first, the core team and the veto players were identified, covering the least in number but most influential actors. The rest were placed either as primary or secondary stakeholders based on their significance to implementing the project or their potential for being part of the local task force. Only after this 'instinctive process', were the interest-influence map and rainbow diagram compared and the placement of some actors in the "collaborate" tier of the interest-influence mapping (top-right corner: high interest/high influence) revised. The veto players who were acknowledged to have an influence in several spheres were marked with a star icon (★).

The last stage of the stakeholder mapping was to identify potential members of the local task force and their contact persons. The preliminary list was collected together with the core group, reflecting the first two stages as well as the discussions held during the process.

The first version of the list was drafted based on the initial list of six potential target areas. For the next version, the focus was limited to the two areas described above and the local task force split into two groups: "Task force health forest" and "Visitors". Dividing the local task force made it possible to recognize the essential parties linked directly to the health forest context and others more relevant for the city center development or other project activities. Also, the stakeholders whose input will likely be less regularly needed but just as important as the active health forest group were acknowledged. It was agreed that dividing the participants into two groups would also have higher potential for better engagement, meaning the objectives of each group could be better focused.

The stakeholder mapping was conducted mainly together with the local core group. However, in the second revision of the mapping process, the group was extended for one of the workshops to gather comments from a broader pool of experts in the respective organisations.

In the city of Lahti, a presumption for the local task force has been to consider it as an active advisory or 'innovation' group to help the project to identify the local needs and possibilities for the NBS interventions and actively participate in their planning and development. The main focus was so far given to the area of *Kintterö* health forest which will be the primary target area during GoGreenRoutes in Lahti. Another goal of the local task force selection was to recognize the relevant actors for the secondary target area, being the Lahti city center. As a part of the analysis, we also acknowledged the additional needs of other project activities, e.g. the outdoor physical activity intervention planned as a part of Work Package 5 in GoGreenRoutes, which might not be directly linked to the seedbed or NBS interventions carried out in the target areas, but nonetheless will present an opportunity to involve local stakeholders.

The most challenging aspect of the stakeholder mapping process was to identify stakeholders from the private sector. The broad project scope with a number of interlinked sectors made it challenging to select the most relevant local private sector actors. In addition, a short local history of the project manager limited her knowledge of local actors. In the end, the selected

representatives for this sector were chosen from regional development organizations who are known to have good connections to local SMEs (small and medium enterprises).

The final selection for the two local task forces was carried out by the working group by reflecting on the project necessities along with the results displayed in the interest-influence matrix and rainbow diagram. In some cases, assumptions about the likely availability of the potential participants also had an impact on the final allocation of the actors in either the "health forest" or "Visitors" groups of the task force.

3.4.4. Outcomes - Proposed local task force

Following the stakeholder analysis, the Lahti team proposes to engage the following list of organisations and groups as members of its "health forest" local task force:

Public sector (municipal level)

- **Päijät-Häme Joint Authority for Health and Well-being:** main driving force and user for the Kintterö health forest.
- **City of Lahti department of city planning:** Responsible for strategic and statutory planning
- **City of Lahti department of environmental services:** Status and management of the city owned nature areas including Kintterö forest area.
- **City of Lahti health and well-being working group:** responsible for city level strategic health planning.

Civil society

- **Päijät-Häme Sports and Physical Activity Association:** Owners of sports facilities and professionals in sports.

Private sector

- **Lahti Region (Visit Lahti):** Access and contact to local entrepreneurs, understanding of the needs and current situation of local businesses.

Academia

- **LAB University of Applied Sciences:** project partner.
- **University of Helsinki:** scientific understanding of the related topics.

The second local task force group "Visitors" is intended to involve stakeholders mainly from national organisations, e.g. the *Natural Resources Institute Finland* (LUKE) and *Finnish Institute for Health and Welfare* (THL) whose involvement will be considered based on needs

defined in future. The task force "Visitors" is not planned to act as a separate group, but to complement the "health forest" group when considered necessary.

3.5. City of Limerick

3.5.1. Potential target areas

Awarded the UNESCO Learning City and European Green Leaf awards (2020), Limerick is the third largest city in the Republic of Ireland, located 200km from Dublin. It is situated approximately 60km inland from the Atlantic Ocean at the head of the broad River Shannon estuary (which is approximately 80km in length). Limerick City's main areas of natural habitats containing significant biodiversity are based around a large network of rivers, including the *River Shannon*, the *Abbey River* and the *Ballynaclough River*, with associated wetlands, grasslands and established woodlands. In Limerick, urban green space per capita is 73m², which is above the ideal World Health Organisation value (50m²) and exceeds by far the European average (18.2m²).

While a rich network of greenspaces and habitats is in place, an opportunity exists to further enhance the value of these areas by creating strong, multifunctional linkages between them, in keeping with the principles of the European Green Infrastructure Strategy. Such linkages, if properly planned and implemented, can provide a range of ecosystem services including creating ecological corridors for wildlife movement; providing active travel routes and encouraging healthier lifestyles; improving well-being through contact with nature; improving air quality; and even reducing flood risk where Sustainable Urban Drainage (SuD) features are included. GoGreenRoutes provides the opportunity to create those linkages and to implement nature-based solutions that focus on contributing to green infrastructure within the built environment.

The areas under consideration for interventions as part of the GoGreenRoutes project are the sites of the Urban Greenway and Laneways projects. These are described in more detail below, along with challenges and aims particular to each.

3.5.2. Challenges and aims

Urban Greenway Project

Urban Greenway is a cycling and walking development that consists of a new 3.5m wide cycleway alongside a new 2.5m wide footpath, enclosed by 1m wide grass verges, with the main spine extending for approximately 820m: linking *Castletroy College Road* and the *Castletroy* secondary school with the *Castletroy Gaelscoil* primary school. The project started in December 2020 and is due for completion in June 2021. This link will connect the schools

to the *Castletroy* town center, while also accommodating the primary school's new football pitches. The greenway is bounded by a number of residential developments which will have direct links to it when it is complete.

Limerick City and County Council (LCCC) owns approximately 2ha of land adjacent to the greenway. This provides the opportunity to make the greenway much more than just an active travel route, e.g. by providing recreational space for longer stays. A key challenge is meeting the needs of the school and community for formal play areas (e.g. a football pitch) and more natural spaces. The overall vision is to develop these lands to create both a linear park and neighbourhood park which will focus on enhancing local biodiversity and creating ecological connectivity (corridors for wildlife), as well as providing opportunities for natural play, social engagement, contact with the natural environment and active recreation (see design concept below).

Planned monitoring of air quality, noise and biodiversity along this route as well as user surveys and other metrics determined by the project will allow the health benefits of this route to be assessed compared to the existing routes and travel modes.

Figure 25: Illustrative Masterplan of Greenway (NMP Landscape Architecture, 2020)
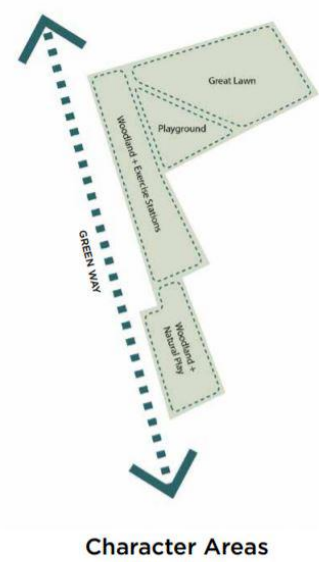
Figure 26: Design Concept of Greenway (NMP Landscape Architecture, 2020)

Laneways Project

LCCC is embarking on a project to rejuvenate and reimagine Limerick's laneways. The project is part of the wider *Living Georgian City Programme* which aims to revitalise the Limerick city centre. LCCC has received funding to produce a guidance document which will show how 25 laneways could be improved, looking at issues such as movement, planting, lighting, and refuse. Funding has been secured to develop the design of a smaller number of laneways in further detail. The project began in September 2020 with the appointment of a team of architects, designers and engineers.

Some of the laneways currently offer a good setting for community, residential or business uses. However, many of them are used mainly for parking access and/or bin storage, and are perceived to be unsafe. With better design, the laneways could provide walking/cycling routes, space to experience culture and art, space for children to play, an area to exercise, and places that offer a quiet sanctuary from city life. They could be car-free routes, spaces to socialise, or places to experience nature.

The laneways have been categorised according to their potential for different commercial and social activities. A number of them have been identified for "greening" and nature-based

solutions. The vision for these green lanes is to provide multi-functional green infrastructure, such as SuD features which also contain amenity planting aimed at enhancing biodiversity as well as providing an attractive environment in which to socialise and move about the city. However, nature-based solutions are not so far embedded in the local authority's general strategies, plans and practices, and there are concerns around maintenance and effectiveness of, in particular, SuD features. It is hoped that innovations developed through GoGreenRoutes can be trialled on these green laneways and their impact measured, in order to promote wider acceptance of NBS among the municipal staff and leaders. The stakeholders for each project have been combined for the purpose of the stakeholder mapping described below. There is some crossover between the core team and task force as well as the group of some task force organisations that share a similar ethos and objectives.

Figure 27: Identifying Opportunities (Allies and Morrison Urban Practitioners & Tobins Engineering, 2021)

3.5.3. Reflection on the process of stakeholder mapping

Each stakeholder group's role and contribution depend on the target area, the nature of project activities proposed and the local needs of end users. However, there are similar objectives and themes across both the Laneways project and the Urban Greenway project. The stakeholder mapping conducted for GoGreenRoutes divides stakeholders into broadly three levels: core team, primary stakeholders (local task force) and secondary stakeholders. On

considering the core team, colleagues in LCCC first drew a map of existing structures relevant to GoGreenRoutes. It was essential that the core team of stakeholders were identified and to include representatives of different departments within LCCC relating to both target areas.

This initial brainstorming session was a good way to establish who needs to be invited to join and what contribution is expected from the primary and secondary stakeholders. The Miro online whiteboard helped to visualise the core team but also to clarify which primary and secondary stakeholders to engage with and why. The interest/influence matrix and rainbow diagram (which were refined throughout the process) gave the opportunity to examine and classify each of the stakeholders according to their estimated influence, local knowledge and interest, as well as likelihood of getting involved. The identified primary stakeholders (local task force), for example, include academic partners as well as a range of environmental, social, sport, inclusion and disability groups who represent the interests of specific community members and have both a high interest in, and local knowledge of, the target areas in Limerick. Also important is the Limerick Chamber of Commerce (private sector) which supports the economic and social development of Limerick through our work with other local stakeholders and local businesses.

The secondary stakeholders were assessed as having lower levels of interest/influence, for example, delivery agencies, and education providers (local primary and secondary schools, and the local university). The matrix was particularly helpful here in improving our understanding of the difference between potential 'primary' and 'secondary' stakeholders. The identified secondary stakeholders will be revisited and likely engaged as the target area projects develop further.

The biggest obstacle we face is aligning the timelines of GoGreenRoutes with the pre-existing Laneways project and Urban Greenway project. These projects, while very complementary to the objectives of GoGreenRoutes, were established prior to LCCC engaging in GoGreenRoutes and already had plans in place for completion. Formal conversations have taken place with regard to aligning these project timelines to allow for collaboration and to get the most out of all projects for residents in and visitors to Limerick.

One issue (perhaps unique to LCCC, as the GoGreenRoutes team in Limerick is collaborating with these two existing projects), is the mapping, and selecting, of the best sites from the options within the existing projects. The Greenway site is fixed, however, there are significant opportunities to enhance the environmental and health benefits of the project by including it in GoGreenRoutes, while the number of options available for collaboration with the Laneways project is still substantial and will need some further consideration.

Maintaining stakeholder motivation and engagement is another point to consider. Some of the communities that are involved in GoGreenRoutes also currently have, or had in the past, other projects to engage with, and the long-term (four year) commitment of GoGreenRoutes may result in some dropout or disengagement of stakeholders. Expectation management, both in terms of how much engagement and time (e.g. meetings and consultations) is required of

stakeholders, as well as management of expectations of what will come from GoGreenRoutes will be essential.

3.5.4. Outcomes - Proposed local task force

It is important to ensure that we engage with the diverse range of stakeholders in each community or area. This is to make sure that all relevant voices are heard. With this in mind, we will engage with a broad range of stakeholders including disability, education, sport, environmental, youth (and elderly) groups, local resident groups and local businesses for each target area.

In relation to the two projects, plans will be co-created with local stakeholders to:

1. **identify and overcome barriers to use of the greenspace/laneway proposed**
2. **enhance biodiversity value and create opportunities for meaningful contact with nature**
3. **provide opportunities to engage in a range of outdoor activities by improving green infrastructure**
4. **create opportunities for social engagement by providing community facilities (e.g. planting)**

Following the stakeholder analysis, the Limerick team proposes to engage the following list of organisations and groups as members of its local task force:

Public sector

- **Limerick City and County Council:** Coordinate GoGreenRoutes so that the design of the public space corresponds to all regulations, fits LCCC strategies. Departments involved include: Design and Delivery, Urban Innovation, Operation and Maintenance, Physical Development Directorate.

- **Health Service Executive:** Support based evidence as to the benefits of greenspace/routes on social, physical, and mental well-being. Relevant area of this organisation for GoGreenRoutes is the Health and Well-being branch.

Civil society

- **Community and Inclusion:** Provide ideas for greenspace/route that is relevant to each user cohort. Groups and organisations include; residents**,** disability (CARA, Irish Wheelchair Association, SIDO - Limerick Sports Partnership), sport (Limerick Sports Partnership, cycling, football), mental health (Headway), youth services/clubs, senior citizens forum and direct provision centres.

- **Environmental interest groups:** Provide ideas for greenspace/route that is cognisant of environmental impacts and benefits. Groups include: local conservation groups (biodiversity, bat, food growing, local branch of birdwatch Ireland and Tidy Towns).

Private sector

- **Limerick Chamber of Commerce:** Access and contact to the local businesses and understanding of how businesses use or would like to use green space.

Academia

- **University of Limerick:** Partner in GoGreenRoutes and opportunity to share research across policy and practice (conferences, webinars, publications). Possibilities to use target areas as case study/work practicals. Support with evaluation and monitoring, and opportunity to co-author papers.

3.6. City of Burgas

3.6.1. Potential target areas

The city of Burgas is surrounded by water. There are three lakes: *Lake Atanasovsko* to the north, *Lake Vaya* (also referred to as *Lake Burgas*) to the west and *Lake Mandra* to the southwest of the city. *Lake Mandra* is characterised by the *Poda nature reserve* which is located within the lake. To the east of the city of Burgas is the Black Sea. The geographical setting of the city of Burgas characterises it as an urban landscape with unique biodiversity. Many of the species living in the area are endangered and listed in the *Red Data Book of Bulgaria*, which documents Bulgarian fauna. Europe's second largest bird migration route, *Via Pontica,* passes through the city.

The target area for the GoGreenRoutes project is a green corridor connecting the above-mentioned lakes with the Black Sea. It starts in the *Poda nature reserve* in *Lake Mandra*, goes to the *Lake Vaya*, through the city of Burgas down to the *Sea Garden* (city park, which runs parallel to the sea and the beach, with a length of about 10 kilometres) and ends near *Lake Atanasovsko* in the *Sarafovo* neighbourhood. The corridor passes through four city districts (Vazrazhdane, Bratya Miladinovi, city centre and Zornitza), where there are many administrative and office buildings, sports, culture and educational facilities, as well as multi-family and small residential buildings that are home to more than 50 000 people.

The total length of the green corridor is about 23 kilometres. The aim is to strengthen the connection between the lakes and the sea and develop attractive places in the green corridor for citizens and tourists.

Figure 28: Poda nature reserve (Bulgarian Society for Protection of Birds, 2009)

Figure 29: Poda nature reserve (Bulgarian Society for Protection of Birds, 2009)

Figure 30: Lake Vaya, Eco Park Vaya (Eco Park Vaya, 2019)

Figure 31: Lake Atanasovsko (Biodiversity Foundation, 2021)

Figure 32: Black Sea and the lakes surrounding Burgas (Burgas Tourist Portal, 2019)

3.6.1. Challenges and aims

The geographic area targeted for the GoGreenRoutes project presents the following challenges:

- Interrupted connections of the green corridor going through the territory of the city of Burgas due to:
  - economic activities in these areas
  - construction of businesses
  - administrative and residential buildings, with different owners
  - lack of adequate maintenance
  - climate change
- Green space under pressure from private developers for future construction.
- A lack of engagement, and sense of responsibility or 'co-ownership' among citizens to protect and care for local natural resources.

To overcome these challenges, it is necessary to clearly communicate the role green spaces in the city and their biodiversity in contributing to physical and mental health, and corresponding need to protect them. It is hoped that greater understanding and awareness of the unique natural resources of our city will contribute to changing attitudes in society and changing habits towards spending more time in nature and leading healthier and

environmentally friendlier lifestyles. To achieve this, it is necessary to implement integrated measures and activities that contribute to achieving the following objectives.

Our aims for the target area described above are:

- Re-establish/ further strengthen the "green" connection between the lakes and the sea, through the implementation of NBS interventions.

- Raise awareness among the local population of the value of the Burgas lakes, with a view to strengthening local community interest in accessing and protecting these areas.

- Develop and promote educational/ recreational route *Via Pontica*, improving its suitability for cycling, jogging and walking.

- Raise awareness on the importance of spending more time outside and undertaking physical activity close to nature, to maintain physical and mental health.

3.6.2. Reflection on the process of stakeholder mapping

A team of three colleagues working in the Burgas Municipality (from the EU projects Department and the Urban Planning and Greening Department), who is directly responsible for the implementation of project activities, conducted the stakeholder mapping. The team followed the steps described above in chapter 2.3.

We were aware of the wide scope of the targeted area, and we did some brainstorming on the aims we want to achieve with the implementation of our project and what challenges we would face. In order to identify the relevant stakeholders, we made analyses of property owners, responsible institutions and organisations, existing businesses, operating within the scope of targeted area.

We analysed property regulations, protected areas territory and legal requirements, possible.

1st stage: We divided the stakeholders into several main categories: Property Owners, Sports, Health, Education, Professionals, Institutions, NGOs and clubs of interests. Categories were made this way, to comply as much as possible with project aims, as well as the specific local requirements related to land ownership and legal requirements.

2nd stage: Once we had identified the stakeholders in 1st stage, we moved to the Miro board and followed the methodology proposed by ICLEI. We separated stakeholders once again into the sectors Government, Civil Society, Private Sector and Academia.

After that, based on our experience and knowledge of these stakeholders, we separated them based on the presumable level of Interest and Influence (Interest-Influence Matrix).

Finally, we worked on the Rainbow diagram, as we identified that the core team will consist of staff of different directorates in the municipality. Within the Local Task Force organisations will be included that are responsible for the management of the protected areas within the Burgas

lakes and have extensive experience in promotional, management and expert activities, as part of different projects, particularly funded by the *EC's LIFE programme*.

Veto players are the *Environmental protection and waters regional Inspectorate*, Regional Inspectorate of Environment and Water, Burgas City Council and Burgas Regional Administration. These organisations by law have the final word for approval of investment initiatives undertaken by the municipality.

The rest of the identified stakeholders we consider as "secondary stakeholders", as they should be involved/ consulted at different stages of project implementation.

3.6.3. Outcomes - Proposed local task force

Following the stakeholder analysis, the City of Burgas team proposes to engage the following organisations and groups as members of its local task force:

Public sector (municipal level)

- **Education and Demography Directorate:** Involvement of young and elderly people in project activities

- **Healthcare and Youth Directorate:** Advise of activities, support the organisation of events

- **Urban planning Directorate:** Responsible for proposing the scope of the targeted area, design measures, etc.

- **Greening department:** Responsible for design and implementation of most appropriate measures concerning greening activities in the target area (along the proposed green route)

- **Sports department:** Identify areas along the route appropriate for sport activities

- **Environment Directorate:** Consult on measures, regulations, propose activities

- **Project management unit:** Involved in the coordination of project activities and ensuring they reach project objectives

Civil society

- **Bulgarian Society for the Protection of Birds (BSPB)**

- **BSPB Nature Conservation Centre (NCC) Poda**

- **Via Pontika Foundation**

- **Landscape architects**
- **Biodiversity experts**
- **Amateur sport clubs and associations**

Private sector

- **Black Sea Salinas:** Own and manage parts of *Atanasovsko lake* and *Salinas*
- **National Railway Infrastructure Company:** Owns a significant part of the industrial land the green route goes through
- **Port of Burgas:** Is the other big company with many properties in the industrial zone

Academia

- Students from high schools (Professional high school for construction, architecture and geodesy, Burgas eco clubs) (for example a task to design a concept for development of parts of the route)
- Students in Ecology and Environmental Protection from university Prof. Asen Zlatarov (for example a task to design a concept for development of parts of the route)

4. Outlook

4.1. City of Versailles

Next steps for the Versailles core team include:

- Deciding which will be the final chosen target areas for the project. Once the sites or the site have been chosen, the team will have to decide how to develop the interventions. Depending on the number of sites selected, it will also be decided whether all sites will be testing grounds for both interventions (seedbed and NBS) or only a selection.
- Development of strategies to involve stakeholders in the project despite the ongoing Covid-19 pandemic that is changing the conditions of work and modes of exchange with our partners.
- Further definition of the concept for seedbed interventions and NBS interventions before starting to work with our local task force.

It will be necessary to follow the changes in planning and constraints imposed by the Covid-19 pandemic in order to make the project evolve. Since the pandemic began, project planning is changing regularly. Our external providers are also experiencing delays or difficulties in meeting their commitments.

4.2. City of Umeå

The following list describes the next planned working steps for the City of Umeå in GoGreenRoutes:

- Create a timeline for our local project and the activities included when it comes to planning of our interventions and our Urban Well-being lab. To support this process, we also need to make a plan for activities related to communication. We need to establish a ground for how, when and with whom we would like to communicate different parts of the project.

- Keep having regular meetings with our core team. This ensures that we make progress in the process of implementing NBS solutions.

- Plan workshops with other departments within the municipality that are included in our local task force. By doing this, and establishing an ongoing collaboration, we hope to make sure that different perspectives of urban development are included in the redesign process.

- Define activities that could be useful to engage our local task force in, and define what kind of input we would like to get from them. Important questions when we plan interventions will be how and with what purpose we want to collaborate with different actors. This is also a question of methodology, e.g. can we and do we want to have physical meetings or should we use some kind of digital platform for engaging residents and other key groups with different needs and behaviours, e.g. employees at Volvo and local school children?

4.3. City of Tallinn

The following list describes the next planned working steps for the City of Tallinn in GoGreenRoutes:

- Define ways to involve/engage already clearly identified key target groups, as well as expanding and further specifying the identified stakeholders, especially representation of e.g. within the private sector.

- Start to engage target groups, e.g. sending information materials to potential participants, contacting the representatives of organisations identified, and setting up meetings to discuss possible activities and cooperation.

- Hold a joint day of cooperation in the pilot area in the open air (co-creation event), as soon as Covid circumstances allow.

- Conduct a survey among residents to find out their ideas on how to improve *Vormsi Park* (to be developed by project partner Tallinn University) what kind of park. The results will help to design better the *Vormsi park*.

- Start to work closely with the green tech cluster, and to establish links with a wider range of entrepreneurs whose activities are linked to NBS, through the Tallinn Enterprise Services.

- Start to establish links with various companies that could organise events in the target area (e.g. sports and health clubs) and develop trade in the area (e.g. organic producers, using contacts with companies operating in Tallinn markets).

4.4. City of Lahti

The key local stakeholders identified are expected to have a significant role in guiding the principles and planning for the interventions which will be implemented in each city. Having an overview of the potential and essential stakeholders for the project, the City of Lahti has been able to set the foundation for future local co-operation and co-creation as part of successful project implementation. The local task force will be invited to share their ideas, needs and ongoing practices related to the project theme of well-being of both humans and nature. To begin engaging with members, the following next steps have been identified:

- Develop and carry out surveys of residents and other target groups to understand current use of natural areas and the possible welfare benefits obtained from those. Timing of the action: May-June 2021.

- Meet with and define the role(s) and expectations for the local task force members. It is expected that they will have different levels of engagement depending on their availability and perceptions of the project's potential to serve their needs.

- Review the proposed local task force members. The number of potentially relevant stakeholders to be considered in different parts of the project activities is expected to continuously evolve. Thus, it is likely that the initial plan for the local task force will also be reassessed as time goes on.

- Develop tools for local dialogue and cooperation. The City of Lahti wishes to keep the development processes open for inputs from different stakeholder groups which will be supported by the local task force, but also encourage involvement of other actors.

4.5. City of Limerick

The following list describes the next planned working steps for the City of Limerick in GoGreenRoutes:

- The Greenway project and the Laneways project aim to enhance the physical and mental health for active mobility, recreation, restoration and social interactions. A key next step is to create a timeline for both projects which aligns with GoGreenRoutes deliverables.

- A series of consultations with the core team and local task force (local representatives and/or residents from each of the chosen sites) will take place. This process, including site visits and presenting ideas to the groups will start the process of examining the needs for the neighbourhood park (Greenway) or chosen laneways.

- Based on the consultations, plans for each of the individual sites will be drafted. This might require employing external experts to develop both site-specific plans and more general policies based on the output of the consultations.

4.6. City of Burgas

Next steps for the Burgas core team include:

- Agree on specific areas in the green corridor, which have an urgent need of development, and/or the greatest potential impact on mental and physical health for population. Probably these will be heavily populated areas within the city and/or areas on the periphery of the city, but easily accessible from the centre.

- Develop a strategy for involvement and cooperation with stakeholders in order to raise and keep their interest in the topic and their active engagement during implementation of the activities.

- Considering the Coronavirus-pandemic, identify approaches and respective tools for interaction, cooperation and joint work.

5. Conclusion

This report has introduced the importance of stakeholder analysis in urban development and decision-making in general, as well as specifically in the context of GoGreenRoutes and the NBS interventions that will be developed as part of WP3 in the six Cultivating Cities. It has described the framework and methods for this analysis, defined by ICLEI and RWTH Aachen, which were then applied by each city partner. The city partners have described in detail their experience of applying these methods, in connection with the potential target areas they have identified to be sites of future NBS interventions, and critically reflected on their experience.

The accounts of the city partners show that the stakeholder analysis exercise was challenging, in particular for those who are considering multiple sites. These partners found it difficult to narrow down their selection of groups and individuals to those with a clear 'stake' in a future process of redevelopment and its outcomes. In addition, most partners reported difficulties specifying individual contact people at a point in the project perceived to be 'too early'. This highlights a tension in the research design, since WP3 aims at fostering a certain 'lack of certainty' early in the project, also with respect to the locations of future interventions, which had been seen as a strength and intended to allow local groups the scope to shape the direction of the project activities, rather than these being decided within the municipal administration. It became clear that this level of uncertainty was difficult to reconcile with a need to identify specific groups and even contact people at this stage.

In general, however, the city partners reported positively on the framework, guidance and tools provided to enable their analysis. It seems to have been widely recognised that the mapping is a 'living' process and there is enthusiasm for expanding on the work begun. Nonetheless, it will be important that there is also a focus on 'closing' this stage, so that it is possible to proceed with some certainty, mobilising the key stakeholders in a timely manner (and publicly acknowledging this achievement) as well as collaboratively involving them in defining a common mode of working together. This needs to happen before the end of 2021, so as not to jeopardise further progress, especially in regard of planning and detailing the interventions.

The cities of Versailles, Lahti and Limerick are still considering which sites to select from among options (although Lahti has narrowed down an original six options to two), and this is considered a strength since it still allows for a degree of involvement by the local task force in the selection process. The Limerick team faces the challenge of linking the GoGreenRoutes project actions to 1-2 already-established projects. Attention to creating space for stakeholders to genuinely influence these existing processes, where some urban elements have already been designed and approved, will be important in Limerick. Similarly, Umeå has selected a street which has been targeted for redevelopment already for some time, however it appears there is still scoped to decide where exactly interventions will be located given its considerable length, which can be a process that the local task force contributes to. The city of Tallinn has already selected Vormsi Park, which will mean the local task force may be involved rather in

exploring options at this location, rather than considering different locations within the wider cityscape. For the the city of Burgas it is certain that their target area is a 23 kilometres long green corridor connecting 3 lakes near Burgas. The team is faced with the challenge of deciding where within their wide target area they can and want to carry out certain actions. From June 2021 onwards, the city partners will still start their Urban Morphology Analysis (UMA)[9], which is intended to foster a detailed understanding of their selected sites and enable them to reflect further on the final selection.

At the time of writing, partners ICLEI and RWTH Aachen (supported by consortium partner Connect the Dots) are preparing all Cultivating Cities for the next steps, i.e. to begin engaging with their key stakeholders, and take steps towards confirming the composition of their local task forces. To this end 'challenge workshops' will be held in each Cultivating City[10]. This will likely be the first occasion to bring together key stakeholders, to begin to understand them (including needs and interests) and to kickstart their involvement in shaping the future actions in GoGreenRoutes. The stakeholder analysis conducted so far is intended to provide a sound basis for this first meeting and future engagement. Once the task forces are in place, each will develop its own terms of reference for collaboration, subject to certain minimum requirements to be defined, e.g. regular meetings, documentation of meetings, monitoring of progress etc.

The following steps and directions are recommended for all city partners:

- Revisit stakeholder maps in order to expand the selection, or to further specify groups and contact people where this has not yet been possible.

- Critically review the composition of the proposed local task force to determine whether each is sufficiently diverse, and to add one or more civil society organisation that might act to broker connections with minority or vulnerable groups, e.g. people with disabilities or the elderly.

- Finalise the proposed local task force composition in advance of the planned challenge workshop, ensuring that all individuals under consideration are invited with sufficient notice to attend. If the workshop reveals that possible changes are needed to the

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9 Urban morphology is the science that studies the physical form of cities, as well as the main agents and processes shaping it over time." (Oliveira, 2018, p. 11)

10 In preparation for the implementation of different actions in GoGreenRoutes, the cultivating cities are asked to organise a challenge workshop to which the stakeholders selected by the cultivating city partners and presented in this report will be invited. The challenge workshop allows the different stakeholders to get to know each other and to learn about the upcoming tasks in GoGreenRoutes. The challenge workshop in each Cultivating City will be the first opportunity to bring key local stakeholders together. Objectives include: to get to know each other, present the GoGreenRoutes project and its connection to local priorities, and to identify stakeholders' skills, knowledge, interests and their possible contribution.

proposed group (e.g. new additions or other changes), this should be followed up in a timely manner.

It is hoped that the content of this report, particularly the city partner accounts in Chapter 3 and 4, will be read by local stakeholders in each city interested in understanding the 'story so far', and that the GoGreenRoutes consortium partners will also consider this reflection and interim results in planning and further refining their own research tasks where city partners (and local stakeholders) will be engaged. The process each city partner has been through of not only conducting their analysis, but also reflecting on it by writing about it, can be seen as an important step: towards mobilising their local task forces, engaging them in defining the further plans, and in general communicating with a range of stakeholders in future. The results of this exercise can also be used to inform city-specific communication and dissemination plans in future, i.e. identifying target groups.

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