

NEW BRIDGES - Strengthening Quality of Life through Improved Management of Urban Rural Interactions

Conceptual Paper Work Package 3



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Introduction

The Conceptual Paper provides the common framework for Work Package 3. It sets out to clarify key terms used in the project thus enabling our forthcoming activities to be viewed from a commonly understood perspective. Since all Partner city-regions have different initial starting-points and characteristics this Conceptual Paper functions as a reference work or base upon which all partner city-regions should define their forthcoming activities in order to meet the intended agreed goals as described in the NEW BRIDGES application (Project Data Form).

The project's key objective is the promotion of the better management of quality of life issues in respect of planning practices. The project seeks to pinpoint the potentials for more sustainable urban-rural interactions within the Baltic Sea Region. On the basis of these policy recommendations, methods and pilot models to promote a better quality of life that corresponds to the needs and expectations of the people living in the Baltic Sea Region will be produced. New approaches to the development of urban-rural partnerships will be identified to support the regions' organising capacities enabling them to become more competitive and attractive both to their citizens and to investors more generally.

In the first chapter the thematic scope namely, the concept of quality of life, is outlined providing further insight into the three chosen 'key' elements in the framework of the NEW BRIDGES project: residential preferences, mobility & accessibility and the provision of services. Chapter two pre-defines the geographical scope of 'NEW BRIDGES' and in so doing how also to conceptualise urban-rural interactions in the project activities of each Partner city-region. As the involvement approach is a major part in the project, chapter three provides some insight to stakeholder analysis and involvement methods. Also included in this document is information on the main milestones to be attained, the time schedule for intended meetings and details of the project workshop.

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1. The thematic scope: quality of life

Quality of life is a broad concept relating in general to the overall level of well-being in society. It does not refer solely to the living conditions approach, which tends to focus on the material resources available to individuals or households. Instead, it focuses on enabling people as far as possible to achieve their goals and choose their ideal lifestyle. Fahey *et al* (2004) typified the quality of life concept on the basis of three characteristics:

- Quality of life is a micro concept, i.e. it refers to individual's life situations.
- Quality of life is a multi-faceted concept, i.e. it does not give emphasis only to several life areas and situations but rather to the relationship between them.
- Quality of life is both characterised by subjective and objective perception, i.e. subjective perceptions are attitudinal; individual goals and orientations as objective perceptions are related to living conditions.

The quality of life concept has generated a significant amount of research over the last thirty years while, in a practical sense, also impacting on urban and rural, regional, national and European Union-level agendas. The concept has also had a significant impact on social and political trends, and has in addition become an important dimension in various policy fields, including spatial planning, environmental planning, health promotion and social policy. Policy agendas on sustainability, equality and social cohesion on various levels of government have also sought to ensure that discussion of quality of life issues becomes much more visible.

Why then has the quality of life issue arisen to assume such importance on the political agenda? Several reasons for this increasing interest in topics relating to quality of life can be identified, but perhaps the most important is that people have realised that quality of life is not only directly related to material wealth. There is then rising awareness of the other factors that influence individual well-being in modern society. Such issues cannot however be explored through solely quantitative indicators. More importantly in the evaluation of the quality of life issue is the relationship between people and their everyday living environment, which brings their individual perception and appraisal to the centre of the debate.

1.1 Quality of life - a multi-dimensional concept

Quality of life can be viewed as a 'container concept' integrating many different dimensions of life such as its social, physical and cultural aspects. A broader concept of quality of life acknowledges

the need to belong to different places and social groups, as well as to differentiate oneself by pursuing aims and making decisions and choices. Table 1 encompasses a broader description of the main dimensions which shape individuals' quality of life in different surroundings.

Table 1: Main dimensions of quality of life¹

Physical being	Physical health, mobility , nutrition, fitness, and appearance
Psychological being	Independence, autonomy, self-acceptance, freedom from stress
Spiritual being	Personal values and standards, and spiritual beliefs
Physical belonging	Physical aspects of the immediate environment
Social belonging	Relationships with family, friends, and acquaintances
Community belonging	Availability of societal resources and services
Practical becoming	Home , school, and work activities
Leisure becoming	Indoor and outdoor activities, recreational resources
Growth becoming	Learning things , improving skills and relationships, adapting

Those dimensions or aspects marked in bolted letters are related to the three key elements that have been selected for the activities within NEW BRIDGES (see chapter 1.3).

Within this perspective, Raphael *et al* (2001) outline quality of life from the individual's point of view as the degree to which an individual benefits from, or alternatively enjoys, the essential possibilities in the three main dimensions: being, belonging and becoming.

The key question is how the basic requirements for a good quality of life are experienced in relation to the living environment? The first dimension '**being**' refers to physical existence including physical, psychological and spiritual aspects. The most important issues in this dimension are health, freedom and the capability to make independent choices, and set of values. The second dimension '**belonging**' describes the individual perception of the everyday immediate environment including aspects related to the quality of life approach in the NEW BRIDGES project (cf. chapter 1.2) such as availability of services. Aspects related to social relationships within private life are covered here as well. Differences perceived in this dimension are often represented through what is perceived as 'the urban' and 'the rural'. The third dimension '**becoming**' covers individuals' activities undertaken to attain personal ambitions in relation to the living environment. 'Becoming' comprises everyday practical activities which are connected to leisure, services and gainful employment.

¹ Adapted from Raphael *et al* 2001.

1.2 The quality of life approach in the NEW BRIDGES project

Improving quality of life is one of the main objectives and concerns of governments, policy makers and individuals. However, political decision-making in planning processes does not always pay sufficient attention to quality of life related issues, because quality of life is a not well defined concept and does not boast a formal and agreed definition. Therefore, it is important especially in the NEW BRIDGES project to reach agreement or alternatively a shared view on what assets quality of life may include when measuring and outlining its specific context at the city-region level (cf. chapter 2).

In relation to the main dimensions of quality of life, individuals' perceptions are directly related to everyday physical and social environments while for instance elected representatives, policy makers and planners consider broader societal and policy issues. **An important aspect of the NEW BRIDGES project is to consider such different understandings of the quality of life concept while discerning potential intersections.** Through investigations and comparisons it is the intention to identify important links between such different understandings as well as help to define new trade-offs between them and finally to develop appropriate measures to be applied in order to enhance quality of life.

Subjective perceptions are in this respect not only meant to indicate where the challenges lie but also to identify potentials for improvements, e.g. in spatial planning. Thus, subjective perceptions are also capable of bringing forth aspects, which may compensate the lack of quality of life indicators in certain life dimensions. This kind of information is normally acquired by interviews or questionnaires at the individual level. Within spatial planning this is commonly considered as a 'bottom-up' approach, i.e. allowing people to directly influence their living conditions and environment.

Quality of life embraces a wide area of policy interest, with special need to map and understand the different dimensions. If these aspects of quality of life can be addressed in a combined way, it is possible for policy makers and planners to initiate new measures and processes. The central issue here is the question of how each individual may attain a higher quality of life in the urban-rural environment. Investments in addressing quality of life issues can improve the prerequisites for growth and development at the local, regional and national levels, and make city-regions more appealing places in which to live and invest.

From our point of view a wide range of objectives in respect to the quality of life approach already exist in the current strategies of the Partner city-regions. Most of the objectives in these strategies are generally grouped under the broader headings of economic efficiency, including economic de-

velopment, on the one hand, and sustainability, including the environment, safety and equality on the other. Although the setting of objectives in the Partner city-regions will inevitably be different, it should be possible for the Partner city-regions to generate their own approach to quality of life. The NEW BRIDGES project shall enhance the ability of policy makers and planners to set a comprehensive strategy for the improvement and progress of quality of life in urban-rural management.

1.3 The three key elements of quality of life in the NEW BRIDGES project

The three selected key elements of quality of life within the NEW BRIDGES project are residential preferences, mobility & accessibility and provision of services. Considering those we have to bear in mind the influence of different lifestyles and stages of life in relation to their specific spatial context, i.e. in the project the city-region as a bridging concept to comprise 'urban' and 'rural' settings (see also chapter 2). For instance, the diversified usage of rural areas in city-regions has resulted in various conceptions and expectations, and finally in a tremendous urbanisation of the countryside. In other words the distinctions between lifestyles in urban and rural areas have become increasingly blurred.

It is obvious that different people in different situations experience rurality as well as urbanity in different ways and value different characteristics. Increasing similarities between urban and rural areas offer unique and attractive combinations and possibilities to choose and experience different lifestyles. Individual factors influence enormously the actual representation of the two which includes e.g. household characteristics and structures, age, education level and familiarity with the countryside/the urban world or the socio-economic situation, gender aspects or national identity. In addition, different stages in life and family influence the current norms, values and preferences of an individual, leading to certain or specific perceptions of rurality/urbanity.

Residential preferences

Images and representations of the 'urban' and the 'rural' are inter-linked and influence each other. It may also be assumed that these images and representations make people act on the basis of prevailing interpretations of reality, which are connected to everyday understandings of urbanity and rurality in the context of individual life experiences. In other words, such images, representations and subsequently the related individual interpretations are critical for us when exploring residential preferences in larger city-regions with urban and rural structures.

Without doubt before the decision to move from one specific residential environment to another is taken changes in the household or employment situation play an important role as well. Also retained preferences for particular residential environments might influence the decision to move.

Other key issues are the perceived opportunities and restrictions concerning a person's actions in a given environment/neighbourhood/city, and the emotional, social, and socio-economic opportunities and restrictions that an environment offers. In practice, a new residential area needs to have something that a person may identify with and consider to present an opportunity which that person either requires or plans to have.

Considering people's motives for relocating and drawing conclusions about the demand for residential areas, one has to be flexible about designating between urban and rural areas. Both types have to be defined in a rather broad way, because academics and planners do not, generally, consider the notion of 'rural' and 'urban' in the same way as the individual does. The characteristics of desirable rural and urban environments around city-regions are often identified under broader meanings, like quiet, green, safe, space etc. In reality however it is merely a question of semantics and socio-cultural traditions in the one or other country/city-region, if these areas are regarded as rural or (sub)-urban (cf. also chapter 2).

Expressed preferences for particular types of residential areas have an important influence on decisions in respect of choosing new places of residence. We should however also pay attention to a household's constraints and resources which allow or prevent a move from an urban to a rural setting. Such resources and constraints have an impact on the individual household's ability to make relocation decisions (cf. van Dam et al. 2002).

Mobility and Accessibility

Questions of accessibility and mobility concern the ability of people to access and engage in different opportunities and activities. According to Farrington and Farrington (2005) only quantified factors are not sufficient to properly measure accessibility. The value-based judgements of peoples' accessibility have to be considered as well. The 'culture of mobility' is linked to different social, economic and cultural backgrounds, and to the extent to which services are demanded, accessed and used. Perceptions of accessibility have to be recognised as a potential driver of how areas function and how people behave in relation to accessibility. Therefore, different 'cultures of mobility' need to be explored and characterised as the basis for better planning for accessibility.

The major explanation of prevailing developments in urban-rural dynamics relates to changes in the spatial distribution of employment opportunities. Significant changes have occurred in employment patterns between urban and rural areas while the mobility of workers has also increased. Thus, one of the most important explanations for contemporary trends refer to changes in residential preferences and changing travel to work patterns caused by advances in, and the lower real

cost of, transportation and communication technologies.

Increasing personal mobility and access to even cheaper forms of transport has seen formerly 'rural' areas increasingly infused with urban influences and interests. As such, an area can be regarded as 'rural' in terms of land use and population density while the people living in it exhibit attachments, perceptions and values which are more 'urban' than 'rural' in the traditional sense and are dependant on a range of particular social and economic circumstances. One of the key issues in this regard is the mobility of people. For instance, supermarkets have the potential to anchor other services provided in small towns, strengthening town-hinterland linkages and weakening wider linkages to larger urban centres. On the other hand, supermarkets may lead to the demise of further independent services in the town itself, with negative knock on-effects for rural development in terms of economic growth and tourism. In addition one needs to keep in mind that due to the increasing diversity of life-styles and consequently consumption patterns daily mobility patterns are becoming more and more complex. This is most evidently in larger city-regions because of the enormous choice of geographically spread facilities for shopping, recreation and other social activities.

Provision of services

In the urban-rural context, the pattern of service provision is especially relevant in terms of residential location and mobility. Hence this element is highly connected to the other two. The expansion of urban areas into rural settings can substantially improve access to services. Better transport to services within the city-region will increase people's access to information and also to administrative and political decision-making structures. Increasing flows of people may also assist in broadening access to important sources of knowledge, allowing households to respond more effectively to consumer preferences and the provision of services.

If the desired services in rural areas do not have sufficient quantity or quality, lifestyle choices may diminish the stock and viability of rural services through increased consumption of urban services. Recent research has indicated that newcomers in rural areas tend to maintain their consumption habits and exhibit stronger ties to larger urban centres (Powe and Shaw 2004). Hence, not only the general accessibility is critical, but also the quality and even individual capacity (e.g. with regard e-services) to use the provided services. Also important for our work within the NEW BRIDGES project might be the question in how far the existing services truly meet the needs of the people and how they might benefit from those in a better way?

Efforts to improve accessibility to services have focused predominantly on local accessibility planning and have tended to deal primarily with transportation issues. Solutions designed to improve access to services need to be determined as well in closer proximity to local level actors and in relation to local structures. Only there they can be better directed in accordance with local characteristics and targets to reach service consumers, who may represent different population groups (e.g. young families, retirees) with different demands in respect of the type, proximity and frequency of services.

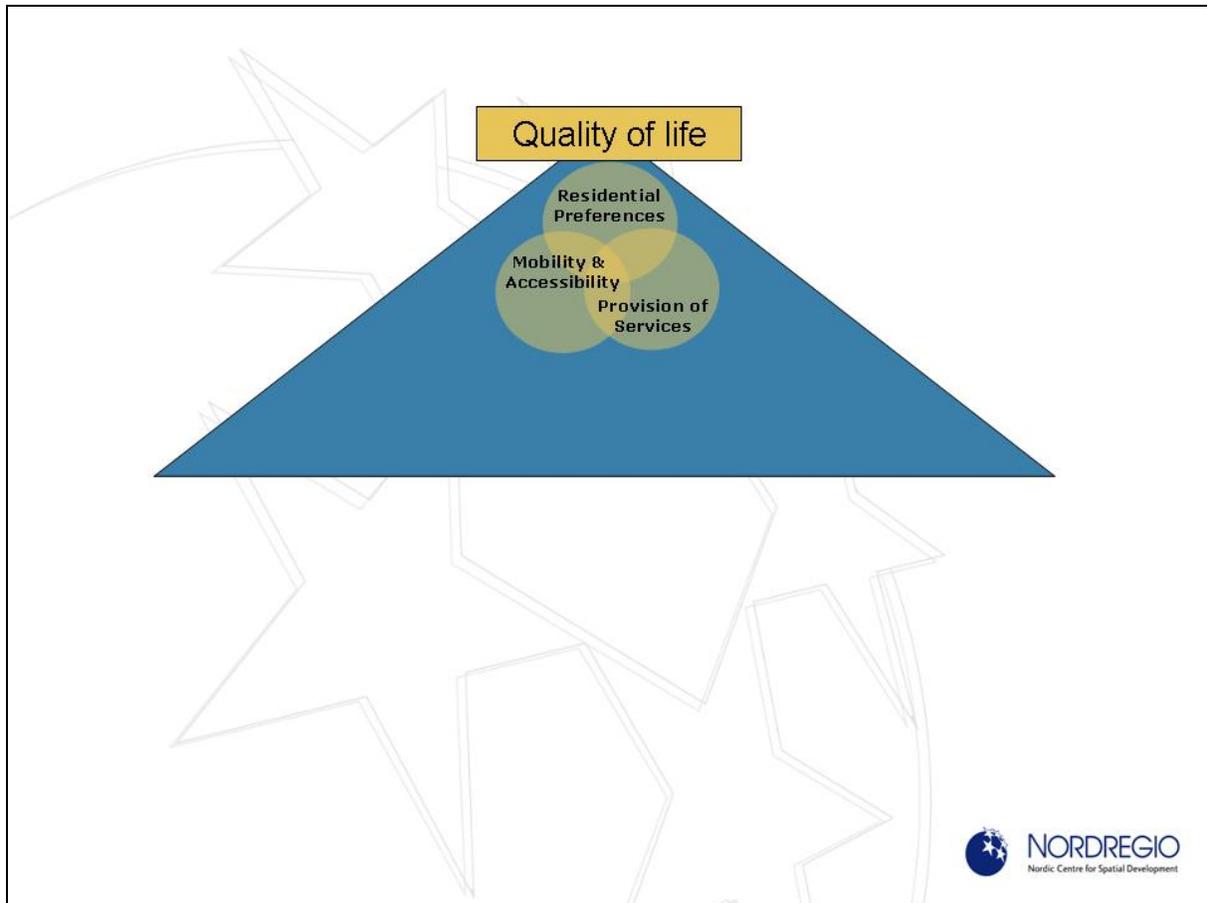
For many residents in urban-rural areas, especially for wealthier people who have access to a car, the problem of access to services is less significant than the attractions of living in a beautiful area. On the other hand, for people with lower incomes and without access to private transport the resulting potential lack of access to services may have a significantly negative effect on their quality of life. Service equality is therefore an important issue in respect of social justice between different residential areas, but it can also be regarded as an issue of sustainability. This means that disparities in service provision may have direct implications for the individuals affected but also for the future sustainability of the different residential areas in the city-regions in terms of people's choices and preferences. This can have in return tremendous impacts on the socio-economic well-being of the entire city-region.

Additional remarks

These three key elements shall define the 'thematic framework' of the intended activities within the NEW BRIDGES project. It is, however, up to the Partner city-regions to decide which of those key elements they choose. Some might like to work with all three, others only with one or two. There are certainly many possibilities to combine and thus cross-fertilise these key elements with each other.

The intention is that the further exploration of these key elements in the NEW BRIDGES project (i.e. in the Partner city-regions) shall help to match individual preferences with policy making processes, urban-rural management, and finally, spatial planning. In doing so, new partnerships and methods of involvement shall help to identify the most burning challenges within these key elements as well as pinpointing areas of intersections and finally help to negotiate new trade-offs for pilot action(s).

Figure 1: The concept of quality of life.



2. The geographical scope: urban-rural interactions

Since the NEW BRIDGES project deals with spatial planning and policies the geographical scope is of the utmost importance. The core intention of the NEW BRIDGES project is to identify and develop pilot action(s) to strengthen quality of life in the Partner city-regions. Such pilot action(s) comprise certain concrete 'geographies' as they are inevitably focused on a specific spatial section (e.g. a bus service to link several neighbourhoods in two municipalities).

When discussing, negotiating and finally implementing such pilot action(s) the involvement of stakeholders comes into play as they are the critical individuals who have an interest or are affected by such a pilot action (cf. chapter 3). What is important here to bear in mind the fact that **stakeholders** (or different groups of stakeholders) **follow different geographical logics**? One illustrative example is the mayor of a municipality who naturally focuses his/her actions on the good of the entire municipality, since he/she has been elected by the inhabitants living in this particular municipality (and assumedly they want to be re-elected). So the geographical scope is, in

the first instance the respective municipality. Real estate developers however unsurprisingly follow a very different geographical logic. They want to exploit certain market potentials in some areas. They generally care little for municipal borders. They follow a rather functional rationale, i.e. what they define as their market defines the geography of their actions.

Naturally this is a very narrow definition, since the mayor as well as the entrepreneur is at the same time an inhabitant of one particular city-region. This means that they might also define their geographical logics beyond their professional lives, i.e. from an everyday perspective as consumers/individuals using personal criteria to describe the attractiveness of a certain city-region such as its quality for e.g. housing, mobility, services or recreation. **The specific strength of using the concept of quality of life (cf. chapter 1) in the NEW BRIDGES context is that it automatically incorporates through the direct involvement of different stakeholders (cf. chapter 3) their different geographical logics and functional rationales.** Therefore it is of the utmost importance to bear this in mind when involving different stakeholders in the NEW BRIDGES project.

NEW BRIDGES is about developing new partnerships between different stakeholders (cf. chapter 3). Without doubt it will be challenging to deal with a diverse set of stakeholders and their undoubtedly different geographical logics and functional rationales. It is the intention within such new partnerships to identify, negotiate and manage such pilot actions. In other words, it is about installing a new mode of governance or literally, building 'new bridges' for a certain geographical area (in our case the city-region, see below). When looking beyond the project, and the fact that it is of course related to, or embedded in, other activities these new partnerships that are to be established might also be used to tackle other issues, projects or challenges which are on your (or respectively 'their') agendas.

2.1 Urban-rural interactions and the concept of city-regions

Apart from the stakeholders' logics and rationales discussed above, the intention of the NEW BRIDGES project is to improve the management of urban-rural interactions. From the questionnaire we sent to the partners prior to the kick-off meeting we have already learned something about their understanding of urban-rural interactions. Some common statements were:

- A way to integrate urban-rural aspects.
- A combination of "two worlds" through a network of cities or centres and larger green areas in-between that assures a high level of quality of life.
- A way to make planning for sustainability concrete.
- High degree of functional relationship between rural and urban areas regarding commuting,

services, education, recreation etc.

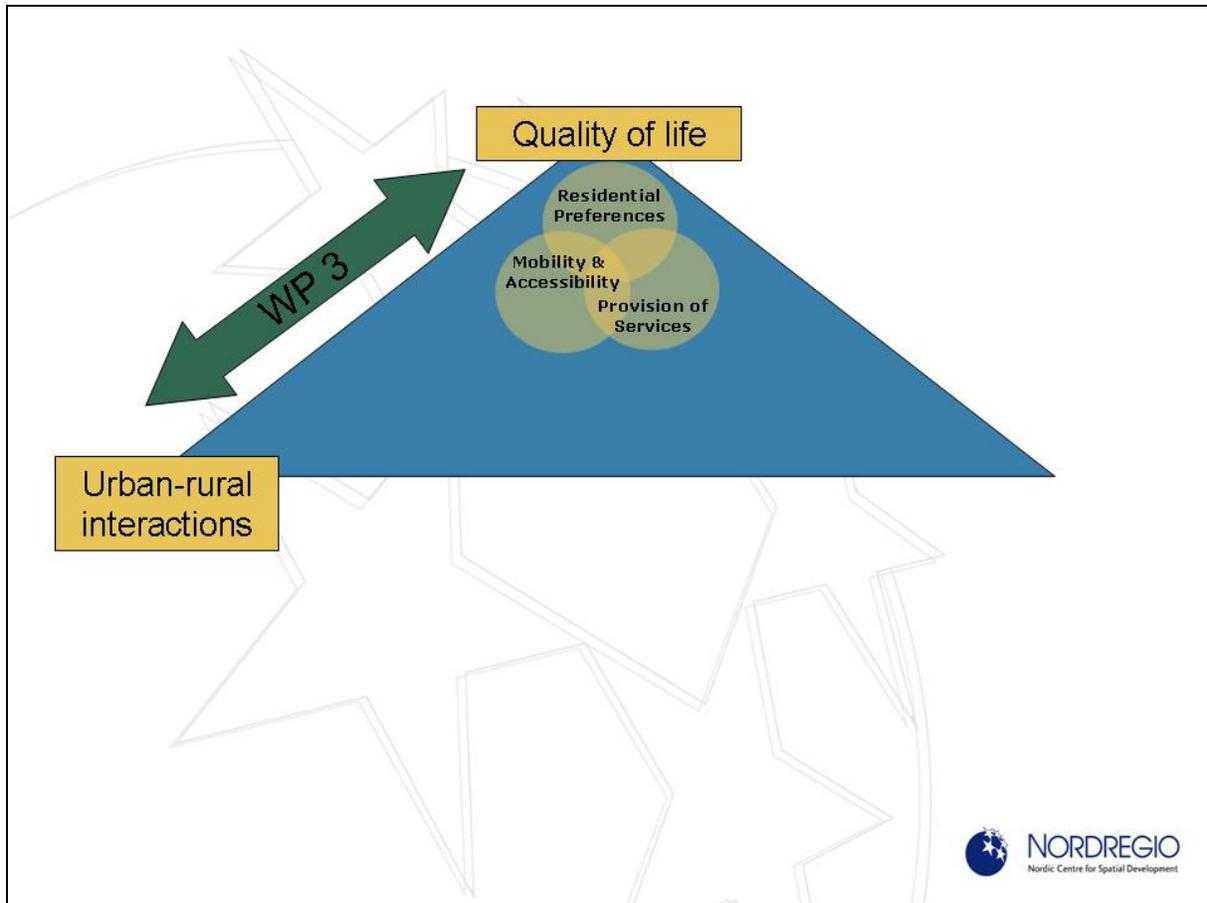
- **But:** urban sprawl and new commercial services in the outskirts of the urban areas are increasingly reshaping these relationships.
- A bundle of several interdependencies and partnerships meaning that every partner needs to be clear about his/her position, functional role and contribution to others.

Due to these and other statements, a common framework needs to be defined within 'NEW BRIDGES' in respect of how to represent these different interactions and interdependencies. The seeking of a common consensus on what all Partner city-regions might have in mind with 'urban' or 'rural' is however, in our view, not very helpful as such perceptions are very much context-sensitive as they mean different things to different people, countries, planning and policy cultures – in particular when bearing in mind the level of diversity among the Partner city-regions in the project (cf. maps). However, we would like to ask you **when discussing challenges for quality of life** within the NEW BRIDGES project that you **ensure that they cover relevant 'urban-rural interactions' in 'your' specific city-regional context.**

In order that we all refer to the same terms we would like to propose that we talk about '**city-regions**'. With this term we associate several characteristics which are, seen from our point of view, important to bear in mind and thus critical for the success of the NEW BRIDGES project:

- City-regions comprise a complex network of urban-rural interactions – the geographical scope of such interactions is dependant on the many facilities, assets, infrastructures, services, housing stock etc., to be found in such city-regions.
- Such facilities/assets etc., imply certain geographies for several stakeholders (e.g. the mayor, the private firm and/or the inhabitant) and their specific logics and rationales (as described above).
- The quality, performance, interdependencies and accessibility of these facilities/assets to be found in the Partner city-regions is critical to the individual appraisal of quality of life! (cf. chapter 1)
- Therefore we need to consider the complex pattern of urban-rural interactions within the city-regional context in order to understand the challenges to the strengthening of quality of life indicators and thus the attractiveness and competitiveness of the Partner city-regions.

Figure 2: Linking quality of life with urban-rural interactions.



2.2 How to define a Partner city-region?

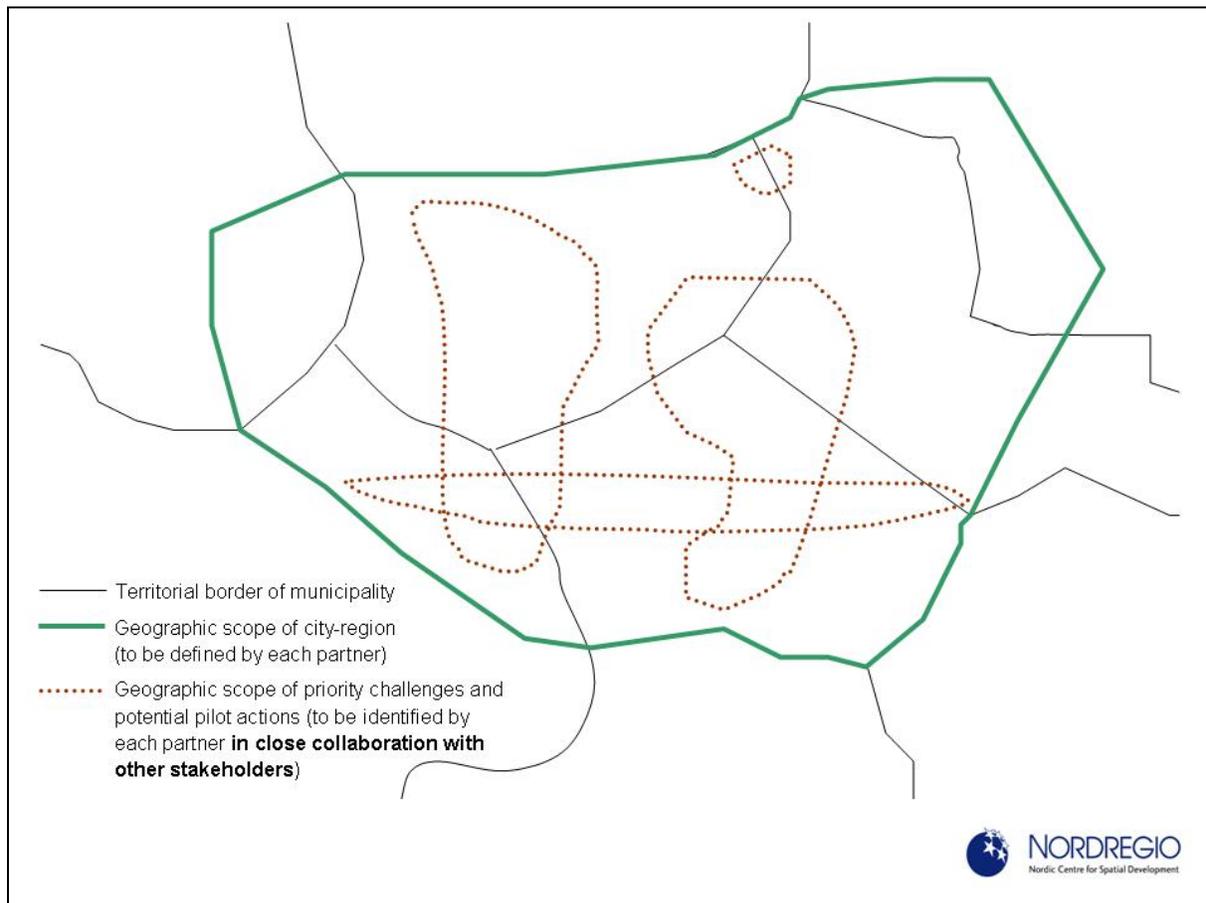
Each project partner is asked to define his/her Partner city-region related to the selected priority challenges and potential pilot action(s). The **exact geographical demarcation can be flexible** in principal – it can comprise the area of responsibility of an informal existing network (metropolitan area of Hamburg and/or the so-called MORO-network for Northern Germany), a partnership with one or more neighbouring municipality(ies) (Örebro + ?, Hiiumaa + ?, Kaunas + ?, Turku + ?) or a more formalised mode of governance (Triangle Region) or even an official planning region (Zemgale, Lower Silesia). The **only pre-condition** is that each Partner city-region ensures that it works **'beyond the scale of one municipality'**. This means that each Partner city-region should include stakeholders from several municipalities/counties in order to build up new partnerships (or literally 'new bridges', see chapter 2.1).

To go beyond the scale of one municipality is also crucial in respect of the identification and selection of the priority challenges and pilot action(s), which have to be subsequently

implemented by such new established partnerships in the city-regions (cf. work package 4 as described in the application).

The exact geographical demarcation can also be handled with flexibility, i.e. for different challenges or intended pilot action(s) each Partner city-region might need to define different geographical scopes. In other words: **'form follows function'**, the priority challenges and pilot action(s) should define the geographical scope you work with. This is important to bear in mind when involving the stakeholders (e.g. consumers, citizens (groups), NGOs, public stakeholders etc.). This means that one Partner city-region might only focus on a certain spatial sector (instead of the entire city-region), since the geographical scope would become too large and thus would be not manageable. As noted previously, the only precondition is that each Partner city-region needs to develop 'new partnerships' along such identified priority challenges (and later on pilot action(s)) that go beyond the scale of one municipality. This should be done based on and within the framework of the mandate and possibilities of each partner. The following chart summarizes the aspects discussed in chapter 2.2.

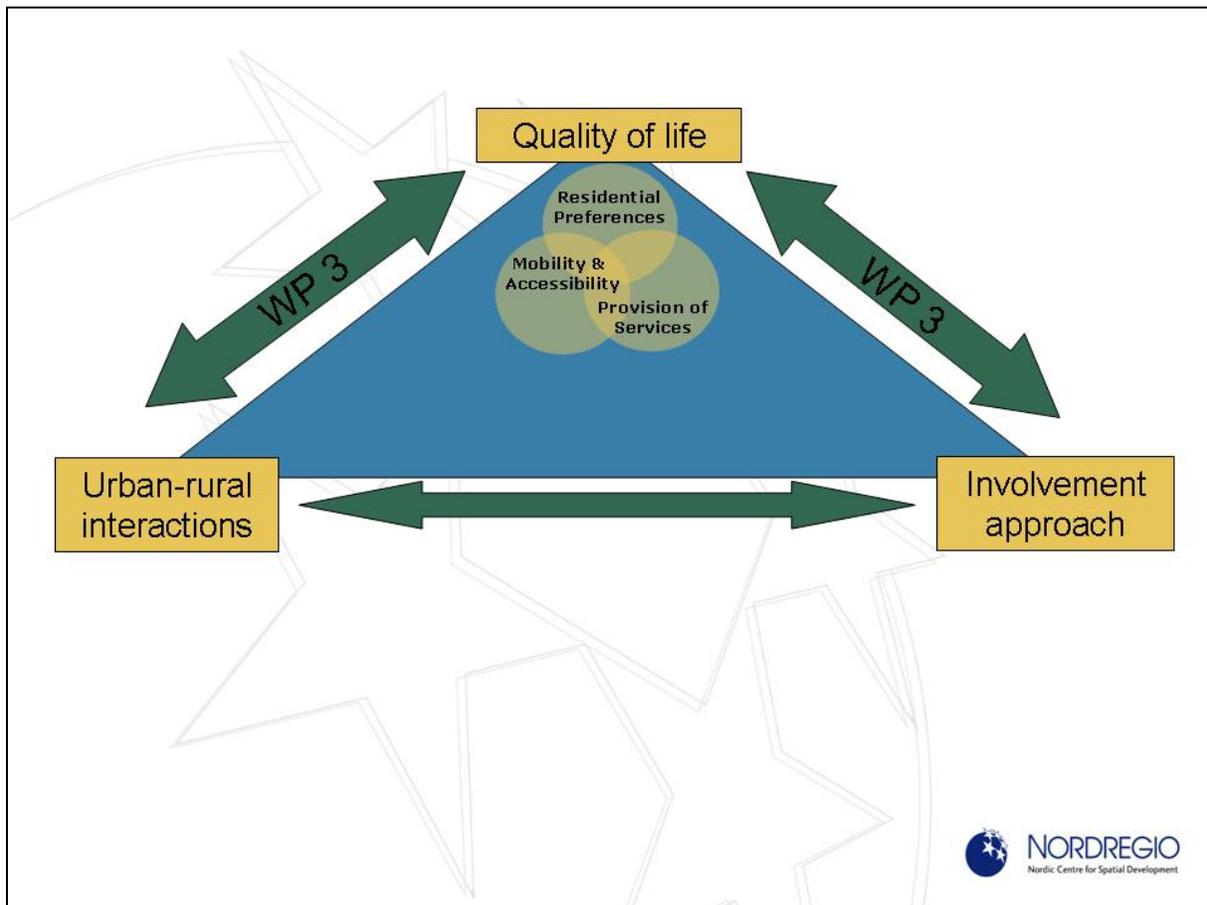
Figure 3: Partner city-region and possible geographic scopes.



3. The involvement approach

The NEW BRIDGES project aims to synchronize **individual** perspectives on quality of life in urban rural interactions with strategies formulated at the political level. Therefore the project incorporates equally for instance inhabitant's needs as well as planner's visions regarding the three key elements of quality of life: residential preferences, mobility & accessibility and provision of services in the Partner city-regions.

Figure 4: The involvement approach.



Both the stakeholder analysis and the involvement methods are linked to the toolkit 'Engage your Stakeholders - Stakeholder Involvement Toolkit for Local Authorities' which was sent to all partners by UBC. Please use the toolkit in conjunction with the information given below as a manual for the involvement approach and for further information regarding stakeholder involvement within the NEW BRIDGES project.

3.1 Stakeholder analysis

Before relevant stakeholders can be informed and identified the question, “Who is a stakeholder?” – especially for the purposes pursued in the NEW BRIDGES project – needs to be answered:

A stakeholder is an individual person (e.g. inhabitant, planner, politician) or even a representative of a group (e.g. NGO, association, interest group) whose interests are affected by the NEW BRIDGES project, its thematic scope, geographical scope and its approach as well as those whose activities significantly affect the project and/or its parts.²

→ Toolkit: page 7.

The stakeholder analysis starts by analysing relevant documents as well as gathering and spreading information (e.g. on information meetings) about your intended activities. In so doing, the creation of a list - as broad as possible - of all actors who could have an interest in the NEW BRIDGES project or its parts (min. 50 persons) will help in identifying **relevant** stakeholders (→ see Guidelines for the Information Phase). Different methods can subsequently be applied to narrow the initial list and/or identify “missing” stakeholders:

- Initiate a ‘brainstorming’ session and write down all proposals without any judgment.
- Ask experts on quality of life/urban-rural interactions to help you identify who else is important for the NEW BRIDGES project in your city-region.
- Study stakeholder relations/connections, e.g. within/between an organization/group and use this knowledge and insight.
- Apply the Snowball Method i.e. ask stakeholders already on your list to name other relevant persons that might be interested in the NEW BRIDGES project.
- Think through the different levels (horizontal, vertical) to identify **new** stakeholders.
- Answer the questions in the text box below and double check with your list.

Who will participate in the NEW BRIDGES project in your Partner city-region?

Who should participate?

Who does not want to be involved?

Who will probably benefit from the process/project in your city-region?

² Derived and modified from Mosler 2004 & UBC EnvCom 2009.

Who will be negatively affected by the process/project?
Who already has the power to push his/her interests regarding quality of life in your city-region?
Who is likely to be voiceless?
Who is responsible for proceeding with the selected priority challenges in your city-region?
Who will be responsible for the implementation of the pilot action(s) that will be chosen later on?
Whose behaviour has to change in order that these action(s) be implemented?³

→ Toolkit: pages 24-27.

After the **key** stakeholders have been identified their interests and needs regarding the NEW BRIDGES project should be investigated and discussed in order to make sure that they will be informed properly as well as involved and engaged according to their individual perspectives and positions.

→ Toolkit: pages 28-31.

3.2 Involvement structure

Within WP 3 stakeholders will be involved through three interacting steps: the **Information Phase** will raise awareness of the project and its aims in general as well as identifying priority challenges in the Partner city-regions and thus identifying and informing relevant stakeholders. Thereafter, in the **Participation Phase**, stakeholders will be actively involved through participation in the 1st Local Stakeholder meeting. Local challenges and needs regarding the three elements of quality of life will be further discussed and investigated. The 2nd Local Stakeholder meeting will then be held during the **Involvement Phase**. Key stakeholders will be invited and concretely engaged in the process that aims e.g. to select appropriate pilot action(s). This will create new partnerships especially since the identified pilot action(s) will subsequently be implemented in the Partner city-regions within the context of WP 4 i.e. stakeholders will remain linked to the project even after WP 3 has been completed.

³ Mosler 2004 & UBC EnvCom 2009.

Table 2: The three steps of ‘involvement’ within the context of the NEW BRIDGES project

No.	Step	Phase/Meeting
1	Inform and identify stakeholders	Information phase/Information meeting
2	Involve stakeholders actively	Participation phase/1 st Local Stakeholder meeting
3	Engage stakeholders concretely	Involvement phase/2 nd Local Stakeholder meeting

3.3 Involvement methods

Once the relevant stakeholders have been identified several methods can be applied to involve them in the NEW BRIDGES project. Please consider the information given below as a set of initial ideas and use the toolkit for further instructions.

Regardless of which involvement method you choose please take the following points into consideration – before and during the meetings.

Before the Local Stakeholder meetings:

- Contact the relevant stakeholders in good time before the meetings.
- Make sure all stakeholders have a similar basis of knowledge and capability to be able to participate.
- Be prepared for conflicts that might arise during the process.
- Motivate your involved stakeholders.
- Invite an appropriate facilitator/moderator to attend.
- Remember that the involvement process should be flexible and designed to grow.

During the Local Stakeholder meetings:

- Carefully observe interaction with the stakeholders and between them as it is a major part of the involvement process.
- Make sure that all stakeholders know why they are taking part in the meetings.
- Keep the process as simple and personal as possible to allow all stakeholders to effectively participate in and follow the discussions.

→ **Toolkit: pages 64-69.**

The following requirements linked to the **four selection criteria** may also help you to choose an appropriate involvement method for the process in your city-region.

- **Objectives** define what kind of outcome regarding quality of life is expected in the end of the involvement process and how results will be documented and integrated into the decision process in your city-region.
- **Resources and timetable** set the boundaries for your process to be implemented. Check your budget, human resources and the project's timetable to achieve all objectives defined and thus avoid frustration.
- **A clear plan and communication flow** will support the informing of all stakeholders properly throughout the entire process.
- **Risk analysis** of potential failures will help to make the process in your city-region as independent as possible from individual engagement that might stop at a crucial point and negative inputs from the outside.

Since the approaches taken by the partners are as diverse as the Partner city-regions in the NEW BRIDGES project themselves, we will not give you more detailed information on how and which involvement methods you should apply, we would rather encourage you once more to make full use of the toolkit. Some of the most important involvement methods (or even parts thereof) which may be appropriate for the 1st and 2nd Local Stakeholder meeting or even for the entire process as well as in the achievement of the objectives defined in the NEW BRIDGES project are however listed below.

Table 3: Involvement methods

Charette	To develop projects at the local community level, To develop feasible projects and action plans, To encourage input and collaboration, To facilitate decisions on difficult complex issues.	→ Toolkit: page 36.
Citizen's advisory committee	To provide ongoing advice to city councils and administrations on a variety of issues, To engage citizens in the governing process to keep in touch with changing public needs.	→ Toolkit: page 38.
Citizens panel	To gain input from the public on a variety of questions.	→ Toolkit: page 42.
Citizens poll	To provide a clear mandate for action, To provide an opportunity to debate the issue, To get citizens directly involved with the legislative process.	→ Toolkit: page 44.

Community planning	To develop community capacity, To establish views on a particular issue, To demonstrate the complexity of decision-making processes.	→ Toolkit: page 46.
Consensus conference	To deal with controversial issues of public concern, To engage community, discover community issues, develop community capacity and action plan, and communicate an issue.	→ Toolkit: page 48.
Focus group	To find out what specific groups think, To gain a broad understanding or overview of an issue or service, To generate new ideas.	→ Toolkit: page 52.
Future Search Conference	To bring together a broad range of people, To translate detailed discussions into action plans, To engage the community and develop capacity, To build consensus at an early stage of a process.	→ Toolkit: page 54.
Nominal group	To balance or increase participation, To identify elements of problem situations, To identify elements of solution programmes, To establish priorities.	→ Toolkit: page 56.
Open Space	To identify, gather and bring together a broad range of people, To translate detailed discussions into action plans.	→ Toolkit: page 58.

4. Working phases and time schedule of WP 3

Work package 3 consists of three phases: The Information Phase, the Participation Phase and the Involvement Phase as described above. Four meetings within these phases are already scheduled (see Table 4) to proceed further in the project and achieve the main milestones according to the application (subjects to modification).

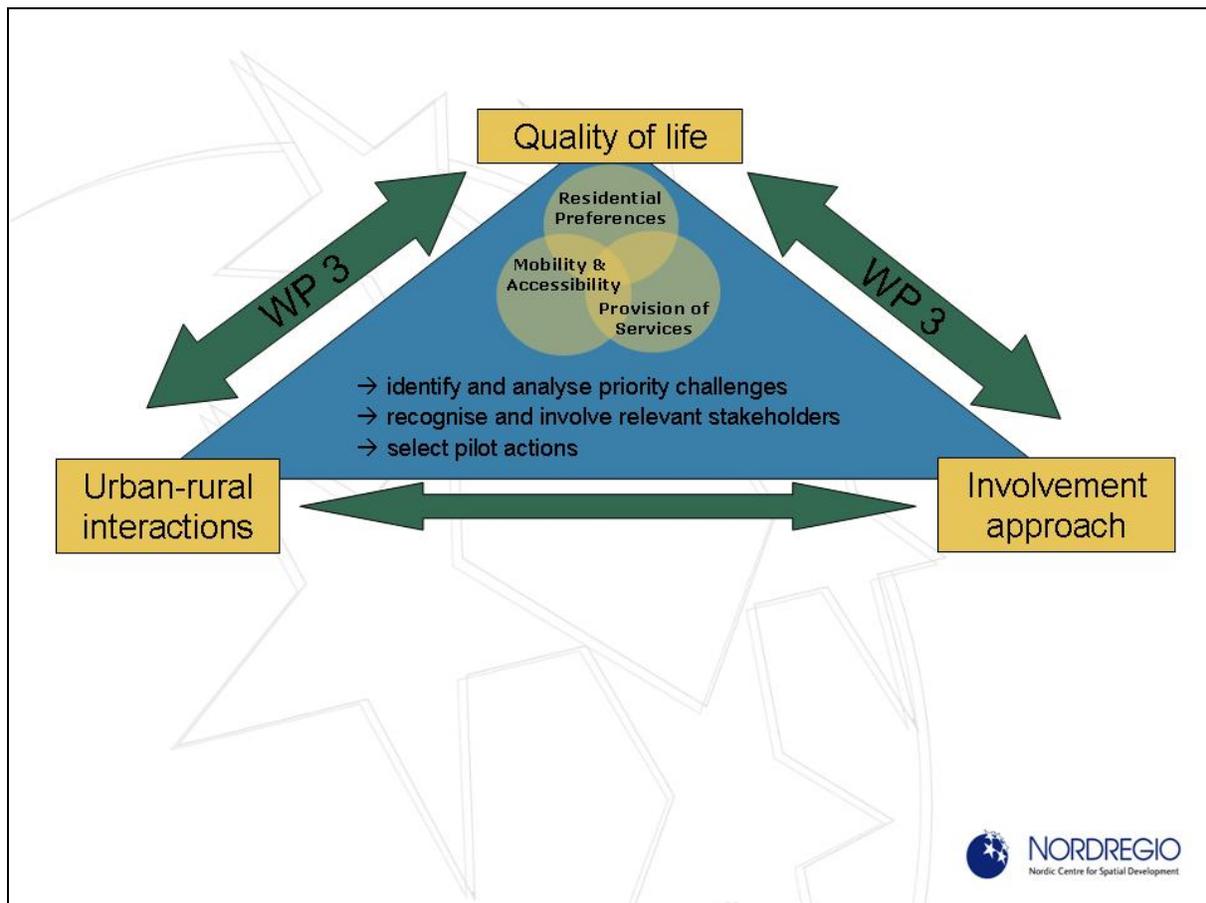
Table 4: Meeting within WP 3.

Type of meeting	Date	Milestones
Information meeting	May/June 2009	To raise awareness, To identify 10 priority challenges and min. 50 relevant stakeholders.

Project workshop	September 2009	To discuss priority challenges and initial ideas for pilot action(s), To introduce the Integrated Management Approach.
1 st Local Stakeholder Meeting	November 2009	To reduce the 10 priority challenges chosen initially and to agree on 3, To go further with pilot action(s).
2 nd Local Stakeholder Meeting	April 2010	To define pilot action(s).

At the end of WP 3, each Partner city region will have identified and analysed its priority challenges, involved and engaged relevant stakeholders as well as selected its pilot action(s).

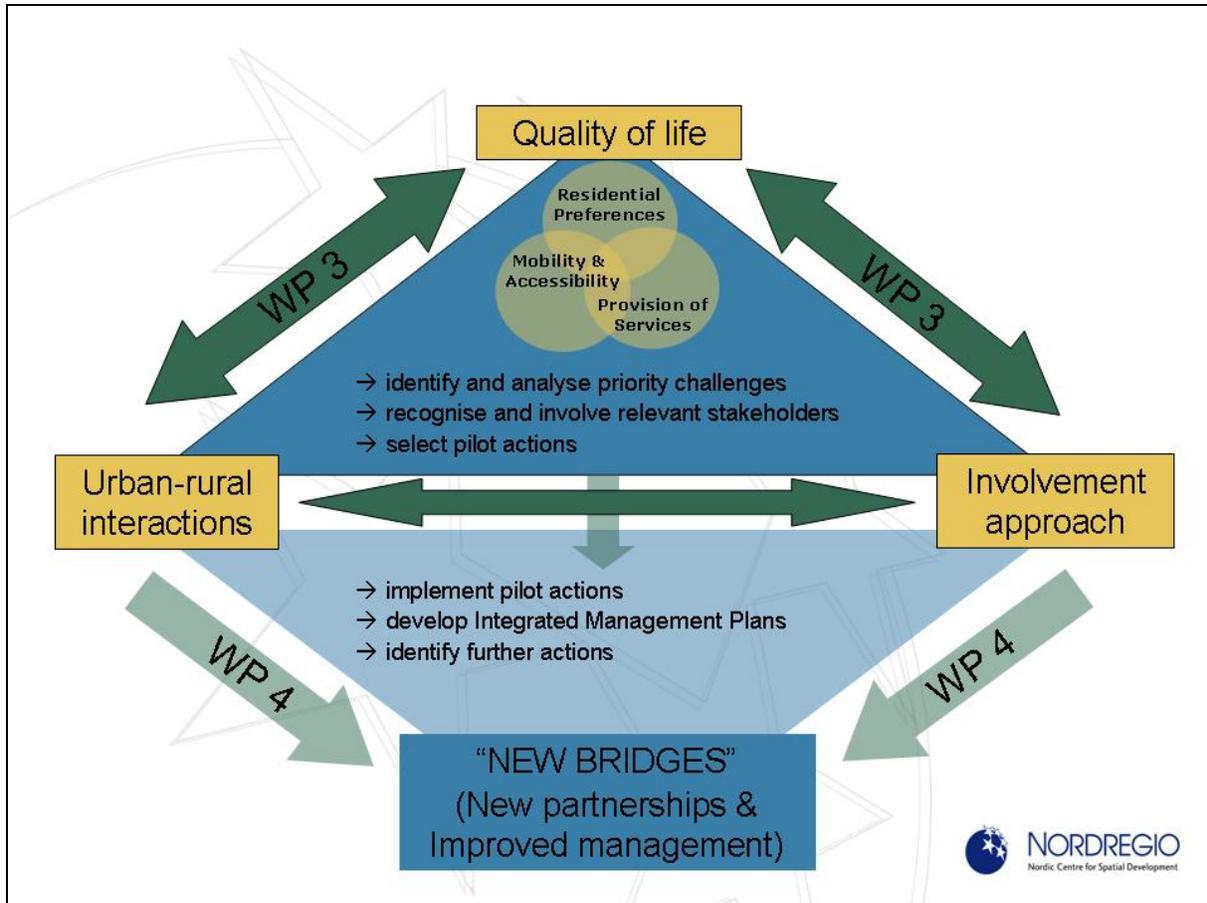
Figure 5: Conceptual framework of WP 3.



5. Outlook

On the basis of the outcomes of WP 3 pilot action(s) will be implemented, an Integrated Management Plan developed and further actions identified. This occurs within WP 4 with ECAT-Lithuania as the work package leader, as such they will provide you with further instructions on how to maintain the new partnerships and attain improved management.

Figure 6: Preparation for WP 4.



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Appendixes

Map 1: Partner city-region in the NEW BRIDGES project.



Map 2: Population density in the Partner city-regions.

