Looking for consensus to create more liveable streets:

Exploring the objectives, barriers and relationships of key stakeholders of street transformations

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Image: https://urbact.eu/knowledge-hub/mobility/walk-and-roll-cities

Barriers to transformations

- lack of consensus

- fairness of the distribution of street space

- resistance of stakeholders to change

- lack of the demonstration of the long-term impact of interventions

StreetForum partners

- **Brussels:** Mobilise (Vrije Universiteit Brussel), Cultureghem

- **Istanbul**: Bogazici University, Istanbul Metropolitan Municipality

- **Stockholm**: Spacespace

- **Vienna**: ACUR (Vienna University of Technology), Alain Tisserand Architect, space and place

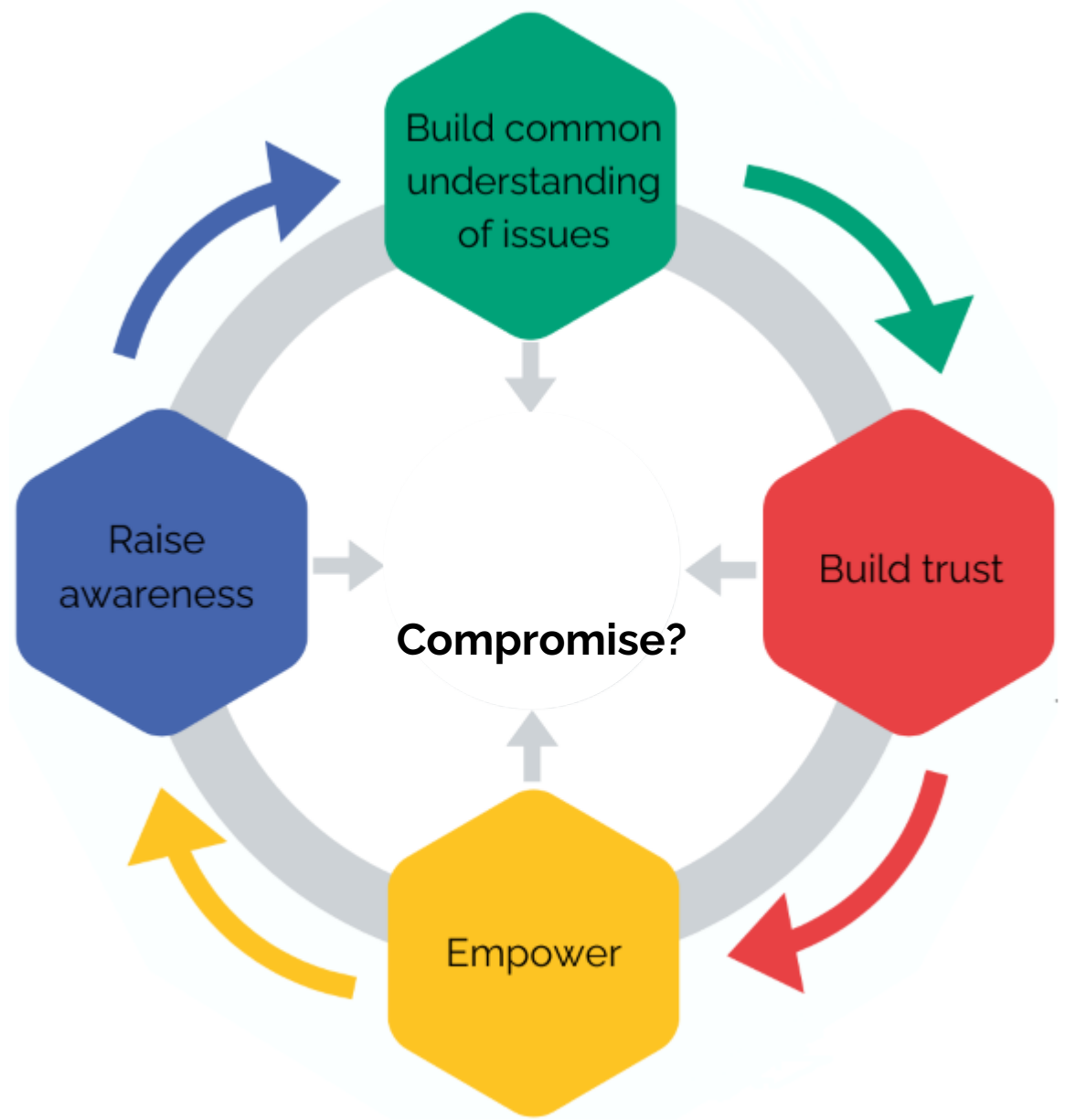# Framework

Consensus: *a generally accepted opinion or decision among a group of people' (O'Shea & Waterhouse, 2023).*

Newig et al., 2013

Compromise: *"an agreement that involves mutual concessions" (van Parijs 2012)*

Innes & Booher, 1999

Ansell & Gash, 2008

Johnson & Howsam, 2018

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Stakeholder analysis

Objectives

1. Identify key stakeholders in street transformation

2. Explore their roles, relationships and objectives

3. Provide input to consensus making tools/methods: Who needs to be involved in consensus making and how?

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Methodology

Media content analysis:

- Sampling (90 media items from 2020-2023)
- Codebook
- Translation & classification
- Analysis and categorisation

22 semi-structured interviews

- Identity and role
- Interests & concerns
- Power and influence
- Relationships
- Opinion about consensus or compromise

Power interest matrix

Stakeholder personas

- Narratives
- Images
- Integration into tools

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Media content analysis - findings

Table summary media content analysis					
		Times mentioned in the media			
Stakeholder	**Types**	**Brussels**	**Vienna**	**Istanbul**	**Stockholm**
	6 local governments 3regional government	28	9	6	2
	Shop owners 1 Private organization	4			2
	3 Non-profit organizations 1 non-governmental youth association	11	2	1	
	Residents and visitors Cyclists	18	2	1	4

Identified stakeholder groups

- **public authorities** (local/regional) (political/technical)

- **people**: inhabitants and visitors (subgroups)

- **civic organisations** (for/against)

- **local businesses** (shop owners, restaurants, and markets)

- *public institutions (schools, community centres)*

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Key findings

Interests: impact and concerns:

- A lot of stress for public authorities

- Both benefits and risks for inhabitants (traffic, noise, liveability) and businesses (deliveries, customer access)

Power & influence:

- *Public authorities* are crucial players: significant power related to decision-making.

- *Inhabitants, civic organisations & businesses* can also have significant influence through media exposure and politicization.

Relationships:

- Intention to improve relationships through participatory processes

- Participation is, however, challenging and often fails to involve everyone

Key findings
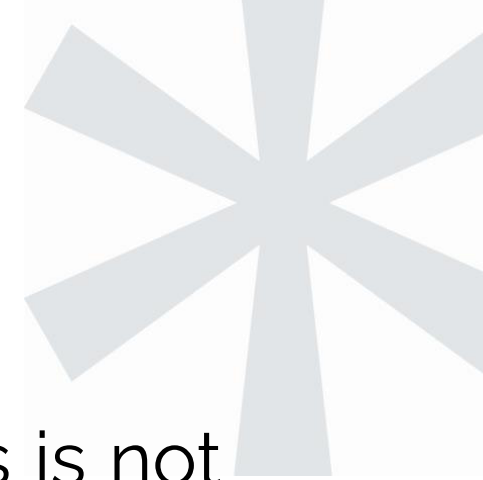
Consensus and/or compromise:

- Recognize the importance of *compromise* if consensus is not possible

- Critical factors:

  - clear communication on diverse channels

  - spaces for stakeholder exchange

  - empowering people to participate

  - flexibility to adapt to evolving viewpoints & interests

- Children and parents as a possible influential actors

Stakeholder relationships
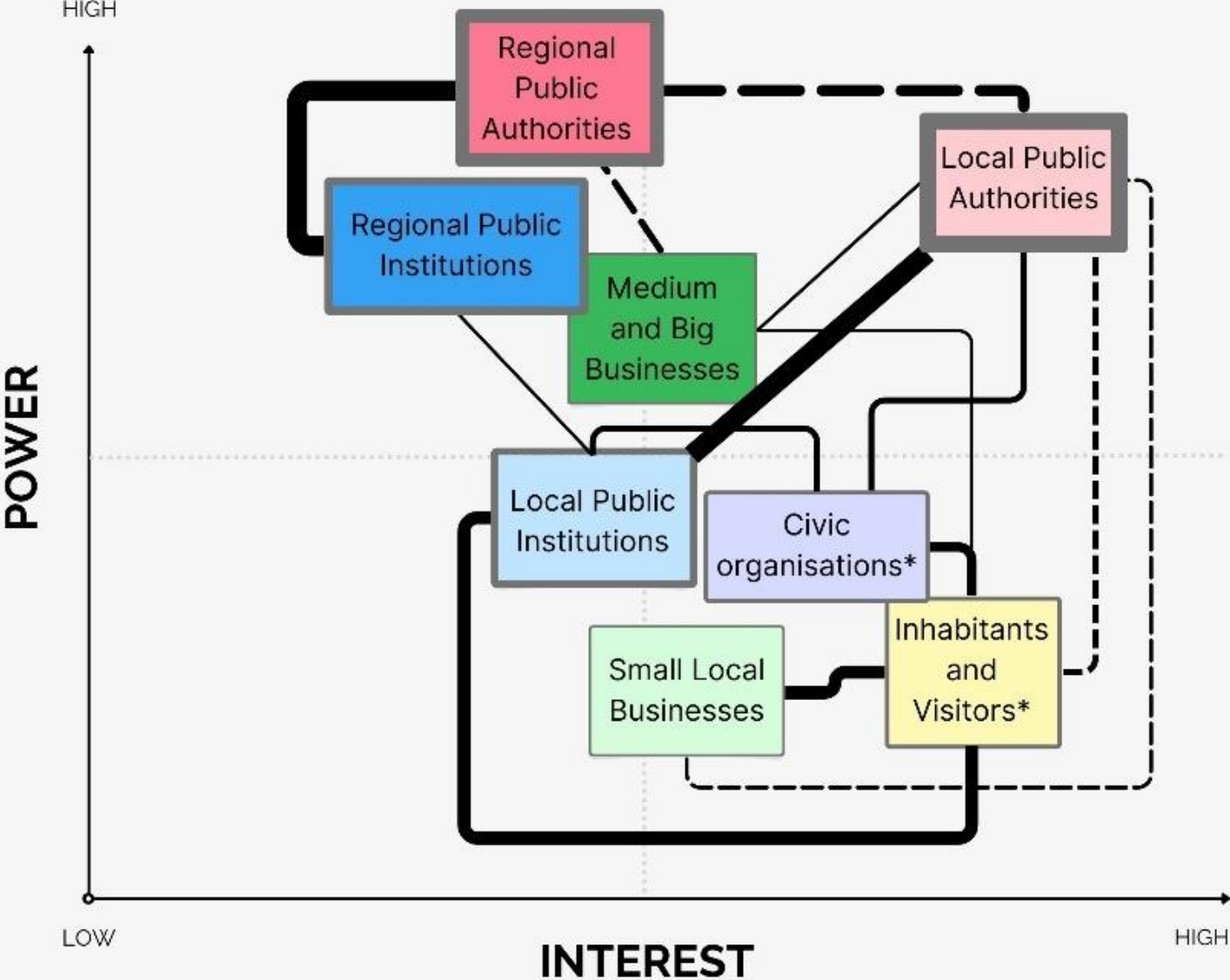
Stakeholder personas

A **stakeholder persona** is a fictional character that can represent a stakeholder group and considers the socio-economic profile, interests, motivations and concerns.

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Stakeholder Persona Library

PUBLIC AUTHORITY

LISA LAMBERT

Age	52
Gender	Woman
Occupation	Local Politician

"Building public spaces where everyone can move freely, safely, and sustainably isn't just a goal—it's a commitment to our city's future"
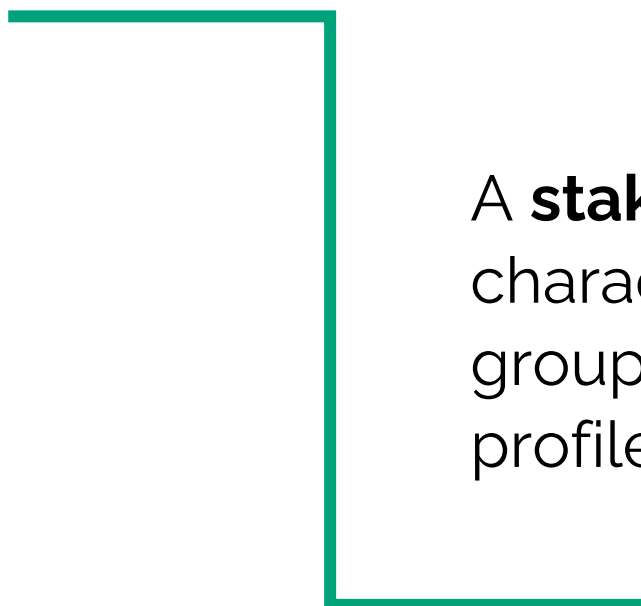
Bio

Minister Lambert is a local politician with a strong commitment to public service and community development. She entered politics at a young age, inspired by her desire to make a difference in people's lives. With a background in law, Lisa quickly rose through the ranks with her dedication and leadership. 8 years ago, she was elected as member of the local assembly, and she took the role of alderwoman for mobility and public space. Now serving her second term, Lisa has focused her efforts on improving the city's mobility and transportation infrastructure. She is passionate about creating a more accessible, sustainable, and liveable city for all residents, and she is determined to secure re-election to continue her work on behalf of the community.

Goals
- Creating more liveable streets by reducing car traffic
- Investing in pedestrian and cycling infrastructure for a healthier municipality
- Ensuring re-election at the next local elections

Impact & Influence
- Influences the city's political vision and strategies to implement for mobility
- Propose the transport and mobility projects to be funded by the municipality
- Collaborating with council members to garner support for mobility initiatives

Challenges
- Achieving her promised government goals and projects
- Keeping her voters trust and gaining new ones
- Anticipating and addressing resistance from opponents to street transformation projects

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LOCAL BUSINESS

DAVID NGUYEN

Age	38
Gender	Man
Occupation	Market Operator

"At our market, every corner holds a world of tastes, a spectrum of traditions. We need to ensure our clients who represent all the diversity of the city the accessibility to that"

Bio

David Nguyen is an is an experienced market operator with a passion for business and partnership creation. He came to the city with his family looking for better economic opportunities and made part of the family supermarket business from a young age. He quickly developed a talent to foster partnerships in and outside the city to provide exotic and cheap goods targeting a multicultural community. With a rich cultural heritage and a keen understanding of international trading dynamics, David recently assumed the role of market operator for popular, open-air public market located in the heart of the city, which is open four days a week selling anything from clothes to exotic fruits. He drives his company car to the market every day.

Goals
- Expanding the range of multicultural products and attract a broader customer base
- Empowering local artisans, immigrant entrepreneurs, and minority-owned businesses by providing them with a platform to sell their products
- Ensuring that the market remains accessible to people from all walks of life

Impact & Influence
- Collaborating closely with vendors from diverse cultural backgrounds in the area
- Working in partnership with city officials to advocate for improving the market's accessibility
- Constant exchange with the community leaders and established customers base

Challenges
- Ensuring the markets accessibility for all the vendors logistcs and customers arrival
- Maintainig (or even improving) sales and profit continuity during the street infrastruc-

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PEOPLE / CIVIC ASSOCIATION

ANDREW MARTIN

Age	36
Gender	Man
Occupation	Independent worker

"Riding towards a brighter tomorrow, one pedal at a time. Let's make our streets greener, safer, and more vibrant together."

Bio

Andrew Martin is a dynamic resident who recently moved to the neighbourhood and is passionate about sustainable living, active transportation, and community engagement. He has a background in architecture and works as a freelancer. Andrew lives a comfortable life with his girlfriend. Embracing his environmentally conscious lifestyle, Andrew prefers to navigate the city streets by bike, immersing himself in nature and reducing his carbon footprint wherever possible. He loves having a matcha latte in his favourite coffee bar with his friends. Recently, he has taken on a new role as a volunteer cycling instructor, sharing his love for biking and promoting safe cycling practices within the community

Goals
- Fostering community connections by organizing events and activities promoting active living and environmental awareness
- Advocating for better and safer street infrastructure and public spaces
- Cultivating green spaces to improve the neighbourhood through urban community gardens

Impact & Influence
- Trying to connect with neighbours and community members to understand their concerns, priorities, and aspirations for the neighbourhood
- Engaging with fellow cyclists, bike advocates, politicians and cycling organizations to exchange ideas

Challenges
- Ensuring that the street measures prioritize the safety and well-being of cyclists
- Tackling lack of connection to long-standing residents of the neighbourhood
- Concerned about the many visitors of the nearby market and the traffic they cause

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PEOPLE / CIVIC ASSOCIATION

JOHN SMITH

Age	71
Gender	Man
Occupation	Retired

"Change is inevitable, but let's make sure it's for the better. Everyone has the right to park their cars at their doorstep!"

Bio

John Smith is a respected eider in the community who used to reside in the area some years ago before moving to a calmer neighbourhood with more access to nature. Despite the relocation, John remains connected to his old stomping grounds, visiting regularly to catch up with former friends and past souvenirs. He used to drive around the city for most of his travel purposes and loves cars. Nowadays, since he cannot move that well, he enjoys the com pany of his caregiver, who assists him in his daily activities as he navigates life in his wheelchair and gets around the city by car.

Goals
- Advocate for the inclusion of wheelchair-accessible parking in the street transformation process
- Prioritizing comfort and convenience, seeking environments and activities that accommodate his mobility needs
- Having the opportunity to visit and reconnect with old friends and acquaintances in the area

Impact & Influence
- Influenced by his lifelong love for cars, John finds joy in discussing automotive topics and seeks to impact his close with his complex mobility and accessibility experiences.
- Influenced by the care and support provided by his caregiver, John values her assistance and companionship that enables him to still move around the city

Challenges
- Accessibility issues in the community by car, especially with the upcoming street transformation
- Advocating for street trasformation processes which preserve the character and identity of the neighborhood

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OTHER SPECIES

PINAR

Age	4
Sex	Female
Species	Cat

"For more territories to explore, humans to conquer, cozy warm cars to sleep on top of them and spaces to share with my other cat mates."

Bio

Luna is a spirited and sociable 4-year-old female cat who roams freely around an area where a street transformation will soon take place. Known for her independent nature and affectionate behaviour, Luna enjoys exploring her territory, visiting shop owners and residents for cuddles and treats, and soaking up the sights and sounds of her surroundings. As a beloved member of the community, Luna eagerly awaits the upcoming changes to her environment, hoping that they will enhance her quality of life and provide more opportunities for adventure and enrichment with her other feline companions.

Goals
- Navigating her territory safely during the street transformation process
- Maintaining her routine including her visits to shop owners and residents for cuddles and treats
- Getting new cozy spots for resting and sunbathing in the neighborhood, such as window sills, flower beds, and outdoor seating areas

Impact & Influence
- Influenced by her natural instincts for hunting and interaction, which drive her explorative behavior and activities while wondering aroung the area

Challenges
- Luna considers the streets as her home, and she is concerned about the potential loss of familiar landmarks and hiding spots during the street transformation process
- She relies on shop owners and residents for food and shelter during her outdoor adventures and hopes that the street transformation will not disrupt her access to these essential resources
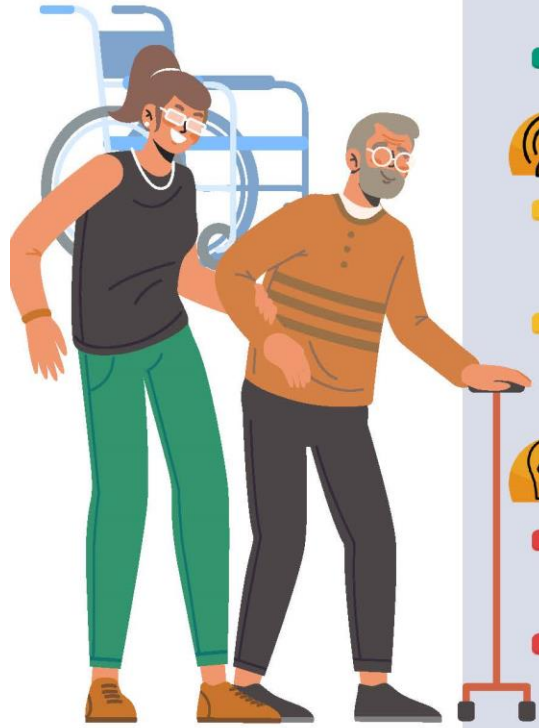
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Stakeholders personas

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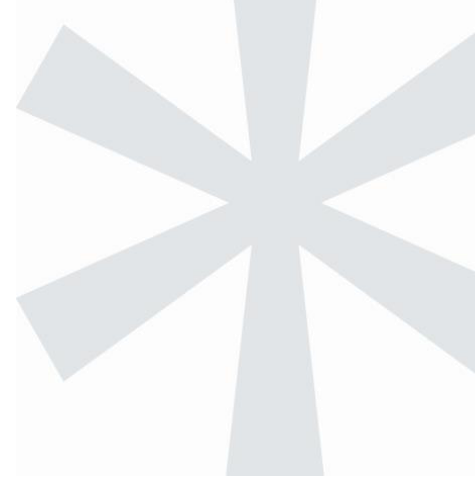
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Stakeholders personas

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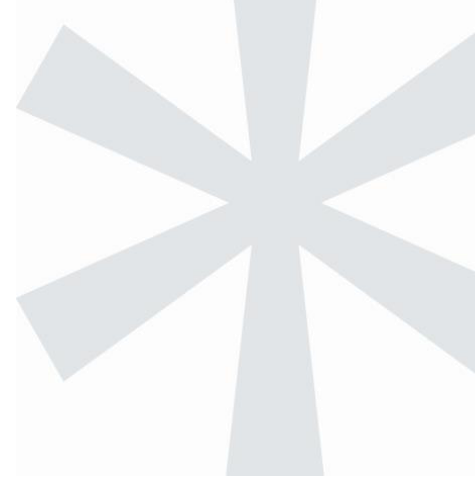
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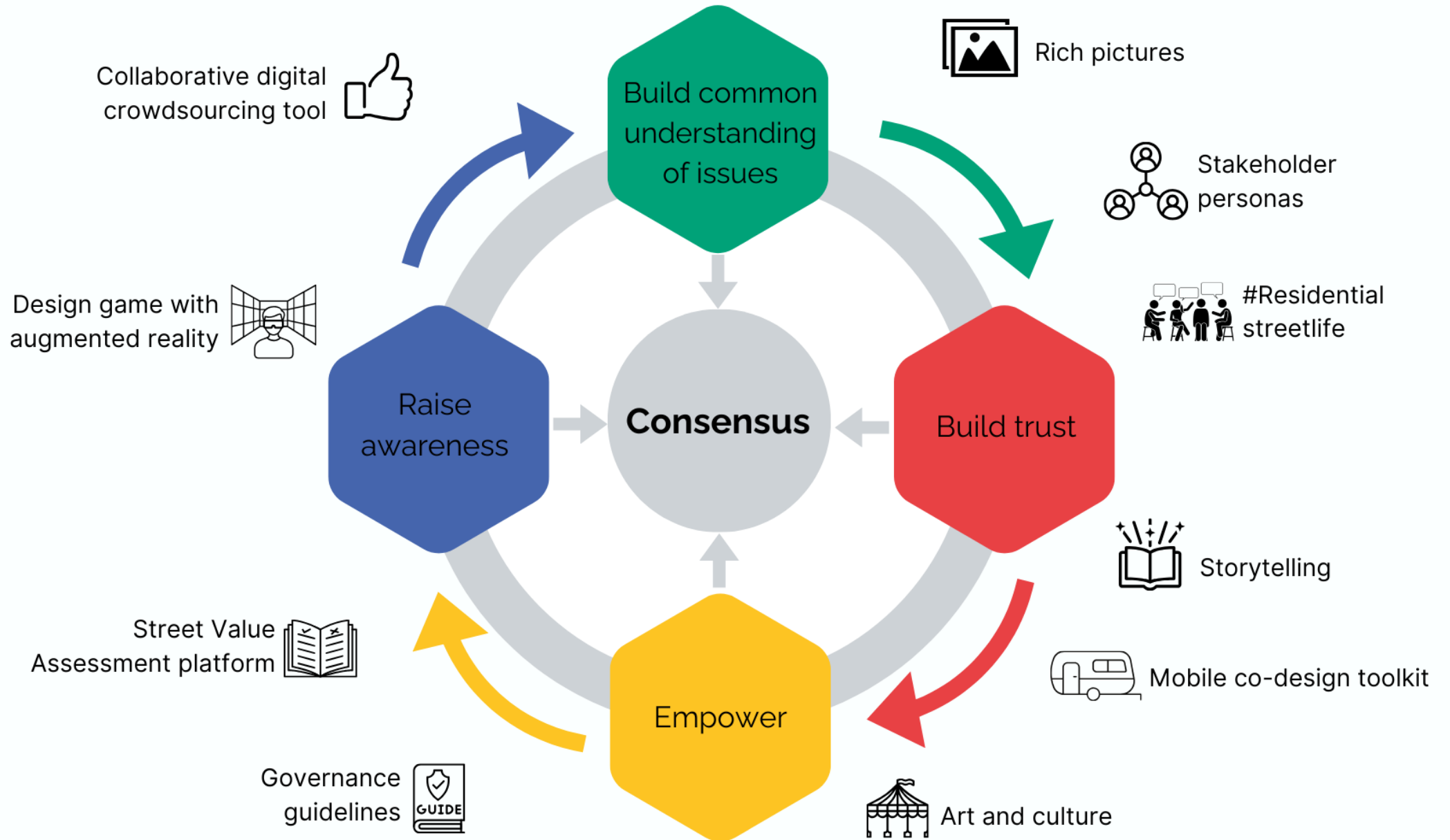
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StreetForum toolkit

Collaborative digital crowdsourcing tool

Rich pictures

Build common understanding of issues

Stakeholder personas

Design game with augmented reality

#Residential streetlife

Raise awareness

Consensus

Build trust

Storytelling

Street Value Assessment platform

Mobile co-design toolkit

Empower

Governance guidelines

Art and culture

Summer 2024

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Cathy Macharis