

IMPROVING STAKEHOLDERS' PROCESSES

UBC TALKS

Viktorija Priļenska¹ & Kristaps Kaugurs²

¹Tallinn University of Technology (TalTech)

²Riga Energy Agency (REA)

Riga Energy Agency (Latvia) team:

- Kristaps Kaugurs
- Inga Pelša
- Viktorija Priļenska

Aalto University (Finland) team:

- Marketta Kyttä
- Tan Xunran

22 FEBRUARY 2022

How it all started... *(some of the project goals)*

Improvement of
stakeholder processes

**Co-creation with
residents**

Aiding creation of
Stakeholder engagement plans

Framework and Policy
Guidelines

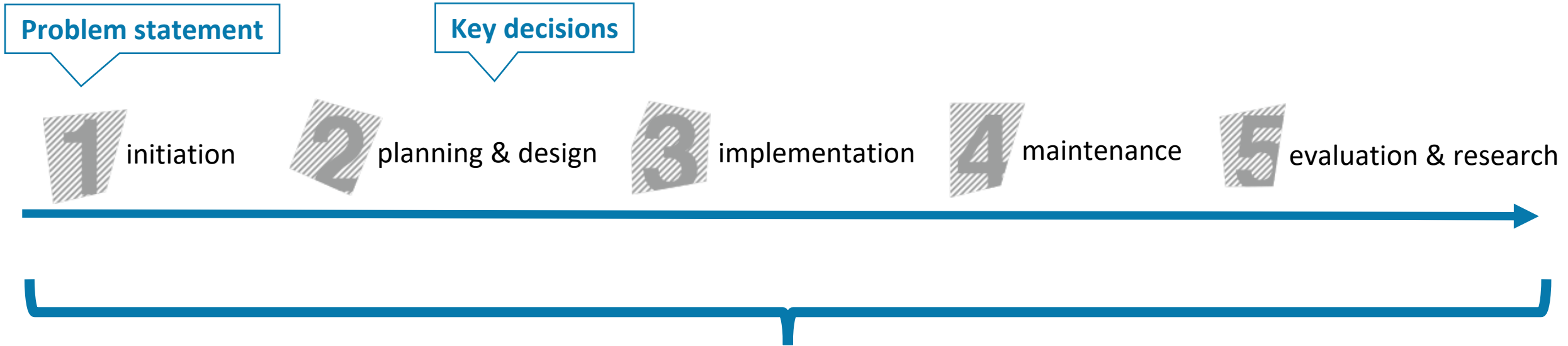
etc...

<https://Participatory.Tools>



HUPMOBILE

Stakeholder Engagement & Public Participation process



Holistic approach to stakeholder engagement & co-creation



So we got on with our tools

- National legislative
- State of the n...ent culture & practices
- Identifying
- Setting...work
-

... and then

<http://Participatory.Tools>

Back to the drawing board

(for quite many of us)

- Initially ... we waited
- It was ~ 6 mo in Cov-19 (*... If only we had known*)
- With no chance for physical contact on horizon
- Participatory urban planning is largely **Face-To-Face process**
- The **world was trying to adapt** to the new reality
- Trying out new digital tools
 - ... skipping on non-essentials

<https://Participatory.Tools>



HUPMOBILE

Redefinition of goals

The need for Participatory planning tool-kit

Makes choosing the right method for your project needs easy & fast

- Simplified searching interface
- Advanced sorting by selected criteria
 - methodology
 - expected outcome (project stage)
 - application to mobility planning (and other disciplines)
 - etc.
- Mixture of Face-To-Face, remote, digital, and analogue tools
- Optional feedback from users

Makes the universe of Participatory planning methods easy to navigate, understand, & use

- description of the method
- examples of application
- possible variations of the method
- materials to ease the process
- best practices by partner cities
- some pointers for further reading

Probably the best Go-To-Resource for practitioners in the world TM

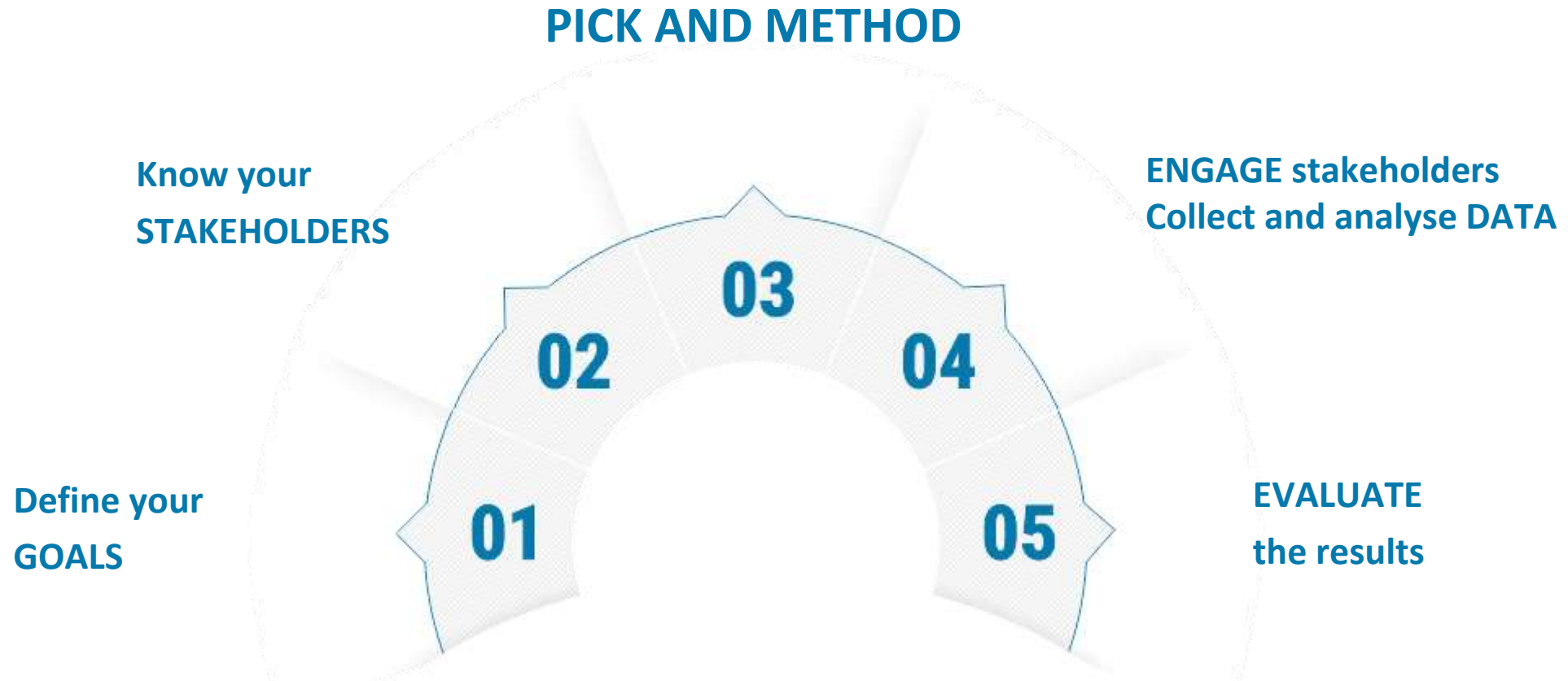
- for HUPMOBILE framework
- for everyday use ...probably long after the project ends.

<https://Participatory.Tools>



HUPMOBILE

5 steps for stakeholders' engagement

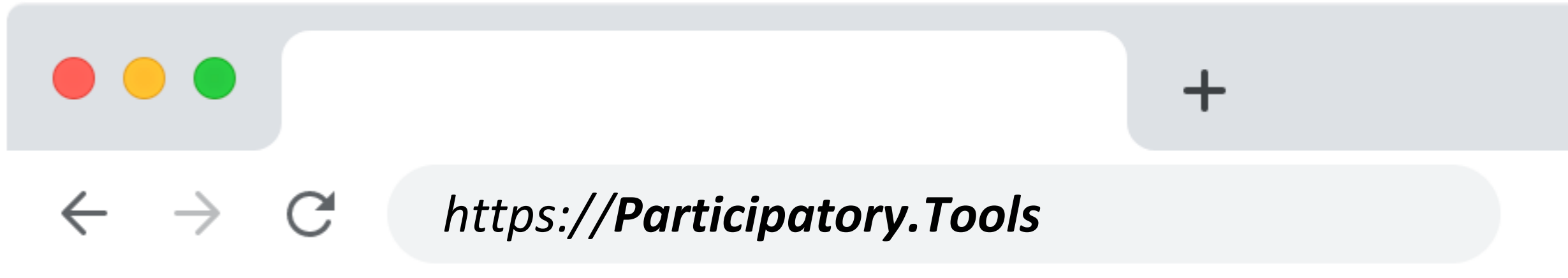


<https://Participatory.Tools>



HUPMOBILE

So we did just that...



```
<html lang="en-US">
```

```
<head>
```

```
<meta charset="UTF-8">
```

```
<title>Hupmobile Participatory.Tools Tool-KIT – Hupmobile Participatory.Tools Tool-KIT</title>
```

```
....
```


Welcome to Hupmobile **Participatory.Tools** Tool-KIT

Improve & enrich your Stakeholder Engagement Process with 5 easy steps

03

Participatory.Tools

TOOL-KIT

Tool-KIT is here to help you chose a suitable stakeholder participation method for your project

02 Define goals

Identify the goals you want to acheive with for stakeholder engagement

04 Engage

Working with diverse groups enriches your project. For better results you may consider mixing several tools – one for group or goal

01 Know the stakeholders

It is important to identify and analyse relevant stakeholders for your project before you engage them

05 Evaluate

Reflection on the process and outcomes is an essential step, which helps you to improve your Stakeholder Engagement Process in the future



National participation baseline

Practice Context for Participatory Planning in Four Hupmobile Project Countries

Finland, Estonia, Latvia and Germany

Since public involvement in spatial planning has been increasingly propagated and recognised in the 1970s, many countries have ensured the requirements for it in legislation. However, the legislation framework for participatory planning differs across countries, depending on their political and planning culture, as well as economic and civic capacity (Horelli, 2002; Prilenska, 2020). In addition to the requirements by laws/regulations, many cities have their own participatory planning strategy and practices. This article introduces the statutory requirements and practices for participatory planning in four member countries of HUPMOBILE project: Estonia, Finland, Germany, and Latvia.



Step-by-Step description that guides you through the process

Extended Stakeholders' Engagement Cycle

Stakeholder engagement is a series of communication processes, which involve preliminary research, communication design, implementation and evaluation. Stakeholders' engagement is highly dependent on the (1) planning culture, (2) scale and scope of the planning document, (3) stakeholders' number and profile, (4) anticipated level of stakeholders' empowerment, (5) planning phases, in which participation occurs, (6) availability of participatory methods and tools (Horelli, 2002). This means that stakeholder engagement processes should be tailored for each case, when the planning document is under discussion. The Extended stakeholders' engagement cycle (The Cycle) guides you through a series of five consecutive steps, assisting you design, implement and evaluate your **Public participation plan (PPP)**, so that that you do not start each time from scratch.

- 1 Identify and analyse the relevant stakeholders**
 - Identify relevant stakeholder groups and contact persons within these groups (with contact information)
 - Establish contacts with the stakeholders
 - Inform the stakeholders about the benefits (and drawbacks) of participation
 - Identify stakeholder roles, power capacities, needs and interests
- 2 Identify participation goals**

We strongly advise to discuss participation goals and preferred participation formats with the prospective stakeholders, e.g. in a focus group, as there may be dramatic differences between planners' and stakeholders' goals.

Common participation goals:

 - inform the stakeholders
 - collect data from the stakeholders
 - resolve a conflict
 - develop social capital
- 3 Choose a suitable participation method(s)**

Browse through the Toolbox of analogue and digital methods and choose the suitable civic engagement methods depending on:

 - the geographical scale (and thematic scope) of the planning document
 - the rough number of stakeholders and their planning related skills
 - the mode of engagement (online / face-to-face)
 - the amount of resources available
 - planning phase
 - level of civic engagement
 - knowledge needs and the mode of work
- 4 Engage the stakeholders / Data collection and analysis**
 - Make a Public participation plan (PPP)
 - Conduct civic engagement activities according to the Public participation plan (PPP)
 - If civic engagement activities were targeted at data collection, then analyse the collected data
- 5 Evaluate participation process and outcomes**

Reflect on the civic engagement process and outcomes:

 - Did you manage to reach the goals, outlined in PPP? If not, what were the reasons, why?
 - Were the stakeholders satisfied with the process / outcomes? If not, what were the reasons, why?
 - Brainstorm, how to modify your public participation strategy in the future!

Welcome to Hupmobile **Participatory.Tools** Tool-KIT

Improve & enrich your Stakeholder Engagement Process with 5 easy steps

03

Participatory.Tools

TOOL-KIT

Tool-KIT is here to help you chose a suitable stakeholder participation method for your project

02 Define goals

Identify the goals you want to acheive with for stakeholder engagement

04 Engage

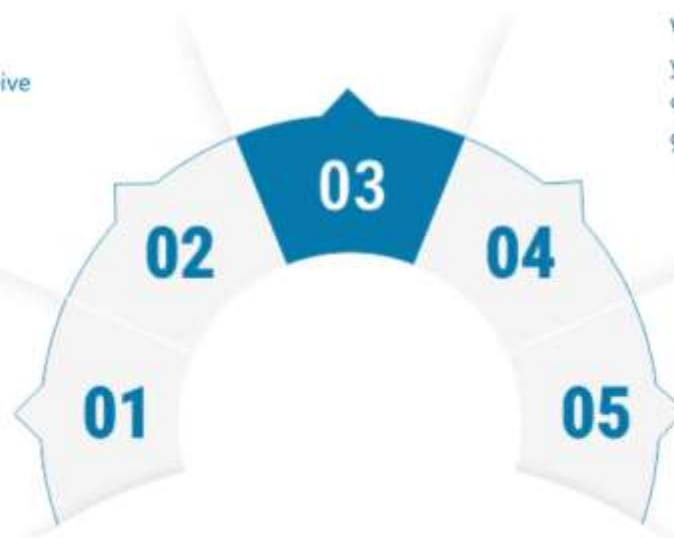
Working with diverse groups enriches your project. For better results you may consider mixing several tools – one for group or goal

01 Know the stakeholders

It is important to identify and analyse relevant stakeholders for your project before you engage them

05 Evaluate

Reflection on the process and outcomes is an essential step, which helps you to improve your Stakeholder Engagement Process in the future



Hupmobile *Participatory.Tools* Tool-KIT

Search...

Basic Categories

Mode of communication

Group size

Geographical scope

Skills of the participants

Resources: Time & Money

Planning phase

Level of Involvement

Additional Criteria

Staffans 2 dimensions

Enabling methods



Big Room

A special case of the Living lab. Large space, where the stakeholders could gather together and experiment with the different formats of collaboration. Typically it in...

[Read more](#)



Concept mapping

Conceptual mapping is a process of visually representing and organising ideas and relationships between them, creating a concept map. A concept map typically represent...

[Read more](#)



Decision Theatre

A Decision Theatre is a facility that has immersive equipment to illustrate plans and visualise data for planners, stakeholders,



Design Charrette

An intensive, hands-on workshop that brings people from different disciplines and backgrounds together with members of the

Selection of 16 digital & 16 face-to-face methods

...with ambition to add more

Analogue Methods

1. (Stakeholder) interviews
2. Observation (Behavioral mapping)
3. Questionnaire (& structured interview)
4. Focus groups
5. Living lab
6. Big Room
7. Design charette
8. Public display (public hearings)
9. (Expert) panel discussion
10. Participatory mapping
11. Walkthrough (Transect Walk)
12. Concept Mapping (e.g. Tactile Tools, Miro)
13. Environmental conflict resolution
14. Information desk
15. (Serious) Game
16. Future workshop (Scenatio building)

Digital/Online Methods

1. PPGIS
2. Participatory Budgeting
3. Virtual Walkthrough
4. Planning Forum
5. WikiGIS
6. Online Official Comment
7. Decision Theatre
8. Report Platform
9. Social Media
10. Geo-Design
11. Video Games
12. Mobility Tracking
13. Participatory 3D Design
14. Extended Reality
15. Geo-Discussion
16. Instawalk

<https://Participatory.Tools>



HUPMOBILE

Sorting & Filtering algorithms to help you the right method

Selection of basic filters & selectors
Multiple self-explanatory filtration criteria

A few more complex filtration criteria
Level of stakeholders' engagement

Planning phase

Fourfold classification of communicative actions

Basic Categories

- Mode of communication
- Group size
- Geographical scope
- Skills of the participants
- Resources: Time & Money
- Planning phase
- Level of Involvement

Additional Criteria

- Staffans 2 dimensions
- Enabling methods

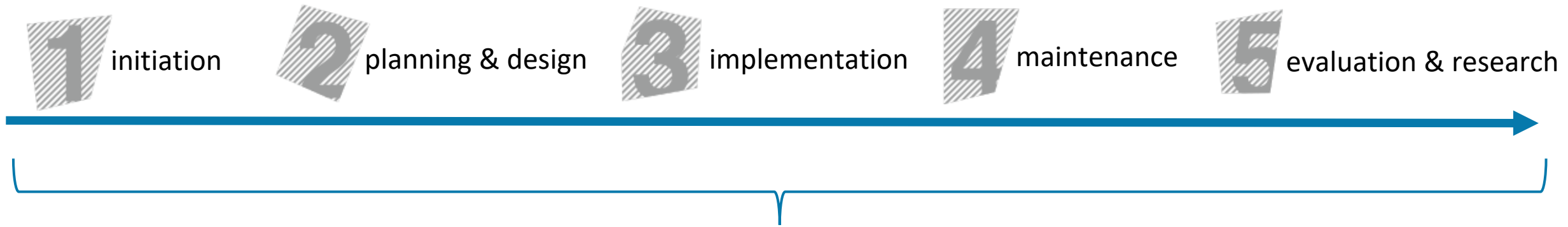
Fourfold classification of communicative actions

	PARTICIPATION		
DIVERGING	I	II	CONVERGING
	III	IV	
	COLLABORATION		

The diagram shows a 2x2 matrix of communicative actions. The vertical axis is labeled 'DIVERGING' (top) and 'CONVERGING' (bottom). The horizontal axis is labeled 'PARTICIPATION' (left) and 'COLLABORATION' (right). The four quadrants are: I (top-left), II (top-right), III (bottom-left), and IV (bottom-right). Each quadrant contains a cluster of colored dots. Text labels 'The mode of working' and 'The knowledge needs' are placed between the quadrants.

- Horelli, L. (2002) A Methodology of Participatory Planning. In Bechtel, R.B. & Churchman, A. (2002) Handbook of Environmental Psychology. New York: Wiley.
- Staffans, A. Kahila-Tani, M. & Kyttä, M. (2020) Participatory urban planning in the digital era. In Geertman, S. & Stillwell, J. (eds.) Handbook of Planning Support Science. Springer International Publishing.





<https://Participatory.Tools> for Holistic approach to stakeholder engagement

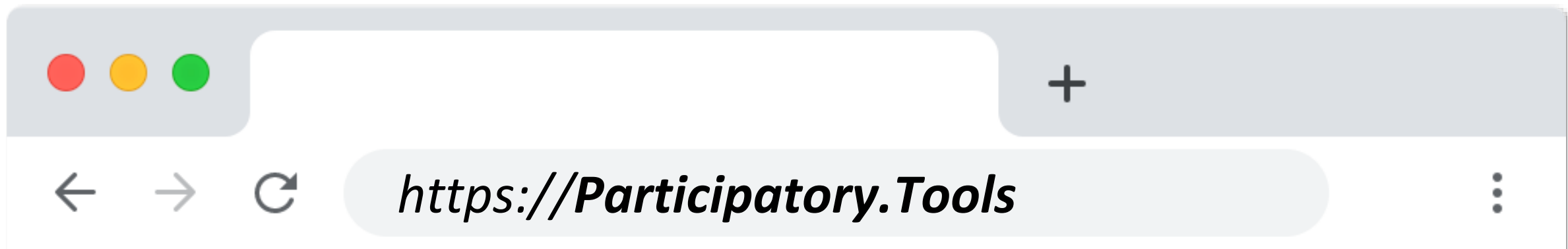


- <https://Participatory.Tools> make choosing the right tools simpler
- Adequate tools allow for more flexible stakeholder engagement
- ...which in turn make for Holistic approach to stakeholder engagement & co-creation

<https://Participatory.Tools>

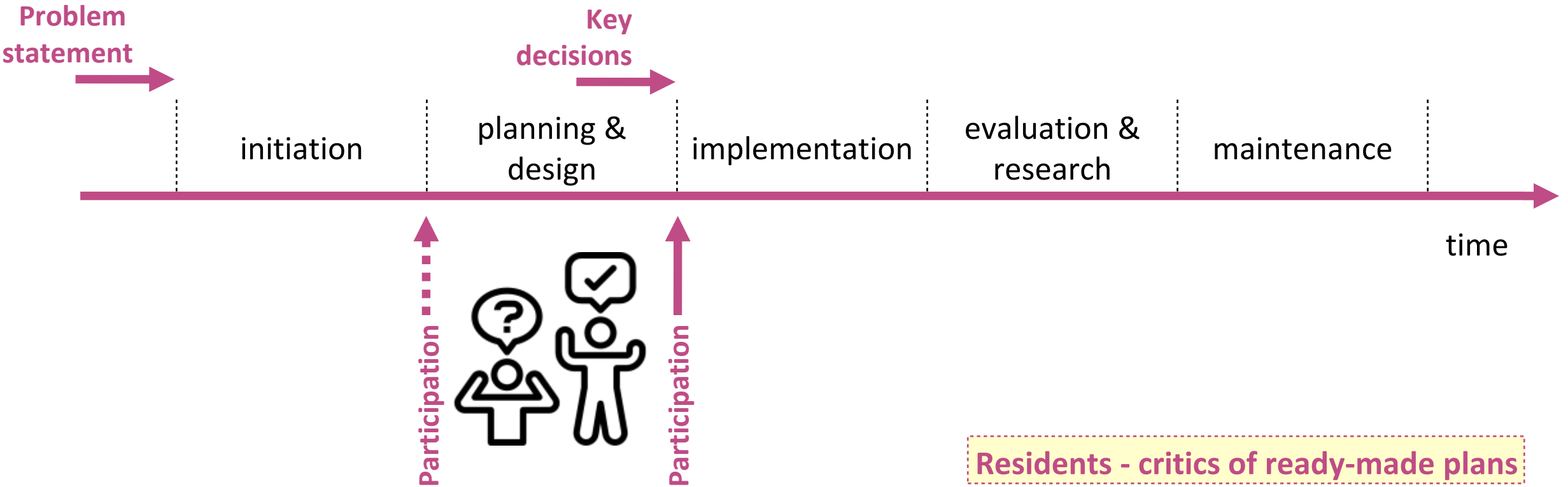


Please take a look and use it whenever necessary!



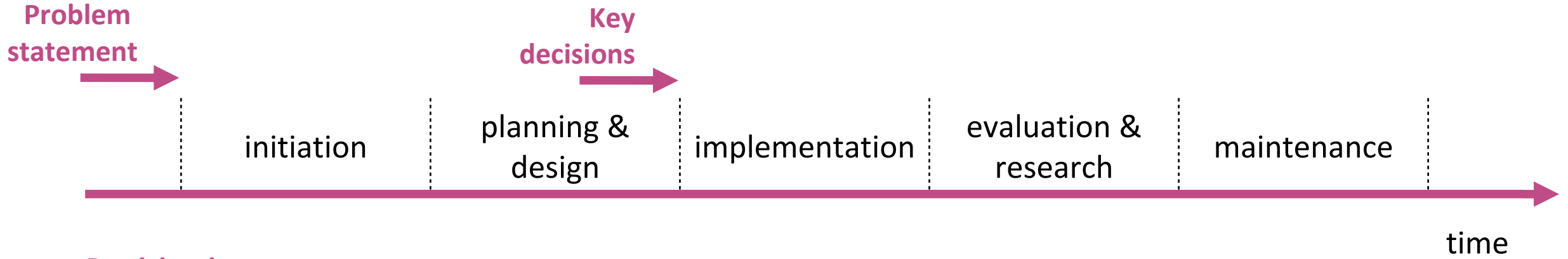
Participation in planning

Intermittent



Participation in planning

Continuous



Participation



Residents - co-creators plans



HUPMOBILE

5 steps for stakeholders' engagement

Public participation
plan (PPP) ready



Step 1	Step 2	Step 3	Step 4	Step 5
Know your STAKEHOLDERS	Define your GOALS	Pick and method from a Tool-KIT	ENGAGE stakeholders Collect and analyse DATA	EVALUATE the results
← Reflection				

● **STEP 1. KNOW your stakeholders**

○ Identify and analyse prospective participants

-
-
-
-



Step 2. Define your GOALS

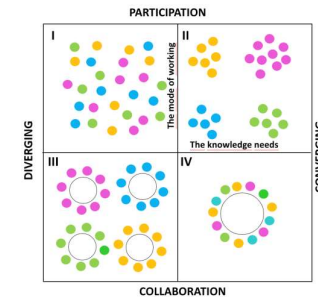
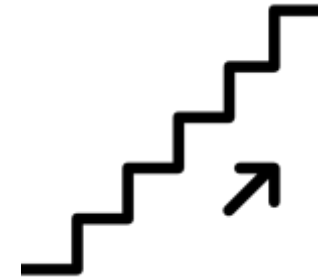
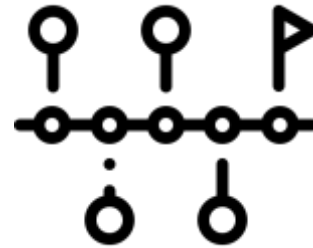
Negotiate participation objectives with prospective participants





Step 3. Pick a method from a Tool-KIT

Chose participation method/tool to reach established objectives

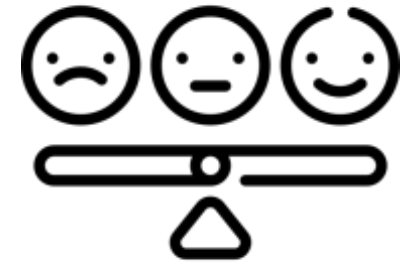
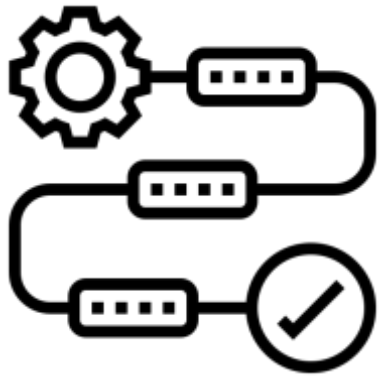


Step 4. Collect & analyse DATA

- Types of data
 - Quantitative (questionnaire)
 - Qualitative (interviews)
- Data analysis
 - Quantitative - Excel, built-in analysis tools
 - Qualitative - NVivo, Atlas.ti, Miro
- Data archiving
 - Cross-sectional study
 - Longitudinal study

● **Step 5. EVALUATE the results**

● Reflect on process and outcomes of participation



Participatory Tool-KIT

Interreg Baltic Sea Region

HOME BEFORE YOU START PARTICIPATORY TOOL-KIT PROJECT & TEAM

WELCOME TO HUPMOBILE'S **Participatory.Tools**
Improve & enrich your Stakeholder Engagement Process with 5 easy steps

03 Participatory.Tools
 TOOL-KIT

Tool-KIT is here to help you choose a suitable stakeholder participation method for your project

01 Know the stakeholders
 It is important to identify and analyse relevant stakeholders for your project before you engage them

02 Define goals
 Identify the goals you want to achieve with for stakeholder engagement

04 Engage
 Working with diverse groups enriches your project. For better results you may consider mixing several tools – one for group or goal

05 Evaluate
 Reflection on the process and outcomes is an essential step, which helps you to improve your Stakeholder Engagement Process in the future

Interreg Baltic Sea Region

HOME BEFORE YOU START PARTICIPATORY TOOL-KIT PROJECT & TEAM

Hupmobile **Participatory.Tools** Tool-KIT

Search...

Basic Categories

- Mode of communication
- Group size
- Geographical scope
- Skills of the participants
- Resources: Time & Money
- Planning phase
- Level of Involvement

Additional Criteria

- Staffans 2 dimensions
- Enabling methods

Big Room
 A special case of the Living lab. Large space, where the stakeholders could gather together and experiment with the different formats of collaboration. Typically it in...
[Read more](#)

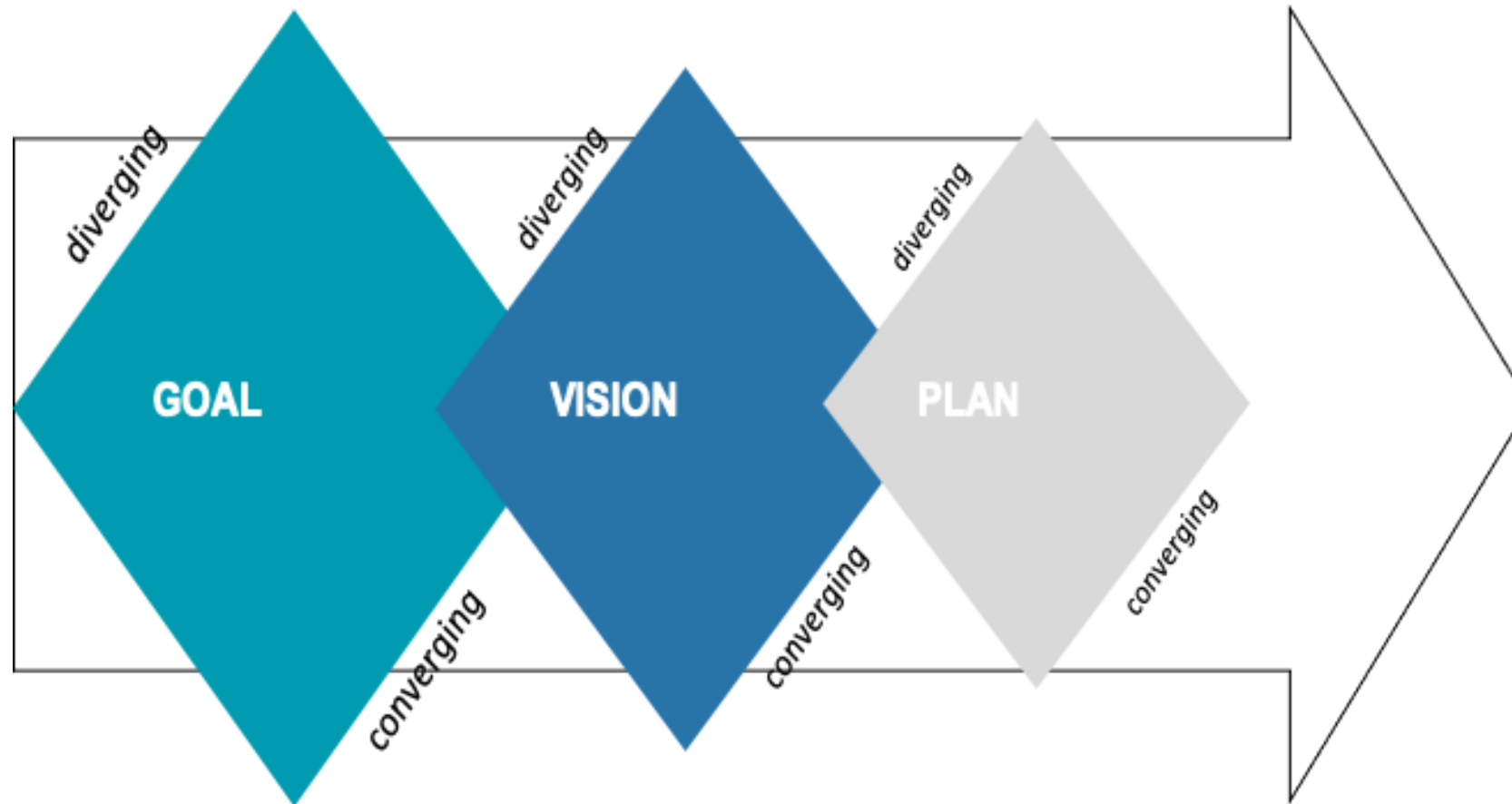
Concept mapping
 Conceptual mapping is a process of visually representing and organising ideas and relationships between them, creating a concept map. A concept map typically represent...
[Read more](#)

Decision Theatre
 A Decision Theatre is a facility that has immersive equipment to illustrate plans and visualise data for planners, stakeholders,
[Read more](#)

Design Charrette
 An intensive, hands-on workshop that brings people from different disciplines and
[Read more](#)

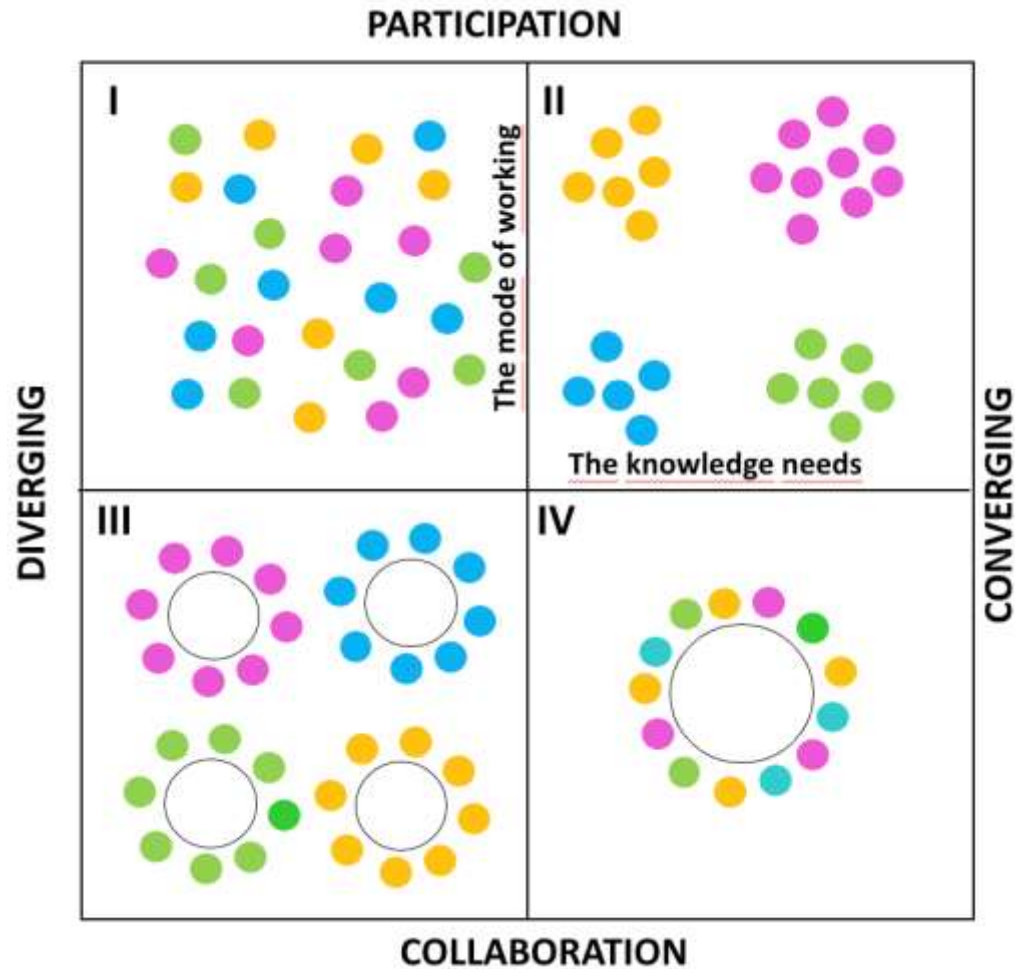
<https://participatory.tools>

Spatial planning as diverging and converging knowledge production



Staffans, A. Kahila-Tani, M. & Kyttä, M. (2020) Participatory urban planning in the digital era. In Geertman, S. & Stillwell, J. (eds.) Handbook of Planning Support Science. Springer International Publishing.

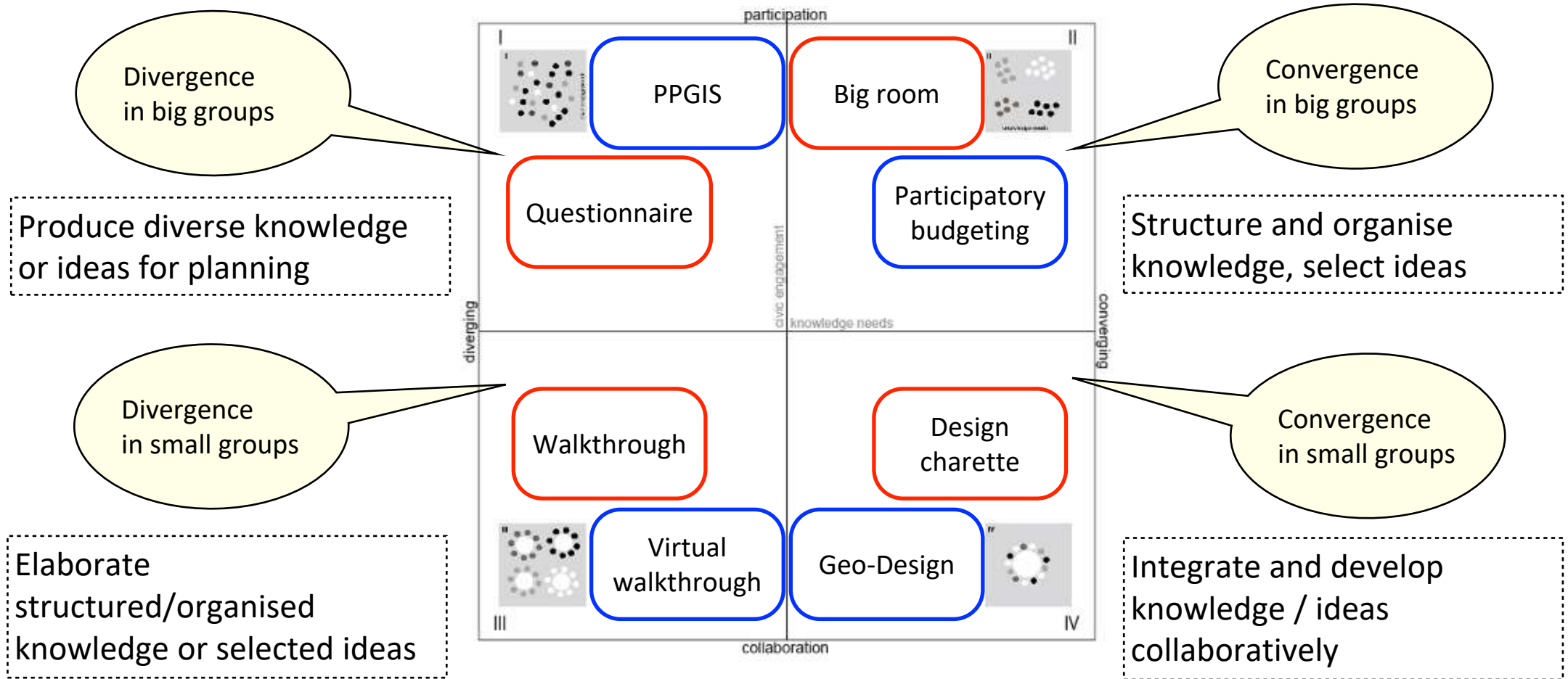
Fourfold classification of communicative actions



- Broad public / diverse knowledge
- Broad public / knowledge converged
- Small groups / diverse knowledge
- Small groups / knowledge converged

Staffans, A. Kahila-Tani, M. & Kyttä, M. (2020) Participatory urban planning in the digital era. In Geertman, S. & Stillwell, J. (eds.) Handbook of Planning Support Science. Springer International Publishing.

Fourfold classification of communicative actions

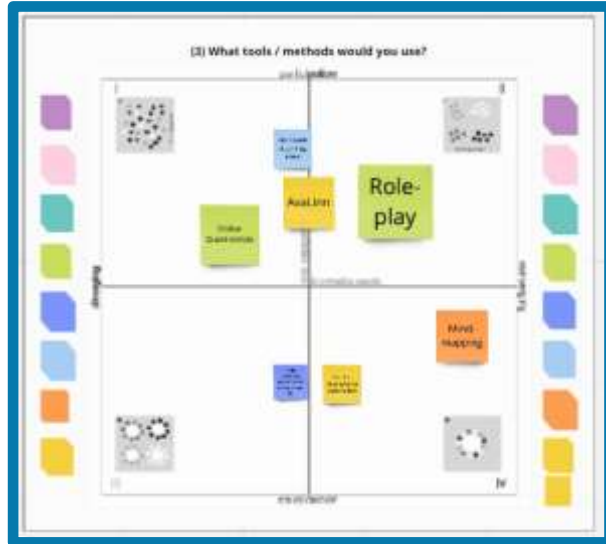
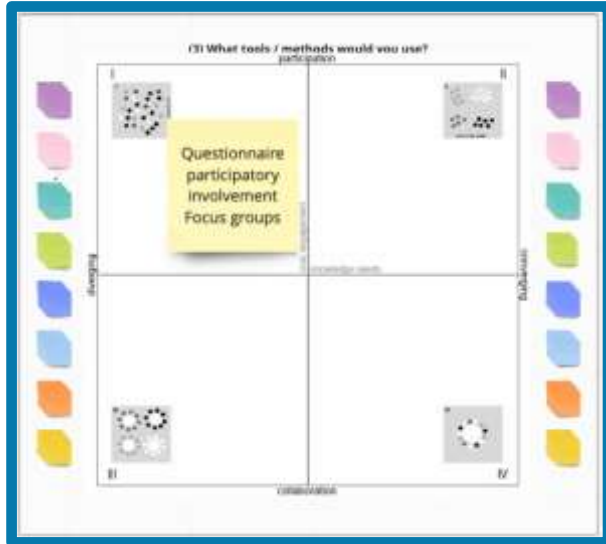
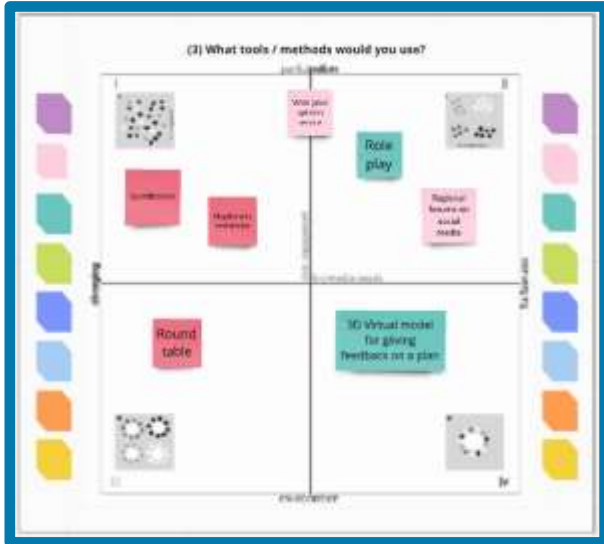
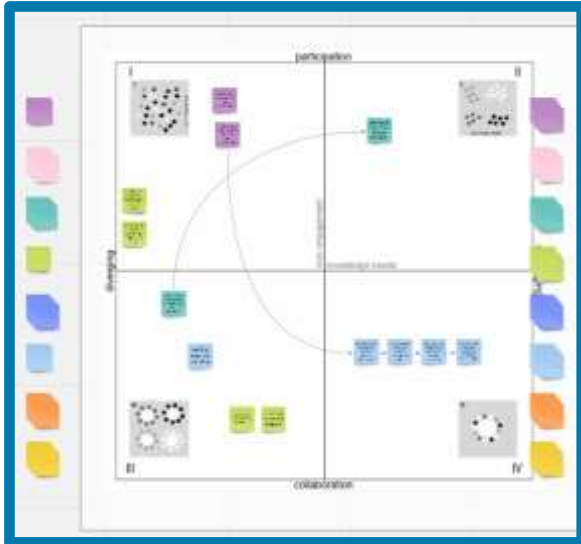


Face-to-face methods

Online methods



Experiences from Turku, Tallinn, Riga, Hamburg





Thank you on behalf of our team



EUROPEAN UNION

EUROPEAN
REGIONAL
DEVELOPMENT
FUND

HUPMOBILE

