LOS_DAMA! TOOLBOX
Green Infrastructure for better living

LANDSCAPE AND OPEN SPACE DEVELOPMENT IN ALPINE METROPOLITAN AREAS

INDEX

INTRODUCTION

Get inspired by other cities and city regions and learn from the experience of others is the aim of the LOS_DAMA!-Toolbox.

Throughout the LOS_DAMA! project, we, the project partners, have implemented different tools to preserve and enhance the natural and cultural assets of landscapes in their city-regions. These tools, tested in seven pilot projects in different European cities and city regions, are collected in this toolbox. This toolbox contains only informal tools, as they are less dependent on specific planning systems and can more easily be adapted for implementation in other contexts.

The toolbox is a general handbook based on our own experiences in the pilot projects and with the tools. The toolbox is far from comprehensive. Yet, that is also not our intention. As practitioners, we would like to go beyond describing the tool, and support other practitioners with applying the tools. Therefore, we describe how we implemented the tools and give tips for application.

Most importantly, we want to share the experiences of each partner. Though some tools might be used in multiple pilot projects, next to a general description, we also give our individual experiences for each tool. The selection of tools ranges from analysis tools and idea generation tools to awareness-raising measures that can be used in planning and implementation processes. Furthermore, we analysed each of the tools for different characteristics. This analysis is summarised in a matrix, which provides a quick overview of the different tool categories, the tools, their characteristics and who applied the tool.

The experiences the LOS_DAMA! partners made in the pilot activities, networks and collaborations contributed to this and additional publications that are linked:

- The LOS_DAMA! Landscapes on the urban fringe highlights the added value of our activities for the general public
- The LOS_DAMA! compendium gives a detailed insight into our challenges we faced and our local pilot activities
- The LOS_DAMA! synthesis report offers technical insights for highly skilled practitioners and researchers"

LOS_DAMA! homepage
www.alpine-space.eu/projects/los_dama

PILOT PROJECTS

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PILOT PROJECTS

The tools described in this toolbox have evolved from concrete needs and issues. The following short project descriptions intends to show the framework in which the tools are embedded and against which background tools were applied. More insight into the concrete pilot projects can be found in the LOS_DAMA! Compendium and the LOS_DAMA! Synthesis report.

CITY OF MUNICH

Project area
The pilot of Munich focuses on three peri-urban landscapes located in the south and north of Munich. In each of the pilot areas, the City of Munich worked closely with local associations. With Regionalmanagement Munich South West, the city collaborated to raise awareness for the landscape treasures of the peri-urban area located along the river Würm. With the Dachauer Moos association, a conference was organised to put the former wetland area in the north-west of Munich to the attention of politicians, decision- and policy-makers. The Heathland Association was supported by the city to revive the 10-year old Landscape Concept Munich North, which aims to secure and enhance the dry heathland areas in the north of Munich.

Pilot aims
Main objectives of the pilot activities implemented by the City of Munich are to enhance cooperation and dialogue within the city region while reflecting the diversity of peri-urban landscapes around Munich. The aim of these pilot activities is strongly linked to governance issues since the City of Munich aims at raising awareness and commitment for developing green infrastructures, improving networks (cross-sectoral and cross-border cooperation) for operational implementation and finally building trust amongst stakeholders.

Tools
- Press /media work
- Improvement and coordination of internet presence
- Involvement of high level actors
- Presence at public events
- Branding of landscape treasures
- Public Participatory GIS
- Cooperation with schools and universities
- Nudging the neighbours
- Joint field trips
- Presentation of stakeholders perspectives
- Workshops with different stakeholders
- Local high level political conference
- Expo of experiences
- Declaration of commitment
- Networking beyond project boundaries
- Inter-municipal associations

GRENOBLE-ALPS METROPOLIS (GAM)

Project area
The Grenoble-Alps pilot is the area surrounding the urban agglomeration. This area is directly connected to the urban core but also closely linked to the natural amenities of the surrounding mountain ranges (Chartreuse, Belledonne, Vercors) and rivers (Drac and Isère). The ordinary landscapes, mainly composed of agricultural lands in valleys, but also forests and meadows on the foothills, are under strong urban pressure. Their initial status of reserves for urbanisation is now questioned with strong efforts to increase control on urban growth.

Pilot aims
The new Metropolitan Land Use Plan (PLUi) gives new tools for preserving these "ordinary" landscapes, especially with "landscape and biodiversity" guidelines. Nevertheless, we need to find new ways of raising awareness" and better ways to engage with our peri-urban "nature". The pilot activities are all aimed at raising awareness of different audiences, like local decision-makers, practitioners, and the general public, through different ways.

Tools
- Hiking trails valorisation
- Treasure hunt event
- Master classes
- Guidelines for landscape and biodiversity

CITY OF VIENNA (VIE)

Project area
The pilot area is situated at the border of Vienna and the neighbouring municipality of Gerasdorf in Lower Austria. The area is mainly characterised by agriculture and various ownership patters. Yet, next to low-density housing, gravel pits and dumping grounds, several natural and recreational sites and corridors can be found.

Pilot aims
Due to a strong demographic growth and the will to close further the green belt around Vienna, the pilot activity implemented by VIE aims at developing a regional park with an inter-municipal coordination. This park corresponds to the principles of green infrastructure since it promotes different uses, especially recreation and agricultural activities, and connects two other recreation areas.

Tools
- Name searching
- Dialogue with landowners
- Joint field trips
- Ideas workshop
- Dialogue with stakeholder groups
- Green Space conference
- Landscape plan
- Local action plan
- Steering group

SALZBURGER INSTITUTE FOR REGIONAL PLANNING AND HOUSING (SIR)

Project area
With the pilot project, SIR focuses on the Salzburg region, and in particular on the peri-urban green belt around the City of Salzburg. The Salzburg region faces high land use pressure and low density urban sprawl. The landscape became a mix of agriculture, forests, mountains, former peat bogs, rivers, infrastructure as well as residential and commercial areas.

Pilot aims
Salzburg faces high land use pressure. With help of LOS DAMA!, SIR intends to recreate a land-use tool to preserve natural and agricultural areas and to identify compensation areas in the surrounding municipalities. In addition, SIR aims to create a regionally coordinated inter-municipal platform.

Tools
- GIS analysis
- Workshops with different stakeholders
- Steering group

CITY OF TRENTO (TRENT)

Project area
The City of Trento focuses on the peri-urban areas surrounding the city. The urban development in the last decennia has led to an expansion of low quality peri-urban residential and industrial areas. The peri-urban areas are nowadays characterised by a complex mix of built and open spaces, dispersed productive and intensively used agricultural plots, abandoned plots, and a lack of good quality and connected open spaces.

Pilot aims
The City of Trento aims to raise awareness on ecological and physical connectivity as well as to accompany local administration activities by developing preliminary tools and fostering closer cooperation across departments of the City of Trento. A more specific aim is related to the reduction of fragmentation and the use of vacant plots for urban agriculture.

Tools
- Branding of landscape treasures
- School co-design
- GIS analysis
- Public Participatory GIS
- Cooperation with schools and universities
- Urban commons' collaboration agreement

PIEDMONT REGION (PIEM)

Project area
The strategic plan Corona Verde for the metropolitan area of Turin forms the basis for the pilot area. In the pilot project, Piedmont region continues to develop strategies for the Corona Verde area, but focuses on the basin of the Stura river and test pilots in the municipalities of Settimo, San Mauro Torinese and Mappano.

Pilot aims
The pilot activity implements green infrastructure principles according to a multi-scale approach, from the regional scale of the Corona Verde to the basin scale of the Stura river and testing zones in local municipalities. PIEM developed an ecosystem approach to the territorial planning, considering nature-based solutions to address social challenges as climate change, water security, food security, human health and risk management.

Tools
- Ecosystem services stakeholder analysis
- Participatory mapping of ecosystem services
- Green and blue infrastructure management system

URBAN PLANNING INSTITUTE OF THE REPUBLIC OF SLOVENIA (UIRS)

Project area
The Ljubljana Marsh Nature Park is a subregional area consisting of uneven parts of seven municipalities and including a small segment of the City Municipality of Ljubljana. It is a protected area characterised by rich biodiversity as well as cultural values; a result of cohabitation of people and nature. The Nature Park is an important peri-urban area for Ljubljana and forms for its inhabitants an attractive setting for leisure activities.

Pilot aims
UIRS aims to propose a green and blue infrastructure concept for a better quality of life enabling both nature protection and recreation. To improve governance of the protected area of the nature park and its hinderland, UIRS wants to cre¬ate common knowledge and enhance communication and coordination by empowering local stakeholders and raising awareness about the importance of nature-based outdoor leisure activities.

Tools
- Behavioural mapping
- Stakeholder analysis
- Research lab at pilot site
- Thematic green infrastructure concept

TOOL ANALYSIS

European Regional Development Fund

TOOL CHARACTERISTICS

Each tool has different characteristics; one can be aimed to raise awareness, another is more equipped for evaluation and monitoring. We analysed the tools for their different characteristics; their aims, the involved stakeholders, or the level of participation (see table on pages 20-27). An explanation of the different characteristics is given below. Also in the analysis of the tools lays the focus on how we applied the tools in the pilot projects, instead of how they could be used in general.

AIMS

Eight aims have been identified. Six of them are linked to planning process steps. Two other aims can be combined with the different aims (or planning process steps) and focus more on the involvement of stakeholder. Tools can often have more than one aim, though they might be implemented with the focus on one specific aim.

1. **Awareness raising**
   is about communication. The aim is to give stakeholders (including citizens) information, often with the intention to change the behaviour or attitude of stakeholders. Stakeholders are here passive receivers of information.

2. **Promote involvement,**
   engagement, empowerment and ownership
   is about activating stakeholders to be involved in and take responsibility for activities and/or processes in the pilot project area.

3. **Problem identification**,
   goal-setting and idea generation aims to identify issues within the pilot project area, explore the first ideas, discover possibilities and exchange on views and interests of different stakeholder.

4. **Inventory and analysis**
   is about gaining more understanding and information about the pilot project area, its issues, its usage and how it is perceived.

5. **Plan, planning and design**
   is about specifying what the future goals for the pilot project are and how they will be achieved.

6. **Implementation**
   aims to execute ideas for the pilot project, often resulting in tangible outcomes.

7. **Management**
   aims to achieve, maintain and preserve the qualities of the pilot project area for a longer period of time.

8. **Evaluation and monitoring**
   is about checking an activity or tool, whether the aims of a certain plan are reached or how a plan develops over time and to possibly steer the process, where needed.

LEVEL OF PARTICIPATION

Participation is the involvement of stakeholders in governance and planning processes. This includes all type of stakeholders, governmental and non-governmental. In this context, the participation indicates the involvement of stakeholders in the development of the tool or its end result. Based on Tress et al. (2005) , we distinguish four levels of participation:

1. **Inform**
   is when stakeholders were informed about topics and activities related to the pilot project.

2. **Consult**
   is when stakeholders were giving information, feedback or could express their opinion about topics, activities or plans for the pilot project. However, the outcomes were developed without involvement of the stakeholders.

3. **Collaborate**
   is when stakeholders worked together with technical staff and/or policy-makers on certain activities and/or they significantly contributed to the outcomes.

4. **Control**
   is when stakeholders steered the governance process and organised activities. Technical staff and/or policy-makers facilitated the process.

LEVEL OF REPRESENTATION

The level of representation indicates the degree of democracy in the application or development of the tool. In other words, how well was the public represented during the development or application of the tool? The tool can be developed or applied by involvement by the general public, direct representatives, or indirect representatives of stakeholder groups.

1. **No representation**
   The tool development or application was carried out internally, without any involvement of stakeholders.

2. **Indirect representation**
   Representatives of certain groups were involved in the tool development or application. These representatives are most likely appointed or selected. Even though, they might be personally affected by the tool, their role in the project is to represent their groups interests.

3. **Direct representation**
   Stakeholders from certain groups or citizens, who are directly affected or connected to the pilot project, were involved in the tool development or application.

4. **General public**
   The tool development or application was open to the general public, which entails that anyone, who is interested, could become involved.

TYPES OF TARGETED STAKEHOLDER GROUPS

The tools might be targeted to involve specific groups of stakeholder. Six types of stakeholder groups have been identified:

1. **Citizens**
   non-organised private entities without direct commercial interest.

2. **Political stakeholders**
   politicians and decision-makers on different levels of government from local to national to EU.

3. **Public stakeholders**
   technical staff from governmental institutions, such as ministries, provinces, municipalities, or water authorities.

4. **Interest groups**
   staff from non-governmental organisations, such as NGOs, citizen groups, and associations.

5. **Private stakeholders**
   land- and property owners as well as staff from private companies.

6. **Research and education**
   schools, universities and research institutes. Experts involved in projects often belong to this group.

INTERESTS OF INVOLVED STAKEHOLDER

Each stakeholder can have more than one interest, such as a politician has a political interest in the project, yet as a citizen, the politician can also have recreational interests. Five type of (sectorial) interests are considered, namely:

1. **Political**
   this interest is related to policy development of green infrastructure.

2. **Local development**
   is related to a holistic approach to enhance landscape and liveability, such improvement of urban-rural linkages, city-mountain relation or inter-communal cooperation.

3. **Productive/economic**
   is related to productive uses of landscape and GI, such as forestry and agriculture. Yet, also refers to issues of landownership.

4. **Ecological**
   is related to safeguarding ecosystems and biodiversity (e.g. nature conservation).

5. **Recreational**
   relates to leisure and outdoor activities as well as to contemplation of natural and cultural landscapes (including heritage), both on daily basis for inhabitants or related to tourism.

DURATION

The duration of the tool implementation, from idea generation to execution is an important choice criterion. A distinction has been made between short-term and long-term duration.

Short-term tools was implemented from start to finish within 12 months.

Long-term tools took longer than 12 months to be executed.

ONSITE OR OFFSITE

The tool was carried out on location in the pilot project's landscape.

The tool was not carried in the field or on location.

ONLINE OR OFFLINE

The tool was (partly) online or digital, such as an online questionnaire or app.

The tool was not applied online or digitalised.

TOOL CATEGORIES

The tools applied in the LOS_DAMA! pilot projects are divided in five categories.

Hello this is us tools >>
mainly intent to raise awareness about the pilot project, its aims and activities, and to promote involvement and engagement of stakeholders. Often these tools aim at a larger audience or several stakeholder groups, and the level of participation is "informing" or "consulting". This group contains non-participative and participative tools. Within the non-participative tools, stakeholders are not actively involved, but are rather at the receiving end. Stakeholders are actively involved in the participative tools. They can provide input for analyses and plans, though the main aim is awareness raising and capacity building. The participative tools focus on citizens and the general public.

What do we have here tools >>
are applied to identify issues, to analyse and to evaluate and monitor. When you want to know more about the project area, its usage or people's perception of the area, these are your tools of choice. Also this group contains non-participative and participative tools. In non-participative tools, stakeholder are not involved. Yet, they may be the subject of analysis, evaluation or monitoring. With participative tools, stakeholders are actively involved through giving information or even with collecting data.

Let's come together tools >>
support collaboration. This can be collaboration with one specific stakeholder group. Yet, it can also be collaboration with multiple stakeholder groups, or promoting collaboration between different stakeholder groups.

This is how we do it tools >>
describe how ideas and aims are planned and implemented. These are often the more traditional planning instruments like plans, visions, and guidelines. Even though these tools are more traditional, practical experiences are not frequently exchanged.

We have support tools >>
are referring to organisations or groups, which can support the planning and implementation processes.

TOOL OVERVIEW

The matrix provides an overview of the tools. In one view per tool category, the characteristics of the tool are visible.

Name of tool	Partner	Aims								Level of participation					Level of representation				Interest of involved stakeholder					Types of targeted stakeholder groups						Duration		On site		Online	
		Awareness raising	Promote Involvement, engagement, empowerment and ownership	Problem identification, goal-setting and idea generation	Inventory and analysis	Plan, planning and design	Implementation	Management	Evaluation and monitoring	Inform	Consult	Collaborate	Control		No representation	Indirect representation	Direct representation	General public	Political	Local developemet	Productive/economic	Ecological	Recreational	Citizens	Political stakeholders	Public stakeholders	Interest groups	Private stakeholders	Research and education	Short term <12 months	Long term >12months	Off-site	On-site	Offline	Online
Hello this is us tools >> raising awareness tools																																			
Press / media work	MUC																																		
Improvement and coordination of internet presence	MUC																																		
Involvement of high level actors	MUC																																		
Presence at public events	MUC																																		
Name searching	VIE																																		
Hiking trails valorisation	GAM																																		
Branding of landscape treasures	MUC																																		
	TRENT																																		
Treasure hunt event	GAM																																		
Master classes	GAM																																		
High school co-design project	TRENT																																		

TOOL OVERVIEW

Name of tool	Partner	Aims								Level of participation					Level of representation				Interest of involved stakeholder					Types of targeted stakeholder groups						Duration		On site		Online	
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What do we have here tools >> analysis tools																																			
Behavioural mapping	UIRS			■	■				■						■					■	■					■				■			■	■	
Stakeholder analysis	UIRS	■									■				■					■	■				■	■				■			■	■	■
ES Stakeholder analysis	PIEM	■	■			■			■							■				■	■	■				■				■		■		■	
GIS analysis	TRENT			■	■											■				■	■	■				■	■			■		■		■	
GIS analysis	SIR			■	■			■				■				■				■	■	■				■					■	■			■
Participatory mapping of ecosystem services	PIEM	■	■			■			■			■				■			■	■	■	■		■					■		■		■		■
Public Participatory GIS	TRENT			■					■			■				■				■	■			■			■			■			■		■
Public Participatory GIS	MUC	■	■		■			■				■				■				■	■			■							■		■		■
Research lab at pilot site	UIRS	■	■						■							■					■			■			■			■		■		■	
Cooperation with schools and universities	TRENT	■	■						■							■				■						■			■		■		■		
Cooperation with schools and universities	MUC	■	■						■							■				■						■			■		■		■		

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Let´s come together tools >> collaboration supporting tools																																			
Nudging the neighbours	MUC																																		
Dialogue talks with landowners	VIE																																		
Joint field trips	VIE																																		
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TOOL OVERVIEW

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This is how we do it tools >> plan, planning and implementation tools

Name of tool	Partner
Landscape plan	VIE
Thematic green infrastructure concept	UIRS
Guidelines for landscape and biodiversity	GAM
Local action plan	VIE
Urban common's collaboration agreement	TRENT

We have support tools >> process supporting tools

Name of tool	Partner
Steering group	VIE
Steering group	SIR
Declaration of commitment	MUC
Networking beyond project boundaries	MUC
Inter-municipal associations	MUC
Green and blue infrastructure management system	PIEM

TOOLS

European Regional Development Fund

Hello this is us tools >> raising awareness tools

>> Hello this is us tools <<

European Regional Development Fund

PRESS / MEDIA WORK

Press or media work is crucial to create publicity and to give weight to an issue – also within one's own organization. The aim is to make important information known in advance, to give it the "right spin", and to create a basis for media follow-ups.

CITY OF MUNICH

In Munich, we sent out press releases, and contacted local press, about every local project, it´s events and gave updates concerning results. We used press releases as invitation letters for workshops, announcements for public market events, a conference and a survey. We also reported on our successes and presented the products, like our "landscape treasure map", with information on where to get it and how to use it. We used printed media – mainly the municipal press service "Rathausumschau". Yet, also our project website, Facebook and an internal platform for all colleagues in the city administration. The press releases differed between 1000 and 5000 characters and were supported by pictures related to the issue, the event or the product.

Press releases and newspaper articles about the LOS_DAMA! in Munich.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
	Political stakeholders
Collaboration	Public stakeholders
	Interest groups
Consultation	Private stakeholders
Information	Research and education

Experience

Press releases are an easy way to spread information to a wider public. It can help to raise public pressure and/or motivation to participate in a certain activity or to deal with a specific subject. For example, we announced our "Landscape Treasure Map" in different media and we were totally overran by the public. A limitation is that you are always sending information. In general, you do not receive feedback. Moreover, you are never sure, what the media makes of your press release.

Tips for application
- You have to be well prepared when you talk to the media directly.
- Timing is also important. You have to plan it well. Sometimes it comes too early, and it fizzles out. When it comes too late, it will have less resonance.
- You should use good images.

IMPROVEMENT AND COORDINATION OF INTERNET PRESENCE

Particularly in peri-urban regions, different municipalities and stakeholders are generally involved in landscape themes. Each often has its own website. Landscape themes though are mostly underrepresented on websites. To strengthen landscape themes in the digital world, it is helpful to work with images, pictures and good visualizations. Links between municipality websites and associations can help to anchor landscape as a topic more firmly in the respective institutions. Having it on the website, means local decision makers and technical staff having it "onto the screen", and of course visiting websites with a prominent presentation of landscape and green aspects, helps putting it in peoples head. Digital presentations live from high quality and easily accessible visualisations of the information/topic you want to restage.

Visually appealing presentation of landscape topics on online platforms.

CITY OF MUNICH

In our case, we helped to improve the online presentation of the Heathland Association, an inter-municipal association to protect and develop the heathlands north of Munich. We commissioned an external studio to develop attractive visualisations of the particular landscape. They also transformed a long existing, yet non-binding, landscape plan in a new and more appealing design. In parallel, we contacted the member municipalities of the Heathland association and gave hints on how to improve the visibility and content of landscape issues on their respective websites (see "Nudging the neighbours").

As a final step, we want to better link their websites with the one of the Heathland Association.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Interest groups

Experience

Internet presence is a very important tool nowadays. Making things visible makes it easier to address information towards certain groups or the public. Landscape themes can benefit from new technical solutions and it is a subject that can easily be communicated via images and new media. Pinterest, Instagram, and other social media show that people are reachable via pictures. Tell a story via images, rather than writing long texts or showing sectorial plans can be the right tool to reach the general public on specific issues.

Tips for application
- You should get the support of the respective institutions.
- Everyone should agree on the same goals.
- Communicate the objective well – What do you want to say with your pictures.

INVOLVEMENT OF HIGH-LEVEL ACTORS

Involving high level politicians or other 'celebrities' of more than local importance helps to give more weight and add some 'glamour' to green issues. By presenting their personal relationship to the topic or their personal involvement, they express their support, thus helping to place the topic higher on the agenda. For example, by giving greetings or participating in discussion formats.

CITY OF MUNICH

In one of our local pilots, an inter-municipal conference on the future development of the "Dachauer Moos", a former marshland area, we involved renowned local and regional political decision makers. Mayors, district heads and the Bavarian Minister of the Environment gave appropriate importance to the issue of landscape development in the urban region.

Exchange with the Mayor of the City of Innsbruck at the EUSALP Annual Forum 2018.

Aims	

Landscape

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Interest groups
	Private stakeholders

Experience

Getting high level politicians to support our project gave the whole activity a higher priority. People realized that the subject is on the political agenda and therefore important. That led to more self-confidence of local citizens and increased their pride and encouraged them to be more active to preserve their local particularities, their landscape, their region. The results are not really tangible right away. It´s more a long-term process, which you can start through political involvement.

Of course, it can be a lot of work to actually get decision makers to participate. It is helpful to first get one motivated and involved who can then function as a driving force for other important people to join. Sometimes alleged minor issues (like no document to sign), prevent them from coming.

Tips for application

- Make sure that the speakers get something out of the event as well (some document to sign, good media coverage).
- Good public relations work is very important.
- Speakers should be able to speak well and make the topic a concern of their own.
- Brief the speakers at forehand, as it helps if they have some knowledge of the issue.
- Start early acquiring speakers.

PRESENCE AT PUBLIC EVENTS

To get in contact with the broader public, it is efficient to participate in regular, well-known and long existing public events, like market events or district festivals. This is a very good chance to get in touch with local citizens. You can increase local networking beyond administrative boundaries and such events give you a platform to present your project and goal in multiple areas across the region.

CITY OF MUNICH

In preparation of our "Landscape Treasure Map" (see "Branding of landscape treasures"), we presented, promoted, and disseminated our online survey through our own stand on three different local market events in the project area. For the design of the stand, we engaged an external PR expert. Their task was to come up with a creative, catchy slogan, an attractive stand design, and hand out postcards. Moreover, they supported the stand during the market event - especially to care for a kids' area, so that the parents could take part in our survey.

Information stand of LOS_DAMA! at a local market southwest of Munich.

Aims		

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Interest groups

Experience
Depending on the issue and the activity (in our case an online-survey) (see "Public participatory GIS"), it can be difficult to get people to participate. For our goal, market events were an easy way to reach a broad public and to spread information. Postcards and little give-aways (e.g. Oktoberfest hearts) can be very helpful to attract people to the stand and make them start to warm up. A public event can always attract critical minds and lead to unpleasant discussions (e. g. some people, especially nature conservationists, were sceptical to share their treasures). Another limitation for outdoor public events is, of course, the weather.

Tips for application
- Announce your presence at the event in the local press (see "Press / media work).
- Next to an attractive design of the market stand, try to get a good accessible and well frequented location on the event.
- Prepare flyer, postcards and give-aways.
- Think of different age groups and think of for each of them what motivates them to participate.

- Programs for kids or similar tricks make people stay longer at the stand and take part in an activity or discussion.
- Have enough people to run the stand and a good, supporting responsibility assignment on-site.
- Think of a "good weather" and a "bad weather" version.

The Name Searching draws people's attention to a landscape. A team of key stakeholders creates name suggestions for a new planned area. 3 to 5 names are picked up from the name collection and offered for vote to the citizens. Citizens are then invited to vote for their favourite name. It is important that there is always the possibility to vote online as well as analogue, so that people without Internet access can also vote. An information event as a framework for analogue voting allows citizens at the same time to get more information about the project. For communities, it is a way to raise citizens' awareness of new planned recreational areas and to increase their identification with it.

CITY OF VIENNA

In Vienna, in addition to the online voting, an information event was organized in a large department store near the project area. Here, the citizens had the opportunity to speak with political representatives, planners and the project manager. Professionals moderated the event. As a small "thank you" for participating in the analogue voting, a picture postcard of the project area with a slogan was distributed. The postcard is a nice reminder and can be sent to friends.

Aims	

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	
Consultation	
Information	

Experience

The tool takes only brief attention and requires immediate visible signs to be effective. Therefore, it is important to make the survey result as soon as possible visible in the landscape. Following the name search, we developed a logo for the new regional park, which refers to the new name. An information board with the new name and logo of the landscape is a visible sign in the landscape and makes people curious about the project.

To give people access to more information, we provided an easy-to-remember web link on the information board related to the name. In Vienna, we set up first information panels on sites, where measures were slowly became visible.

Tips for application

- Make sure that you have agreed the name To find acceptance, you should have agreed the name options with all relevant persons.
- Make sure that you have enough information about your project on the Internet so people can get more information about the project. Contents should be available in different depths; for people who want to be informed quickly, and for people who are looking for more details.
- Provide explanations for the suggested names, so people know what the names mean and for what they decide.
- Choose an easy-to-remember domain for the online voting so people who read about it in media reports remember the link.
- Announce the result of the voting quickly: on the Internet, via press releases and press events and via social media.

Wie soll die Grünraumspange vom Bisamberg über Gerasdorf zum Norbert-Scheed-Wald heißen?

Regionalpark „DreiKlang"
Die Grünraumspange vom Bisamberg über Gerasdorf zum Norbert-Scheed-Wald ist das erste länderübergreifende Grünraumplanungsprojekt von Wien und Niederösterreich neben der Länderzusammenarbeit zum Nationalpark Donau-Auen und dem Biosphärenpark Wienerwald.
Der „DreiKlang" symbolisiert die enge und gute Zusammenarbeit der Bezirke Floridsdorf, Donaustadt und der Stadtgemeinde Gerasdorf in diesem Projekt.

Regionalpark „DreiAnger"
Die als Angerdörfer entstandenen Orte Stammersdorf, Gerasdorf und Süßenbrunn stellen die Ankerpunkte für die Grünraumspange dar.
Angerdorf ist die Bezeichnung für ein Straßendorf, dessen Hauptstraße im Zentrum zu einem Anger (Grasplatz) verbreitert ist. Noch heute prägt der Anger das Ortsbild von Gerasdorf, Stammersdorf und Süßenbrunn.

Regionalpark „Wienblick"
Die Grünraumspange ist reich an Aussichtspunkten. Bei klarer Sicht bietet sich ein Blick auf die Skyline von Wien und den Schneeberg.

GrünraumSPAnge „DreiWinkel"
Nach dem Motto „Wohlfühlen in der Natur" lädt die GrünraumSPAnge ein, aktiv den Landschaftsraum zu entdecken und die Natur zu genießen. Stammersdorf, Gerasdorf und Süßenbrunn bilden dabei das Dreieck, an dem sich die Grünraumspange aufspannt.

Entscheiden Sie mit!
Welcher Name gefällt Ihnen am Besten?

Voting paper for the name of the new regional park around Vienna.

HIKING TRAILS VALORISATION EVENT

The event highlighting the importance of hiking trails also creates an opportunity to showcase their diversity. It is a returning event, in which different walks gives participants the chance to become acquainted with different trails. The event provides also the opportunity for activities to raise awareness on environmental and cultural issues, to present metropolitan actions for environment and for animations, like stands for NGOs or municipalities.

GRENOBLE-ALPS METROPOLIS

The bi-annual MétroRando event to highlight the importance of hiking trails takes place in spring and fall each year. Dependent on the weather and the location, between 500 and 2000 people take part in hiking in the foothills of the metropolitan territory. The event is organised by the department for "natural space" of the Grenoble-Alps Metropolis ". Each time it takes place in a different location to highlight the diversity of the hiking trails of the metropolitan area, which cover more than 820 km of paths). They are organised on Sundays and 3 different walks covering different levels (short, middle and long) have been proposed.

Hiking in a regional park close to Grenoble.

Aims	
Landscape	(hands icon)

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	
Consultation	
Information	

Experience

This attractive event is well-known, which allows people to gain a better knowledge of the territory and discover nature close to their home. Moreover, it promotes the importance of outdoor sport activities and the role of the Metropolis in their organisation. The organising department is rather small with a limited budget. The event's organisation is dependent on the "good will" of the internal staff of the department, in particular agents in charge of hiking trails management, who do it next to their normal activities. As the event is a good way to raise awareness on nature, we could imagine a better and stronger support by the administration to better facilitate the ambitions and communication. Now, communication is through websites, social networks and posters. However, the communication strategy could be more sophisticated and work with institutions, like community centres, to reach specific targets, like more vulnerable groups or groups coming from deprived areas.

Tips for application

- Good communication through local media promote participation in this type of event.
- Keep in mind the variability of the participation as it a weather-dependent event.
- Think of ways to manage with success as this brings a flow of participants, who require accessibility and parking, etc.
- Do not sub-contract the organisation to a private company. Though it might gain in efficiency, it will costs a lot more and the event could lose its dynamic and commitment.
- Introducing bicycles and trail practices would create more conflicts. The event would lose opportunities to meet and lose its atmosphere of a ""familial" hiking event.

BRANDING OF LANDSCAPE TREASURES

Branding specific landscape features and routes through good information material helps to increase the number of people discovering these peri-urban landscapes and enhances their recognition among visitors. At the same time, public participation can provide local knowledge for the information material, but can also strengthen the trust between various interest groups. Depending on the respective objectives and framework conditions, participation activities can run very differently. The material is given a narrative and graphic identity and will become a "treasure map" or a "route network" contributing to raise awareness and social value of peri-urban landscapes.

CITY OF TRENTO

By combining experts' knowledge and citizens' mapping, a pathway network has been developed to support the discovery of ecological and historical features of peri-urban areas. Almost the entire network of secondary routes, paths and gravel roads has been mapped. The municipality selected some mapped routes together with external experts and stakeholders, which are strongly characterized by peculiar ecological, historical and cultural elements. Each route can be dedicated to a specific topic and will have a 'personal name', image and logo to make them highly recognizable, also on online platforms. Citizens participated by sharing their ideas on the routes and by selecting the names, images and logos for them.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Public stakeholders
Consultation	Interest groups
Information	

Experience

The pathway mapping and branding was helpful to reach a good variety and number of people in a relatively small amount of time. The tool helped to kick-start preliminary projects for a slow mobility network. Trento used the tool to raise awareness on peri-urban areas, but also as a participatory tool to collect information. The tool can be used at very different stages of the pilot project, depending on the accuracy and data quality required. Lack of data or poor data quality at the start of the activity can reduce the tool's effectiveness.

Tips for application

• Carefully check how each route is defined and whether the information for each route section is correct.

• Dedicate enough time to develop a recognizable name, logo, image for each route.

• Research existing routes to make sure they do not overlap with the new routes s it will make the work less recognizable.

CITY OF MUNICH

A treasure map was developed with input from local citizens to highlight favourite places in the south west of Munich. The treasure map contains the 10 most favourite places in the region chosen after a participatory GIS survey (see "Public participatory GIS") conducted online and at local markets (see "Presence at public events"). The map describes the main features and activities in the area and its accessibility by public transport or bike. The treasure map is a printed Leporello in postcard format that can be used by everyone at any time. It uses appealing and easy to read graphic elements, like drawings and photos, and gives short and concrete descriptions for each treasure and its itinerary.

Cover of the landscape treasure map

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Interest groups

Experience

The tool engaged citizens in an effective and positive way. Creating the map together with local people and associations helped to raise awareness for hidden gems of peri-urban landscapes. Moreover, it reduced their fear of being overrun by visitors from Munich by developing a locally driven policy for touristic enhancement of the places. The online public treasure hunt and the final printed product received an impressive feedback from local newspapers. The first printed 1000 examples run out in less than four weeks. The treasure map is now permanently free available for the public. We also learned that different target groups prefer different formats regarding the product and the process. For example, young people may like to use an app.

Tips for application

• Include all interest groups in the process – it is important to reduce conflicts and raise acceptance. Ask for feedback from local stakeholder groups before publication.

• Presenting the information in an attractive way and easy to handle format helps to reach a wider audience.

• Develop a communication strategy: generate a clear idea of the final output, the targeted audience and product distribution: which real and virtual places are often frequented by which target group?

• Challenges, such as a logo competition, enhance citizens' involvement.

TREASURE HUNT EVENT

A treasure hunt event can foster a better management of areas. It is an awareness-raising event to invite people to discover (peri-urban) landscapes in an entertaining way. The event allows giving participants a better understanding on how diverse uses can function together in an area. Yet, the event also provides a chance to explain why we should respect nature and how we can do that.

GRENOBLE-ALPS METROPOLIS

The treasure hunt event was organised in "Les Vouillants"; is a 475 ha recreational park located on the foothills of Vercors with very diverse landscapes, many natural assets and rich biodiversity. It is the spot of various recreational uses, productive activities as agriculture and forestry, and a place for families. On the 13th of October 2018, more than 1.500 people, mainly families from the metropolitan region, came to have fun with clues and riddles. The treasure hunt of the "7 Snakes of La Tour Sans-Venin" has been designed with the support of a gaming company. It was organised in 7 stages with comedians acting characters speaking on topics, like fauna, flora, history, agriculture, etc.

Aims	

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	
Consultation	
Information	

Experience

The treasure hunt event is a playful means to attract people's interest and to communicate about respectful interaction with nature. A specialised gaming company designed the event in cooperation with organisations related to sport, nature NGOs, farmers, and institutional stakeholders. The project's character and the collaborative approach of the design process was useful to commit stakeholders, who usually stay passive. Having sufficient funds is important for the design and organisation of the event. In addition, the event is not easy to repeat. Each event only works for one specific place. If you want to repeat the event somewhere else, you have to develop a new story and design.

Families listen to the speech of a comedian actor during the treasure hunt.

Tips for application
- Work with gaming professionals, as they can bring structure and storytelling,
- Organise feedback from participants to collect their view about the area
- The organisation of the event should be flexible, as its success depends also on the weather conditions
- Next to fun, the event should also have content, but also do no overload the event with information. Keep in mind, that one of the main target groups are families.

MASTER CLASSES

Public decision-makers and private actors, such as real estate developers, investors, and companies are more focused on developing territories or their businesses. Even if they are aware of environmental issues, they do not always pay enough attention to impacts of their activities in relation to landscape and biodiversity. They also do not always possess the methods and tools to address impact on landscape and biodiversity in effective ways. Master classes provide an opportunity to improve commitment to landscape and biodiversity, by bringing practitioners and decisions-makers together to learn new concepts and solutions to cope with these issues.

GRENOBLE-ALPS METROPOLIS

Grenoble-Alps Metropolis organised four half-day master-classes on four topics (real estate development, city streets design, agriculture & road infrastructures) highlighting the need to better consider landscape and biodiversity. The master classes addressed the following topics:

1. Landscape as a basis for urban design and integration of urban projects into its geographical and ecological context.

2. The concept of "frontage" by Nicolas Soulier, which allows integrating people and nature in the semi-public spacews of urban streets.

3. Creating more sustainable agriculture by embedding it into a multifunctional landscape.

4. Integration of wildlife in the design and management of road infrastructures.

Aims		

Level of participation	Types of targeted stakeholder groups
Control	Citizens
	Political stakeholders
Collaboration	Private stakeholders
Consultation	
Information	

Experience

The master classes seem to be a rather flexible tool, though we tried to balance it between knowledge, practices and exchanges. We learned that exchange between different stakeholders and the involvement of recognised experts is important. The participatory approach of the master classes supported consideration for ecological issues. Though there is a strong interest for such topics, there is still a lack of knowledge among practitioners and decision-makers. More practitioners and politicians should be involved, who are still unfamiliar with the topics. In return, the master classes also gave insight into what people find important when developing new projects. The challenge is now to transform the participants into ambassadors for a better consideration of ecological and landscape issues in territorial planning and management policies.

Participants of the masterclass discuss Green Infrastructure issues.

Tips for application

- Choose concrete topics where you can go into depth and conclude with concrete proposals.
- Involve politicians as much as possible to create a good mix with practitioners.
- Do not focus too much on knowledge to be able to address also political and organisational questions. Reserve some time for informal exchange.
- You should aim to have between 15 and 20 participants.

SCHOOL CO-DESIGN

Young generations are key stakeholder to be involved for an effective development of peri-urban landscapes, because of their capacity to offer innovative and fresh ideas to local administrations. The tool is intended to raise awareness about and enhance involvement of younger generations in design and management of 'urban common goods' of peri-urban areas, such as community gardens, public parks, pedestrian pathways or abandoned plots.

The municipality selects a place and involves scholars in developing site-specific urban design projects. Generally, the project is developed along two school years. In those two years, the scholars are guided in discovering and learning how to look and analyse landscape features, and how to develop specific landscape and open space projects in urban areas.

In the first phase, the scholars meet experts from various backgrounds from municipality as well as external institutions such as:

- Historians (including a visit to the city's archive to compare and work on historical maps)
- Landscape architects
- Urban planners and designers
- Social service workers
- Agronomists
- Botanists

In the second part of the program, the students are guided in the design process and learn how to use and manage the tools they have learned with the help of practitioners from the municipality and through discussions with citizens and experts.

CITY OF TRENTO

The tool has been used as part of a wider set of activities aimed at involving students from different schools to introduce topics such as ecological connectivity, urban biodiversity or resilient landscape design into their daily learning routine. The aim was to expand and enhance the knowledge of the general public on such key topics by targeting younger generations. We involved, therefore, scholars from primary and high school in the project. A secondary aim was to involve people from the municipality 'out of their comfort zone' to evaluate and discuss new ideas.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Public stakeholders
Consultation	Research and education
Information	

A high school class is involved in discovering peri-urban landscapes in Trento.

Experience

The tool is innovative as it is still relatively uncommon for a municipality to involve a school to co-design a public space. Due to this novelty, teachers and students approached the tool with curiosity. Both scholars and municipality benefit from the experience. The tool allows the municipality to involve different actors from inside and outside municipal departments. This helps to overcome the different boundaries (e.g. disciplinary, administrative,...), which usually hinder the action of public bodies. The design results are often innovative and different from the 'usual' and daily approach of the municipality. For the involved technical staff, the tool was a positive experience to get in touch with new ideas. A difficulty in the application of this tool lies in the difference between school and municipality schedules in terms of project development, result implementation, or management activities.

Tips for application

- Conduct extensive preliminary talks with the involved teachers to be able to present a clear idea of the process.
- Align as much as possible the different agendas (e.g. school calendars and management plan).
- To get the scholars involved, be sure the design results will be applied somehow. This can be realisation of the design, but also a simple presentation and discussion with all the municipality offices.
- Be aware of the level of the students, and set accurate criteria for the quality and quantity of the expected outputs.

What do we have here tools >> analysis tools

>> What do we have here tools <<

European Regional Development Fund

BEHAVIOUR MAPPING

Behaviour mapping is an analytical tool for revealing relationships between the spatial characteristics of place and the dynamic patterns of its use. It follows a bottom-up approach, studying a usage-spatial relationship in a defined spatial unit. People are directly observed instead of directly questioned. Indirectly, it can be used for education and awareness raising on how to behave in a place.

Application of the tool requires some preparation steps: clearly select the area, prepare a (series of) map(s) in an appropriate scale, prepare a list of symbols of expected behaviours, set up a timetable and an observation protocol. Observers must be trained on how to observe and make annotations of the observed use. Collected data may be digitalized into a GIS supported database. The tool is useful to either get introductory info about "what is going on" in a place or as a post-occupancy assessment. It informs about the user groups, their attitudes, co-habitation or conflicts in a place.

UIRS LJUBLJANA

The method focuses on natural site's carrying capacity for occupancy. The behaviour recording was carried out from 9 June to 3 July and on 19 August 2018 in two pilot areas: Lake Podpeč and Iška Gorge; morning observations from 10 am to 1 pm; afternoon observations from 2 pm to 7 pm. At Lake Podpeč an individual observation lasted thirty minutes; in the Iška Gorge, observations in the narrow sections were conducted by recording passers-by entering/exiting the section; in the two wider sections, observations were carried out at fifteen-minute intervals. Twenty-eight observations were performed at Lake Podpeč; twenty-one in the Iška Gorge. Individuals or couples were recorded as point symbols, three or more individuals as areas. In addition to basic records on visitors' activity, location, time of stay, age, and sex, data explaining the part of the day/week and basic weather information were also recorded. OpenStreetMap source formed the cartographic basis for creating the behaviour maps. ArcGIS software was used to convert the manually collected data into digital form. Most of the visitors to Lake Podpeč stay longer and engage in passive activities (lying/sitting in the grass), most people visiting the Iška Gorge only pass through (e.g. walking); however small wider sections were also attractive for staying there longer (picnics, swimming or wading in the river).

Aims
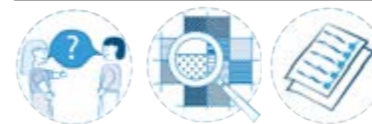
Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Public stakeholders
Consultation	Research and education
Information	

Experience

We see the qualitative and in-depth information about usage-spatial relationships as a strong point. The process is, however, time consuming and weather-dependent. For example, in Iška Gorge, we did less observation in the afternoons, because of summer storms.

Tips for application

- To make sure data is comparable, each observer must follow the same protocol.
- Observers must communicate among them to harmonise observation schedules in case they change because of the weather or other objective circumstances.
- Mobile APPs for tracing may support the observation.
- You should try to avoid communication with users, while doing observations.
- You might need to organise separate workshops for certain observed user groups to clarify use issues, if relevant.

Map of user activities at Iška Gorge

STAKEHOLDER ANALYSIS

Stakeholder analysis is a group of methods used in planning process to identify the diverse positions of key individuals, groups or institutions. As a type of preliminary assessment (analysis), it can provide useful insights into needs, values, motivations and interests of stakeholders. These insights help to create a clear common understanding of the stakeholder's characteristics, which in turn helps to identify ways towards a more successful and effective process. The analysis can predict the degree of influence and support of each stakeholder group to implement a program or activity.

A stakeholder analysis is usually the first step in stakeholder coordination and management, when preparing different types of development, spatial and management plans, e.g. integrated management plan for protected areas. The tool application could be supported by including the tool as a compulsory element in planning guidelines. This tool can support spatial planning, landscape planning and environmental planning and management with active involvement of stakeholders in the planning documents creation process.

UIRS LJUBLJANA
Aim of the pilot project was to find solutions to develop recreation and tourism in the Ljubljana Marsh Nature Park, which are not in conflict with nature protection goals. The stakeholder analysis was used for an ex-ante identification of interests of different stakeholder groups regarding the park's functioning. The analysis results were used as a basis for selecting stakeholder groups, when planning the implementation of participatory activities in the pilot area (experimental event, workshops).

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders Public stakeholders Interest groups Research and education
Collaboration	
Consultation	
Information	

Experience
The use of the stakeholder analysis allowed us to establish a systematic insight into the characteristics, interests and expectations of different stakeholder groups in the pilot area. The tool helped to identify and prioritise stakeholders, who can have a positive impact on the pilot activities. It allowed us to understand the role of key stakeholders. The analysis results supported the development of an

Discussion of the local stakeholder group in Ljubljana.

engagement approach for building networks and linking stakeholders with pilot activities. This helped for the successful delivery of pilot activities and project results. In this way, the UIRS team developed a better understanding of the stakeholders' needs and comprehension of potentials for nature based out-door recreation in the pilot area. The main limitation of stakeholder analyses as a method is that stakeholder are usually identified and categorized through a subjective assessment of their relative function, influence over decisions, and legitimacy. The complexity of topic – development possibilities of nature based outdoor recreation in the nature park – also hindered the tool application. There were problems with engaging representatives of very important stakeholders and strengthening their commitment for the pilot activities' implementation.

Tips for application
It is necessary to:

- Determine the purpose and the focus of the stakeholder analysis before its implementation
- Determine which expectations you have of stakeholders
- Consider how stakeholders' inputs will be taken into account in the preparation of the project outputs
- Do not involve stakeholders without knowing their role or interests.
- You should not manipulate stakeholders' expectations and the solutions they support

ECOSYSTEM SERVICES STAKEHOLDER ANALYSIS

The governance, management and use of ecosystems include a wide range of stakeholders, which each must be taken into consideration in planning and governance processes. The ecosystem services (ES) approach does not only allow for assessing goods and services ecosystems provide, but also for understanding whom benefits from the ES and who manages them. An ES stakeholder analysis makes an explicit connection between different stakeholders and their interest in supply and use of ecosystem services. Such a stakeholder analysis can also take into account the roles of stakeholders, the relationships between them, and possible conflicts.

First, the goods and services an area provides are being evaluated. Then, secondly, stakeholders are identified based on their interest in the provision, management and use of selected ecosystem services as well as of the social and economic characteristics (e.g. type of enterprises, type of organization active in the territory, etc.) of the pilot area. In a third step, the identified stakeholders are being classified in groups.

PIEDMONT REGION

We applied the ES stakeholder analysis to support planning on a metropolitan scale. On the regional scale of the Corona Verde, we assessed the provision of ES through landscape-environmental surveys. These surveys were also used to identify the macro-vulnerability phenomena on the regional scale. Now for the metropolitan scale, we continued with identifying stakeholder through desk top and field studies. We based the classification of the stakeholders on three indicators:

1. Their participation in ES: stakeholders can be suppliers, users, or co-producers of ES;

2. The extent of their interest: local, supra-local, and regional;

3. The type of ES, they are interested in.

After identifying the stakeholders, we tried to involve them in the various activities of the project. For instance, we involved stakeholders in participatory mapping (see tool "Participatory mapping of ecosystem services"), in which participants could list the main ecosystem services of their interest. This helped us to analyse their interests in more detail. In addition, we asked them to list key stakeholders for the selected ES. These stakeholders were then also included in the list and asked to list key stakeholders and their ES interests until a final list was provided.

Aims	

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
	Public stakeholders
Collaboration	Interest groups
	Private stakeholders
Consultation	Research and education
Information	

Experience

The ES stakeholder analysis proved to be for us a valuable interdisciplinary working method, to gain contact with local communities and all levels of public administration. A continuous process of confrontation and involvement of local stakeholders proved to be a fundamental step but also very delicate step to be able to construct shared value maps of the territory.

Tips for application

• There is a plethora of stakeholder analysis methods based on ecosystem services. You should carefully select the method, which is most suitable to you and the ability of a method to address the purposes of the analysis. In addition, keep in mind, that almost all methods requires new data collection, due survey-based valuation.

• Selecting priority ESs through preliminary ES assessments gives the ES stakeholder analysis more focus.

Field trip with local stakeholders in Piedmont Region.

GIS ANALYSIS

A GIS analysis helps understanding a landscape and its issues better, and supports finding more targeted solutions. The analysis process is carried by means of geo-information system software, like ArcGIS or QGIS. The processing steps and the selection of databases depend on the topic and the expected results. A comprehensive analysis can be based on different criteria, each of which can be weighted differently. The selection of criteria and corresponding databases depends, however, on availability.

CITY OF TRENTO

There is a strong presence of vegetable gardens and uncultivated plots in the peri-urban areas of Trento. Most of these land uses have not been properly mapped or recognized within land use cartography. Yet, these elements are essential for the development of a green infrastructure. Therefore, the municipality set up a database and a mapping campaign to update and improve existing cartography. The GIS analysis is intended to map, asses, and evaluate the quality and quantity of these areas within the city of Trento. The survey has been conducted for the whole municipal territory at a detailed scale with plots less than 25 m2 being mapped. The identified plots have been divided into different categories to cover as many different types of uncultivated plots or vegetable gardens as possible. The main objectives of the tool are communication, administration, and even if not straightforward financial leverage.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Public stakeholders
Collaboration	Interest groups
Consultation	Research and education
Information	

Experience
The output offered a detailed picture of the land use situation. The resulting map is a powerful dataset that can be used for various activities by various departments within the municipality. We, therefore, also shared the results with all the interested administrative departments. The mapping process, the dataset, and the analysis framework of the tool are adaptable and can be used to collect different data on other land uses at other times. The land use, and in particular vegetable gardens and uncultivated plots, are highly dynamic. The database needs to be constantly updated, which requires proper planning as well as human and financial resources.

Tips for application
- Clearly define number and typology of categories prior to the mapping activities to avoid as much as possible the need to review the dataset. Categories have to be defined according to the territory to be mapped and adapted to the goal of the mapping activity.
- Develop an extensive preliminary research on existing datasets and documents from institutional or informal sources (e.g. land use maps, aerial images, planning documents,...).
- Combine the GIS-analysis with learning activities for colleagues outside the 'GIS department' to make the results more effective and usable by more people in their daily practice.

SIR
The GIS analysis was conducted in close cooperation with the steering group and other stakeholders. The aim of the developed methodology was to identify at least 25 potential areas for compensation measures. Therefore the area of the Salzburg region was analysed through different indicators such as nature protection status, land ownership, and plot size.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	Private stakeholders

Experience
We conducted the GIS analysis in an iterative process. The indicators were developed in cooperation with stakeholders and intermediate results were presented and reflected, which in turn led to adjustments in the GIS analysis. Conveniently, the GIS analyses was easy to combine with other databases. Only larger contiguous areas were able to be considered in the analysis. Smaller and linear structures, which could also contribute greatly to improve biodiversity, could not be captured.

Tips for application
- It is recommendable, to carry out the analysis processing in cooperation with a steering group (see "Steering Group").
- The tool should be discussed with experts and can only be shown after a short briefing to certain representatives. However, under no circumstances make the results publicly without a good explanation, as the resulting map leaves too much room for interpretation.
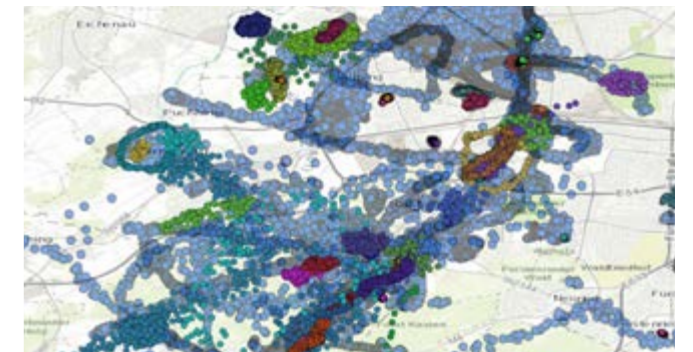
GIS mapping of citizens favourite places around Munich:

PARTICIPATORY MAPPING OF ECOSYSTEM SERVICES

Participatory mapping or participatory GIS of ecosystem services (ES) consists in assessing the spatial distribution of ecosystem services according to the perceptions, beliefs and values, and knowledge of stakeholders. Some types of ecosystem services, such as cultural services, are easier to assess through participatory methods than non-participatory methods, due to their direct link to people's perceptions and values. The outcome of the mapping makes it possible to identify the hot spots of ecosystem services (i.e. the areas in which they occur) show higher concentrations, areas with greater diversification, areas with concentrations of inefficiencies), which can be valuable information to guide land management choices. In addition, differences between perceptions of stakeholder groups towards the spatial distribution of ecosystem services can be compared. With participatory mapping groups of stakeholders are selected to take participate. To this end, relevant stakeholders can be involved through different approaches, including web-based surveys, face to face interviews and workshops. The following are in general taken to conduct participatory mapping of ecosystem services:

1. Identify the most suitable method for data collection;

2. Identify of the relevant stakeholders to participate;

3. Identify the ecosystem services that will be mapped;

4. Design or get the map for the mapping process;

5. Organise the set-up of the mapping process (through workshops and/or face to face interviews);

6. Digitalise the data and the analysis results;

7. Share and validate the results with the stakeholders.

PIEDMONT REGION

We considered participatory mapping as the most suitable method to obtain maps of ecosystem services, as it allows to geographically pinpoint the provision, management and use of ecosystem services in with a high degree of truthfulness. The ES mapping was conducted through a participatory GIS with a selected group of local stakeholders (see "ES stakeholder analysis"). Mapping of supply and demand areas of ecosystem services in the pilot area was conducted through a set of activities, including desktop research and in-house methodologies. We found it appropriate to proceed with a mapping based on land use for provision and regulation services and a separate mapping of the cultural services.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
	Private stakeholders
Information	Research and educationn

Experience
The participatory mapping allowed including local knowledge in developing the project activities. In particular, the mapping of the demand for ecosystem services was for us fundamental in understanding the ecosystem services in the project area. Mapping the supply as well as the use intensity and consumption of ecosystem services help to become aware of imbalances between supply and demand and help to develop appropriate tools to counteract them. Through their involvement, stakeholders became more aware about ecosystem services and the benefits they provide to society. From the point of view of cultural services, the participating stakeholders demonstrated to recognize the value of the territory as a source and a theatre of enjoyment. They also discerned the more tangible experiences such as sense of belonging or nature as a source of inspiration and awareness. With the tool, we were able to integrate the different knowledge types, perceptions and values into ecosystem services spatial assessments.

Tips for application
• Make sure to invite a broad variety of stakeholders to include different perspectives of users, suppliers as well as co-producers into the mapping.

• Invest time and effort in providing good understandable base maps.

PUBLIC PARTICIPATORY GIS

The tool is intended to enhance participation and active engagement of citizens in exploring peri-urban territories and to gather knowledge on these areas. The tool can be used in a preliminary phase to collect information from local professionals and users of the landscape, or in an advanced phase to gather opinions from citizens. Their insider knowledge on specific areas combined with geo-data can be very useful in later planning processes or in creating maps for other purposes. Involving the public ideally leads to more tolerance for the project and raises awareness for specific topics. Online Public Participation GIS (PPGIS) are online surveys for the collection of 'vague' and 'intangible' spatial data. Yet, PPGIS can be also developed offline by using more traditional printed surveys with photos and/or maps.

CITY OF TRENTO
We used the tool to gain additional information on pathways in peri-urban areas (see "Branding of landscape treasures"). After defining the questions and necessary data, we selected the tool called "ODK collect". This one is easy to download and install on every mobile device. Participants filled in information on points or pathways according to pre-cast survey questions and the tool gives immediate feedback to users by pinning the point on an online map. The collected data was send to an open platform, where maps were updated and the information was visible and accessible to all participants.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Research and education

Experience
Preliminary knowledge on territorial conditions or stakeholder constellations is not required. The activity should be promoted and adequately be spread among different stakeholder to ensure a large amount of participants. Proposing the "right" stakeholders to participate is an advantage. Some basic knowledge of ICT is required to set-up the survey and apply the tool. The tool can be used analogue, in case mobile coverage or user's digital skills are limited.

Tips for application
• Prepare a good base map that supports your survey. If you ask about green spaces, these should be clearly visible on the map.

• Do not overwhelm participants with too many questions. Set up the questionnaire with only a few, clear unambiguous and short questions.

• When data is gathered during an event, give a wrap up of the gathered data and feedback at the end of the event.

CITY OF MUNICH
PPGIS was used to collect data for a landscape treasure map (See "Branding of landscape treasures"), which was set up for the public. An online survey for the treasure hunt was established with the free software Map-Me ("Mapping Meanings"). As the tool is GIS-based, collected data can also be used for future spatial planning. We asked local citizens for their favourite green spaces. To mark the different spots or trails on a Google Map, participants used a digital 'spraycan', which does not enforce precise boundaries. The survey was open for two months and was promoted by posters, postcards and test runs on local market events.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	
Consultation	
Information	

Experience
We collected data on the public's favourite places and their reason for selection. A

weakness is the hdiversity of answers: some are verydetailed, others very general. The huge amount of geo-data with different categories of answers requires a good data management. Our final dataset provided more data, than we needed for the treasure map. We found the online survey an effective and positive way to engage citizens and address their needs. The tool attracts young people, but is easy enough to handle for elders. However, people were not always motivated to share their treasures. Stakeholders held conflicting objectives, such as recreation versus nature conservation. It is important is to discuss conflicts and to mediate between stakeholders to find consensus.

Tips for application
• To gain support for the final output inform and involve local NGOs in the design of the survey.

• Have a clear idea and aim of the participatory mapping, the evaluation process and of the final output to present clear information to the involved stakeholders and to the public.

• The more you promote it, the more participants you will get. Be present in the beginning, in the middle and at the end of the run-time of the survey.

• Postcards, handouts and posters with links to the online survey in public institutions can reach people who want to do the survey at home.

• Dedicate a good amount of time to the participation process and the follow-up work.

RESEARCH LAB AT PILOT SITE

Research on and planning of subjects or topics which concern specific user groups, can greatly benefit from direct interaction with representatives of such groups. Research labs are experimental events, which allow collecting in-depth information and experience, or testing assumptions or solutions in different research and planning phases. There are numerous possible entry points to experimental events and research labs, such as action research, participatory processes, or design thinking. Consequently, different principles and methodological frameworks may be used as a background for their design and implementation. The "experimental" character, furthermore, implies that single events may be designed using several methods and tools, which are not necessarily seen as related or commonly used together. Quite generally, the decisive factors may be the objectives and target groups that need to be reached, as well as the resources – e.g. time, human resources, knowledge of methods, experiences – available to the project team.

UIRS LJUBLJANA

The research lab was given the name DROP IN AT PODPEČ LAKE. The lake was one of the two local focus areas – both popular recreation sites in the Ljubljana Marsh Nature Park – for which behaviour mapping was performed (see "Behaviour mapping"). The aims of the research lab were to check the intensity of recreational pressure on the place during summer, to check the minimum space required for users' activities and to acquire information and opinions of visitors. The lab took place on one Saturday in June 2019 during the whole day. It consisted of several elements: a "spatial installation" representing the area presumably needed by individual visitors, a questionnaire, conversations with users, a map of the Nature Park area to mark other places used for recreational purposes, taking photos of the lake and shore area in 10-minute sequences, and photo documenting the event.

Aims			

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Interest groups
	Research and education

Experience

On the overall, the lab activities were very well received by actors: the municipality, visitors from nearby settlements and other users. During the day, there was a lot of positive feedback on the event. 150 questionnaires were filled in by the visitors, meaning that representative information could be obtained regarding e.g. where the visitors come from, transport means used, activities pursued, what they like about the lake. Additional information could be collected during conversations and other places of interest in the Nature Park area recorded on a map. A photo documentation of how the place "filled" and "emptied" in the course of the day is now available as well.

At the end of the lab's implementation day, the team members carrying out the event felt that this was a very enriching experience. It enabled a different perception of the place, its uses and the characteristics of users than provided by the other, "indirect" methods used in the previous steps of working on the topic. The intention was to organise the lab on a day with a high number of visitors, yet this is very much weather dependent. The choice of the implementation day was a risk factor as, for reasons of organisation, the decision had to be made a few days in advance. On the chosen day, the weather was partly cloudy in the morning and sunny in the afternoon and the number of users corresponded with these circumstances. Finally, if we were to redo the process, we would plan and implement it much earlier in the course of the project duration.

Tips for application

- Good preparation is everything! Clear aims, adequate methods, materials and tools, such as the installation and questionnaire, are the starting point. Then all organisational steps need to be carried out thoroughly. Whereas "improvising" may sometimes lead to interesting results, it should rather be an additional element than the main principle of operating.

- Creativity, innovation and openness is very important! Being too formal may create distance between the subject matter and the implementing team and is a poor starting point when it comes to activating target groups to participate.

- Enough resources should be available! This goes especially for time and human resources. In case of scarcity, good preparation as well as creativity, innovation and openness are jeopardised. Additionally, it is very good to be flexible and willing to put in some extra working hours, should all circumstances not play out as initially planned.

- The sooner the better! Labs and participatory events enabling close contact with target groups or users may change the perception of problems and issues and influence the steps planned in a project. There is for sure scope to use such tools already in the analytical phase and then in subsequent phases, if deemed necessary.

COOPERATION WITH SCHOOLS AND UNIVERSITIES

Cooperation with schools and universities can include student workshops, study projects, bachelor and master theses, summer schools, etc. The 'citizens of tomorrow' can explore the ecological and cultural features of peri-urban areas, provide innovative insights on specific topics, develop future scenarios or be involved in more detailed assessments. Involving students in landscape planning projects is ideally a mutually beneficial exchange. The students can receive valuable insights into practice, while schools and universities can support activities that are difficult to implement in everyday work. Students can work more freely beyond conventional methods and structures, or economic constraints. The outcomes of the student work can be included in planning processes and help to explore new possibilities, steer actions, or acquire innovative visualization techniques. Cooperation with students often motivates practitioners and joint projects, therefore, form a good opportunity to involve other actors.

CITY OF TRENTO
The City of Trento cooperated mainly with scholars from primary schools and high schools. Through guided visits in peri-urban parks, primary school children learned how to look at landscape and identify the natural and cultural features of the park. They made their own guide with the most important peri-urban characteristics, which were to be shared with other classes. Students from a high school designed site-specific landscape proposals to

enhance the quality of some peri-urban open spaces and pathways (see "School co-design). The Technical University of Munich (TUM) has been also involved in a workshop in Trento to design a green infrastructure concept for the northern part of the city.

Aims	
Level of participation	**Types of targeted stakeholder groups**
Control	Public stakeholders
Collaboration	Research and education
Consultation	
Information	

Experience
We offered the schools real testbeds for students to experiment and test their knowledge and skills. In turn, the municipality got useful ideas to develop further work. With limited resources, the collaboration with schools supported projects that normally cannot be carried out in daily practice. Results are, unfortunately, rarely directly usable or presentable. They may need textual and graphical redrafting to be presentable for the public.

Tips for application
- Next to the teachers, also involve and cooperate with external experts in education and didactic activities to enhance the results.

CITY OF MUNICH
The City of Munich involved the TUM in the workshop for the treasure map (see "Workshops for different stakeholders" and "Branding of landscape treasures"). Students provided an assessment of the pilot area and developed innovative ideas for better landscape management. In addition, several student projects and master theses assessed the Landscape Concept Munich North for the Heathland Association. A student from the Weihenstephan-Triesdorf University of Applied Sciences supported a public event of the Heathland Association, which attracted visitors and provided feedback for the bachelor thesis. Young students and professionals also supported the expo of experiences (see "Expo of Experiences") with new ideas during the Dachauer Moos conference.

Aims	
Level of participation	**Types of targeted stakeholder groups**
Control	Public stakeholders
Collaboration	Interest groups
Consultation	Research and education
Information	

Experience
The student project results were used in various local events. It was an opportunity to involve other stakeholders, and to enhance the participation of citizens and stakeholders. Presentation of student projects at the beginning of a stakeholder workshop (see "Workshops for different stakeholders") provided a perfect warm up. Stakeholders would start easier to give feedback on the work and exchange opinions between each other. For many, it was a great opportunity to get in touch with young people, which are usually relatively difficult to involve. Moreover, it provided a welcome change beyond the daily routine. Combining schedules of universities and public administrations or EU funded projects is, however, rather complex.

Tips for application
- Prepare and communicate well about organizational matters, such as schedules, as well as about objectives, aims and expected outputs.
- Presentations at important stages, a final event or possibly a small exhibition to present results to general public and practitioners, rewards students for their input.
- Set a clear vision about the outputs.
- Be sure to have all the support you need.

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NUDGING THE NEIGHBOURS

Within a city region, there are often actors working for the same goals, but with different resources, experiences, instruments, etc. Players with more capacities, like bigger administrations or well-funded foundations, can set impulses and give support. After having identified a field of activity, suitable instruments have to be identified and implemented to get things going. Instruments could be consultations, joint projects or workshops.

CITY OF MUNICH

In Munich, we supported neighbouring communities in improving their websites with regard to landscape as an important part of local identity.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Interest groups

Meeting with representatives of neighboring communities and associations.

Experience

It is an excellent networking opportunity on working level and an excellent instrument to raise awareness within administrations. The success of the tool depends on the willingness of partners. It turned out to be a well-functioning incentive to do something that was already desired, but never done as it was given little priority. In our case, the environmental experts of the municipalities are well aware that landscape and green themes are underrepresented on the municipal websites. However, in their daily business, they do not have the time or responsibility to change the websites. It helped that we took the time to review the websites and already came up with little recommendations. We also involved the PR or IT department as well as the environmental practitioners and worked together with both of them. The tool was in our case only successful, because our partners were very cooperative. You cannot know that in advance, but it is worth trying. In addition, the results may not be visible right away. Sometimes colleagues need to convince other departments or have to collect information first. The tool can be seen as a starting point for a process.

Tips for application

- Focus on the technical or working level, but ensure political backing
- Stay on equal footing with the weaker partners (in our case smaller municipalities)

DIALOGUE WITH LANDOWNERS

The Dialogue Talks serve to inform affected landowners about planning goals. In addition to information, the focus is also on finding synergies. The talks enable to build up trust for possible further cooperation between persons responsible for the project and the landowners. The Dialogue Talks are moderated and are usually led by the project leader accompanied by the most important stakeholders. Who actually takes part in the dialogues, depends on the main topics. The Dialogue Talks are arranged with only one landowner and not in groups. This allows specific topics to be discussed that only concern the respective landowner and seek synergies together. The talks take place when first concrete plans are available.

CITY OF VIENNA
In Vienna, the Dialogue Talks took place during the development of the Local Action Plan, a plan for implementation of the new regional park (see "Local Action Plan"). The goal of the dialogues was to find acceptance for planning goals and to be able to react to new ideas in the action plan.

Agriculturally used land in the regional park "DreiAnger".

Aims	

Level of participation	Types of targeted stakeholder groups
Control	Private stakeholders
Collaboration	
Consultation	
Information	

Experience
The talks were an appropriate framework to establish initial contact with landowners. They allowed discussions in person about the stakeholder's concerns and formed the base to derive further steps. At the same time, the talks allowed the stakeholders to get to know the people who are responsible for the project and who are available to them as contact persons. It is important to see the conversations as a possibility to get in touch with landowners. Not every Dialogue Talk will contribute to the implementation of the planning goals, but they help to build trust and in the best-case scenario to find a good basis for further talks.

Tips for application
- Every dialogue conversation is different. Make the goal of the conversation clear right from the start, and at the end stick to points you have agreed on.
- Although there are currently no synergies, suggest to important landowners to meet at regular intervals (for example, once a year) in order to respond to new circumstances and explore new opportunities.
- Write a report of the outcome of the dialogue and the points on which you have agreed and send the minutes to all participants. The written notes allow to build on agreements and are a good basis for further discussions.

JOINT FIELD TRIPS

Field trips contribute to the planning process and facilitate the exchange of knowledge. They build trust between stakeholders, for instance between members of a project steering group (see "Steering Group"), In addition, they help to gain informal information and create awareness of challenges between stakeholders, which is important especially for longer cooperating units. Field Trips are especially suitable at the beginning of a planning process. Possible are also to make joint visits to implemented measures as a kind of 'common monitoring'.

CITY OF VIENNA

In Vienna, field trips were organized by steering group members with a very good knowledge of the project area and its history. The mix of political leaders and members of the administration allowed getting insight into different perspectives.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	

Experience

The tool is a cost-effective confidence-building measure, which is easy to initiate. The success of this format depends closely on the attitude of the participants, whether they want to spend time for this kind of informal exchange or not. In Vienna, field trips took place at the beginning and at the end of the local pilot project. At the beginning, they were very important to get to know each other as a basis for many years of cooperation, but also to get to know details of the project area. At the end, we used the format "field trip" to look together at the already implemented measures.

Tips for application

• Try to offer excursions on foot and by bike to make field trips attractive for people with different preferences.

CITY OF MUNICH

In Munich, we went for a walk along the Würm river with nature conservationists and nature users (e.g. cyclists, dog walkers). This walk did not have a fixed content related goal, besides raising awareness on the landscape issue. It was an informal socializing event to get to know each other and to build trust. Intense discussions on crucial and controversial issues came by themselves.

Field trip with steering group members.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Public stakeholders
Collaboration	Interest groups
Consultation	
Information	

Experience

An informal get together, like a joint walk in the pilot area, is a good way to bring together multiple stakeholders, to gain their interest, and build trust between each other. It helps to gain a more tangible impression of an issue, and generates input from different perspectives without having an official work meeting character. This way of getting together is cost-effective and easy to initiate. Due to a joint activity "on neutral grounds", people are more open-minded, and it tends to create more common ground for discussions. The setting is informal, interactive, creative, and broadens the mind. The success depends on the attitude of the participants, whether they want to spend time for this kind of informal exchange. The number of involved people might stay small compared to the effort taken to organize it. However, as said above, the actual costs are low.

Tips for application

• Try to reach a mix of politicians, people from the administration and other stakeholders, to combine different expertise.
• Participants must get a feeling of doing something worthwhile – make it important to be part of it.
• Invite all important parties.

IDEAS WORKSHOP

The focus of the two days Ideas Workshop is to listen, and to develop ideas and solutions to identified problems of a project area. 1500 people from the surrounding of the planning area, randomly selected from the population register, are invited by letter to the Ideas Workshop. The participants themselves decide which topics are important and in what depth they will be discussed. Normally, about 15 out of 1,500 people actually sign up for the event, which corresponds to an optimal group size. To collect a variety of opinions different age categories are determined for the random selection and an equal percentage of women and men is selected. Participants should get the opportunity to present their ideas and joint statements, developed in these two days at a later event. Such an event can be a stakeholder conference, where citizens and stakeholders can exchange and get to know different perspectives.

CITY OF VIENNA

In the case of Vienna, many ideas of the citizens, who took part in the Ideas Workshop, were integrated into the Landscape Plan (see also "Landscape Plan") and the Local Action Plan (see "Local Action Plan") and are meanwhile partially implemented. The venue of the Ideas Workshop in Vienna was a small organic farm near the pilot area. In a Green Space Conference (see also „Green Space Conference"), the citizens of the Ideas Workshop had the possibility to present their developed ideas and joint statements to an expert audience. The citizens of the Workshop were also invited to the presentation of the finished Landscape Plan, where they had the possibility to see how their ideas were implemented in the plan.

Aims		

| Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	
Consultation	
Information	

Experience

By applying the tool, you have the possibility to reach people, who are really interested in the topic and are willing to spend time on the topic. The random selection and the fixed parameters allow to capture a range of opinions and needs and to benefit from good local knowledge. In our case, the participant group had an optimal size. If there are more than 20 persons, it becomes difficult to build mutual trust and to work efficiently.

Tips for application

- As a sign of appreciation and importance, political leaders can sign the invitation letter to the citizens.
- Make sure that a representative or project manager welcomes the participants of the Ideas Workshop. Afterwards the participants are left alone with the moderators to exchange informally and develop ideas without inhibitions.
- Try to find an authentic and comfortable venue in your planning area, if possible with an outside area for during the breaks.
- When planning the Ideas Workshop, consider the legal framework for using personal data.
- If possible, try to invite the citizens, who participated in the Ideas Workshop, to follow-up project events, so that they can see in which way their ideas were implemented and how the project is proceeding.
- Do not specify any fixed topics that citizens have to discuss in the Ideas Workshop. The citizens decide what exactly will be discussed in the group.
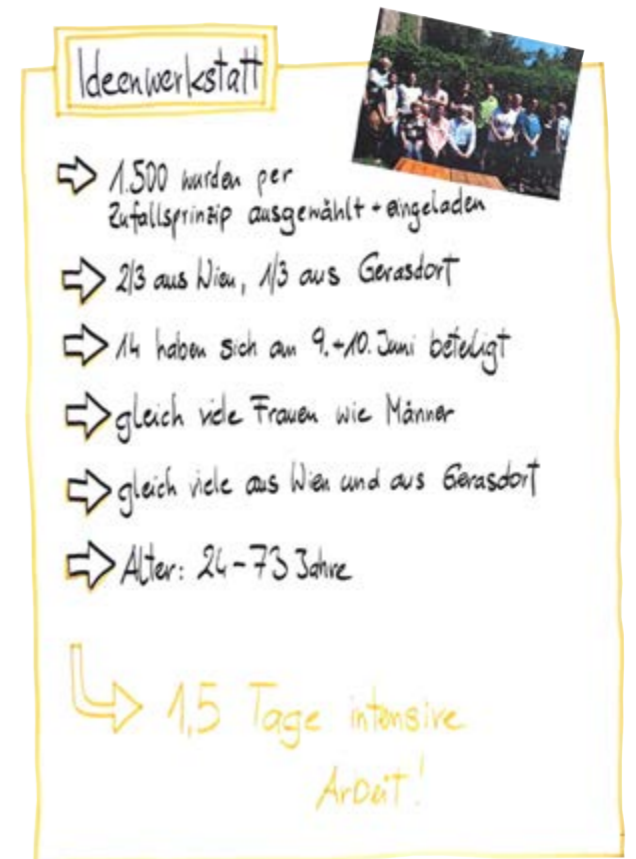
Brainstorming flipchart of the ideas workshop in Vienna.

PRESENTATION OF STAKEHOLDERS PERSPECTIVES

Offering a platform for citizens and interest groups to have their say in the presence of high level political and media representatives is a good way "to stay with two feet on the ground" when talking about landscape development. Stakeholder are often only able to present their interests in highly controversial planning processes or difficult implementation work.
To give them a platform on a conference, you provide time and space for often unheard interests. It is important and sometimes eye opening to hear what is actually happing in every day lives, while decision makers and experts often discuss on a more abstract level. Give different stakeholders the chance to make their statement can sometimes even enforces response by decision makers and help them remembering who they make decisions for.

CITY OF MUNICH

The conference "Dachauer Moos" on inter-municipal landscape development started with statements about the qualities and meanings of the landscape from different perspectives. This was done even before the politicians made their statements.

Local farmer presents his perspective at the landscape conference close to Munich.

Aims	

Level of participation	Types of targeted stakeholder groups
Control	Citizens
	Political stakeholders
Collaboration	Public stakeholders
	Interest groups
Consultation	Private stakeholders
Information	

Experience
Also changing the schedule and let the people talk before the politicians was a clear statement and plays in a nice way with priorities. We got really good press coverage and enforced communication, even if the results are not really tangible right away. In our case, it became a highly staged activity with positive resonance.

Tips for application
- You should prepare it well, to make sure it remains productive and does not become a stage for just complaining.
- Good public relations work is very important
- It helps to have important persons taking part, such as ministers and mayors.
- Stick to realistic goals and think about a suitable follow up.
- Make sure you do not let emotions rise.

DIALOGUE WITH STAKEHOLDER GROUPS

These dialogues refer to communication with representatives of a stakeholder group at the beginning of a planning process. Next to informing about the project, the goal of the dialogue is to find out what points are important for the individual groups and what form of collaboration in the planning process they can imagine. The dialogues are an informal tool, which allow first contact with specific stakeholder groups. It allows capturing concerns of the stakeholder quickly through personal contact. The tool is used at the start of a planning process, which helps considering solutions from an early stage. Further involvement of a group is necessary discuss topics more deeply and to find concrete solutions.

CITY OF VIENNA

In Vienna, dialogues with stakeholder groups took part once with representatives of farmers and once with representatives of hunters at the beginning of the planning process.

Different stakeholders with various demands on landscape in Vienna.

Aims	

Level of participation	Types of targeted stakeholder groups
Control	Interest groups
Collaboration	
Consultation	
Information	

Experience
In Vienna, the conversation with the farmers revealed that there was a great need to involve the Chamber of Agriculture actively in the concrete planning process. The dialogue was the trigger to integrate the Chamber of Agriculture into the Project Steering Group. The conversation also made it clear that solutions must be developed to minimize the conflict between recreational use, and farming and hunting.

Further discussions took place with both the Chamber of Agriculture and hunters' representatives during the project. The discussions led to the decision to launch an awareness campaign bringing together the interests of agriculture and hunters with the interests of those people seeking recreation.

Tips for application
- You may encounter rejection. Take a moderator / mediator to solve difficult situations.

- Indicate clearly the points you want to discuss in the further process and for which points solutions are needed.
- Offer further cooperation in the planning process from your side.
- Involvement of stakeholder groups may not be limited to one conversation. Be aware that a one-time involvement of groups of stakeholders is not enough to take concerns seriously and can even be counterproductive for a process.

WORKSHOPS WITH DIFFERENT STAKEHOLDERS

Working together across sectorial and administrative boundaries is crucial for the success of landscape and GI projects. Numerous conceptualizations and formats of workshops, social innovation labs, etc. exists. Each one emphasizes different characteristics. Typically, workshops are facilitated processes using specific methods and tools to enable discussion and collaboration, as well as development, prototyping and experimenting solutions. They may be either long(er) term, for example you could set up student projects, as some sort of long-term monitoring (see "Collaboration with schools and universities"). They can also be short-term with one specific, self-contained, short-term research question. The tool can be used for refining analysis and problem framing, but also solution seeking. By including a wide range of actors and perspectives, and especially young people, you avoid one-sided visions and make new points of views possible.

Local stakeholders reviews workshop results.

CITY OF MUNICH
In Munich, one workshop was held to establish inter-municipal cooperation to develop a landscape related pathway strategy on working level. To do so, we only invited administration officers from other municipalities and no politicians. Another one, we used to refine our landscape treasure map by getting it approved by both nature users and conservationists.

Aims	
Level of participation	**Types of targeted stakeholder groups**
Control	Public stakeholders
Collaboration	Interest groups
Consultation	Research and education
Information	

Experience
We found that the success of a workshop depends on different parameters and most of all on its scope. The setting, the participants, their interests, knowledge and power should match the intended outcome of the workshop. The tool also helped us to build trust. Content related points can be steered by choosing the right participants, formats and setting. Nevertheless, there is also a personal level to it: participants get to know each other and their interests and ideas; this might support further cooperation. In this sense, the tool helped to form networks. In this context, it was very useful to organize

some kind of warm up meeting before the actual workshops to make all participating groups get to know each other and to have a more collaborative atmosphere (see "Joint field trips"). In addition, we got comprehensive input from different perspectives.

Tips for application
- You should have a clear idea of the scope and the intended outcome.
- Reserve time for informal interaction between participants.

SIR SALZBURG
To involve relevant stakeholders in the project, we held three forum events. Actors were invited to these forum events based on the forum's topic. For example, at our first forum event the topic of compensation area management was discussed. For this purpose, we invited all farmers' representatives, representatives of the Chamber of Agriculture, mayors, and departments of the Province of Salzburg e.g. nature conservation, and regional planning. At the same time, we also presented the pilot project to the participants to make them familiar to the topic. Various moderation methods were used to make it possible for the participants to become actively involved.

Aims	
Level of participation	**Types of targeted stakeholder groups**
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	

Experience
We found this tool helpful to achieve a certain degree of awareness among participants on topics of nature conservation and landscape management. Moreover, it helped to reach a broad consensus for implementation measures. In particular, the integration of different actors at the right time and the reflection on the results brought broad acceptance among the participants.

Tips for application
- The events should take place in a neutral area
- Make sure that the events are well moderated.

LOCAL HIGH LEVEL POLITICAL CONFERENCE

To move things forward, it is important to bring together different stakeholders to find common ground and to pledge to common goals. In addition, political support from decision makers, from different governance levels can be helpful to increase impact and importance (see "Involvement of high-level actors"). Such a conference could function as a good kick-off or milestone for complex landscape development projects.

CITY OF MUNICH
In Munich, as a first step, the conference provided the frame to bring together stakeholders, citizens and politicians to agree on the need for measures to go ahead with inter-municipal landscape and GI development in the "Dachauer Moos" area. Our main aim was to bring this landscape back on the radar. To encourage more engagement, we first wanted all the involved mayors to sign a "declaration of commitment" for a common landscape development strategy. We also wanted to inform about different landscape development strategies, to bring together involved people and decision makers, and to set a starting point for further concrete activities in the area.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders Interest groups
Information	Private stakeholders

Experience
The conference was outstanding because of its special design. We combined the tools "presentation of stakeholder perspectives", "involvement of high-level actors" and "expo of experiences" (see "Presentation of stakeholder perspectives", "Involvement of high-level actors" and "Expo of experiences"). We even linked our conference with a scientific session, due to cooperation with the Bavarian ministry of environment and their 10 years anniversary of climate protection. This combination made it possible for us to reach a huge number of interested and involved people. We encouraged an exchange of different political levels, different stakeholders, research and practitioners that barely happens in other meetings. It is therefore a good chance to address problems and challenges. The particular setting in a high-class environment with interesting and important people, good food, and an appealing framing program with a photo exhibition and live music helped us to motivate invited people to participate. The format resulted in good memories and led to good press coverage. A conference with different sessions combined can reach a large number of stakeholders. It helps to have one or more important people taking part, such as ministers and mayors.

The Bavarian state minister for environment and consumer protection Dr. Marcel Huber gives a speech.

The format is appropriate at the beginning of planning processes, in order to be able to find solutions for the mentioned problems and challenges within the planning and implementation process. It is not suitable to discuss topics in depth, but a good kick off for further meetings and exchange. Thus, the results are not really tangible right away.

Tips for application
- Do a stakeholder analysis (see "Stakeholder analysis") before – Who needs to be involved? Who is important?
- Big events need to be well prepared! It is easier in cooperation with partners.
- Public relations work is crucial to reach out – think of a catchy slogan, a nice layout, etc.
- Invite key stakeholders to an impulse interview at the beginning of the event to capture perspectives from different points of view.
- Try to find a well-fitting venue in your planning area. An on-site event allows people who do not know the planning area well to get to know new interesting places.
- Do not forget the details: Who is going to facilitate? Do we need technical devices?
- Summarize the results, especially remarks from smaller rounds, and send minutes of the event to all participants. With the minutes you have a good basis for in-depth discussions with single stakeholders to find solutions for mentioned problems.
- Keep to realistic goals and think about a suitable follow up.

GREEN SPACE CONFERENCE

This moderated half-day event for stakeholders is a tool to inform about a project, to get an overview of different concerns regarding a project, and to gather ideas and discuss problems. In this sense, the event allows quick feedback on initial rough planning considerations by a larger auditorium. Important themes are discussed at small theme tables, which are supervised by members of a Project Steering Group (see also "Steering Group"). The members of the Steering Group lead the discussion and summarize the results for all participants. If there was an Ideas Workshop before (see "Ideas Workshop"), the Green Space Conference is the right place, where citizens can present their jointly developed ideas and statements. The format is appropriate at the beginning of planning processes, to be able to find solutions for the problems and challenges mentioned in the Conference.

CITY OF VIENNA

In Vienna, the Green Space Conference started with several interviews with individual stakeholders, like farmers and politicians. This allowed participants to get a good overview of the different interests of relevant stakeholders. In the case of Vienna, the Conference was also used as a "stage" for citizens participating in the Ideas Workshop to present their needs and ideas.

The results of the Green Space Conference were summarized in particular, the remarks from the small table rounds, and were sent as minutes of the event to all participants. The minutes provided a good basis for further in-depth discussions with single stakeholders to find solutions for mentioned problems.

Aims	

Level of participation	Types of targeted stakeholder groups
Control	Citizens
	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
	Private stakeholders
Information	Research and education

Discussion of stakeholders and citizens during the Green Space Conference in Gerasdorf

Experience

The Green Space Conference supported the planning process. By using the tool, we were able to reach a large number of stakeholders. The tool allows a broad discussion and facilitates the exchange between different stakeholders. The conference gave a good overview about different stakeholder interests and needs; however, it is not a tool to discuss topics into depth. It is also a place where problems may be addressed for a first time.

Tips for application

- Be aware that some of the Green Space Conference participants probably do not know much about the project or maybe have wrong information about the project. Try to prepare your information accordingly.

- Before organizing a Green Space Conference, do a stakeholder analysis to know who should not miss the event.

- Try to find a venue in your planning area. An on-site event allows people who do not know the planning area so well to get to know new interesting places.

- Note that the Green Space Conference does not serve to present concrete planning considerations, but serves to capture different perspectives.

- The Green Space Conference is an essential step in the planning process, but can never replace smaller discussion rounds with single stakeholders.

EXPO OF EXPERIENCES

To learn from good examples, it is often helpful to talk directly to people. However, conferences are often held in auditoriums that do not provide a suitable setting for that kind of interaction. The Expo of experiences is organized like a market place (or a trade fair). Representatives of concrete projects or organisations have individual stands, where they present their topics to inform and inspire guests.

CITY OF MUNICH

In Munich, we employed this tool in the framework of the local high-level political conference (see "local high-level political conference") on peri-urban GI development. It was not only a format to exchange information and experiences, but also helped to ground the conference on a more realistic context.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	Private stakeholders

A marketplace to exhibit results and experiences in Munich.

Experience

Good examples from other regions might help to support discussions about landscape development in intercommunal cooperation. The many positive examples presented at the Expo of Experiences showed that a common landscape development can be achieved in different ways. This format was not only motivating for participants, but also allowed every participant to get individual input. A presentation of successful projects and organizations requires preparation. It takes time to (re)search for good examples, to contact and motivate colleagues to participate.

We experienced that most colleagues were willing to present their projects; almost like they were waiting to put their project in the spotlight. Without the standard conference format with talks and presentations, the audience seemed to loosen up. They could poke around the market and learn about other projects, concrete examples, and discuss daily challenges with the directly involved people. We opened the expo with a professional facilitator and a three-minute "flashlight" presentation per stand or person. The format was generally much more tangible than presentations in an auditorium.

Tips for application
- Look for good practise examples that relate to your subject, but are also innovative enough to surprise the audience.
- Make sure there is enough room for the stands, the equipment and the personnel to present projects well.
- You should think of a guide or program for the audience. This gives visitors overview and structure with which they can visit the event more purposeful.
- Make sure the acoustics are good.

This is how we do it tools >> plan, planning and implementation tools

>> This is how we do it tools <<

LANDSCAPE PLAN

The Landscape Plan contains technical expertise and balances different ideas from citizens as well as important stakeholders. The plan sets goals for land use and defines areas that are to be maintained or developed for recreational use, nature conservation or agricultural and forestry use. The importance of the Landscape Plan lies in its collaborative elaboration process that leads to a common vision among various stakeholders. In addition to a basic analysis regarding the planning area, the Landscape Plan primarily sets spatial goals. For every thematic field, such as accessibility of an area, leisure and recreation, or agriculture, guiding principles are developed. The guiding principles enable orientation and help to develop concrete measures in line with major goals.

CITY OF VIENNA

In Vienna, the planning process was characterised by an intense participatory and communication process, including a broad diversity of stakeholders. To capture various needs and ideas, various formats to involve stakeholders and citizens were provided (see "Dialogues with Stakeholder Groups", "Ideas Workshop", "Green Space Conference"). The already intense collaboration was complemented with on-site actions, such as joint Field Trips (see also "Field Trips").

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Political stakeholders
Consultation	Public stakeholders
Information	Interest groups

Experience

For the landscape plan and the professional setting of the different communication formats, a landscape planer and an office for communication strategy were assigned. Based on the collaborative approach, there is a wide acceptance among persons responsible for the implementation and even among affected persons, like farmers. The citizens of the Ideas Workshop were invited to a Steering Group Meeting where the Landscape Plan was presented and they had the possibility to talk to the members of the Steering Group in a relaxed atmosphere.

View on the landscape of the regional park "DreiAnger".

Tips for application

- Present the finished Landscape Plan to the citizens who have worked as an 'idea donors' (see "Ideas Workshop").
- Complete the Landscape Plan with a Local Action Plan. The Local Action Plan outlines steps and actions for implementation and deals with awareness-building measures among other things (see "Local Action Plan").
- Put the finished plan on the Internet to create transparency regarding the planning goals. This also allows citizens to get more information about the project.
- If possible, make sure that the final Landscape Plan is accepted by political bodies. This gives the Landscape Plan a different significance and allows it to be used for further detailed planning.
- Do not try to work out the plan only at the expert level. The acceptance of the Landscape Plan depends on the intensive involvement of stakeholders and citizens.

THEMATIC GREEN INFRASTRUCTURE CONCEPT

The thematic green infrastructure concept is a planning tool, aiming to provide key green infrastructure (GI) elements and their interconnectivity to enable and support the chosen focus of development. The tool is intended for use in situations with large green areas where specific GI functions need to be placed, such as suburban and landscape areas, where it is not easy to determine the individual elements of green infrastructure, due to the general presence of large green and open spaces, and diverse nature protection regimes.

The thematic GI concept provides a comprehensive and connected design of GI that supports specific functions. Nevertheless, most of these areas are multifunctional providing not only room for the specific functions, but also for others like local/ urban food production, ecotourism, sustainable run-off water management, urban resilience for climate change, and urban biodiversity.
The approach is based on established spatial planning methodologies, especially those related to urban green system planning. The GI concept defines not only land use of green space areas but also multifunctional areas with specific green space characteristics and defined ways (regimes) of use, accessibility and management. The GI concept can be developed by landscape architects, based on spatial analysis, relevant GIS data, municipal planning documents, and expert knowledge.

UIRS LJUBLJANA

The thematic GI concept for recreation takes aim at creating a network design within the Ljubljana Marsh Nature Park of corridors, multifunctional areas and facilities for recreational and leisure time outdoor activities. As such, the proposed GI concept provides a "whole picture" to achieve a coherent and sustainable development of recreation and quality of life for the whole area on a sub-regional level, that is otherwise divided between seven municipalities (in terms of space, planning and administrative responsibility). It also interlinks different levels and sectors of planning for recreation and quality of life.

The concept can be used as an expert-based source of relevant information and planning proposals for different GI related topics, to be incorporated into municipal spatial plans and development within certain area. Therefore, the concept helps to recognise and interlink the landscape development potentials and create multifunctional synergies shared by the different administrative units and municipalities and thus improves the overall function of the area.

Citizens pointing out places they visit in the Ljubljana Marsh area and its hinterland

Aims		

Level of participation	Types of targeted stakeholder groups
Control	Citizens
	Political stakeholders
Collaboration	Public stakeholders
	Interest groups
Consultation	Research and education
Information	

Experience

We set up the GI concept development as an inclusive process considering different stakeholder groups and levels. This was important for attaining all relevant and (spatially) accurate information, yet also supported the acceptance of the GI concept and thus its implementation. Throughout the process, supervision and leading of the planning process is required. It is not merely an elaboration of information gathered from participating public; this information should be validated by experts and included to enhance the expert-based knowledge. We realised that bypassing administrative boundaries and defining the responsibilities for the implementation through formal procedures can be a challenge.

Tips for application

- You should include all relevant stakeholders in the planning process to achieve overall agreement and adoption of the results; to assure "the feeling that the solution belongs to all of us, and it's not a top down handed one".
- You should consider relevant spatial planning and sectoral legislation, as well as formal procedures as the results eventually should be adopted by spatial planning procedures on the local level and be presented in legal documents.

GUIDELINES FOR LANDSCAPE AND BIODIVERSITY

The aim is to improve the quality of real estate development or urban renewal projects through qualitative requirements on landscape and biodiversity. Therefore, "compatibility" documents are developed, so-called landscape and biodiversity guideline books. These guideline books explain how a project can be built with respect to the geographical, cultural and ecological context. They include guidelines and planning principles to steer projects in their choices regarding location, building organisation, green spaces, type of fence, parking, etc. Each new development or urban renewal project should consider these guidelines, and provide a project proposal respecting the philosophy if the guideline book.

GRENOBLE-ALPS METROPOLIS

Grenoble-Alps Metropolis has just designed its first Land Use Metropolitan Plan (PLUi), which will be enforced at the end of 2019. The PLUi defines general and detailed policy directions regarding build-up areas, agriculture lands and forest, protection of natural areas and ecological corridors. To support PLUi implementation, Grenoble-Alps Metropolis developed thematic guideline books (named OAP), among other strategic topics, for landscape and biodiversity. The OAP "Landscape and biodiversity" is composed of seven landscape notebooks for seven characteristic landscapes in the metropolitan area. These notebooks are publicly available to all: developers, instructors, elected officials, experts, architects, urban planners, and individuals:
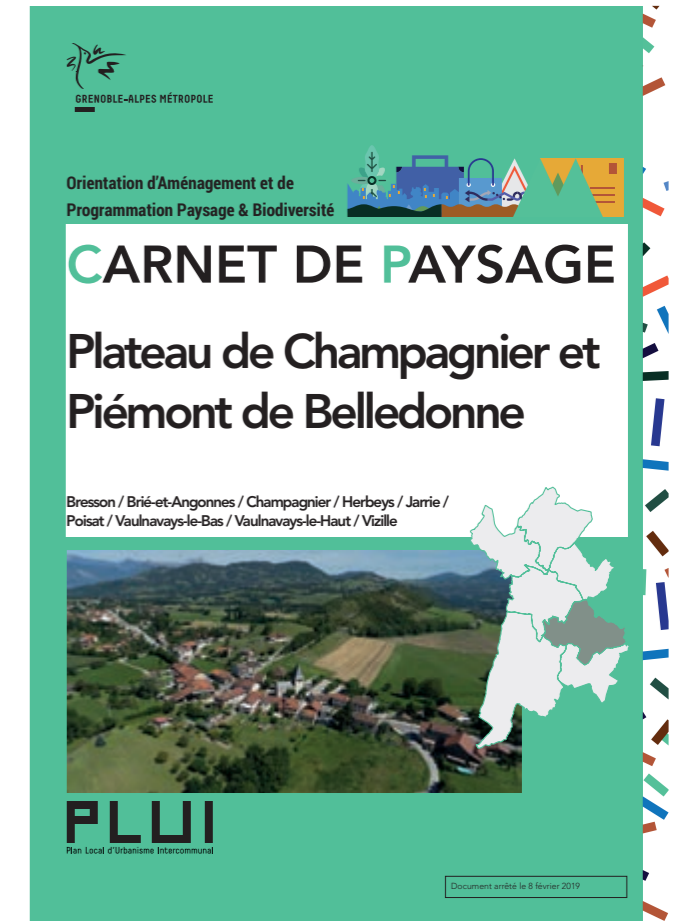https://www.lametro.fr/646-les-documents-du-plui.htm

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
	Political stakeholders
Collaboration	Public stakeholders
	Interest groups
Consultation	Private stakeholders
Information	

Experience

This tool is ambitious in bringing landscape and biodiversity back at the heart of the urban development and territorial planning. Yet, the OAP guideline notebooks should not be seen as a manual that needs to follow by the letter. The content needs to be implemented in a flexible and smart way, so that through the compatibility" requirements the overall quality of urban development will increase. This requires good communication as well as support, training and assessment of the implementation of the OAP.

Tips for application

- Make communicative documents, which summarize the philosophy and guidelines, and explain in an easy and understandable way the requirements.
- Involve citizens (e.g. through participatory approaches or surveys) and elected representatives to ensure a strong support for the implementation
- Do not focus too much on tradition, and try to find a balance between traditional views and more innovative visions of landscape.

Orientation d'Aménagement et de Programmation Paysage & Biodiversité

CARNET DE PAYSAGE

Plateau de Champagnier et Piémont de Belledonne

Bresson / Brié-et-Angonnes / Champagnier / Herbeys / Jarrie / Poisat / Vaulnavays-le-Bas / Vaulnavays-le-Haut / Vizille

PLUI
Plan Local d'Urbanisme Intercommunal

Document arrêté le 8 février 2019

Cover page of the publication in Grenoble.

LOCAL ACTION PLAN

The local action plan is an action guide for the implementation of planning objectives. It contains ideas-measures that refer to objectives of a landscape plan. In this sense, the local action plan deepens and complements a previous Landscape Plan (see "Landscape Plan"). The local action plan contributes to concretize planning ideas with regard to the fields of governance, marketing, public relations, awareness raising, land management and spatial planning as well as recreational infrastructure. The action plan is intended to be a guideline for the administration, but at the same time intends to engage potential cooperation partners and citizens in the goals. The local action plan is a living document that is elaborated with support of professionals in the field of communication and with experience regarding landscape planning topics. To cover all topics, it is important to develop actions along objectives that need to be defined beforehand.

CITY OF VIENNA

In Vienna, the local action plan is a collection of ideas-measures for the realization of a new regional park with a strong focus on awareness-raising measures. The plan gradually emerged in collaboration with a steering group (see "Steering group") that gave input for the local action plan. Many ideas also derived from citizens (see also "Ideas workshop"). The work on the local action plan was facilitated by professionals. They moderated the elaboration process and collected the ideas-measures in the local action plan. To illustrate the many good ideas from citizens, these ideas are marked in the plan with a symbol.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
	Private stakeholders
Information	Research and education

Experience

From the start, the landscape plan and the action plan were intended to be closely linked. In this sense, our action plan has grown slowly over the entire project duration.
The measures are not formulated in detail, so that the users can adapt them by their own concrete ideas and possibilities.

With space for new ideas, the action plan also wants to encourage potential cooperation partners and citizens to take an active role in the realisation of the regional park.

Tips for application
- Get support from professionals to develop the local action plan and look for a good moderation for the different communication formats to get better input for your local action plan.
- Try to implement some measures parallel to the work on the local action plan. Decide on first impulse measures. These are measures, which can be implemented easily and without much resistance. Form implementation teams of members of the steering group who work on these impulse measures. Impulse measures are a clear signal for citizens that planning goals are taken seriously. At the same time, successes at the beginning increase motivation for working on more complex issues.
- Try to avoid developing the local action plan only with persons from planning departments. Make sure that many people responsible for the implementation are integrated into the process to find acceptance for the developed measures.

Cover page of the publication about the regional park.

URBAN COMMONS' COLLABORATION AGREEMENT

To enhance the participation of citizens and local associations in the management and improvement of open and green spaces in the city, a collaboration agreement can be made with local NGOs, schools, or citizens. The agreement is a structured framework to involve and connect citizens and local administration. Such a framework helps to involve and enhance participation of local stakeholders on a more structured basis and helps to clarify from the beginning duties, responsibilities, and expected results. Yet, the agreement is sufficiently adaptable to be applied to very different initiatives. This allows the municipality to avoid the development of different agreements or specific documents every time. Within the framework of this agreement, many different activities can be implemented. This set-up promotes a smoother implementation of results in the daily planning processes of the municipality.

CITY OF TRENTO

Until now, the collaboration agreement has been mostly used for improvement projects on or management of small public spaces and green areas. Within "LOS_DAMA!", the municipality experimented with the agreement to use it for re-designing abandoned plots and pathways. For instance, the agreement was applied to facilitate the participation of school classes in a design workshop, and to develop an educational project for the enhancement of vegetable gardens and public green.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Citizens
Collaboration	Public stakeholders Interest groups
Consultation	Research and education
Information	

Experience

The tool has been recently introduced. Therefore, the number of experiences is still not high and is often limited to daily maintenance agreements or small improvement projects. The municipality still lacks experience using this tool in other type of projects. The agreement provides a defined framework, which makes it easier for the municipality to involve citizens as well as to implement proposals, as outputs are made clear from the start for citizens as well as the municipality. This means more clarity for all involved stakeholders and helps to overcome administrative barriers that usually slow down design processes. This is also due to the dedicated 'urban commons department' that cooperates with the best-suited departments for each agreement. Every initiative supported by such a collaboration agreement is 'advertised' and mapped on specific webpages and documents. This enhances citizens' and associations' feeling to be part of a wider process, which in turn enhances their willingness

Primary school kids join a field trip about landscape in Trento.

to make the extra effort and actively take part in the project. The recognisability of the initiative also helps to build local networks of committed people.

Tips for application
- You should not underestimate the necessary management work and the importance of communication;
- Improve communication strategies to raise the number of participants;
- Prior to the start of the agreement ensure that every involved actor and stakeholder is aware of his/her duties and make sure other citizens are aware that people joining this agreement are strongly supported by the municipality;
- Be precise in communicating the contents of the agreement;
- Have a clear vision and idea of the final output of the agreement;
- Make sure that participants have the capacities to support the project after the agreement is signed;
- Do not involve an excessive variety of target groups;
- Make clear arrangements with the other public departments.

We have support tools >> process-supporting tools

>> We have support tools <<

STEERING GROUP

The steering group consists of representatives from politics, administration and other important interest groups and is at the centre of the planning and implementation process. They work together on contents and makes decisions together, which leads to transparency in the decision-making process. From the onset, there should be a willingness to cooperate. It is important that persons responsible for the implementation are part of the steering group. This helps to think and find acceptance about the implementation steps early in the planning process. In this way, initial measures can be implemented quickly. The steering group meets regularly, approximately every three months, and accompanies the entire process from planning to the development of concrete implementation steps.

The meetings of the steering group are moderated in order to work effectively. The ideas and to-dos are collected on a flipchart and sent as minutes to all members. Project coordination is responsible for the administration of the steering group. In addition to the activities already described, the Project Coordination Office is the contact person for all matters and other appointments between meetings. This activity also includes all administrative activities such as the coordination of deadlines or the transmission of information. The Project Coordination Office may consist of members of the administration or an agency that has been assigned.

CITY OF VIENNA
In Vienna, the steering group was essential to work out the contents of the regional park Landscape Plan and Local Action Plan. The Steering Group consisted of members of politicians, administration and local stakeholders, like the Chamber of Agriculture.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	

Experience
In Vienna, we had a professional to moderate the steering group meetings. To deepen the work on individual topics, we formed implementation teams of Steering Group members with the aim to implement first measures already parallel to the planning process. At next Steering Group Meeting would then start with a review of the achievements and impulse actions of the implementation teams. One impulse measure had been the Name searching for the regional park (see „Name searching"). It is very important to have people in the Steering Group who want and can push the project and are allowed to make decisions.

The involvement of stakeholders, who are essential for implementation, allows a direct interface of the planning process to implementation, which is very important for the continuity of a project.

Tips for application
- At the beginning of the Steering Group's work agree on rules that the Steering Group members follow.
- For a good setting, take a professional to moderate the meetings.
- Make sure that the sessions are enjoyable, so people like to take their time throughout the project.
- To get a better overview of institutions represented in the Steering Group, but also to create mutual trust, try to hold Steering Group Meetings at locations of the different members.
- The staffing of the steering group should also show a high degree of continuity in order to enable effective work but also to facilitate trust building between group members.

SIR SALZBURG
In Salzburg, the steering group was gradually set up to ensure a sustainable approach to a complex issue. In the end, the group reflected all relevant areas of expertise.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	

Experience
We noticed that a steering group allows networking among different actors on different levels. The advantage is that ideas are being developed and carried together. Lack of knowledge on internal processes in departments can block processes. Steering group members representing their departments may turn out not to represent the opinion of the department.

Tips for application
- Sensitisation talks before meetings with each individual member of the steering group could help to steer away from fundamental discussions.

DECLARATION OF COMMITMENT

When it comes to implementing real measures, it is advisable and helpful to have something tangible to refer to and to remind decision-makers of commitments they made, for example during a conference. This could be an agreed and signed document: a declaration of commitment. This document can contain vague or concrete goals on the common landscape development, depending on the willingness of participants. This needs to be developed together in an ongoing process of exchange.

CITY OF MUNICH

In Munich, we prepared a document to be signed in the framework of a conference to agree on further steps for local inter-municipal GI development in the "Dachauer Moos" area. It contained a section acknowledging the importance of the green infrastructure and a set of pre-coordinated landscape development measures.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	

Experience

We were successful with our LOS_DAMA! Memorandum of Understanding; the founding document of the Alpine Cities and Metropolitan Authorities Network. Within 1.5 years, we got twelve cities and city regions to join.
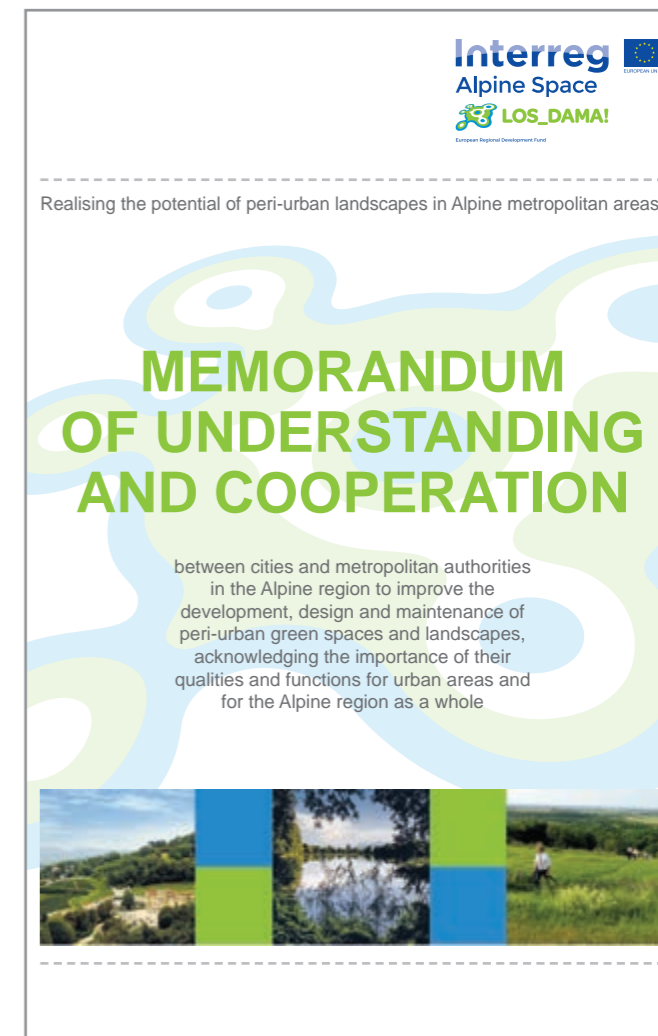
More of a mixed blessing, but very instructive was a local agreement on joint landscape development that we tried to get signed by the mayors of the represented municipalities in the intermunicipal association "Dachauer Moos". In this case, we may have undervalued the scepticism of developing and signing such a document. Good strategic skills are required to reduce the fear to be restricted by signing such a document. We contacted the mayors and their responsible practitioners for green subjects, but some mayors wanted to involve their city councils. This, of course, required a different attentiveness, since you deal with multiple parties with different political goals. In our case, the document was too weak for some parties and too rigid for others. In the end, the document was not signed during the conference. One out of the nine municipalities could not entirely convince their city council.

Nevertheless, the document led to some good and provoking press coverage. This in turn was a big motivator to attend the local high-level political conference on peri-urban GI development (see "local high-level political conference"). Furthermore, the preparation of the document and coordination between the signatories helped to develop clear positions,

to focus on major issues, to identify actual conflicts, to raise awareness, and promoted exchange with partners about common landscape issues. The document was and still is a good basis for further networking. What we achieved, even if we failed with the common signature, is that we brought the subject of intercommunal landscape development back on the political radar and that decision makers – even if they didn't sign a document – announced at least a verbal clear and common agreement.

Tips for application
- The process of creating such a document is immense - Take time for developing such a document. It should be a long-term goal.
- You should definitely think of who needs to be involved - Inform and involve all concerned municipalities, their city councils and experts.
- Calculate enough time for verification and proofreading all involved municipalities.
- Be well prepared and double check every step you will take.
- Try to have an open discussion with each other.
- Stick to realistic goals.
- Think about ways to implement the written goals, to make the document work, to convince participants to stay behind the goals. You do not want to create another document full of words without correspondence to reality
- Think about a suitable follow-up – What will happen after the joint document?

Realising the potential of peri-urban landscapes in Alpine metropolitan areas

MEMORANDUM OF UNDERSTANDING AND COOPERATION

between cities and metropolitan authorities in the Alpine region to improve the development, design and maintenance of peri-urban green spaces and landscapes, acknowledging the importance of their qualities and functions for urban areas and for the Alpine region as a whole

Cover page of the declaration of LOS_DAMA!.

NETWORKING BEYOND PROJECT BOUNDARIES

The idea is to cooperate with partners beyond project boundaries and who are not directly related to your project. Yet, by using their events or by organising common events your own activities can be staged. Networking beyond project boundaries helps to create a valuable setting to promote project interests. It can also help to increase the outreach, attract interesting players for support and put the project into a wider context.

CITY OF MUNICH

We used the EUSALP-annual forum as a forum for our Alpine City and Metropolitan Authorities network , to use a line minister conference to establish the network in the presence of regional ministers. We paired up with EUSALP working group 7 to make the presence of high rank politicians more probable.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders Public stakeholders Interest groups
Collaboration	
Consultation	
Information	

Exchange at the EUSALP Annual Forum 2018 in Tyrol

Experience
The reputation of partner and/or event can support the project, and organizational and financial synergies can be exploited. It adds weight to the project, helps to get more publicity, and can be good for networking. It can be counter-productive to, if the interests of the players are to diverse and the necessary input to establish cooperation is too high. In general, it means a lot of work to organize, especially because many things have to be negotiated across different organizational structures.

Tips for application
- Get together with potential partner projects to check common goals.
- Make sure you target the right group.
- Make sure a cooperation increases the chance to get ahead with your own project goals – Are there real synergies? In doubt, better leave it.

- Do not underestimate the management work to run a cooperation.
- Once the cooperation runs, make clear agreements and regular meetings and exchange with your partners.

INTER/MUNICIPAL ASSOCIATIONS

Inter-municipal associations give certain issues a specific representation, a budget, and a forum. Equipped with staff and management capacities they are a formal framework that guarantees continuous work on certain topics or projects. Inter-municipal associations offer a stable framework for ongoing activities on certain issues. Other than project related co-operation, associations help to maintain cooperation for a longer period and do not depend so much on individual engagement. Based on council decisions, they also have a stronger political backing than other forms of inter-municipal co-operation. Based on this, the inter-municipal association can partly act independently.

CITY OF MUNICH

Related to landscape issues in the Munich city region, we have three important associations. One is the "Erholungsflächenverein" (Recreational Areas Association). They develop recreational areas around Munich. This association is financed by member municipalities, which pay a certain amount per capita. Others are the "Heideflächenverein Münchner Norden" (Heathland Association Munich Nord), which manages remnants of the historic heath landscape north of Munich, and the "Association Dachauer Moos" (Dachau Moos Association), which promotes landscape development and management on the former marshlands north-west of Munich.

Intermunicipal associations exchanging with each other.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders Interest groups
Consultation	Private stakeholders Research and education
Information	

Experience

Inter-municipal associations offer an excellent forum for continuous inter-municipal activities, because structures and personnel already exist. Restrictions may lie in the financial, personnel and organizational resources of the respective association, its mission or its tasks and in the interests and commitment of the respective actors (politics, management, etc.). The success depends on public, political and financial support.

Tips for application
- You should have a clear mission and structure.
- Make sure you have ample budget.
- Try to have good and dedicated people.
- You should invest in good public and political relations.

GREEN AND BLUE INFRASTRUCTURE MANAGEMENT SYSTEM

The Eco-Management and Audit System (EMAS) is a "voluntary tool" for environmental management, which allows to testify the administration's commitment to the environment. The EMAS was created to manage the environmental impacts generated by the activities of an organization. The tool allows effectively and efficiently managing of the overall process carried out by a public administration in territorial governance activities. It allows keeping all the phases of the process and the environmental impacts generated by the activities of the administration under control. The recognition of the EMAS Registration certifies the correct management of the activities and the environmental impacts generated by them and has a duration of 3 years.

PIEDMONT REGION

The Environment, Government and Territorial Protection Department of the Piedmont Region decided to implement the LOS_DAMA! activities around the Green and Blue Infrastructure planning and governance through EMAS. To manage the environmental, landscape and social values of green infrastructure, the activities that the Piedmont Region wanted to put in place concerned the planning, design and management process of green blue infrastructures. This resulted in the Green and Blue Infrastructure Management System of the Turin metropolitan area, the Corona Verde. Implementation of this system involves different levels of the organisation:

- Policy level: the Regional Council adopts the EMAS and the environmental and landscape policy contained therein with a formal provision;
- Decision makers level: they represent the "Top Management" required by the EMAS Standard; the persons, who make the decision to design and implement the EMAS;
- Administrative level: consisting of the persons, who design the EMAS and the persons responsible for implementation and revision of EMAS;
- Stakeholder level: they represent the persons involved during the planning and design phases of the Green and Blue Infrastructures of the LOS_DAMA! pilot project;
- Auditor level: is a third party that has the task of verifying the effectiveness and efficiency of the EMAS and including the regional administration, who registered it in the EMAS Register.

After Piedmont Region decided to equip itself with the EMAS and to further design the Green and Blue Infrastructure Management System, the following steps were taken:

Step 1 - The application of the tool is given by identifying:

a. The activities to be developed to enhance the Green and Blue Infrastructures of the metropolitan area affected by the pilot project;

b. The impacts that the GBI's analysis, evaluation, planning and design activities generate on the environment and landscape;

c. The objectives to be achieved within the pilot project;

d. The environmental and landscape program and policy that the regional administration intends to adopt;

e. The stakeholders to be involved in the process of territorial governance;

f. The human resources that must implement the Management System;

g. The Communication Plan

Step 2 - The regional administration adopts the Green and Blue Infrastructure Management System and the environmental and landscape policy contained in it.

Step 3 - The competent offices start implementing the Green and Blue Infrastructure Management System.

Step 4 - A third party verifies the compliance of the Green and Blue Infrastructure Management System with the EMAS Standard and proposes its registration.

Aims

Level of participation	Types of targeted stakeholder groups
Control	Political stakeholders
Collaboration	Public stakeholders
Consultation	Interest groups
Information	Private stakeholders

Experience

Through the EMAS Registration and the Management System Communication Plan, we were able to disseminate and raise respect for the environment with administrators, stakeholders and citizens. Difficult was to "adapt" the EMAS standard to the management of green infrastructures. Implementation of the EMAS takes great effort and, as it is voluntary, activities for its implementation are not foreseen in the ordinary activities of the administration. Therefore, EMAS could highlight the lack of human resources to dedicate to the implementation of the System, and could be perceived as an administrative burden.

Tips for application

- Important is to do awareness raising actions aimed at local public administrators and stakeholders. The same communication plan contained in the EMAS can also facilitate knowledge dissemination of the advantages offered by the instrument.
- For more information on EMAS:
  https://ec.europa.eu/environment/emas/

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