Community engagement plans

Version 1.0

Deliverable 6.2

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1. Purpose of the document

The purpose of this document is to provide an insight into the community building approaches of the SimpliCITY project. In particular, the deliverable will illustrate the method and results of the multiplier stakeholder mapping and their engagement plans. In addition, it will tie into other deliverables

- 2.3 Guidelines and toolkit for engaging activities (stakeholder dialogues)
- 5.5 (Social) media campaigns and marketing plan,
- 6.3 Steering groups / clinics with service providers,
- 6.4 User workshops and pop-up activities, and
- 6.5 Pilot demonstration, which also build upon this deliverable.

2. Administrative Information

Basic information on the SimpliCITY project and the present deliverable:

Project title	**SimpliCITY - Marketplace for user-centered sustainability services**
Project coordinator	Salzburg Research Forschungsgesellschaft mbH (SRFG), Salzburg, Austria; project manager: Petra Stabauer BSc MSc
Project partners	Polycular OG, Hallein, Austria
	Stadt Salzburg (City of Salzburg), Austria
	Salzburger Institut für Raumordnung und Wohnen – SIR (Salzburg Institute for Regional Planning & Housing), Salzburg, Austria
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3. Introduction

3.1   City of Salzburg

An essential part of the app implementation process in the city of Salzburg was the building, development and expansion of the community. This community consists of different target groups. In one of the first content development meetings, the project consortium defined target groups, which were further specified in the course of the agency briefing.

In general, (1) citizens, (2) smart city managers, and (3) service providers, initiatives and NGOs conjointly make up the target group.

(1) Citizens were directly involved at the beginning of the app development via two questionnaires that identified their general user requirements. Specifically for this group's further involvement and community building, the agency briefing presented in deliverable 5.5 was created. The briefing served as the basis for the development of the brand personality as well as the social media campaign. Within the citizens, the app initially targeted early adopters and subsequently aimed to bridge the gap to the early majority. The social media campaign particularly addressed the citizens' subgroups of students, families and seniors. Community building for this target group was implemented via the measures also described in deliverable 5.5.

(2) The second target group of the project was "smart city managers" and other urban stakeholders. Since the cities should operate the app in the long term, one goal of the community building was to establish their services as part of the platform. This approach aimed to create the necessary structures in the city already during the project period so that this transition becomes possible. Only through precise anchoring in the city (with corresponding responsibilities) may the platform be sustained into the future. Therefore, municipal services were already integrated into the development workshops, and more profound exchange was sought with them afterwards in order to establish their services as part of the community.

(3) Service providers, initiatives and NGOs were also actively involved in the community building from the beginning. As described in deliverable 2.3, relevant service providers from all three themes were invited to workshops where the platform was presented in order to generate their broad participation.

The primary acquisition from the target groups 2 and 3 was so successful that prior to the launch of the app, 28 service providers were already part of the community, contributing a total of 111 listed services. The subsequent stakeholder mapping was then applied to determine which service providers may serve as crucial multipliers to expand the Stadtmacherei community. The advantage of this multiplier approach is that due to the particular unique local context, engaging the right leading players of a community will connect to and integrate their whole network and connect different networks, which creates strong communities.

The main goal of the mapping was to identify which multipliers are the most suitable for a broad community building. Subsequently, a community engagement plan was developed for these service providers, which breaks down which activities are necessary and can be created together with or solemnly by them. This plan also provides the basis for the content development of the app, described in deliverables 6.3.

3.2   City of Uppsala

Due to Covid-19 pandemic, activities were prolonged in 2021. Documentation is to come when finalised.

4. Method

4.1   Stakeholder mapping city of Salzburg

The mapping followed the standard process of defining, analysing, planning and engaging the stakeholders. The foundation for this process - identification of stakeholders - has already been laid in deliverable 2.2. Based on this preliminary work, the analysis of the stakeholders and the planning of their engagement was implemented for this deliverable. The engagement and the content outputs are described in more detail in deliverable 6.3, 4 and 5.
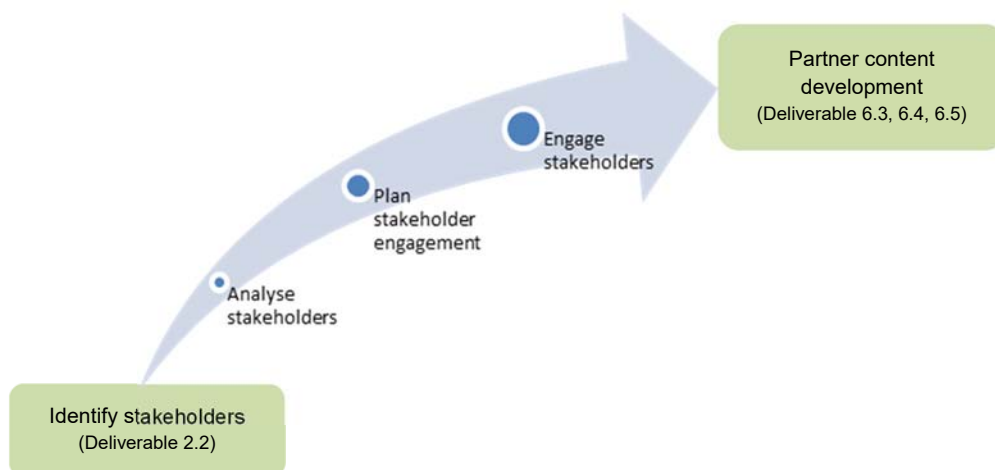

Figure 1. Integration of stakeholder process in other deliverable development

The following section leads through the methodological approach of the stakeholder mapping.

4.1.1   Definition and identification of stakeholder

McGrath and Whitty (2017), who aimed to break down the term to its core and develop a refined definition, state that a stake is an interest in an idea, product, topic or project, and a stakeholder is subsequently the associated entity with a stake (interest) in the idea, product, topic or project. According to Littau et al. (2010), who investigated the classification of stakeholders in 116 articles, all definitions can be arranged into three groups: stakeholders with an interest-in or stake-in, an affect or is affected by an idea, product, topic or project and hybrids of both. This definition was firstly used in deliverable 2.2 during the collection of the local stakeholders.

4.1.2   Analysis of stakeholders

The first step of the analysis involved establishing coherent evaluation criteria that could be applied to all stakeholders. The criteria used are based on the approaches by (e.g.) McGrath and Whitty (2017), Jepsen and Eskerod (2009), Achterkamp and Vos (2008) or Mitchell et al. (1997). The way the results are presented follows the recommendations by Andersen et al. (2004). The following criteria were used to analyze the stakeholders.

4.1.2.1 Evaluation criteria

Services (indirect criterion)

This criterion describes the number of sustainable services that the stakeholder owns and is willing to integrate into the app. The number is mapped in whole numbers. The services is labelled as indirect criterion, as it is not weighted in the subsequent process and only functions as a qualitative criterion to inform the engagement plans.

Network

This criterion considers the size of the network of the respective stakeholder; the more extensive the network, the larger the community that the stakeholder can mobilize and the higher its visibility. The criterion is rated on a scale from 1 (small network) to 3 (extensive network).

Engagement

Engagement is a measure that describes how active the stakeholder is in the city (based among others on the number of yearly events, outreach activities, etc.). The criterion is rated on a scale from 1 (low engagement) to 3 (high engagement).

Visibility

The criterion describes how perceptible the stakeholder is in the city when actively reaching out to the community. This criterion is closely related to the network and engagement but not directly dependent on either. The criterion is rated on a scale from 1 (low visibility) to 3 (high visibility).

Support

The support refers to the level 9 of activity of the stakeholder in the SimpliCITY project. The level of support was determined based on the activity level in the workshops and solidified through subsequent individual discussions with the stakeholders. The criterion is rated on a scale from 1 (little support) to 3 (full support).

Commitment

The criterion is evaluated by how much the stakeholder has committed to participate in the app. On the one hand, this criterion is impacted by a signed declaration of consent and cooperation agreement. On the other hand, the subsequent discussions also shaped this commitment. The criterion is rated on a scale from 1 (low commitment) to 3 (broad commitment).

Impact

The impact describes how much influence (positive or negative) the stakeholder can exert on the project's outcomes. The criterion is rated on a scale from 1 (low impact) to 3 (high impact).

Intensity (indirect criterion)

The intensity refers to the number of exchanges between the project team and the stakeholder, which is related to the commitment criterion but is more concerned with the lived practice and the actual number of interactions. The criterion is rated on a scale from 1 (low intensity) to 3 (high intensity). The intensity is labelled as indirect criterion, as it is not weighted in the subsequent process and only functions as a qualitative criterion to inform the engagement plans.

Role (indirect criterion)

The criterion describes the position of the contact person in the stakeholder organization. The role is essential as representatives from a management level can make more dependable and reliable decisions, thereby increasing the commitment to the project. The criterion is rated on a scale from 1 (employee) to 3 (decision-maker). The role is labelled as indirect criterion, as it is not weighted in the subsequent process and only functions as a qualitative criterion to inform the engagement plans.

Contribution

This criterion is based on discussions with stakeholders regarding their active contribution to the project. Specifically, this shows whether the stakeholders

1. are willing to plan and offer an individual tour

2. can acquire additional services (and would like to do so)

3. would like to develop facts and quizzes

4. want to become a point of interest

5. want to provide incentives for the users

6. actively disseminate the project

7. are only interested in exchange

8. want to appear exclusively in the service listing.

4.1.2.2 Criterion weighting

A weighting system was incorporated to account for the linkages between the criteria and avoid a disproportionate impact of a single criterion on the stakeholder ranking. For this purpose, a target value of three main criteria was defined, resulting from the mathematical combination of the existing 14 criteria. The weights available for the individual criterion reach from 1 (low weight) to 5 (high weight). The resulting main criteria are titled legitimacy, importance and outcome.

Legitimacy

This main criterion determines if a stakeholder holds an influential position with a strong legitimacy within the city of Salzburg. Legitimacy consists of the criteria network,

engagement and visibility, whereby visibility is the highest weighted criterion (weight of 5), followed by network (weight of 3) and engagement (weight of 2).

Importance

This main criterion defines the importance of a stakeholder for the project. The aspect entails the impact of the stakeholder, its commitment and the direct support. The support is the highest weighted criterion (weight of 5), followed by impact (weight of 3) and commitment (weight of 2).

Outcome

This main criterion describes how much the stakeholder increases the output of the project. For this aspect, all contribution criteria are weight against each other. The most important contribution are the tours (weight of 5), the provision of facts and quizzes (weight of 4) and the willingness to allocate incentives (weight of 4). POIs and dissemination are weighted as 3, the service listing as 2 and exchange only is weighed as 1.

The stakeholders with the highest overlap of all three main criteria are described as the key multipliers for the Stadtmacherei and crucial in the development of a large and connected community (Figure 2).
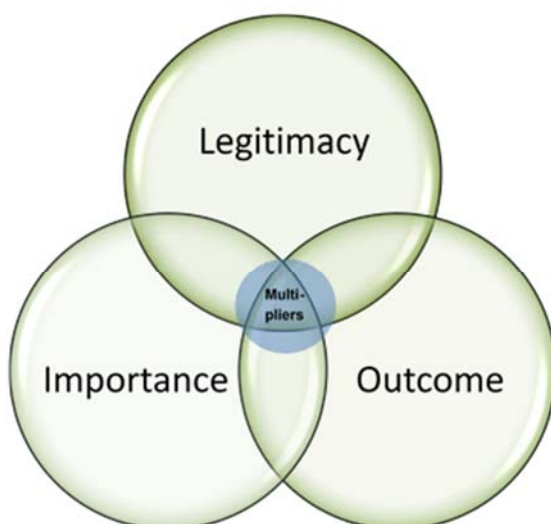
Figure 2. Interaction of the three main evaluation criteria that determine the key multipliers for the project

4.1.3   Plan stakeholder engagement

Based on the stakeholder mapping, the targeted engagement of the stakeholders was discussed in the consortium. The goal of the stakeholder engagement was the increase of the community through multiplier effects. Hence, a strong emphasis was placed on generating a plan that involved all stakeholders with a high multiplication factor directly in the content development of the app.

4.1.4   Engage stakeholders

The engagement was executed separately and mostly based on joint content development discussions, telephone calls and smaller meetings.

4.2   Stakeholder mapping city of Uppsala

Due to Covid-19 pandemic, activities are delayed and ongoing.

5. Results

5.1   Results of the city of Salzburg

5.1.1   Results of the criteria evaluation

The evaluation was executed as described in section 4.1.2. Analysis of stakeholders. The results are listed in Table 1 and Table 2.

5.1.2   Results of the weighting process

Table 3 gives an overview of the weighted results per stakeholder and main criteria. The criteria are additionally assigned to axes (x, y and z values), from which the graphical representation of the stakeholder mapping is derived.

- The legitimacy of a stakeholder is shown on the x-axis. This means that the further a stakeholder appears on the right side of the graph, the higher the legitimacy and the influence of a stakeholder.
- The importance of a stakeholder for the outcome of the project is depicted on the y-axis. The higher the stakeholder rises on this axis, the larger the impact of its contribution to the project and the more important its involvement.
- The outcome is associated with the z-value, which is related to the size of the stakeholder circle. The larger the circle around a stakeholder, the more output (in terms of content development) it can generate for the project.

Subsequently, the stakeholders with the highest multiplier factors are the ones listed in a large circle in the general area of the top right corner of the graph, namely:

- ○ the city departments
    - o   MA06/00 bike coordination
    - o   MA07/03 waste service
    - o   MD01 information centre
    - o   the residents' services (Bewohnerservices Stadt Salzburg)
    - o   MA05/03 planning and mobility
- ○ the bike coordination department from the province of Salzburg (Land SBG)
- ○ Fräulein Flora – an online-magazine with focus on sustainability and a wide range of content
- ○ Robert-Jungk Bibliothek für Zukunftsfragen (JBZ) - foundation and state-approved non-profit institution for all questions and problems concerning the future
- ○ Afro-Asiatisches Institut - platform for intercultural and interreligious encounter
- ○ uml Salzburg – urban mobility lab

5.1.3   Community engagement plan

Based on the stakeholder mapping, the project partner SIR developed an engagement plan that aimed to maximize the community outreach through a well-structured and coordinated multiplier cooperation and content development. Table 4 gives an overview of the plans' engagement activities, expected outputs and timeframes. The stakeholders are listed in accordance to the overall multiplier factor importance. Stakeholders not listed in Table 4 were not further integrated in the process as the resources merely allowed for the coordination of a few stakeholders.

Table 1. Results of the criteria evaluation

Name	Field	Service (indirect)	Network	Engagement	Visibility	Support	Commitment	Impact	Intensity (indirect)	Role (indirect)
Name of stakeholder	*Thematic field*	*Number of relevant services*	*Size of network*	*How active is the stakeholder in the city?*	*How visible is the stakeholder in the city?*	*How active is the stakeholder in the project?*	*Level of commitment of stakeholder*	*Impact/Influence on the outcomes of the project*	*Intensity of exchange*	*Role of contact in the institution*
Erdling	Local consumption	1	1	1	1	1	1	1	1	1
FoodCoop Salzkörndl	Local consumption	1	1	1	1	2	3	1	1	1
FoodNinjas	Local consumption	1	1	3	1	1	1	1	1	2
Gemeinschaftsgarten S'Garteneckerl Ta1ham	Local consumption	1	1	1	1	2	3	1	1	2
Happylab Salzburg	Local consumption	1	1	1	1	1	1	1	1	2
Magistratsabteilung 05/03 - Amt für Stadtplanung und Verkehr	Local consumption	2	3	2	1	3	3	2	2	1
Magistratsabteilung 07/03 Abfallservice	Local consumption	7	3	3	3	3	3	3	3	1
Salzburger Bildungswerk	Local consumption	1	3	2	2	1	1	1	1	1
Verein Blattform	Local consumption	1	2	3	1	3	3	2	3	1
Too good to go	Local consumption	1	2	1	1	1	1	1	1	2
Wassergeister	Local consumption	1	1	1	1	1	1	1	1	1
Afro-Asiatisches Institut	Local consumption	54	3	2	1	3	3	3	3	2
Akzente Salzburg	Social inclusion	2	2	2	2	1	2	1	1	1
Bewohnerservices Stadt Salzburg	Social inclusion	1	3	3	2	2	3	2	2	2
Robert Jungk-Bibliothek für Zukunftsfragen	Social inclusion	5	3	3	3	2	3	2	2	1
Stadtteil:Kultur Itzling	Social inclusion	3	1	2	1	2	2	1	1	1
Blinden- und Sehbehindertenverband Salzburg	Social inclusion	1	2	1	1	1	1	1	2	1
rws anderskompetent	Social inlcusion	3	2	2	1	1	1	1	1	1
ARBÖ	Biking	2	3	1	1	1	1	1	1	1
DieBoten.at	Biking	1	1	3	1	1	1	1	1	2
Facebookseite Radverkehr	Biking	1	1	2	1	1	1	1	1	2
Kuratorium für Verkehrssicherheit	Biking	1	3	1	1	1	1	1	1	1
Land Salzburg - Ref. Straßenbau und Verkehrsplanung, Radverkehrskoordinatorin	Biking	2	3	3	2	2	3	3	2	1
Magistratsabteilung 06/00 - Baudirektion, Radverkehrskoordination	Biking	9	3	3	3	3	3	3	3	1
Radsport Wagner	Biking	3	1	2	2	1	1	1	1	2
Urbanes Mobilitätslabor Salzburg	Biking	1	3	2	2	1	3	1	2	2
carlavelorep - die Salzburger Fahrradwerkstatt	Biking	3	1	2	1	1	1	1	1	1
Magistratsabteilung 01 - Informationszentrum	Others	1	3	3	3	2	3	3	2	2
Fräulein Flora	Others	1	3	3	3	2	2	3	2	3

Table 2. Results of the criteria evaluation – contribution criteria

Name	Field	Contribution - How does the stakehoder infuence the project								Category
Name of stakeholder	Thematic field	Tours	Additional services	Facts / Quizzes	POIs	Incentives	Dissemination	Exchange only	Listing only	Target group
Erdling	Local consumption							1		Citizen
FoodCoop Salzkörndl	Local consumption								1	Citizen
FoodNinjas	Local consumption							1		Service provider
Gemeinschaftsgarten S'Garteneckerl Ta1ham	Local consumption								1	Citizen
Happylab Salzburg	Local consumption							1		Service provider
Magistratsabteilung 05/03 - Amt für Stadtplanung und Verkehr	Local consumption				1	1	1			City administration
Magistratsabteilung 07/03 Abfallservice	Local consumption	1		1	1	1	1			City administration
Salzburger Bildungswerk	Local consumption							1		Service provider
Verein Blattform	Local consumption		1				1			Citizen
Too good to go	Local consumption							1		Service provider
Wassergeister	Local consumption	1			1					Citizen
Afro-Asiatisches Institut	Local consumption	1	1		1					Service provider
Akzente Salzburg	Social inclusion						1			Service provider
Bewohnerservices Stadt Salzburg	Social inclusion	1	1	1	1		1			City administration
Robert Jungk-Bibliothek für Zukunftsfragen	Social inclusion			1		1	1			Service provider
Stadtteil:Kultur Itzling	Social inclusion			1			1			Service provider
Blinden- und Sehbehindertenverband Salzburg	Social inclusion	1								Service provider
rws anderskompetent	Social inlcusion							1		Service provider
ARBÖ	Biking							1		Service provider
DieBoten.at	Biking							1		Service provider
Facebookseite Radverkehr	Biking							1		Citizen
Kuratorium für Verkehrssicherheit	Biking							1		Service provider
Land Salzburg - Ref. Straßenbau und Verkehrsplanung, Radverkehrskoordinatorin	Biking		1	1			1			City administration
Magistratsabteilung 06/00 - Baudirektion, Radverkehrskoordination	Biking	1		1		1	1		1	City administration
Radsport Wagner	Biking					1				Service provider
Urbanes Mobilitätslabor Salzburg	Biking			1			1			Service provider
carlavelorep - die Salzburger Fahrradwerkstatt	Biking							1		Service provider
Magistratsabteilung 01 - Informationszentrum	Others					1	1			City administration
Fräulein Flora	Others	1	1	1	1		1			Citizen

Table 3. Results of the weighting process

| Name	Field	x-value - Legitimacy	y-value Importance	z-value - Outcome
Erdling	Local consumption	10	2	1
FoodCoop Salzkörndl	Local consumption	10	5	2
FoodNinjas	Local consumption	14	2	1
S'Garteneckerl Taxham	Local consumption	10	5	2
Happylab Salzburg	Local consumption	10	2	1
MA05/03 - Stadtplanung & Verkehr	Local consumption	18	12	10
MA07/03 Abfallservice	Local consumption	30	18	19
Salzburger Bildungswerk	Local consumption	23	2	1
Verein Blattform	Local consumption	17	12	4
Too good to go	Local consumption	13	2	1
Wassergeister	Local consumption	10	2	8
Afro-Asiatisches Institut	Local consumption	18	18	9
Akzente Salzburg	Social inclusion	20	3	3
Bewohnerservices Stadt Salzburg	Social inclusion	25	10	16
JBZ	Social inclusion	30	10	11
Stadtteil:Kultur Itzling	Social inclusion	12	4	7
Blinden- und Sehbehindertenverband SBG	Social inclusion	13	2	5
rws anderskompetent	Social inclusion	15	2	1
ARBÖ	Biking	16	2	1
DieBoten.at	Biking	14	2	1
FB Radweg Verbesserung SBG	Biking	12	2	1
KfV	Biking	16	2	1
Land SBG - Radverkehrskoordination	Biking	25	15	8
MD 06/00 - Radverkehrskoordination	Biking	30	18	18
Radsport Wagner	Biking	17	2	4
uml salzburg	Biking	23	4	7
carlavelorep	Biking	12	2	1
MD01 - Informationszentrum	Others	30	15	7
Fräulein Flora	Others	30	12	8
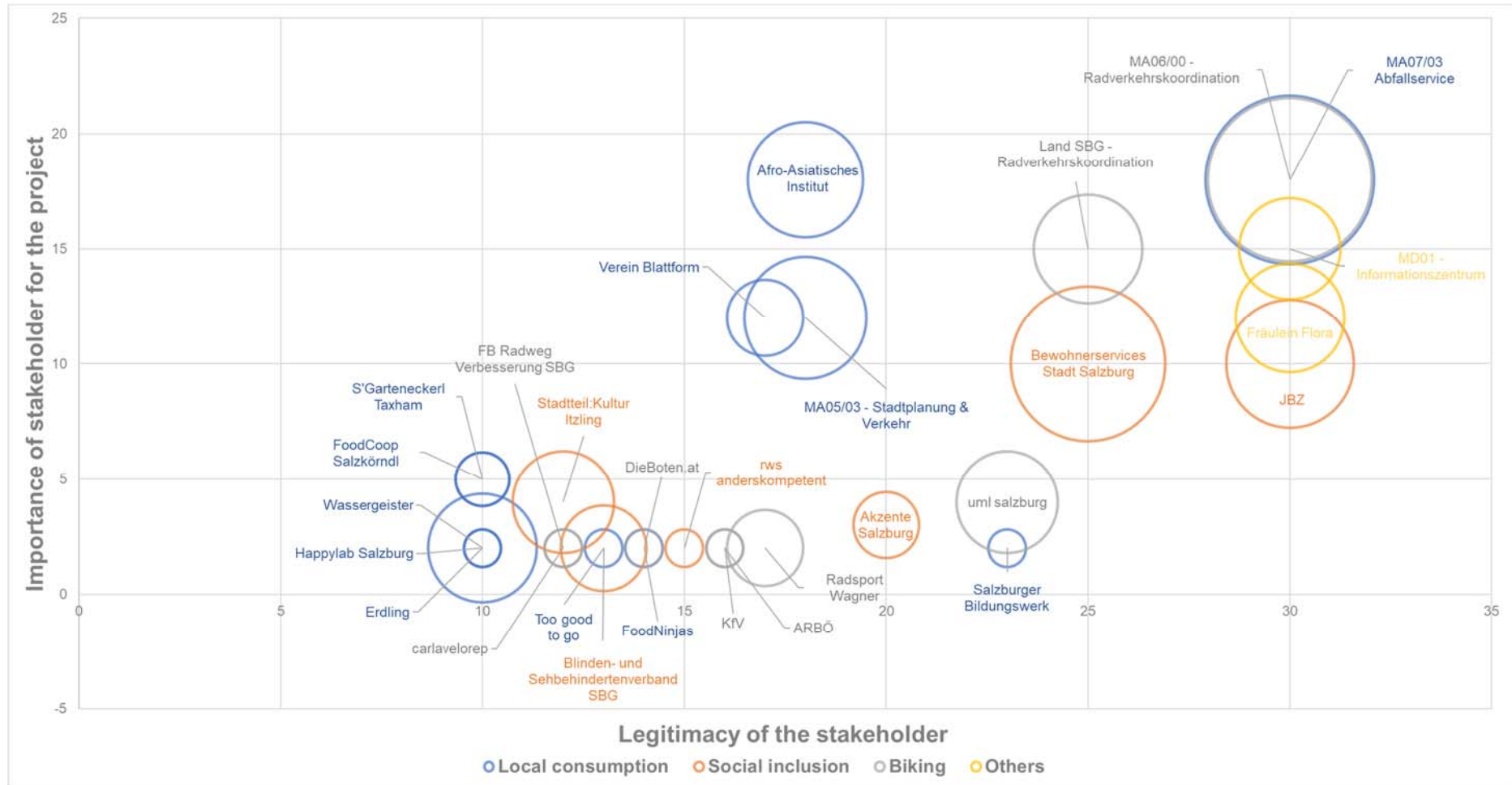
Figure 3. Graphic illustration of the weighed stakeholders

The size of the circle determines the potential multiplier factor of the stakeholder.

Table 4. Community engagement plan

Stakeholder	Engagement activities	Expected direct outputs	Timeframes	Reasoning for ranking
MA06/00 bike coordination	- Meetings	- POIs - Featuring of individual services - Incentives	From the beginning	Large number of services and a high visibility in the city. A close cooperation with the bike coordinator in the city will be of high benefit for the project.
MA07/03 waste service	- Meetings	- Integration of videos - Exchange on app development in the city - POIs - Joint communication activities - Incentives	From the beginning	Large number of services and highly active in terms of communication (videos, print). High ambition for cooperation – planned to create their own app (co-benefits).
MD01 information centre	- Meetings - Workshops	- Communication activities (print and online marketing) - Event organization - Dissemination of project in the city	From the beginning	Highly influential in the city and large impact on the projects' communication plan. The information centre is also the hub for event coordination and organization
Land SBG bike coordination	- Meetings - Transfer of responsibility for a tour	- Tour (Salzburg radelt – Salzburg bikes – including incentives) - POIs - Quizzes - Joint communication activities	In time with "Salzburg radelt" (fall or spring)	High influence and important service – ranked lower than the city's coordination due to a broader focus on biking in the whole province. Broad reach in terms of communication
Fräulein Flora	- Digital meetings - Transfer of responsibility for a tour - Media exchanges	- Tour - Communication of the project to a broad audience in Salzburg - POIs - Dissemination activities (scrolly telling)	From the beginning	Highly influential online-magazine based in the city with a broad range and diverse reader groups. Focus on sustainability. Extensive experience in marketing, communication and digital media. Together with MD01 the most important dissemination partner
Robert-Jungk Bibliothek für Zukunftsfragen	- Meetings	- Services - Communication of project through channels - Incentives - POIs - Event organziation	Spring 201	Large network and diverse community. Well-known in the city with a strong focus on sustainability and resilient lifestyle. Experienced in event organization and frequent organizers of citizens dialogues. High influence through outstanding legitimacy.
Residents' services (Bewohnerservice)	- Meeting - Transfer of responsibility for a tour	- Tour - POIs - Event collaboration - Dissemination of project	From the beginning; specialized tour 2021	Wide range of activities in the individual districts. Services well-known in the districts. Yearly events (collaboration). The Bewohnerservice "Salzburg Süd" works on a sustainability tour that can be directly integrated into the app.

Afro-Asiatisches Institut	- Meeting - Transfer of responsibility for a tour	- Integration of a large number of services into the app (Karte von morgen) - Tour - POIs - Quizzes - Joint communication	Winter 2020	Coordinates the Karte von morgen (service listing – diverse topics, sustainability not a key focus) and works on a broad spectrum of sustainability related projects. Large community through continuous outreach and communication.
MA05/03 planning and mobility	- Meeting	- City internal communication - Integration of housing aspects in the app (housing and mobility consultation)	Summer 2021	The department does not offer a large number of services and is rather not actively cultivating an external community. The benefit of collaborating with the department is the expansion of the mobility topic towards housing applications (mobility consultation). In addition, the department is responsible for the development of the new spatial development concept, which will entail a broad participatory process, which could be supported through the app (co-benefit)
uml Salzburg	- Meeting - Commission of workshops	- Community building workshop in schools - Communication of project in network	Spring 2021	Broad network of national and regional mobility research partners. Highly experienced in workshop organization – commission for dissemination activates in schools.
Verein Blattform	- Meeting	- Communication of app - POIs - Potential tour (edible city)	Spring 2021	Highly active community with close ties to other topic-relevant communities.
Radsport Wagner	- Meeting	- Incentives for bike spring - Communication of app	Spring 2021	Cooperation through integration in the app (commercial partner) and provision of incentives. Well-known in the bike scene in the city of Salzburg and active community event organizer. Communication of app possible.
Blinden- und Sehbehinderten-verband (Association of the blind and visually impaired)	- Meeting - Workshop - Commission of workshops	- Tour - POIs - Incentives - Communication of project - Awarness-raising	Winter 2020/2021	Motivated partner with a large and otherwise hard to reach community. Potential for the communication of largely unknown aspects – increases the unique characteristic of the app. Joint communication.
Wassergeister	- Meeting	- Tour		Existing project, which can be easily integrated in the app

6. References

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7. List of figures

8. List of tables