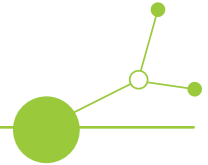


# PARKPAD TRAINING REPORT

Deliverable 1.2.1



Version 1

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## A. Introduction

ParkPAD, the tool as well as the process, is a core element of the NXTLVL Parking project. Already in the first phase of the project partners need to get familiar with it since all city partners carry out a Parking Policy Audit in their municipalities / cities.

But it isn't only the application of the ParkPAD in partners cities that makes a training on the use of the available methodology and tool necessary. The aim of the NXTLVL Parking project is also to transfer the idea of this approach to other (follower) cities and municipalities outside of the consortium.

To achieve such a transfer in the different cities in local languages it was necessary to train new auditors for all those countries where ParkPAD hasn't been applied before.

The training on ParkPAD contained several single steps:

- How to do an analysis of stakeholders
- ParkPAD - The process
- Dealing with the different questionnaires, checklists and forms for the analysis of the status quo of the parking policy in the functional areas
- Carrying out the ParkPAD sessions
- Use of the ParkPAD tool

In the following a short overview on the training is given, showing aims and objectives, methodologies, exercises and material that was used.

## B. The stakeholder analysis

**Aim:** The aim of this training session is to make the trainees understand the importance of stakeholder identification and involvement.

### Learning objectives

- Learning about what are stakeholders
- Learning about the needs and interests of stakeholders and how to get them active.
- Learning about principles of stakeholder involvement.

**Methodology:** Creativity workshop

### Part 1 Theory:

Definition of stakeholders, their interests, their potential for influencing the process and the design of measures. But also their role for the case they turn out to be not in favour of what strategies and measures are planned and how to convince them.

### Part 2 Practical exercises (see below).

**Practical exercise:** The moderator carries out this exercise in different steps. First step: trainees are asked to name potential stakeholders „which actors might play a role in developing parking management“. Second step: In a grid-table these actors are allocated against „Interests and how they are affected by the issue of parking policy in their city“ (= x-axis) and against the capacities and motivation to bring about change (= y-axis). In a third step (based upon the assessment of respective stakeholders' level of interest in the parking



and mobility theme and their ability to influence the outcome) the priorities and potential actions to convince those ones with high influence and high interest to participate in the process are discussed.

**Material:** material from the URBACT toolkit has been used.



Figure 1: Training on Stakeholder Analysis

## C. ParkPAD: the process

**Aim:** The trainees should become familiar with the ParkPAD process so that they are able to carry out Parking Policy Audits in their own municipalities / cities / functional areas.

### Learning objectives

- Time scheme for the ParkPAD-audits
- Collection and processing background information  
Organisation and analysis of individual self-assessment
- Organisation of ParkPAD sessions with stakeholders
- Development of the parking and mobility action plan

**Methodology:** Presentation at partner meeting 1 including question and answer session and creativity workshop World Café Style at partner meeting 2

**Practical exercise:** In three groups the phases 1) selection and invitation of evaluation group, 2) consensus meeting and definition of priorities and 3) measures meeting and creation of the action plan are discussed on „does and don'ts“ as well as on potential risks and how to mitigate them.

**Material:** Flow charts on the process, set of slides

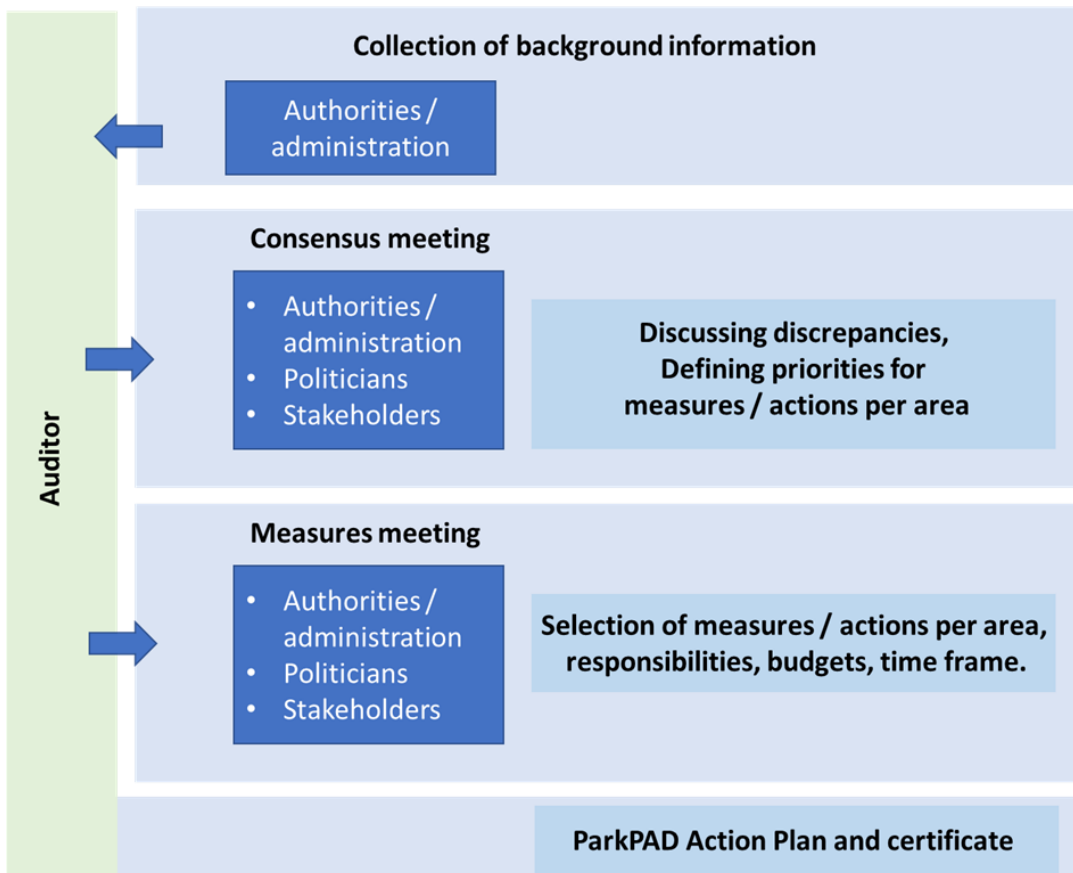


Figure 2: The 3 main phases of the ParkPAD Process



Figure 3: ParkPAD Session in Poland



## D. ParkPAD: the questionnaires

**Aim:** The aim was that the trainees get familiar with the main instrument to determine the quality of the actual state of policy.

### Learning objectives

- Learning the differences between the available ParkPAD questionnaires, the checklists and the survey forms
- How to use the ParkPAD questionnaire by the evaluators incl. the levels of development

**Methodology:** In a hands-on training the filling-in of the questionnaires was covered. Special focus was set on potential ambiguous questions and how to deal with the situation where different participants understand questions in a different way.

**Practical exercise:** Selected questions have been discussed.

**Material:** ParkPAD Questionnaires, survey forms and checklists

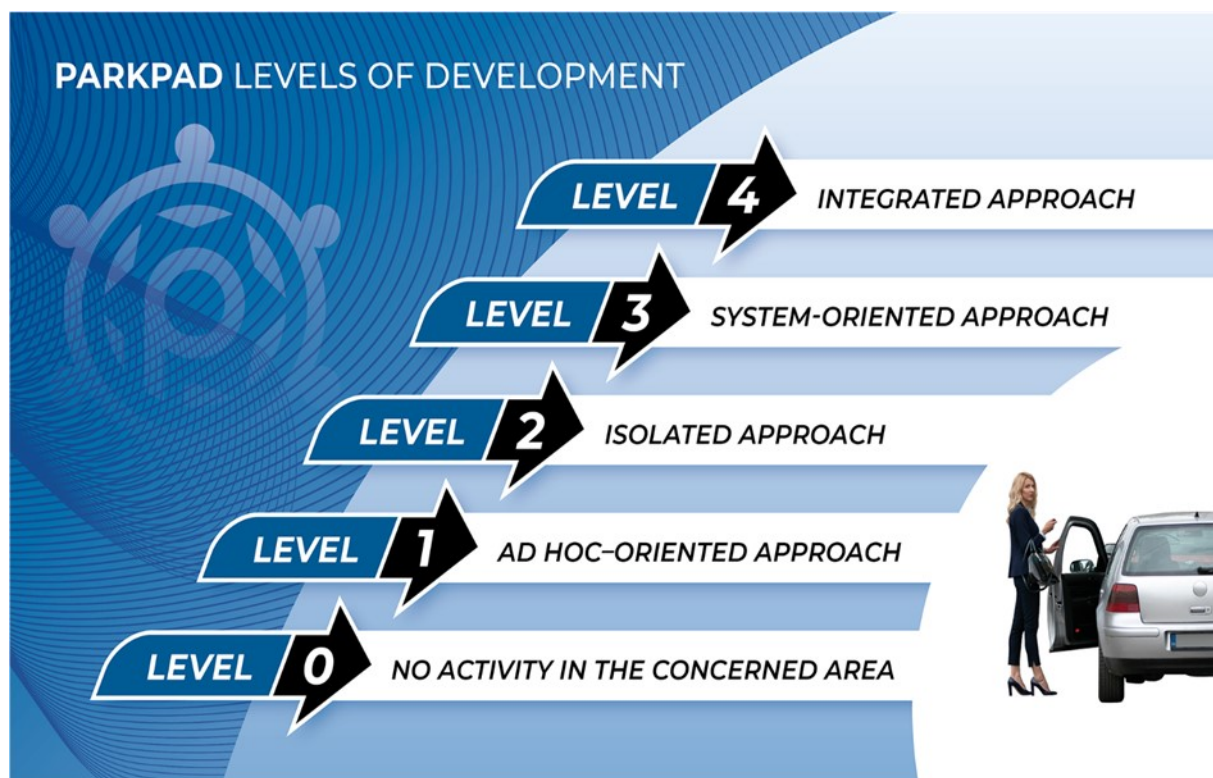


Figure 4: ParkPAD Levels of development



## E. Carry out the two face-to-face sessions of ParkPAD - Simulation of main work group meetings creating consensus and measure plan

**Aim:** The principle is that not only planners but also stakeholders and users see the transport / parking system and thus, the use of public space in a municipality from different perspectives. The main aim is to come to a common agreement on how to proceed and on setting priorities taking these different views into consideration.

### Learning objectives

- Learning to moderate the process (facilitation hints and tricks and how to deal with difficult clients in a discussion - very dominant / aggressive ones as well as silent participants)
- Learning about how to come to a consensus when evaluators expressed highly different positions
- Learning to define priorities to improve parking situation in the context of greening mobility and better use of public space

### Methodology: Role Play

#### Practical exercise:

Carry out a ParkPAD session with the aim to get to a consensus and based upon that develop a quality plan for parking with priorities.

It is recommended to discuss only one or two questions that are answered online in a very different way by different participants.

The trainees should take on different roles representing the 3 main active groups of the audit. One trainee acts as moderator and chairs the session. Those not role-playing observe the exercise and report then on different aspects such as „which arguments have been used“, „how have others react to these arguments“, „which discussion styles were used“ etc.

Possible questions that could be used for this role-play:

- What initiatives are taken to encourage people to use off-street parking facilities?
- How does the city / agglomeration find out what users really need?
- What is done to park bicycles and decrease theft?

#### Material:

Selected questions from the evaluators questionnaire from the ParkPAD (see above). Instructions on the roles of the stakeholders



## F. ParkPAD: the questionnaires

**Aim:** The aim of this session is that auditors get familiar with the electronic online audit tool.

### Learning objectives

- How to create a new audit in a new city / municipality by using the available tool
- How to invite stakeholders and participates to to fill in the questionnaire
- How to analyse filled-in individual data and group them by stakeholder groups as preparation for the two face-to-face ParkPAD sessions.

**Methodology:** Webinar as introduction and Q&A session at the following partner meeting

### Practical exercise:

The whole session was carried out as a practical session. The trainers guided the participants through the tool by simulating the creation of a new audit in a fictional city.

### Material:

The Tool itself, the set of slides prepared for using the tool (by the park4sump project) and an own manual with screenshots and advises.

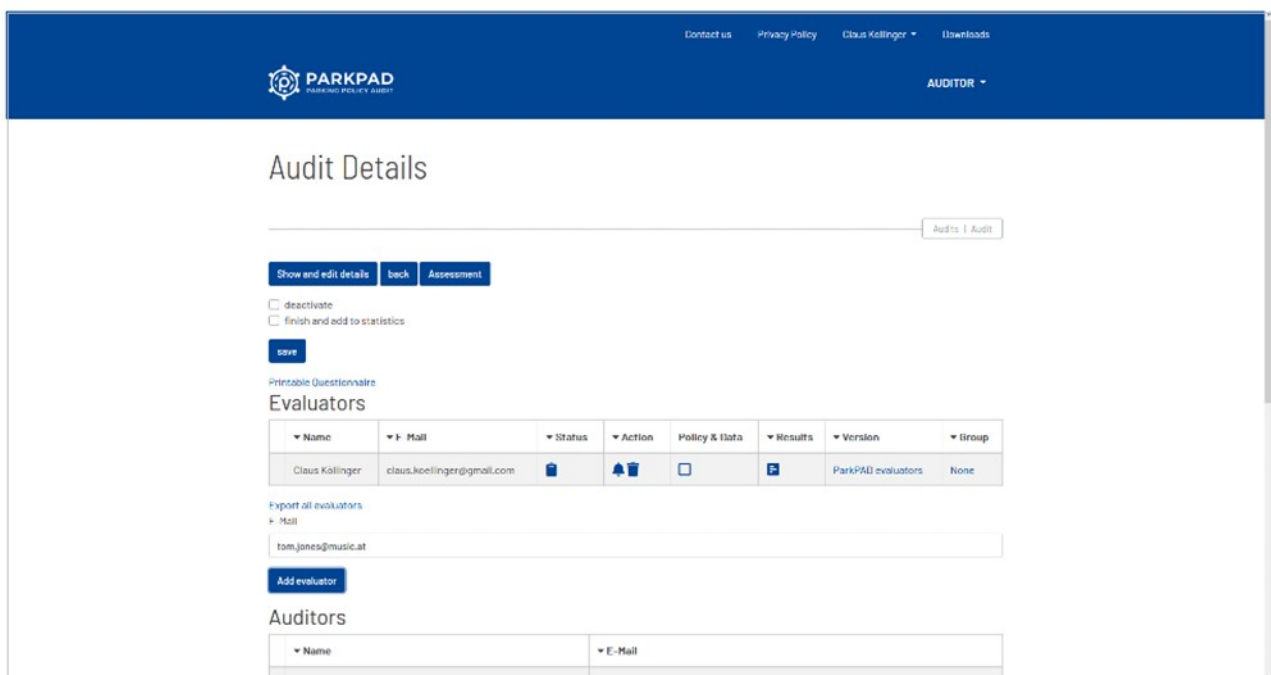


Figure 5: Screenshot of the ParkPAD tool



## G. Risk mitigation plan when coming to ParkPAD and following working group meetings to plan and implement actions and measures

Description of risk	Proposed risk-mitigation measures
<p>The ParkPAD tool is not working properly. Updates made for the NXTLVL PARKING project aren't taken up into the tool. (level of likelihood: low-medium)</p>	<p>A contract between NXTLVL PARKING and the ParkPAD tool hosting institution (Mobiel 21) has been established. For the use of the tool a fee has to be paid. Both sides defined the rights and obligations. In the case the ParkPAD tool isn't working during a fixed audit (at a certain date) the data collection and analysis could also be carried out "by hand" without support of the analysis tool by the auditor. Auditors are trained for such cases.</p> <p>At the end of all ParkPAD audits that are carried out within NXTLVL Parking potential additional questions / adaptations are collected and handed over to the PARKPAD HOST.</p>
<p>ParkPAD is applied by persons without the proper education resulting in low quality audits (level of likelihood: low)</p>	<p>NXTLVL PARKING guarantees that only trained staff is working with the ParkPAD tool. It is available only for properly trained and certified auditors. This will guarantee a high quality standard for ParkPAD audits</p>
<p>The trained auditor in a country leaves for another job and than no ParkPADs will be carried out in this country (level of likelihood: medium)</p>	<p>NXTLVL Parking always trains at least two individuals when it comes to training of new auditors.</p>
<p>The trained ParkPAD auditors do not manage to carry out audits to follower cities after the end of the project</p> <p>and</p> <p>National ParkPAD trainings aren't attended by a big number of interested authorities.</p> <p>(level of likelihood: low)</p>	<p>The newly trained auditors will already have the opportunity to carry out audits within the lifetime of NXTLVL Parking. Together with the existing auditors they are in a network of auditors that will help to mitigate problems and find cities interested in parking policy.</p> <p>NXTLVL Parking technical partners have good contacts to cities and city associations in their own language area. They will use these contacts to get in touch with interested follower cities and municipalities that should participate in this free of charge training.</p> <p>Furthermore, the co-operation with Ministries in WP3 should support the finding of interested follower cities.</p>
<p>The project cities do not or cannot perform as planned in the application form (level of likelihood low-medium)</p> <p>The partner cities have been very carefully selected and briefed. However, there is always the possibility that one or two of them for some reason is no longer able or willing to fulfil its commitments – be it because of political change, a change in personnel, or some unforeseen calamity.</p>	<p>NXTLVL Parking will assist any city at risk of not delivering its work plan with as much staff and knowledge support as possible.</p> <p>The methodology of ParkPAD already foresees a consensus based co-creation participative process to define priorities and measures for an improvement of the parking policy in a city / municipality and furthermore in the process of greening urban transport. Cities / municipalities have it in their hands to which degree and in which speed they plan and implement their selected priorities.</p>





Description of risk	Proposed risk-mitigation measures
<p>Political change replaced the political person in charge and the new person has other priorities than our project (level of likelihood: low-medium)</p>	<p>Swift reaction to build up new contacts by the co-ordinator as well as by the cities' technical tandem-partner (who speaks the same language) with new persons and ask peers (similar stakeholders in other cities) for support.</p> <p>2nd option (for follower cities only): replace city by other city.</p>
<p>Crisis like the past CoVid 19 (from spring 2020) do not allow face to face meetings and events (level of likelihood: low-medium)</p>	<p>In this case several meeting activities, consensus and measure planning sessions will be carried out online using video meeting software, whiteboard applications and feedback tools.</p>
<p>The representatives of municipalities that took part in ParkPAD get no support to plan and carry out measures (during) after the end of the project (level of likelihood: low)</p>	<p>NXTLVL PARKING sets up a multi-stakeholder parking and mobility working group in each city and selects the participants very carefully. It is a pre-condition that not only interested authorities alone participate in the Parking and Mobility Working Groups but only in combination with a local decision makers that have the power to decide on measure implementation and with selected pro-active stakeholders.</p>
<p>City representatives regard the examples from good practice cities or other partner cities as too advanced to transfer to their own city and/or do not manage the transfer of gained knowledge into a local strategy or project (level of likelihood: medium)</p>	<p>NXTLVL PARKING will design tailor-made coaching / transfer actions and focuses on appropriate, but not exceptional cities examples that have good policies for transfer. Thus, the cities and measures that will be shown as examples for replication will be ones that receiver cities feel are relevant to and managable for them.</p>
<p>Certain policy measures turn out to be blocked for some insurmountable reason (e.g. national legislation, public hostility) (level of likelihood: medium)</p>	<p>NXTLVL PARKING covers a range of possible measures and connected subthemes. If one measure does not work, cities can still transfer and plan other measures. To avoid this in the interviews with the parking expert of the municipalities (done by the auditor / technical partners) they carry out a validation of the legal situation in the affected countries – what could be changed by a city and what needs to be decided at a higher level. Furthermore, the WP3 activities on awareness raising of higher level representatives will prepare the ground (at least for future, post-project activities).</p>
<p>Experts are too theoretical and do not speak the “lingo” (technical language) of the practitioners (level of likelihood: low)</p>	<p>NXTLVL PARKING provides training and coaching by not only one but a group of experts / technical partners. All of them are also and practitioners. All are experienced in working with professionals from cities and have been selected because of their ability to deliver training on technical issues in non-technical language. Additionally, NXTLVL PARKING often focuses a peer-to-peer approach.</p>
<p>The working group events are often not well attended, it is hard to get an audience (especially from follower cities). (Level of likelihood: medium.)</p>	<p>The project partner cities will apply a set of measure to foster continuous and wide participations at the work groups:</p> <ul style="list-style-type: none"> <li>- Selecting time and location as suitable for most of the work group members.</li> </ul>



Description of risk	Proposed risk-mitigation measures
	<ul style="list-style-type: none"> <li>- Using spatially (and time of day) separated smaller group work elements to accommodate different needs.</li> <li>- Adding digital layers of work to physical meetings (hybrid meetings, online tools, online debriefings)</li> <li>- Segmenting stakeholders for most appreciated work formats and planning tools to address them accordingly.</li> <li>- Applying a rich mix of these tools and methods to the planning process work steps to avoid fatigue on certain elements.</li> <li>- Actively communicate in media (social media, press, own website, multipliers channels) on the work and coming steps to create wide knowledge in the population and create a positive reputation on the group members.</li> <li>- Allow work group members to not only contribute to design and selection of measures but as well grant -co-decision rights within the group.</li> </ul> <p>The follower cities get support from the partner cities, the respective national ParkPAD auditor as well as technical project partners in the set up of the ParkPAD evaluation work group. And for the transition of the evaluation group to the planning for implementation work group as well.</p>
<p>Cities do not inform about their activities, milestones, barriers and solutions. (level of likelihood: low)</p>	<p>To participate in the project each partner city promised to cooperate. The structure of the project strategy as well as the evaluation plan foresees information provision in a non-resource intensive way. Visiting all partner cities and close contact (especially through the tandem expert-city) will ensure close cooperation.</p>