



D1.1 – Stakeholder Analysis

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1. Executive summary

This stakeholder analysis was conducted for the project "StreetForum: Transforming Streets into accessible urban oases through Consensus Building with Digital and Analogue Tools." This applied research project is funded by JPI Urban Europe, coordinated by Vrije Universiteit Brussel, and executed in collaboration with 20 partners across four living labs in Brussels (Belgium), Istanbul (Turkey), Stockholm (Sweden), and Vienna (Austria).

The primary objective of this stakeholder analysis is to identify key stakeholders involved in street transformation processes and to develop a common understanding of their interests, impacts, concerns, and interactions during these interventions. Additionally, the aim is to support the development of digital and analogue tools that facilitate consensus-building in the co-creation process, adaptable to the local contexts of each living lab.

The methodology employed for the analysis included developing a stakeholder shortlist for each living lab, followed by a media content analysis covering the four cities and a series of semi-structured interviews with key project stakeholders identified in the previous steps. These insights were used to identify stakeholders' roles, including their interests and impact on street intervention; their power and influence over the decision-making process; their relationships, including potential conflicts and cooperation among the identified groups; and their belief in achieving consensus on the final transformation.

As a result of this analysis, stakeholders were classified into five broad categories: public authorities, public institutions, local businesses, civic organizations, and inhabitants. The diverse range of stakeholders reflected a wide variety of interests, concerns, and degrees of power and influence per stakeholder group. Public authorities emerge as crucial players due to their significant influence on decision-making processes and project outcomes. However, conflictual relationships may arise between public entities, local businesses, and inhabitants when effective widespread communication and participatory processes are lacking. Civic organizations can play a significant role in bridging public authorities with a broader audience.

Building consensus among these stakeholders is challenging due to conflicting interests and power dynamics. While achieving full consensus may be difficult, stakeholders recognize the importance of compromise in facilitating collaboration and project acceptance. Critical factors for achieving compromise for successful street transformation processes include clear communication, diverse channels for stakeholder engagement, encouraging citizen participation through various tools and flexibility in adapting to evolving needs and commitments.

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4. Introduction

This deliverable is the result of Task 1.2. Stakeholder analysis. The objective of this task was to identify the relevant stakeholders of the transformation processes being studied in the living labs of the StreetForum project. By conducting a stakeholder analysis (Freeman, 1984), this task investigated the interests, impacts, and concerns of the stakeholders regarding the street transformation interventions that are planned in the living labs, the power or influence over such interventions, the relationship among stakeholders and their belief in a possible consensus on the final transformation.

This deliverable will support Task T1.4 Developing analogue tools for consensus making, as it is meant to inform the production of the tools concerning the “storytelling game” and the “stakeholder personas”. Moreover, this task is linked to the implementation of the living labs, i.e., Tasks 2.2-2.5, as the stakeholder analysis has been carried out as part of the living labs activities, and it will support the testing of the consensus-making tools in the labs.

4.1. The StreetForum living labs

The StreetForum living labs are located in four European cities (Brussels, Istanbul, Stockholm, and Vienna) around ongoing street transformation processes. However, the context of each process, its approach and the stage at which the transformation is found are very diverse.

In Brussels, two street transformations are investigated in Anderlecht, one of the 19th municipalities of the Brussels region. Firstly, the transformation of “Ropsy Chaudron”, a busy street that passes in front of the biggest market in the country and where many other local businesses are located. Secondly, the “Revision” Boulevard in which local residents have shown their interest in reducing car traffic and parking spaces. Both locations started being transformed as part of a local circulation plan but after some residents and business owners expressed their discontent, the interventions were dismantled. The lab explores solutions that are relevant for this diverse community including low-income residents, migrants, older adults, and children.

The location being studied in Istanbul is “Yogurtçu Parkı Street”, a parallel thoroughfare to Yoğurtçu Parkı, in the Moda district of Kadıköy. This street is situated in the bustling and centrally located Kadıköy district, approximately 500 meters in length. Additionally, it is conveniently situated near public transportation stops. The aim of this transformation process is exploring how the local stakeholders would like this street to be transformed in the future. The latter should serve to increase safety, make decisions concerning micro-mobility, reduce

car parking spaces and propose design enhancements that prioritize pedestrian-centric features along the street.

There are two central locations for the living lab in Stockholm: “Mäster Samuelsgatan” and “Söder Mälarstrand”. The first one is a busy street perpendicular to the main shopping street in the city centre. The second one is a 2 km long quay along “Södermalm” with an active port and residents in boats. The dock is partly disconnected from the rest of the neighbourhood due to level differences in the landscape. In a newly released strategy document regarding the ports of Stockholm, “Söder Mälarstrand” is pointed out as one of the quays with the highest priority for change. Since a total transformation will take several years, it was considered a good place for a Living lab to begin with gathering different stakeholders' viewpoints and trying out quicker and lighter solutions. The labs aim to study how physical transformations of places in the dense centre of cities involving car restrictive measures can be carried through.

In Vienna, there are more than 220 residential streets (also known as home zones/woonerf) with traffic calming measures, but people do not use them as social gathering spaces, and car drivers often ignore the speed and parking restrictions. Two residential streets are studied in the context of the StreetForum project: “Rahlgasse” and “Lambertgasse”. The former in the central district 6th, and the latter in the western 16th district. These two locations also differ in appearance (e.g., more or less green, distribution of parking space) and environment (e.g., social and cultural background of neighbours or type of local institutions that might be interested in the project).

5. Literature Review

Stakeholders, as defined by Freeman (1984, p. 46) are “Any group or individual who can affect or is affected by the achievement of the organisation’s objectives.” In this regard, stakeholder analysis is recognized as a means of gathering information on relevant actors to understand their behaviour, interests, agendas, and impact on decision-making processes (Brugha & Varvasovszky, 2000). The inclusion of civil society group perspectives and the acknowledgement of political will are increasingly considered essential. Stakeholder research supports effective collaboration, transparent decision-making, comprehension of the policy context, and assessment of the feasibility of future policy (Brugha & Varvasovszky, 2000).

Stakeholder analysis involves assessing and understanding stakeholders, aiming to determine their significance concerning a project or policy (Brugha & Varvasovszky, 2000). Two primary research approaches to stakeholder analysis exist in the literature: normative and instrumental (Reed et al., 2009). Normative approaches prioritize the legitimacy of stakeholder participation and empowerment in decision-making processes. In contrast, instrumental stakeholder research approaches are more practical, and primarily focus on how decision-makers can identify, elucidate, and manage stakeholder behaviour to achieve desired outcomes (Reed et al., 2009). This deliverable adopts a normative approach, as it aims to identify the relevant stakeholders and how their contributions to the decision-making process can facilitate consensus or compromise.

In the context of urban planning and mobility, several inhomogeneous stakeholder groups are involved, which have diverse and often conflicting objectives (Keseru et al., 2016). Based on previous experiences, this study has divided the stakeholders into five main groups, which can be found in the living labs of the project:

- Public authorities: district, municipal or regional government
- Local businesses: small, medium, or large companies that are located in the street of the transformation.
- Civic organisations: Non-Governmental Organisations (NGOs) and Non-Profit Organisations (NPOs).
- Inhabitants: residents, employees who work in the area, and visitors.
- Public institutions: school, port, public transport operator.

The theoretical framework that has guided this study emerges from combining existing stakeholder analysis approaches: the interest-influence matrix, and the social network

analysis (Reed et al., 2009). Investigating the interests, the influence and the relationships among stakeholders is crucial to understanding the transformation processes.

Moreover, as the StreetForum project is centrally concerned with to what extent a consensus or a compromise is achievable in the context of a contentious transformation process, the latter has also been added to the framework. Consensus is defined as ‘a generally accepted opinion or decision among a group of people’ (O’Shea & Waterhouse, 2023). Consensus is reached when all participants of the process agree with the final proposal and all efforts have been made to consider the interests of the participating stakeholders (Susskind, 1999). A compromise is “an agreement that involves mutual concessions” (Van Parijs, 2012, p. 467). It is an agreement that avoids no accord being reached and takes the conditions, needs or interests of the participants into account as much as it is possible to avoid a stalemate (Van Parijs, 2012).

As a result, the elements investigated in the study are the following:

- Interests of stakeholders regarding the intervention
- Impact of the intervention on the stakeholder(s)
- Concerns of stakeholders regarding the intervention
- Power of the stakeholder(s) over other stakeholder(s)
- Influence of the stakeholder(s) on the intervention(s)
- Ties between stakeholders
- Cooperation among stakeholders
- Competition among stakeholders
- Expectations of achieving a consensus or compromise.

6. Methodology

To develop the stakeholder analysis, three methods were used: first, a stakeholder shortlist per living lab, then a media content analysis covering the four cities involved, and finally, a series of semi-structured interviews with key project stakeholders. To carry out this research, we cooperated with the twenty partners involved in the project who contributed to the identification of the stakeholders, conducting the media content analysis as well as the interviews. The media content analysis and the semi-structured interviews were complimentary with the final aim of obtaining reliable findings about the main stakeholders, their roles, interests, impact on the street intervention, their influence, and their relationships.

6.1. Shortlist

The first list of possible stakeholders was provided by the partners that are in charge of the on-site activities in the four living labs. These organisations were in touch with several stakeholders and had an overview of who might be impacted by the intervention. This list included 33 potential stakeholders (see Appendix 1). After a first analysis, the list was reduced, as a few stakeholders overlapped or belonged to the same organisation. This list was the first starting point for this task, allowing the researchers to acknowledge the landscape of stakeholders relevant to the project. Furthermore, the media content analysis enabled the removal and addition of stakeholders that were neglected in the shortlist.

6.2. Media content analysis

Media content analysis was introduced as a systematic method to study mass media by Harold Lasswell in 1927 (Newbold et al., 2002). Media content includes a wide range of phenomena (the medium, production techniques, messages, sources quoted or referred to, context, etc.) and seeks to develop a content analysis to grasp the meaning of media publications. To do so, they single out the key features from media content that researchers consider relevant according to the objectives of the study. Amid the StreetForum project, this media content analysis had the objective to identify the key stakeholders involved in each of the four living labs street transformations according to the media and how their interests, power, influence, and relationships were portrayed.

This media content analysis was performed in four steps. It started with the sampling and media selection. To carry out this task, clear instructions with the guidelines for sampling were

sent to the local partners of each living lab. Following the methodology for the sampling collection of Newbold (2002), each living lab project partner selected 5 to 10 relevant, local digital media including newspapers, magazines, or special issues, covering the geographical zone of the intervention, and including topics such as: public space, urban planning, street design, social life, citizen involvement, and/or bottom-up initiatives. After this first collection, they selected 15 to 30 publications issued between 2020 and 2023.

In the second step, the partners selected text fragments in the original language, that were relevant for the analysis. To guide this selection a codebook (Appendix 2) containing the list of themes was developed and shared with them. They were asked to pay special attention to references made to vulnerable groups, including people with low income or low level of education, people with a migration background, ethnic minorities, people with impairments (physical, visual, hearing, cognitive), older people, children, and digitally excluded citizens.

After this process, the third step was the translation and classification of the media fragments. The fragments chosen by the local partners in each living lab in their original language were translated into English and compiled in an MS Excel table following the codebook classification. In total, there were 90 publications collected and considered: 68% of the publications in the sample were about Brussels, followed by 14% of publications in Vienna, and 9% were from Istanbul and Stockholm.

Finally, the last step was the analysis of the results. All the fragments were classified according to the codebook within four broad stakeholders' identity categories: public authorities, local businesses, civic organisations, and inhabitants and visitors. Each of the themes was coded according to the commonalities, differences, and particularities found throughout the stakeholder's identity categories regarding their interests and impact of the intervention, their power and influence, and their relations. The summary of these findings is presented in the following sections.

6.3. Semi-structured interviews

Semi-structured interviews prove especially valuable in comprehending meanings and subjectivities (Flick et al., 2004) while providing flexibility in responding to unforeseen reactions and discoveries during the interview process (Bryman, 2016). Thus, this type of interview was considered relevant to the stakeholder analysis of the street transformation processes studied in the StreetForum project.

The interviews were conducted between August 2023 and January 2024. In total, 22 interviews were conducted with public authorities, local businesses, civic organisations

residents, and public institutions. The choice of the stakeholders recruited for the interviews at each living lab was made based on the results of the media content analysis as well as the input from the local partners. Thus, the most relevant stakeholders of each case study were invited for an interview (see Table 1).

	Public authorities	Local businesses	Civic organisations	Residents	Public institutions
Brussels	2	3	1	1	1
Istanbul	3	1	1	1	
Stockholm	1	1		1	1
Vienna	1			1	2

Table 1. Interviews conducted at each living lab.

The semi-structured interviews were conducted guided by the questions found in Appendix 3. The questions were formulated based on the theoretical framework identified in the literature review as a means to collect relevant data about (1) the stakeholders' identity, (2) their interests and concerns, (3) their power and influence on the intervention, (4) the ties among them, and (5) their beliefs on the possible consensus or compromise about the transformation.

The data was collected in each living lab by a local partner, in the local languages (French, German, Swedish, and Turkish) and English. The transcripts of the interviews were translated into English in a second stage and sent to the researchers of the VUB. The latter conducted a software-based coding (Nvivo) based on a coding tree (see Appendix 2) emanating from the theoretical framework. After a first round of coding, the quotes included in the categories relevant to this study were reorganised, filtered and summarised.

7. Findings

The findings are presented in two sub-sections. The first one showcases the results of the media content analysis and the second one the findings of the semi-structured interviews.

7.1. Media content analysis

The media content analysis was done looking at specific elements (see Appendix 2). The findings of the coding process have been segmented by stakeholder group. When comparing the information obtained per stakeholder group, 50% of the publications discuss topics related to public authorities, 28% of the content has a focus on the citizens' interest and influence in street interventions, 16% of the sample mentioned civic organisations influence and 7% discuss local business's role in street transformation processes (Table 2).

7.1.1. Stakeholder's identity and classification

Public authorities

There are several stakeholders classified as public authorities who develop different central roles in street redesign interventions. They generally represent the governing bodies or organisations that oversee the transformation process. For this analysis, nine actors were classified as public authorities: three from Brussels, three from Vienna, two from Istanbul, and one from Stockholm (Table 3). Considering their function and scope, they were subdivided into two main categories. First, the regional/metropolitan governments have more strategic and coordinating roles. They are also involved in the implementation of laws and street regulations. The second group is the local government, including municipalities and other actors like elected officials, opposition parties, and the technical professionals involved in the physical and landscape design aspects of street redesign interventions. Among the nine actors identified as public authorities, three are considered regional governments and six are classified as local ones (Table 2).

Inhabitants and visitors

The group of inhabitants and visitors comprise individuals who live or pass by the area affected by the street transformation process. Among the diversity of interests, needs and influence, this group of stakeholders were portrayed in the media with contrasting opinions regarding the street interventions. Some of them express their support for these initiatives, while others demonstrate against them. Actors representing this group were mentioned in the four living labs.

Civic organisations

The following actors were considered as civic organisations with diverse interests and priorities. Three non-profit organisations are subdivided as follows: A cluster of 6 organisations for and against the current traffic calming plan in Brussels represented in different social media like Facebook, Twitter, and virtual petitions; an NGO from Istanbul which helps older people and vulnerable neighbours in the area; and one association in Vienna in charge of street activation and research. Finally, the last civic organisation mentioned in the media was a youth political organisation in Vienna.

Local businesses

For this analysis, there were two actors found in the media analysis classified as local businesses. Namely, shop owners in Brussels and a private organisation interested in developing a swimming space project in the quay of Stockholm.

Table 2 displays the number of times stakeholders¹ were mentioned in the media content analysis and Table 3² exposes the detailed list of the actors identified per category:

Stakeholder	Types	Brussel	Vienna	Istanbul	Stockholm
Public authorities	6 local governments 3 regional governments	28	9	6	2
Inhabitants and visitors	3 groups of residents and visitors 1 group of people cycling in the area	18	2	1	4
Civic Organisations	3 Non-profit organisations 1 non-governmental youth association	11	2	1	0

¹ Due to the limited general information on public organisations like emergency services, public transport operators and port providers were not included as a separate category.

² A more detailed version of Table 3 with the stakeholder's name can be found in Appendix 4.

Local Businesses	Shop owners/keepers 1 Private organisation	4	0	0	2
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Table 2. Media content analysis summary with the number of publications in which the group is referred to.

Stakeholder Category	Brussels	Vienna	Istanbul	Stockholm
Public authorities	1. Anderlecht's elected officials 2. Local opposition parties 3. Regional authority in charge of mobility	1. Ottakring district authority 3. Mariahilf district authority 3. City government spatial planning agency	1. Kadiköy municipality 2. Istanbul Metropolitan Municipality	Municipality of Stockholm
Inhabitants and visitors	Residents for and against the plan	Cyclists	Citizens	Citizens
Civic Organisations	Non-Profit Organisations for and against the traffic calm plan	1. Cultural and research organisation 2. Youth political organisations	Kadıköy NGO for urban solidarity initiatives	
Local Businesses	Shop owners/keepers			Private investor

Table 3. List of stakeholders identified in the media content analysis.

7.1.2. Interests: impact and concerns

Public authorities

“We would like to initiate a lighthouse project of the climate model city of Vienna by bringing together public institutions, private investors, homeowners, climate experts and the population to implement measures against climate change and climate protection.” (Media article from Vienna)

“(public authorities are mostly concerned by) Unsafe walking routes due to vehicles parked on the pavement and occupying most of the pedestrian walkways.” (Media article from Istanbul)

According to the media, public authorities' interests generally point towards determining and defining the mobility policies that regulate the streets' interventions. Local authorities are primarily interested in implementing the plans and measures developed by the regional authorities to tackle pressing issues such as road safety, air quality, improving public space, and congestion. Pressing topics like climate change, improving pedestrians' safety and comfort, and increasing greenery in their cities also came into their agendas. Overall, the four living lab authorities are striving for more sustainable and human-centred approaches to enhance life quality and promote the usage of public space. Some are concerned about dealing with car dependency and excessive car parking street occupation, while others are more concerned about how to reactivate the streets and make them more attractive.

“In order to avoid the tensions that followed the introduction of the Good Move plan this summer, the college is planning a consultation phase in a more restricted framework, on the scale of the micro-neighbourhoods.” (Media article from Brussels)

Public authorities are interested in using more participatory approaches to achieve other stakeholders' support and validation for street interventions and avoid future conflicts. Brussels, for example, with the initial street transformation in the living lab areas as part of the local traffic calm measures, generated great media attention due to the backlash and violent resistance. These cases attract the opposing parties' protest support, seeking to negatively impact the politicians in power and demand an improvement in the plans made. The contested situations come with new concerns for local authorities on how to maintain the initial planning for the street interventions and how to get the citizens' support to execute them. These backlashes have impacted local authority technicians, creating a lack of confidence in the intervention and a tense climate for the civil servants involved, especially after the aggressive reactions from other stakeholders like citizens, shop owners and some civic associations.

Inhabitants and visitors

“...but it's a bit sad if you look over and compare it to Norr Mälarstrand (eds note: the opposing quay), especially when the sun is shining there”. If he could wish for an addition, it would be in the form of restaurants, kiosks and somewhere to sit and enjoy the view.” (Media article from Stockholm)

Due to the different stages of the living lab's interventions, residents' and visitors' interests and impacts vary. Moreover, street redesign projects can help or hinder different people. In

general, inhabitants want to have better living conditions. In some cases, residents are interested in getting livelier areas with more cafes, restaurants, and spaces to meet and improve the existing situation, especially for pedestrians. Some residents and homeowners are eager to have more public space, greenery, and space for new cultural activities. The media also exposes the positive impact some people have had due to the interventions. In cities like Vienna, cyclists' experience, for instance, has improved with safer and better infrastructure.

Civic organisations

"A multimodality where everyone can find what they like: that is what needs to be worked on," (...) "Whether you move on foot, by bike, scooter, car or motorbike." "We can move towards better circulation if a mobility plan is drawn up with the local residents." (Media article from Brussels)

The main interest of civic organisations is being able to communicate their community's needs to the public authorities and to be involved in the intervention process. Most of them focus on working with the local community to achieve a solution that truly benefits them. However, the different associations mentioned in the media show contrasting behaviour regarding interests, impacts and concerns. For some of these civic organisations, concerns and interests focus on the need for more green areas and public spaces for children at the expense of the car infrastructure. Associations, like the pro-cycling ones, try to expose the benefits of the intervention regarding road safety and creating more meeting spaces for the community.

"There is definitely a certain distrust of how the media reports on Good Move (Brussels SUMP³)" (...) "Their positions are not at all consistent with those of the majority of people. (...) There needs to be a better balance in the media between the message of a large group of dissatisfied people and that of a small group imposing something on the former." (Media article from Brussels)

On the other hand, the media portrayed some of these associations' aversion towards the mobility plan measures. Citizens' complaints are primarily about the difficulties of driving and moving around due to street calming interventions. Social media groups are a common virtual place to gather these opinions. However, in some cases, these groups call for action and organize manifestations against the plans and politicians involved, as was the Brussels case.

³ Sustainable Urban Mobility Plan

According to the media, some of the major claims in this specific case were ignoring the socioeconomic conditions of those living in the areas and imposing a green ideology. Sometimes, these associations come from different areas but see the opportunity to join forces with a dissatisfied community with the same objectives, giving a louder voice to their cause. Finally, some civic associations expose distrustful behaviour towards media coverage of mobility plans. These associations ask for a need to balance the media and the information given to understand the population's feelings and needs.

Local businesses

"We want Kallbadaren⁴ to become a magnet and meeting place, both for those who come to Stockholm and for those who live here." (Media article from Stockholm)

Despite not being mentioned frequently in the media, local business interests play a role in developing street redesign projects. The actors involved expose contrasting interests regarding these interventions. Some positively regard the projects since they could attract new customers to their business, becoming a meeting place due to the area's improvement. Private business owners of cafes and stores have in common with business developers the interest in an attractive street transformation to increase property values and business revenues. While new businesses focus mainly on the attractiveness and increased opportunity of street transformation, for the more minor local actors like shop owners, there is also the concern of needing help to keep running their business during the street interventions or even losing them. Most of this concern comes from the difficulties in receiving their deliveries. For some shop owners, their priority is to strive for enough space to load and offload their goods.

7.1.3. Power and influence

Public authorities

"The redesign of the Grätzl Rahlgasse is one of many projects to make Vienna climate-neutral by 2040. A goal that SPÖ and NEOS once again confirmed in their government meeting." (Media article from Vienna)

Most public authorities have a high degree of power and influence in the decision-making process and the execution of street interventions. Regional and metropolitan departments

⁴ The cold bath house proposal for the area

have the power to establish long-term strategic plans and consequent funding that local authorities aim to obtain to develop projects in their territories. Local authorities and technical teams, like the mobility and urban planning departments, are usually in charge of the designs and have the power to choose the places to kickstart the street redesign pilots. Therefore, they have a significant influence on how transport flows are affected due to the interventions. Ultimately, the city (or district) council decides whether a street transformation occurs.

“We have to discuss again now on the scale of the Cureghem micro-neighbourhood and be able to come up with something that makes a consensus”. The PS mayor wants to discuss this plan [...] with the inhabitants again. Its implementation has caused great tension in Cureghem”. (Media article from Brussels)

Regarding mobility strategies, some of the common political goals among the living labs public entities focus on topics like climate change, safer streets for kids, greener spaces, and attractive human-scale streets. Voting intentions then play a role in the support (or lack thereof) of the other public stakeholders involved in the street redesign intervention, especially those related to the local government. Brussel's experience showcases how the power and influence of the city government can be highly affected by the hostile and aggressive reaction to the street implementation. The resistance from other stakeholders forced them to stop the implementation and rethink their next steps. In this case, media exposure was higher, and containing the situation became trickier for the public authorities involved. These conflictual cases create friction between the public authorities and more significant pressure on the technical teams. However, it has also been the reason for opening new spaces for dialogue with the population.

Inhabitants and visitors

“Today, the residents are angry... They demand a drastic revision of the mobility plan. 12. The inhabitants and associations will be able to decide: here we want a bench, or a playground, etc.” (Media article from Brussels)

The media analysis revealed that inhabitants influence the development of street redesign interventions. Inhabitants want the authorities to listen to their problems and needs and to be able to satisfy them with the provision of better infrastructure. The start of new interventions and construction works tends to discomfort the affected residents. Communication is a critical factor for these interventions to work. However, when a group of inhabitants feel they haven't been aware of these interventions and see a direct negative effect on their lifestyles and mobility customs, they can come together to demonstrate against the measures introduced. Demonstrators against street redesign interventions in Brussels raised their voices aggressively to the measures introduced, claiming they weren't warned nor involved

in the process. They reassemble with some shopkeepers and associations against the mobility plan, demanding a drastic revision. Several media sources mentioned creating a signed petition to claim for the withdrawal of the measures. Because of the pressure, public authorities decided to stop the pilot project and re-evaluate the plan. Local authorities promised to resume the discussion through a participatory process, including the resident's needs and concerns.

Civic organisations

“Not everyone is familiar with pedestrian zone regulations, let alone the many benefits. That is why Vélofiets is taking the initiative to highlight the new pedestrian zone and, by extension, the many opportunities the new circulation plan offers.” (Media article from Brussels)

Activists and civic organisations are essential actors in the development of street redesign projects. Through them, it is possible to organise groups of people fighting for community goals, whether for or against the intervention. They will not have the power to make definitive decisions about the intervention, but they can influence its continuity and development process. For instance, according to the media, civic organisations can influence the decision-making process and continuation of a traffic plan. In Brussels, associations against the plan and favouring motorised mobility have been louder and have been present in several meetings to express their discontent with the measures. They had a significant role in influencing the decision of the public authority to withdraw and restructure the plan in the specific living lab. At the same time, associations that favour sustainable mobility modes of transport have been trying to highlight the intervention benefits, counteracting citizen misinformation in the area and advocating for the plan's continuation.

Local businesses

“(the) review the traffic plan (was made) based on the concerns of the people living in the neighbourhood and the shopkeepers”. (Media article from Brussels)

Local businesses generally influence how streets are used by attracting visitors and residents to various activities. They strive for safe, comfortable spaces to welcome their customers and ensure the loading and unloading logistics so the business can continue operating. According to the media, local businesses can significantly influence and strengthen their power when they join forces around a common cause. For example, shop owners against the street redesign intervention in Brussels influenced the final decision to review the traffic plan. The first implementation created strong resistance from this specific group, which then got together with some of the civic associations and citizens against the plan and went to the streets to protest its implementation.

7.1.4. Relationship among stakeholders

Public authorities

“It should become the starting point of a Mariahilfer model of participatory urban design, which not only strengthens the bridge between the population and the administration but also builds bridges between district communities and even to the EU.” (Media article from Vienna)

According to the media, public authorities intend to increase collaboration with other stakeholders involved in street transformations. By bringing together the different actors, the authorities aim to increase appropriation while achieving projects with the various users' needs included. Moreover, in most cases, regional authorities are aligned with the local governments, sharing common objectives for more sustainable mobility and safer and more attractive public spaces. In the living labs, where some projects are kickstarting, they see stakeholder cooperation as a critical point for successful interventions. In cities like Vienna, the objective is to use this pilot project to develop a model of participatory urban design, which not only strengthens the bridge between the population and the administration but also builds bridges between district communities and the EU.

“We have listened to feedback from residents... We have already proposed... to review the traffic plan on the basis of the concerns of the people living in the neighbourhood, shopkeepers and the voluntary sector, which is very active in Cureghem.” (Media article from Brussels)

When changing the built environment, conflicts arise between the actors involved. Brussels stakeholders' relationships have been negatively affected by the strong opposition and reactions to the first street redesign interventions. Since then, cooperation between the public authorities, some citizens, and civic associations has been difficult due to the violent demonstrations against the traffic calming plan. The plan's implementation has also led to a polarization of stakeholders, with a loud opposition group of some inhabitants and shopkeepers supported by the political opposition and asking for the plan's withdrawal. Despite the resistance and hostile reactions, this loud movement also pushed the public authorities to improve their relationship with the community. They are now more eager to develop participatory processes at a micro-neighbourhood scale, including the different actors, especially the inhabitants. For instance, the city council wants to start a consultation phase with regular meetings with neighbourhood representatives to review the traffic plan cooperatively and to include the actors involved in the expanded technical monitoring committees for a better solution.

Inhabitants and visitors

"The residents present [...] respond: 'You (local government) are planning a war of attrition with us.' The residents' and motorists' collectives have created an electric atmosphere in the city council". (Media article from Brussels)

People are one of the most affected actors in street redesign processes. Considering the diversity of interests and needs, conflicts arise whenever a new change occurs in the built environment. The relationship between this crucial stakeholder and others can be fragile. Brussels street implementation backlashes exposes how inhabitants can cooperate with other stakeholders when their needs are not taken into consideration. According to the media excerpts collected, residents in Brussels are demanding a drastic plan revision and the resignation of the people in charge. The elected government responded to these complaints by offering spaces to improve their future cooperation for the restructuring of the plan.

Civic organisations

"We are going to allocate (subsidies) to non-profit organisations to create temporary facilities. Their job will be to work with local residents to come up with a new layout". (Media article from Brussels)

The role of civic organisation can be crucial for street interventions to be accepted or rejected. The different associations can better communicate and connect with inhabitants and communities, increasing the understanding of their needs and willingness to change. At the same time, they can be a channel to improve communication with the authorities to consider these needs in their plans and projects. In some living labs, associations work on the streets to create awareness of their different usages and benefits. At the same time, according to the media, other organisations got together to raise their voice against the street changes, usually cooperating with angry residents and shopkeepers. Due to the resistance faced in one of the living labs' first implementation, the public authorities cooperate more with these associations, encouraging them to have constant meetings for the new plan restructuring process and even allocate some subsidies to non-profit associations willing to create temporary interventions.

Local businesses

"Some traders fear for their business. We have already proposed... to review the traffic plan on the basis of the concerns of people living in the district, shopkeepers and the voluntary sector ..." (Media article from Brussels)

Local businesses are prominent actors in daily street life and tend to be in constant interaction with their customers and the area's inhabitants. Being one of the actors most directly affected by these interventions, they seek at least a clear communication from the authorities about

the intentions of the project and the street transformation process. When their needs and interests are not considered, they can reassemble to create resistance and demand better street redesign plans. For instance, after the negative impact experienced during Brussels' street redesign pilots, some shop owners complied with some citizens and civic associations against the interventions to demand the plan's withdrawal and the implementation of an alternative solution.

7.2. Interviews

The results of the coding of the 22 interviews were organised into five main categories and segmented by stakeholder groups, as presented below.

7.2.1. Stakeholder identification

A summary of the categories and the stakeholders involved mentioned during the interviews can be found in the Table 4⁵:

Stakeholder Category	Brussels	Vienna	Istanbul	Stockholm
Public Authorities	Regional mobility authorities	District authorities	Regional mobility authorities	Local municipality authorities
	Regional planning authorities		Regional planning authorities	Local municipality transport and urban departments
	Local municipality authorities		Local municipality authorities	
	Local municipality transport and urban departments			
Public Institutions	Education institutions	Education institutions	Education institutions	Port of Stockholm

⁵ A more detailed version of table 4 with the stakeholder's name can be found in the appendix 5.

	Public transport companies		Public transport companies	Sports Administration
	Emergency services		Public services offices	
	Trash collection services		Water and sewage administration	
	Public services offices			
Inhabitants and visitors	Residents	Residents	Residents	Residents
	People working in the area	Students	Newly arrived population	Boat residents
	Children	Children	Young people	Families with children
			Pedestrians	Children
			Football supporters	Tourists
				Customers
				Young people
Civic Organisations	NGO's and associations in charge of animating the streets and involving the community	Non-profit associations working in the area	NGO's and associations working on street transformation and mobility related topics	Stockholm's boat residents' association
	Young people and children related associations	School related associations	Non-profit associations working on neighbourhood solidarity initiatives	Cultural organizations
	The neighbourhood committee		School related associations	
			Associations working on health and safety	
			Global research non-	

			profit organization	
			Social groups for and against the project	
Local Businesses	Market	Restaurants	Market	Property development businesses
	Industries	Cinema	Shopkeepers	Businesses along the quay
	Retail sector	Health services	Delivery companies	Restaurants
	Restaurants		Catering services	Hotels
	Shopowners			Nightclubs and bars
	(Illegal and legal) street traders			Future investors in the area

Table 4. List of stakeholders identified through the interviews.

7.2.2. Interests: impact and concerns

Public authorities

“First of all, it was a very high workload. Another impact was that we were attacked, and the tensions between the different parts of the municipality. When we talk about the administration and the politicians, we’re also talking about the services, the city councils...”
(Interviewee 4, Brussels)

The impact on public authorities relates to the alignment of the output with the objectives of the government. It can be positive if it helps to meet the authority's specific goals (safety, traffic congestion, land-use planning, parking pressure, ...) or broader targets (environmental, social and economic), while not having negative impacts on the inhabitants. In this regard, small interventions that have little cost to the government, are better perceived as they are less risky. However, unforeseen complexity and difficulties may arise from the intervention which adds a lot of work and stress to public officials. The novelty of these policies also requires the local authorities and technical departments to change their processes and adapt their practice accordingly. A major impact for public authorities relates to their image and credit of the institutions and their policies, as well as the one of the elected officials that implement it. The impact is also higher on the local authorities as they make the final choice

and implement the intervention. In this regard, the local authorities and public officials can suffer a lot of pressure when the process is contested and can even suffer verbal attacks, defamation, and aggression from people who do not agree with the intervention.

The main concerns relate to the support of the inhabitants as mobility impacts the daily habits of people very much. For this, public consultation or participation is usually seen as beneficial, but the results depend on a lot of factors which are not always identified or acted upon accordingly (e.g., the pandemic, the sociocultural background of inhabitants). Moreover, participation can create expectations that are not met and result in frustration. Thus, public participation can be sometimes negative for the process or the government. Furthermore, mobility is not a central concern of most people, and as far as the process remains abstract, inhabitants are not so interested. The reactions appear suddenly when the implementation is made. In this regard, the result would be more comprehensive when the leading role is at a higher level of governance (regional), as they have more resources and expertise. Lastly, land-use planning is central, as the interests of residents and local businesses are often not aligned.

Public institutions

“We actually want the street to be car-free with the parking spaces removed because we don't have an inner courtyard, and like this, our pupils would have no opportunity to go outside. [...] Because now it's dangerous. I always have to put two or three people there and also with the first graders. I don't have that many resources. I don't have teachers sitting around twiddling their thumbs and whatever” (Interviewee 10, Vienna)

For public institutions, the interventions have a positive impact in terms of safety, reducing car traffic, double parking and giving more space to non-motorized traffic. This is especially the case for pedestrians, and most commonly children, as they like or need to play outside when there is not enough space in the schools. The interventions can also usually improve the quality of the public space, which may be aligned with the goals of some public institutions. Overall, the interventions are considered positive as they can facilitate sustainable development and, in some cases, they can enhance democratic culture and creativity by involving the public in the production of new solutions.

Relevant concerns are related to parking pressure and traffic, as the interventions modify the circulation and flow of traffic in the neighbourhood and sometimes, they affect their employees and users.

Inhabitants

“Those who have cars are somewhat annoyed at times if the parking options disappear or decrease, but what's typical now during the summer is that a lot of motorhomes come here and compete for parking spots with the residents. It contributes to a livelier street, and at the same time, as they set up their small tables and bicycles, it adds to the liveliness. It also contributes to a kind of vibrancy, but unfortunately, it also leads to some extra littering”
(Interviewee 19, Stockholm)

The interventions are seen by residents in different manners. For some, it is an opportunity to improve liveability, public space, and safety for pedestrians, as well as reduce air and noise pollution. However, it may also have negative impacts: traffic congestion, parking pressure, and an increase in (heavy) traffic in nearby streets. It can also harm local shops, for whom the residents sometimes care and depend. The increasing livelihood and on-street activities can also increase nuisances related to noise or cleanliness. For the residents who are used to the current situation and move more by car, the change is not necessary, and the burden that it can create makes the intervention perceived as negative.

The main concerns relate to parking availability and how traffic will change after a longer period. Residents may also be concerned about the objective of the intervention and to what extent it benefits them when the goal is unclear. Moreover, in some neighbourhoods, inhabitants have daily problems that touch upon more essentials, such as having a job or paying the rent, and thinking about mobility-related street transformations is not a priority. The latter may result in doubts about the intervention, and any potential burden it creates may be perceived as highly unnecessary and disturbing. Thus, resulting in strong and loud reactions from some residents, especially if they do not want the change.

Civic organisations

“So, I think there's a big role for Non-profit organisations in the neighbourhoods, to attract people, to participate in the project in general. [...] I think we could also be more visible on the street. Right now, we're a bit hidden, so I think that when the transformation happens, we'll be able to be more visible” (Interviewee 18, Brussels)

The interventions in Brussels and Istanbul are seen by civic organisations as positive, as they facilitate pedestrian mobility and improve sustainable accessibility. In this regard, pedestrian safety would also be improved, and this is especially relevant for children who often play in the street. This is particularly relevant in neighbourhoods where children do not have enough space to play at home. Moreover, for civic organisations, these interventions are also an opportunity to work on new projects and increase their activities, their visibility and possibly

their resources. The latter is also the result of having new available public space near their premises, which they could use or facilitate the access of people to their premises.

The main concerns relate to the organisation and decision-making process, as the intervention should be seen as part of a more comprehensive plan for the city. Likewise, the procedural fairness and rigour of the intervention should be guaranteed.

Local businesses

"When the wholesaler sent us our orders, they face difficulties when they cannot park here, and they have to park there. [...] Clients also have the same problem. When one customer park the car in the parking, we have somebody to take the things there with them"
(Interviewee 14, Brussels)

Although the interventions may make the deliveries difficult to local businesses and hamper the access to company vehicles, they can also have a positive effect if the redesigns offer dedicated unloading spaces for businesses and reduce double parking. This is crucial for commerce, services or productive activities, and thus, the interventions should be unproblematic in this regard, as the providers might stop delivering in the area. Moreover, the clients of some local businesses may also have more difficulties arriving at the shop and loading the vehicles with the goods they purchase as they cannot park in front, or nearby. The latter can result in a loss of clients. Nevertheless, for property owners or real estate developers, the interventions are also positive as they improve the quality of the public space and the demand for housing in the area.

The decision-making process in terms of transparency, and the temporality of the intervention are concerning, as it may be only some months of the year, having different impacts as well as different transformative potential. Moreover, street furniture can be problematic for some local businesses, depending on where it is located, as it may hamper the activity of the business. For some local businesses, the intervention is not necessary, and it may be perceived as an unnecessary burden. In this regard, the intervention may also result in confused drivers who do not know how to behave at the beginning. Lastly, the intervention may push productive activities and traders away, as it targets residential activities that conflict with productive ones, and decision-makers think more about the preferences of (middle-class) residents as elections approach. For companies that invest in the area, this increases their risk, while other issues that already pose problems to their business, such as security, illegal activities and cleanliness seem to be overlooked.

7.2.3. Power and influence

Public authorities

"I would say mostly is to get everyone around the table, technically and financially, to finance the mobility study and some of the subsequent work. [...] The fact is that we launched the project in partnership with the municipality, but we also finance the whole mobility study and provide the subsidies for it" (Interviewee 1, Brussels)

The power of public authorities is related to the governance structures to which they belong. In general, regional or metropolitan authorities have some power concerning general aspects of the intervention, as these must work in the regional context and masterplans (traffic, safety, garbage, ...), as well as through the funding schemes. Moreover, the region has a vast amount of data and knowledge, as well as ties with relevant stakeholders, which gives it a lot of influence. Local governments have the most power, as they can make most decisions and especially, decide to start/finish the intervention, as well as more concrete elements (dates, elements, materials, etc.). Nevertheless, this is often a negotiated process within the local administrative bodies and technical staff, and sometimes even with the government opposition. The local authority also has the power to include more or less other stakeholders, especially citizens and local businesses, and decide to what extent the process is participatory. Lastly, district municipalities may have less power, as they obey the local authority, but they have a closer link to the field and can easily bring up concerns, ideas or requests.

Public institutions

"I did see some sketches and thoughts and ideas, you could say, but we don't make the decisions. We were a bit involved through the activities we have on the street. They need to bring in cars and deliveries, so we had a dialogue about that" (Interviewee 11, Stockholm)

Public institutions have some minor influence, as they have direct contact with public decision-makers. Moreover, they are often consulted or involved, and their reaction/use of the intervention can be crucial to ensure its success. For instance, if schoolteachers use the space with students, or how the port authority cooperates with the activities that will be organised in the quay.

Inhabitants

"It would have been better if there had been a dialogue about it. But it's always better when there's a dialogue, and you inform each other in advance and can come up with ideas and suggestions" (Interviewee 19, Stockholm)

The general public does not have a strong influence or power in the decision-making process. However, they are sometimes invited to consultation/information sessions and questionnaires can be handed out to gather their opinions. Although many citizens might not know about the process and do not participate, experiences such as the one in Brussels show that the reactions of (some) residents can be crucial, especially extreme reactions (e.g., violence, noise, ...).

Civic organisations

"Not directly, but I think we can play a role because we have good contact with the people who pass through here, who live here in the neighbourhood. But I don't think we have any real influence" (Interviewee 18, Brussels)

Civic organisations have little power in the decision-making process, but they are often involved or consulted before the implementation process. However, the latter depends on the political situation and the ideology of the elected representatives. The influence of civic organisations lies more in their expertise, local knowledge and ties with the local community and other stakeholders. These ties can be used to envision alternatives, give visibility to the topic at stake, channel concerns and requests, accelerate change, and increase or decrease support for the transformation.

Local businesses

"The municipality has expressed a desire and direction, and we try to align with it. It's quite general, of course, and if we have an idea, you should take it to the relevant local organisation" (Interviewee 15, Stockholm)

Questionnaires are sometimes handed out to gather the opinions of local businesses, and flyers may be used to inform about the intervention. Nevertheless, this is not always the case and the size of the local business may be crucial to determine to what extent they are involved in the process. The input of bigger companies is especially taken into account, as they are invited to the process and better informed. For instance, the market management was invited to several events, while the smaller ones, like restaurants, shops, and traders, were not invited. Thus, local businesses sometimes have a certain degree of influence, especially if they are big organisations with an impact on the neighbourhood.

7.2.4. Relationship among stakeholders

Public authorities

“We collaborate in various working groups and synchronize with one another to ensure that the furnishings and activation of our stakeholders occur simultaneously.” (Interviewee 6, Stockholm)

In general, there is a good relationship between the different public authorities involved in street transformation processes. According to some of the interviewees, in most of the labs, the technical agencies involved in planning, mobility and urbanism have good coordination and task division. They tend to collaborate in various technical working groups in the field, are quite aware of the relevance of clear communication with the community involved and show interest in integrating more participatory processes. The most common methods from local authorities to engage with other stakeholders are the use of participatory workshops in the public space, information sessions and bilateral discussions.

“Personally, I think that the mobility theme needs to be even more regionalised. We need to involve the region more to have more coherence at all stages. Leaving so much to the local authorities leads to difficulties.” (Interviewee 4, Brussels)

On the political level, elected representatives pay special attention to nurturing relationships with other stakeholders to get their future support. Despite general good coordination between the regional and local scale, in some cases, local authorities asked for more involvement from the regional authorities to have more coherence in the different stages and to share the difficulties during the implementation phase.

Public institutions

“With the public transport companies in particular, it was the other way round. In fact, it was all positive, because they are very keen to take all this on board, since they have buses and we’re really trying to improve the fluidity of public transport. With the police zones and SIAMU⁶, there’s no friction, it’s more that they’re really emergency services so they’re very focused on the fact that this can’t hinder the speed and agility of interventions”.
(Interviewee 1, Brussels)

Public authorities also tend to cooperate well with public institutions. For instance, relations with public transport companies were good since they were keen to help and eager to have

⁶ “Service d’Incendie et d’aide Médicale Urgente”. French abbreviation for fire department and emergency medical services in Brussels.

better fluidity. With the police and emergency services, there was no friction. They were just concerned about being able to keep their speed and agility to intervene in case of emergency. However, some of their needs can be overlooked and not included in the intervention's designs. In general, public institutions in the living labs have good relationships with the other actors involved. Nonetheless, in the case of public schools, there is a general feeling of a lack of communication and involvement, mostly coming from the public authorities. Schools seem to have good relationships and synergies with some of the civic associations working in favour of the intervention. They have the common objective of achieving safer streets for everyone, especially children.

Inhabitants

"Our existence through this association is primarily well-known to the officials at Stockholm's port. So, if those who are planning such things communicate with the port, they could easily obtain contact information for an entity like our association." (Interviewee 19, Stockholm)

Inhabitants are a diverse group which can either support street interventions or be a major opponent of them, which directly affects their relationship with the other stakeholders involved. There is a general interest from the public authorities to increase citizen engagement, with some cases being more successful than others. Some groups of inhabitants might come together to seek their collective interests (e.g., the boat residents association in Stockholm) or, in other cases, look for a representative to advocate for their needs on behalf of the other actors involved (e.g., "neighbourhood headman" in Istanbul). In most of the cases, residents interviewed expressed their willingness to get more involved in the street redesign process.

Civic organisations

"I have good contact with parents who come with small children from primary and nursery schools. But my colleague (...), who's always out and about in the neighbourhood, is more interested in young people between eleven and sixteen, I'd say. So, everyone has a different audience." (Interviewee 18, Brussels)

In general, civic organisations tend to have good relationships with other stakeholders. They usually relate to a diversity of groups in terms of age and background within the neighbourhoods. They have the potential to become key partners in carrying out street transformation processes due to their close relationship with the actors directly affected by it. Whenever they are planning to implement street activations or events, they clearly communicate to the community, including residents and businesses. In some cases, public authorities see associations as a collaborative partner to improve their relationship with the

community. Certain associations are engaged in the process aiming to contribute with the co-creation and implementation process.

“In cases where information was not shared, there were reactions, and it is emphasized that the nature of these reactions varied depending on the neighbourhood’s income level. It is pointed out that in higher-income neighbourhoods, there was often more resistance.”
(Interviewee 17, Istanbul)

However, when discussing past experiences like Brussels street redesign pilot project, some of these associations mentioned feeling left apart from these processes. Most of them have previous experience on presenting initiatives to their communities and there is a potential to benefit from their community building and knowledge on the process and area. Reflecting on these former experiences, civic associations mentioned that resistance to street interventions usually comes from the lack of clear communication among stakeholders, especially with the inhabitants. Additionally, they shed light on how it tends to vary depending on the socioeconomic status of the neighbourhood. They usually see more resistance in neighbourhoods with higher income. On the other hand, they have positive experiences when clearly communicating their projects to shopkeepers who after discussing the benefits tend to have more positive views of the intervention and feel more prone to accept them.

Local businesses

“There is with few stakeholders, some communication but not that much”. (Interviewee 12, Brussels)

In the case of local businesses, despite having in general good relationships with the other stakeholders they don't feel involved in the street transformation process. In some cases, they were sometimes invited to the discussions but did not feel their needs were considered as much as the resident ones. Some restaurant and shop owners did not even receive information about the interventions nor were invited to participate in the surveys to collect information for the studies and designs. There is a general feeling that communication with the local authorities can be improved and that other relevant businesses should be considered in these discussions. The different scales of the commercial actors played a role in being closer or not to other stakeholders, especially to public authorities.

“Everyone lives a little bit in his own world and with his own sorrows and requests and needs. And there is no dialogue or organisation that for example brings together the traders.” (Interviewee 12, Brussels)

Major business stakeholders like the market were invited to some of the stages during the pilot street transformation process in Brussels. Shop owners and restaurant owners were

keen to participate in the consultation process but were never approached and mentioned not having much contact with any other stakeholders, including the market, the municipality, or the residents. According to them, there is no neighbourhood network. They have good relations between businesses but there is no space to exchange ideas or communicate with the other stakeholders. Real estate owners also mentioned they would have valued having a collective street transformation process. They feel that the local authorities work on their own and are not keen to promote collaborative approaches.

Conflicts among stakeholders

“Frankly, because I've already been neglected. Are there others who have been neglected? I don't know, because I don't know what kind of communication they did” (Interviewee 1, Brussels)

In terms of conflicts, other stakeholders were critical towards the public authority's role concerning the lack of involvement and participation in some of the street transformation processes. In some of the former experiences, the task division to carry out the process is discussed internally among the public departments, but they only involve external stakeholders at the end of the process for maintenance-related aspects. In some places, public authorities organized local spaces to promote communication among the actors involved, while in others, these spaces did not exist or were simplified into informative sessions. Stakeholders such as civic associations and local businesses mentioned receiving communications about the interventions but were not actively involved. Some of these associations consider that the public authorities should communicate better and involve both economic and social actors.

“I would like to say that the conflict that could arise is indeed the competition for space here between those who want to park their cars and those who want to have some other use of the area.” (Interviewee 19, Stockholm)

Large-scale street transformation changes tend to bring more conflicts than smaller and slower ones. In a nutshell, the conflicts mentioned were mainly due to the street space redistribution. Not having a clear definition of the usage of space can bring discomfort and competition among the actors. For instance, the increase in sidewalks can also create conflicts of space usage between businesses who want to use it for their customers and pedestrians who already have limited space on the street. Another example is parking policies and regulations, which tend to trigger stronger reactions from the actors involved. Finally, not considering all the users, especially the vulnerable ones, can have, as a result, limiting the accessibility to some of the visitors and inhabitants.

"There is a significant disagreement among businesses in the area. This is because businesses, rather than responding to the reactions of local residents, focus more on earning profits from customers coming from outside the neighbourhood." (Interviewee 21, Istanbul)

In general, there is a tendency to have contrasting interests between residents and shopkeepers which can also create conflicts. The residents tend to look for calmer spaces, while the commercial actors seek attractive spaces to bring more people into their businesses. This creates a challenging priority decision for public authorities. Moreover, when comparing residents' and local business opinions, we found some contrasting insights. Some residents felt that local authorities tend to focus more on the business's needs, since ensuring attractiveness could mean a financial benefit for the area. While on the other hand, some business representatives felt that public authorities tend to focus on residents' opinions, not involving them enough in street transformation processes.

"Last year, they changed everything straight away and then cancelled everything. And that's not fair either because they (the people who were against the change) used violence. And now the commune has shown that violence is okay, and if you're violent, we'll cancel everything." (Interviewee 18, Brussels)

In terms of conflicts, Brussels previous experience before the StreetForum project brings several lessons to consider in future street interventions. The relationships between stakeholders can be quite complex and sensitive to miscommunication. Public authorities tried to reach out to a large part of the stakeholders involved. Despite these efforts, some civic associations and local businesses mentioned that the channels they have been using only reached a part of the population. The measures put in place generated strong resistance and violent reactions from the actors who felt their needs and concerns weren't considered. These tensions came at a difficult political moment with external socioeconomic factors beyond mobility which affected the population involved. Moreover, association and people from other areas saw the opportunity to come together and manifest against the overarching plan. As a result, they managed to get the withdrawal of the local plan in the area and the start of a new consultation phase. Yet the technical public servants involved, and some associations mentioned feeling disappointed by the political decisions made amid the pressure. The plan stop gives the idea that it is possible to achieve this result through violent actions and did not give the space and time to see the benefits of the measures put in place.

7.2.5. Consensus or compromise

Public authorities

"It's been pointed out that when you're dealing with so many stakeholders, getting everyone to agree on every detail can be quite challenging. Reaching a complete consensus isn't always easy. But what's essential here is achieving compromise. It might not be unanimous, but it's important to find common ground." (Interviewee 2, Istanbul)

Public authorities believe in and seek to reach a consensus to develop street interventions. While there are mixed feelings regarding the possibility of having a complete consensus, they all agreed on the relevance and feasibility of achieving compromises, especially considering controversial subjects. To do so, they mentioned some critical points, including clear communication of the changes and the benefits of the transformation, including all stakeholders, fostering citizens' participation, and keeping flexibility and room for adaptation when needed. The key takeaway is that fostering compromise, even when they cannot attain complete consensus, can lead to a greater sense of ownership and collaboration among all parties involved. While it is essential to find common ground, some public servants mentioned the impossibility of implementing every proposal discussed in the participatory processes. Moreover, factors like culture and socioeconomics influence in the different needs and interests of the population. Finally, interventions also respond to political mandates, political interests and existing activities and amenities in the sector. Therefore, the main objective for some interviewees was to decide on the interventions that would benefit a broader audience.

Public institutions

"There are always people who won't be there. It is an important street, too big, a street with too many agents, too many people who will be involved and there will always be people who won't agree, I think. In my opinion, a compromise is needed." (Interviewee 1, Brussels)

For public institutions, reaching compromises during these interventions is necessary, particularly in areas with numerous stakeholders involved, where there will be stakeholders who do not agree with the proposed changes. Some advocate for consensus-building to activate and transform a space, emphasizing the importance of establishing a clear framework. The ease of achieving consensus varies depending on the context; it may be more straightforward in locations with a defined need and available space for activation. However, another crucial factor in achieving consensus is early collaboration among stakeholders and clear communication of proposed changes by the responsible authorities, with a commitment to adapt interventions based on received feedback.

Inhabitants

"... reaching consensus is not possible. Because these stakeholders have different interests, and finding common ground concerning those interests is difficult. However, there can be compromise, and that is what should happen in this situation. When there are different interest groups involved, the best outcome achievable is compromise." (Interviewee 21, Istanbul)

The residents interviewed in the four labs generally express a belief in the potential for reaching compromises among different parties. They perceive a global consensus as an unreachable solution, given the diverse interests of the involved actors and the challenges in finding common ground. Some noted that it is common to encounter both supporters and opponents of street interventions in all situations. Therefore, authorities should prioritize what benefits the majority rather than individual interests. Others emphasized that the most realistic goal is to achieve a compromise, stressing the importance of tolerance and understanding that it often involves a process of trial and error.

Civic organisations

"Although not certain about consensus, I believe that reaching a compromise is possible. This, of course, would be achievable if a common space appealing to everyone could be established." (Interviewee 17, Istanbul)

Some civic association representatives were uncertain about achieving all stakeholders' consensus on street redesign projects. They discussed the possibility of reaching compromises between the different actors involved. To achieve this, they emphasized the importance of creating a shared space that resonates with everyone, advocating for a gradual approach involving the community every step of the way. Furthermore, some of them highlighted the effectiveness of participatory tools such as model games in previous projects, suggesting that they could serve as valuable means for consensus-building in future efforts.

Local businesses

"I think it will be difficult because each one has its own needs. It's difficult to me to make a good marriage between commerce and residential. You know, for hospitality it's not a problem if a place becomes quiet and green, and that there are no more cars coming by, you can sit on the terrace and it's even nicer, (...) I don't see many of this type of activity, it's mainly shops where people shop in big quantity." (Interviewee 12, Brussels)

Local businesses were less optimistic about reaching a stakeholder consensus on street redesign interventions. They acknowledge how complicated it could be to find common ground when you have contrasting interests from big businesses like the market seeking the

required space for shopping in large quantities and the residents thriving for calmer, quieter and greener streets. Some mentioned the need for compromises and emphasised the importance of the authorities taking the lead in the project's major decisions. They also stressed the relevance of dialogue and cooperation in earlier stages to reduce the need for these compromises and increase the likelihood of a successful intervention.



8. Discussion

8.1. Stakeholder identification

From the media content analysis and the interview findings, public authorities were the most discussed and mentioned stakeholders in the analysis. Due to their influence on and power concerning the decision-making process and the development of street interventions, these groups of actors have a major influence on the outcome and the possible achievement of consensus among the stakeholders involved. Within this group, it is important to make two major distinctions. The first one is due to administrative, and geographical boundaries since across the different StreetForum living labs there were regional/metropolitan actors and local/municipality ones. The major distinction among these two groups relies on the jurisdiction and competences of their govern and the type of decisions they must take. Regional authorities mostly focus on the coordination and promotion of strategic planning to establish the regulatory frameworks and guidelines for local authorities to deploy and provide the relevant services and local infrastructure in accordance with them. Despite not always being the case, in most living labs the latter received more media coverage and was more mentioned during the discussion due to their direct impact on the territory.

The next distinction among public authorities focuses on objectives since they vary between the political and technical teams within public authorities. The first ones are constituted by elected officials, which tend to be more exposed to media coverage and represent the more strategic visions behind the street transformations. The second group is composed of the technical teams, departments, and agencies usually in charge of the designs and executions of the street redesign process. This group tends to have less exposure in the media but are more involved in the day-to-day practices and challenges to carry out the interventions.

After the public authorities the most mentioned group in the media was the people affected by the street transformation processes. This group is diverse in needs, concerns, and involvement throughout the four living labs. Besides the adult residents of the areas of intervention, other common actors mentioned were younger generations, especially children in the area, customers of the local businesses, visitors, and workers. Especially in the interviews, some of the participants mentioned the clash of interests between the newly arrived population to the area and long-standing residents.

Based on the frequency of mentions, civic associations emerged as the third most discussed stakeholder group in the collected media articles. NGOs were present in nearly all the living labs, each with a variety of objectives and causes. Overall, NGOs focused on street activation,

improving public spaces for their communities, and promoting sustainable mobility objectives were featured in both media coverage and the interviews. Other common civic associations across the living labs included children-related associations, neighbourhood committees, and solidarity initiatives. Generally, these associations expressed support for street transformations and showed eagerness to be more involved in the conceptualization and execution process. However, some civic associations also organized protests against these interventions, which was particularly highlighted in media articles. Social media platforms were frequently used by these groups to mobilize and rally opposition to street transformations. They assert that their needs are being disregarded and that these interventions are negatively impacting their daily lives. Most of these groups advocate for the continuity of automobile usage and seek alternatives to reducing or altering the existing infrastructure.

Finally, local businesses were also highlighted in both media coverage and interviews as important stakeholders to consider in street transformation processes aimed at consensus building. The most mentioned actors included shop owners, restaurants, and markets. Additionally, the retail sector and property development businesses were mentioned in at least two of the living labs. Although these businesses were recognized as essential for sustaining the daily functions of other stakeholders, they are typically less involved in the participatory processes initiated by authorities mainly due to the lack of effective communication especially at the early stages of the interventions.

8.2. Interests: impact and concerns

Street transformations impact various stakeholder groups, each with distinct interests and concerns. Public authorities, often responsible for implementing interventions, face impacts that can be both positive and negative. The first one occurs when the outcome is aligned with policy objectives, which may relate to addressing issues such as road safety, traffic congestion, air quality, and lack of public and/or green space for pedestrians. Small interventions that have little cost to the government and fewer risks are better perceived. Negative impacts occur due to unforeseen complexities in the planning and/or implementation process. Such complexities can be, for instance, the result of conflicting land-use planning, local opposition and stress from increased workload. In this regard, the image and credibility of governments are at stake. Street transformation processes can expose authorities, especially local ones, to pressure, high levels of opposition, and even verbal attacks. Furthermore, public participation can be concerning for public authorities. This is because it can be difficult to conduct due to a lack of resources, participants or the spatiotemporal

context, and it can be counterproductive when the outcome does not meet the expectations of the local communities.

For public institutions, interventions have positive impacts, particularly in terms of safety, reducing car traffic, and providing more space for non-motorized traffic. The interventions are well-regarded when they align with the goals of the institutions, sustainable development and may involve public participation to identify creative solutions. Concerns include parking pressure and changes in traffic which affect employees and users of the institutions, highlighting the need for careful planning and communication.

Local businesses, while not extensively covered in the media, have diverse perspectives on street transformation projects. Positive impacts have increased customer traffic and improved the surrounding public space. Property owners and developers see positive outcomes through improved public spaces. Other local businesses, especially smaller companies, express concerns about operational disruptions. In this regard, local businesses highlight potential conflicts between residential uses and commercial or productive activities. In some cases, they perceive the interventions as an unnecessary burden, which do not improve a problematic situation in the public space (e.g., public cleanliness, personal safety). Accessibility of shops and services by clients and deliveries is central to local businesses, and thus, raise concerns. Nevertheless, interventions can offer solutions which improve the existing situation, for instance, with dedicated unloading spaces.

Civic organisations perceive street interventions positively when they result in improved mobility, safety, sustainable accessibility, as well as increased green areas and public spaces. Civic organisations may view the transformation processes as opportunities to be involved in new projects, increase their activities, and enhance their visibility. Concerns mentioned by civic organisations revolve around the need for comprehensive planning, procedural fairness, and consistent decision-making.

The perspective of the inhabitants is very diverse, with some viewing interventions positively for enhancing liveability and safety, in line with the desire of residents for better living conditions and improved pedestrian experiences. However, other inhabitants' express concerns about traffic congestion, parking pressure, increased noise, public cleanliness, and potential harm to the local economy. Negative perceptions emerge from disruptions to access to cars, as well as concerns beyond mobility, such as personal safety, fear of gentrification, as well as transparency and representativeness of the participatory process. If the intervention does not improve the perceived urgent needs while adding difficulties to the mobility of inhabitants who do not see the need for a change, it can be considered a disturbance and strong reactions may emerge.

8.3. Power and influence

Among the five stakeholder groups identified in this study, the public authorities are the ones that hold the most power in the decision-making process. The power of public authorities is intricately linked to governance structures. Strategic planning and funding occur mainly at a regional level, while the design and implementation are under the control of the local authorities.

Negotiations, conflicts, and media exposure further shape the dynamics of urban interventions. In this regard, inhabitants as well as local businesses have a high degree of influence because street interventions mostly target them. The needs, requests and reactions to the intervention are central to public authorities, while media coverage also can be central. This is because the acceptance of the intervention can be crucial for the re-election of the politician(s) in charge. Furthermore, inhabitants and businesses are often invited to participate in the transformation process. This is because local businesses can define the use of the street through their activities, and conversely, the intervention can have an impact on their activities. Despite their sporadic inclusion in the participatory process, local businesses often lack full information, which is especially the case for smaller companies. Larger companies have more influence in the decision-making process and their needs are more taken into consideration by the public authorities.

Public institutions and civic organisations have little power, or none at all, but can have a high degree of influence. Firstly, because they are often consulted or involved in the decision-making process. Secondly, these stakeholders are knowledgeable of the local context and can hold a high level of expertise regarding specific topics. Thirdly, because these stakeholders can have a high social impact in their area of activity, being able to reach large audiences and sometimes being central to ensuring the success of the transformation (e.g., by organising activities in the new space, or by encouraging inhabitants to change their behaviour). Lastly, public institutions often have direct contact with local elected officials, offering them a unique channel to voice their concerns.

8.4. Relationship among stakeholders

A common theme identified in both the media content analysis and the interviews is the commitment of regional and local governments to adopt more participatory and inclusive approaches for street transformation projects. Reflecting on the setbacks experienced during certain interventions, several key insights emerged. It became evident that fostering collaborative work among stakeholders from the early stages to the implementation phase, coupled with clear communication, is essential for improving consensus-building and

preventing conflicts from escalating to unmanageable levels. However, it remains challenging to achieve widespread participation and address the diverse interests and needs of all stakeholders. Civil servants expressed the difficulty of balancing the desire to create attractive streets to attract business customers with the goal of fostering calmer and safer streets for residents of the living labs.

When examining internal relationships among public actors, various groups within public authorities and entities generally collaborate in a coordinated manner, striving to align their objectives and methods. This cooperation facilitates faster and more efficient organization in obtaining necessary permissions and creating effective workspaces.

Relationships between local authorities and businesses are influenced by the size and significance of the actors involved but often have room for improvement. Business owners demonstrate willingness to engage in the street redesign process, seeking to enhance the attractiveness and comfort of their areas to attract new customers.

While civic associations have the potential to be valuable partners in street redesign interventions, they often feel excluded from the process despite usually maintaining good relationships with the government institutions. These associations could serve as vital channels of communication and interaction that certain authorities lack with their local communities since they have close ties to residents and local businesses.

8.5. Towards reaching consensus or compromise

Overall, stakeholders acknowledge that achieving compromise is often more attainable than reaching full consensus in street transformation processes. The conflicting and diverse interests among involved parties pose challenges in satisfying everyone's expectations. While public authorities aspire to consensus, they confront difficult decisions that may provoke discomfort among certain stakeholders due to the changes involved. The scale and pace of interventions significantly impact the consensus or compromise process. Larger and faster implementations tend to provoke more resistance as they leave little room for collaboration and co-creation. However, fostering compromise can enhance collaboration among all parties and promote the acceptance and appropriation of the intervention's space.

To achieve compromise, several critical factors are emphasized by various stakeholders: clear communication and diverse channels for expressing the benefits of the project from its early stages, facilitating spaces for stakeholder exchange, encouraging citizen participation through various tools, and maintaining flexibility to adapt to evolving commitments. Moreover,

schools and civic associations play crucial roles in raising awareness about stakeholders typically overlooked in street redesign processes, potentially becoming catalysts for achieving consensus. Some civic associations and public institutions mentioned children as a possible influential actor to consider in street transformations. Their involvement can inspire parental support for street redesign projects aimed at creating safer streets for all.

8.6. Stakeholders Power/Interest Analysis

As a graphical summary of the previously presented research, the following figure illustrates the stakeholder analysis and relationships using the Power/Interest Grid. Public authorities wield the highest power due to their role as decision-makers in street transformation processes. However, the interests of the stakeholders depend on the geographical scope of their activities. Typically, local public authorities exhibit a greater interest than regional ones, given the direct influence and impact the intervention can have on local communities. Conversely, metropolitan or regional authorities may view the interventions as only a specific component of their broader strategic plan. As depicted in the figure below, medium and large businesses hold more power and influence than smaller ones. Nevertheless, smaller enterprises demonstrate a heightened interest in the interventions, as changes in the street environment can significantly affect them, whereas larger enterprises often possess greater resources to adapt to such changes and their activity must also occur in other locations which are not affected by the intervention. Public institutions exhibit a similar pattern. Finally, inhabitants⁷ express a significant interest in the intervention, as the street transformation processes can have a high impact on them. However, in terms of power, they do not rank as high, as they largely depend on the decisions of public authorities. The power and interest of civic associations vary widely depending on their main activities, relationships, and resources.

Concerning the relationship among stakeholders, public authorities and institutions often collaborate or at least the first one tends to consider the needs of the latter in the planning and execution of street transformation. For example, in the Brussels living lab, local public authorities integrate the requirements of emergency services into the pilot projects. Likewise, interviewees indicated a high level of cooperation among various public authorities and institutions involved in Istanbul's living lab. However, not all public institutions are considered to the same extent. Strengthening the ties among small local businesses, residents, and

⁷ *It is important to note the variety of interests and needs of civic associations and inhabitants. The heterogeneity of these groups makes it difficult to position them specifically on a spectrum of power and interest.

certain civic associations could be instrumental in fostering consensus-building for street transformation. In this regard, civic organizations are key, as they often hold close ties with the local communities and businesses. Furthermore, the commercial development of a street can be a very fertile ground for strong collaboration between public institutions and some local businesses, as expressed by an interviewee in Stockholm.

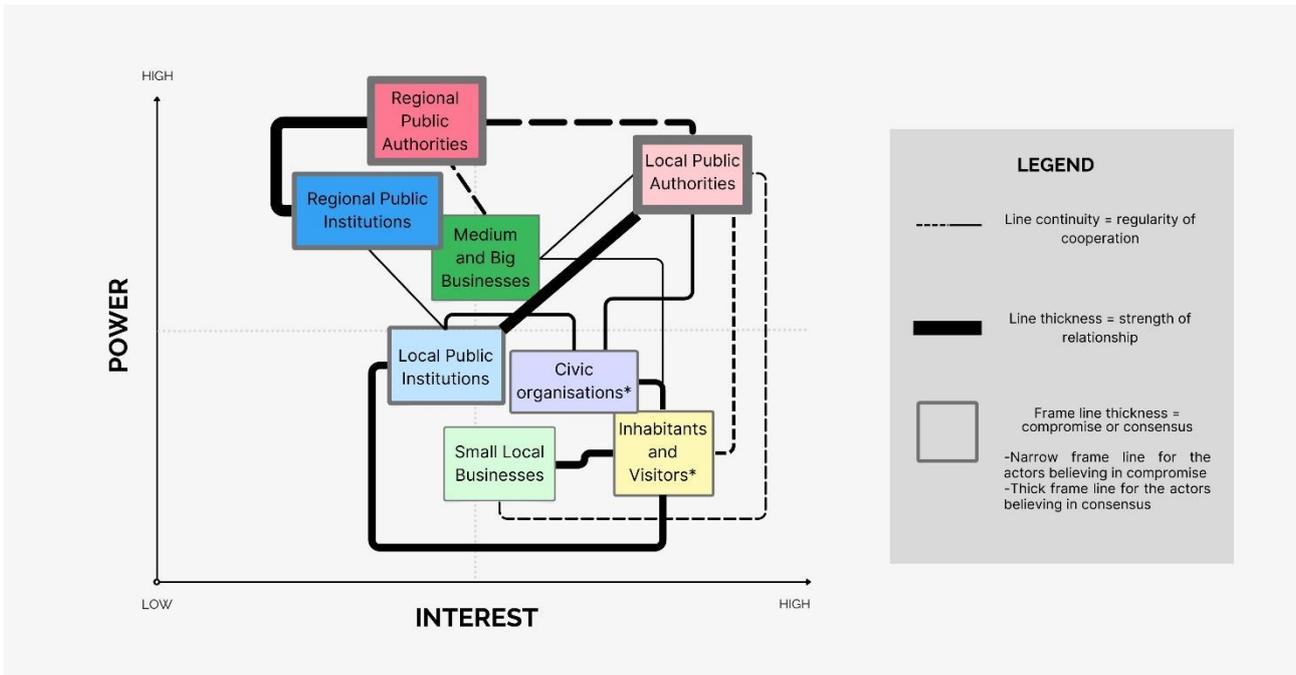


Figure 1. Stakeholder graph analysis using the power interest grid



9. Conclusion

This stakeholder analysis has identified the key stakeholders involved in street transformation processes in the four living labs of the StreetForum project. The stakeholders were categorised into five overarching groups, namely “public authorities”, “public institutions”, “local businesses”, “civic organizations”, and “inhabitants and visitors”. By conducting this analysis, this task unravels the stakeholders’ interests, impacts, and concerns per group considering past interventions experiences and regarding the planned street interventions to come. Moreover, this analysis also exposes the stakeholders power relations, their influence on such interventions, the cooperative or conflictual relationship between them and a final reflection on the possibility to achieve consensus or compromise to achieve street transformations.

The results presented in this deliverable are the starting point of the work in the StreetForum living labs (Tasks 2.2-2.5) and provides an overview of the needs for consensus making, the actors that would be part of the consensus making process, a first glimpse at their viewpoints and indications of which questions should be addressed in the consensus making process. The results also feed the evaluation of the living labs and specifically the assessment of the consensus making capacity of the StreetForum tools (Work package 3). Furthermore, the stakeholder analysis presented above directly contributes to the development of the tools “Stakeholder personas” and the Design Game in Task T1.4.

The main limitations of this study concern the data collected. Firstly, there is an overrepresentation of the living lab in Brussels in the sample for both the media content analysis and the interviews. Secondly, the data was collected by the local partners in the four official languages of the StreetForum living labs (French, German, Swedish, and Turkish) and English. The latter led to slightly different approaches to the data collection, as well as to potential minor misinterpretations related to language-related nuances. To overcome this, the publications selected for the media content analysis were coded in the original language and translated into English at a second stage. Nevertheless, the interviews were translated into English by the local partners and coded by the same two researchers to ensure interpretative consistency.

The results of this research suggest that stakeholder analysis is a central approach to the study of street transformation as well as to understanding the complex interlink of interests and understandings that may allow the process to be completed. The results also suggest the relevance of further investigating the latter, through the use of more extensive samples or complemented by quantitative studies.

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Appendixes

Appendix 1 – List of potential stakeholders

- Brussels Living lab
 - Residents
 - Local government
 - Local school
 - Shop owners
 - NGO Gilbard
- Istanbul
 - Istanbul Metropolitan Municipality, Department of Transportation
 - Istanbul Metropolitan Municipality, Department of Urban Planning and Development
 - Kadıköy Municipality (local government)
 - Muhtar of the district Osmanağa (elected district representative)
 - Research organisations: Kadıköy academy
 - Civic organisations: chamber o architects/landscape
 - NGOs focused on public space: Urban solidarity Kadıköy, Urban Koop, Street is ours (Sokak Bizim), Urban detective (Şehir Dedektifi), Center for spatial justice
 - NGOs focused on design: Design atelier Kadıköy, EKA creative studio
- Stockholm
 - Municipality of Stockholm
 - Property owners
 - Port of Stockholm
 - Researchers
- Vienna
 - District government : offices of the district, district council (GB District Office)
 - City government : departments of the city, city government
 - Local government (municipal departments, executive city councilor): innovation, urban planning and mobility
 - Local government (municipality departments, executive city councilor): Climate, environment, democracy and human resources
 - Police
 - Cultural organisations : local cultural organisations, artists, cinema
 - Bundesgymnasium und Bundesrealgymnasium Rahlgasse (High school)
 - Private business: Local Cafés and Restaurants, Small grocers and stores and supermarkets
 - Medical Center 1060 Vienna (Resident physicians and cosmetic surgeons)
 - NGO : Green4Cities
 - Homeowners
 - Local residents
 - Dog owners

- Mobility participants: car drivers, motorcyclists, cyclists, pedestrians, residential street users
- Mobility agency Vienna
- Community garden

Appendix 2 – Codebook

1. Stakeholders' identity
 - Name
 - Activity
 - Area of activity
2. Interest/Impact of the intervention
 - Interests of stakeholders regarding the intervention
 - Impact of the Intervention on the Stakeholder(s)
 - Concerns of stakeholders regarding the intervention
3. Power/influence/barriers
 - Power of the stakeholder(s) over other stakeholder(s)
 - Influence of the stakeholder(s) on the intervention(s)
 - Enablers of the development/implementation of the intervention(s)
 - Barriers to the development/implementation of the intervention(s)
4. Relations among stakeholders
 - Ties between stakeholders
 - Cooperation among stakeholders (concerning the intervention or not)
 - Competition among stakeholders (concerning the intervention or not)

Appendix 3 – Interview guide

1. If applicable, what is your position in [name of the organisation]?
2. Do you know the ongoing/future transformation?
 - a. If not, the interviewer should explain the transformation/intervention
3. What do you think about the transformation/intervention (if necessary, explain the ongoing or future transformation)?
4. Could you explain the impact of this transformation on your organisation/group?
5. To what extent does/can your organisation/group influence the decision-making process?

6. Do you know how the decision-making process to design and/or implement the transformation was done?
 - a. If yes, what do you think about it?
7. Do you know if the decision-making process was supported by participatory tools (e.g., co-design games, assessment tools, co-creation workshops, art and culture events, digital crowdsourcing)? *It may be necessary to further explain what these tools are for.*
8. To what extent do you think these tools (explained in the previous question) facilitate(d) consensus on (the) street transformation?
9. Do you know any barriers to the implementation of this transformation/intervention?
 - a. If yes, could you explain them?
10. *Do you have in mind any success factors that would enable or have already enabled the implementation of this transformation?
 - a. If yes, could you explain them?
11. Do you know who the other stakeholders of this transformation are?
 - a. If yes, could you please list them?
12. Do you know of any conflict among stakeholders concerning this transformation?
 - a. If yes, could you please explain them?
 - b. If you are in (one of) the conflict(s), what is your position in it?
13. What is the relationship you have with the other stakeholders?
 - a. If necessary, ask a follow-up question about cooperation.
 - b. If necessary, ask a follow-up question about competition.
14. Do you think some stakeholders are missing in the process?
 - a. If not mentioned yet, ask about vulnerable groups (e.g., older people, children, people with impairments, people with low income, migrants): are they included in the process?
 - i. If not included in the process, how are their needs regarding the transformation considered?
15. Do you think it is possible/it has been possible to reach a consensus among stakeholders concerning this transformation?
 - a. If yes, could you explain why?
 - b. If not, would a compromise be possible to implement this intervention?

Appendix 4 – Detailed stakeholders list from the media content analysis

Stakeholder Category	Brussels	Vienna	Istanbul	Stockholm
Public authorities	<ol style="list-style-type: none"> 1. Socialists and Green party (Elected officials) 2. MR, N-VA and PTB (opposition parties) 3. Brussels Mobility (Regional authority in charge of mobility) 	<ol style="list-style-type: none"> 1. Austrian people's party; District Ottakring 2. Social democratic party; District Mariahilf 3. City government spatial planning agency 	<ol style="list-style-type: none"> 1. Kadiköy municipality 2. Istanbul Metropolitan Municipality 	Municipality of Stockholm
Inhabitants and visitors	Cureghem / Kuregem neighbourhood residents for and against the traffic calm plan (Good Move)	Cyclists	Citizens	Citizens
Civic Organizations	<ol style="list-style-type: none"> 1. Trade unions 2. VéloFiets A'lecht (Pro bike community) 3. Mauto Defense (Non-for-Profit pro automobile Association) 4. L'automobiliste en a marre (Facebook group in favour of automobile mobility) 5. Marquis de Sabbat (Twitter account against traffic calm plan), 6. Non au plan good move (Virtual Petition) 	<ol style="list-style-type: none"> 1. Space and place (cultural and research organisation) 2. Green alternative youth organisation of the district Mariahilf. (youth organisation of the green party) 	"Urban Solidarity" NGO in Kadıköy	

	against traffic calm plan)			
Local Businesses	Shop owners/keepers			Kallbadaren (Private investor developing a swimming space in the quay)

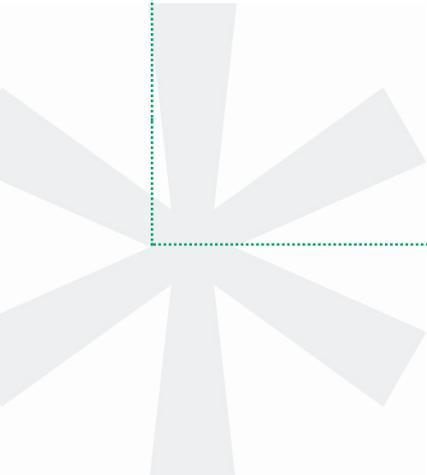
Appendix 5 – Detailed stakeholders list from the interviews

Stakeholder Category	Brussels	Vienna	Istanbul	Stockholm
Public Authorities	Regional mobility authority: Brussels Mobility and the minister's office	Regional authorities from Lambertgasse District	Regional mobility authorities: The transportation Department & the Transportation Pedestrian Unit	Local municipality authorities
	Regional planning authorities: perspective.brussels		Regional planning authorities: Istanbul Metropolitan Municipality, City and Regional Planning Directorate, Park and Gardens Directorate, Urban Design Directorate, Istanbul Planning Agency	Local municipality transport and urban related departments: Stockholm City Transport Department
	Local municipality authorities:		Local municipality authorities:	

	The Bourgmestre (belgian denomination for the mayor), the municipal alderwoman for mobility and the city council		Kadıköy Municipality and different agencies involved	
	Local municipality transport and urban related departments			
Public Institutions	Education institutions: Dutch-speaking school in the area	Education institutions: Rahlgasse School	Education institutions: Two large high schools above Yoğurtçu Park	Port of Stockholm
	Public transport companies: The STIB with the 46-bus line and the metro station, Midi Train station, Airport transport companies		Public transport companies: Söğütlüçeşme Railway/Bus station	Sports Administration
	Emergency services: The Intensive care and urgent medical assistance (SIAMU), The police zones, Firefighters		Public services offices: Kadıköy Marriage Office	
	Trash collection services: Brussels public cleaning services (Bruxelles propreté) and the council's cleanliness department		Water and sewage administration: Istanbul Water and Sewerage Administration (ISKI)	
	Public services offices: The			

	council's commerce department, The Moroccan consulate			
Inhabitants and visitors	Residents: Cureghem / Kuregem neighbourhood residents, Ropsy Chaudron residents, Hewyvaert block residents	Residents: Lambertgasse residents	Residents: Kadıköy residents	Residents: Södermalm residents, Residents from the southern suburbs looking for parking on the quay
	People working in the area	Students	Newly arrived population	Boat residents
	Children	Children	Young people	Families with children
			Pedestrians	Children
			Football supporters	Young people
			Neighborhood headmen	Tourists
				Customers
Civic Organisations	NGO's and associations in charge of animating the streets and involving the community: Cultureghem	Non-profit associations working in the area: League for Human Rights	NGO's and associations working on street transformation and mobility related topics: Sokak Bizim Derneği (Our Street Association), Barrier-Free Pedal Association, Active lifestyle associations, Ecological NGOs, Pedestrian associations,	Stockholm's boat residents' association

			Cycling associations	
	Young people and children related associations: Écoles de Devoirs (EDD), La maison d'enfants, FEFA	School related associations: Association of Saints - former school pupils	Non-profit associations working on neighbourhood solidarity initiatives: "Kent İnisiyatifi" NGO (City Initiative to promote neighbourhood solidarity), Kadıköy Kent Dayanışması (Kadıköy City Solidarity), "MOR Mekân" a NGO hosting a women's solidarity network	Cultural organizations
	The neighbourhood committee		School related associations: Parent-teacher associations	
			Associations working on health and safety; Spinal Cord Injury Association, Neighbourhood disaster volunteers	
			Global research non-profit organization: WRI - International research	
			Social groups for and against the project	



Local Businesses	Market: The Abattoir Market and local supermarkets	Restaurants	Market: Kadıköy market, Moda Peninsula	Property development businesses
	Industries: Meat processing industries, Car dealers	Cinema and cultural event space: Top Kino	Shopkeepers	Businesses along the quay: Commercial Vessels and businesses as Münchenbryggeriet (the quay's largest building containing offices and businesses)
	Retail sectors in Cureghem	Health services	Delivery companies: Couriers	Restaurants
	Restaurants		Catering services: New-generation coffee shops	Hotels
	Shopowners			Nightclubs and bars: Nightclub boat Patricia, Munich Brewery
	(Illegal and legal) street traders			Future investors in the area

