1. Stakeholder Personas

Exchanging our roles to better understand each other.

Tool developed by VUB Mobilise.

1.1 General features

1.1.1. Objective of the tool

The main objective of this tool is to support participants' exchange of roles during workshops or discussions on street transformation processes. The goal is to build a common understanding of the different stakeholders' needs, priorities and demands. This tool intends to enhance empathy and build trust among them. It uses fictional characters from the most representative stakeholder groups identified during the diagnostic stage of the StreetForum project (See Deliverable D1.1). The template created for this tool has a fictional name and picture; a set of socioeconomic and demographic characteristics such as age, gender, and occupation; a short biography with further details about education, preferences, and family situation; predefined goals, impact and influence in the context of the street transformation, and challenges to give a clear setting to bear in mind while discussing the issues and solutions addressed. Additionally, the blank templates allow for identifying and visualising the needs of stakeholders who might not be present in the discussions (e.g., vulnerable population groups), increasing inclusion and participation. As a supporting tool, the 3 following uses have been so far identified:

1. Used as part of other StreetForum tools: the fictional persona characters were created in cooperation with the Vienna University of Technology (TUW) as part of a persona library, which will be used as a common basis for the users' cards in their design game tool (See the "Design Game" guidelines for more information).

2. Used to complement other StreetForum tools: As an additional step for the StreetForum Storytelling Game, where people will be asked to discuss the final common story product of the game, with their stakeholder persona characters assigned in mind (See the "Storytelling game" guidelines for more information).

3. Used as part of a co-creation or brainstorming workshop: the stakeholder persona templates can be used to engage participants after identifying the main street's common issues (e.g. choosing 3 major topics like street safety, cleanliness and noise). Participants are encouraged to discuss the implications and possible solutions from the perspective of the stakeholder persona they have been assigned or selected.

1.1.2. Tool type

This analogue tool contributes to consensus building by developing a common understanding of the local issues being addressed and building trust among the stakeholders involved. Through role-playing, participants gain insights into the motivations and challenges faced by other stakeholders, increasing their understanding of how street interventions may impact different parties. Furthermore, it helps participants

grasp the objectives, requirements, and interactions of other key stakeholders involved in street transformations.

1.1.3. Stage of street transformation

This tool can be used at different stages of the street transformation and as a support tool, it adapts to the stage of the street transformation of the main tool. In the case of the design game, it will help support empowerment and awareness raising during the first stages of street transformation. As for the storytelling game, this tool will be useful for the problem identification aim during the first stages of the street transformation process. Likewise, for its third main use, this tool can be useful to support the planning and design stage via co-creation workshops since it allows the participants to discuss the problems identified and negotiate consensus or compromise considering the different stakeholders' needs and barriers before the implementation phase.

1.1.4. Target group facilitator

This activity should be part of an overarching workshop and should be facilitated by someone with experience in moderating discussions. The facilitator should be able to explain what the stakeholder personas are, and players must adopt them as the main characters of their stories. If the session is subdivided into groups, there should be at least another person to take notes and be able to serve as a moderator for further discussions.

1.1.5. Target group users

There are 2 possibilities depending on the objective of the workshop and the supported tool:

- The first option is to use the tool as support for other StreetForum games with citizens who are directly involved in or impacted by the intervention. In this case, the users should be people who live and/or work in the place of the transformation.

- The second option is to use this tool to support co-creation workshops among stakeholders and representatives from key stakeholder groups involved in the planning and design of the intervention. The outcome of the workshop discussions should allow the technical teams to integrate the feedback collected during these discussions.

1.1.6. Expected outcome of the tool for facilitators

The facilitator may expect that she/he can develop a better understanding of the key stakeholders' interests, challenges and relationships developed throughout street transformation processes. They can also expect that using the personas tools can enhance stakeholders' empathy towards each other's interests and concerns, which may enhance the consensus-making process. This can help to design the consensus-making process in a way that opportunities are created for all stakeholders to be heard, and facilitators and decision-makers can pay attention to specific points of possible conflict and synergies during the consensus-making and/or co-creation process.

1.1.7. Expected outcome of the tool for users

As a support tool, the main users will be the facilitators, and the expected outcome will primarily benefit their workshop/game objective. However, this tool can bring as an outcome for the end users (citizens or stakeholder representatives) their awareness and understanding of the needs and challenges of other stakeholders involved in the street redesign process, thus increasing their mutual empathy.

1.2 Practical requirements

1.2.1 Duration of the use of the tool for facilitators

The duration of the tool depends on the supported game or workshop (for more detailed information see the "Storytelling Game" and the "Design Game" guidelines). Nevertheless, it is recommended to consider the extra time to adapt the StreetForum stakeholder persona templates and the time to explain and assign the participants new roles according to the template given.

Recommended preparatory activities and duration for a co-creation workshop support:

Organization of meetings/workshops

1. Adapting and printing the templates: 2 hours. (By adapting, we mean using the editable file to change the character's names and features to resemble the context where it will be used. It also considers the creation of local characters that significantly influence street redesign processes.)

2. Preparing the issues or solution to discuss (ideally including maps or pictures): 1 hour

Time for the activity

1. Explaining the rules, dividing the groups, and assigning the roles via the templates: 15 minutes.

2. Time allocated for participants to read and understand their assigned characters + a period to complete the blank spaces in the template to add additional information (optional): 10 minutes.

3. Simultaneous discussions among groups: between 30 minutes to 1 hour, depending on the number of people.

4. Writing or sketching the compromises or final ideas: 10 minutes

Time to prepare the output

5. Collecting the output, reviewing, and analysing it to write a summary report: 1 hour.

1.2.3 Duration of the tool for users

The duration of the tool for users depends on the supported game or workshop.

1.2.4   Number of people needed to use the tool/run a session

The number of participants depends on the supported game or workshop. However, it is recommended to use this tool with a minimum of 4 to a maximum of 8 participants per group. The number of facilitators depends on the number of groups. It is ideal to have 2 facilitators, one to lead the discussions and one to take notes.

1.2.5   Location of the use of the tool

The location of the use of the tool depends on the supported game or workshop. As a tool based on graphic templates designed to guide a discussion, it should be used in a comfortable place, without too much noise and wind. Thus, most of the year, it should be used indoors, and when the weather allows, it could be used outdoors in a calm space as part of an outdoor event/workshop.

1.2.6   Material requirements

The tool consists of different stakeholder templates to support the game or workshop during the street transformation process which can be printed in different sizes and used as supporting material. Facilitators should consider printing tags with names and short bio to facilitate participants' personalisation of their new roles. The additional material needed depends on the activity to support (See the "Storytelling game" and "Design Game" guidelines for more detailed information on extra materials required).

1.2.7   Costs of purchase or own production of the tool

Costs of self-production are very low, as the main materials of this tool can be printed. It is recommended to print the templates in a regular page format, meaning A4. Extra costs depend on the game or workshop to support.

1.2.8   Permissions needed

No permissions are required beyond informing the participants of the use of their anonymized input for scientific research, when applicable.

1.3 Guidelines for the application of the tool

The tool's application depends on the supporting game or workshop to develop. For more detailed information refer to the "Storytelling Game" and "Design Game" guidelines. However, there are some general guidelines for facilitators to consider when integrating these tool templates into any game or workshop.

1. *Identify and get to know your stakeholders: Identify the specific stakeholders (i.e. organisations, individuals) that can be assigned to each of the 5 stakeholder groups previously found during the StreetForum stakeholder analysis:*

- Public authorities: such as district, municipal or regional governments.

- Public institutions: such as schools, port authorities, and public transport operators.

- Local businesses: such as small, medium, or large companies that are in or close to the street transformation.

- Civic organisations: such as Non-Governmental Organisations (NGOs) and Non-Profit Organisations (NPOs).

- Inhabitants and visitors: such as the residents, employees who work in the area, and visitors.

2. *Use or adapt the persona templates: Use the* templates *developed to represent the stakeholders identified. The stakeholder persona templates can be used as provided or can be adapted to local needs. Use the blank editable stakeholder persona template in word or editable PDF to adapt and include a fictional name according to the context, a quote, and a graphical representation. Develop a small biography and state their goals, impact/influences, and challenges. Beware of the representation relevance. Be inclusive.*

3. *Present a clear introduction to the workshop or game: the moderator should clearly introduce the objectives of the workshop or game and the context of the street transformation project. There should be time for participants to ask their questions to get a clear picture of the circumstances and the activity's objective.*

4. *Use the templates to assign different roles to your participants: Divide your participants into groups and assign them roles with the templates to make them think and discuss according to their stakeholders' interests, positions, and constraints in a specific street redesign context. Specify a maximum time and ask them to write their agreements. Use them in addition to other tools (e.g. storytelling game or design game) or as part of a street redesign workshop where the intervention context is clear and open to improvement.*

5. *Collect the final agreements: Remember to collect the written outcomes per group, including the other facilitators' notes, to understand and reflect upon the consensus-building process held during the workshop.*

Persona library list

List of persona library developed in partnership with TUW StreetForum consortium partners:

#	STAKEHOLDER GROUP	Stakeholder	Description	Gender	Age	Other INFO
1	Public Authority	Local politician	In charge of local transport and mobility	Woman	52	
2	Public Authority	Head of the Mobility department	In charge of the technical team ensuring traffic flow	Man	47	Also ensuring emergency services traffic flow
3	Public Institution	School director	Advocates for safe streets for children	Woman	45	Identified as Queer/LGTBI+
4	Local Business	Restaurant/bar owner	Couple restaurant/bar owners.	Woman	60	Car user.
5	Local Business	Marketplace manager	Looks out for the market's businesses profit and accessibility.	Man	38	Car user. Uses a company car.
6	Inhabitants/Civic Association	Recently moved resident	Freelance architect	Man	36	Volunteers for a pro-cycling association.
7	Inhabitants/Civic Association	Visitor	Retired	Man	71	Former resident. With physical impairments to move. Pro motorized vehicles.
8	Inhabitants	Resident	Caregiver / Professional cleaner	Woman	26	From a migrant background. Recently became a mother. Car user.
9	Inhabitants	Resident	School student	Woman	14	From a migrant background. Pedestrian and public transport user.
10	Other species	Dog	Pet.	Male	6	
11	Other species	Cat	Living in the streets.	Female	4	
12	Other species	Tree	Tree located near the street	Female	28	
13	Blank persona			Man		To fill in
14	Blank persona			Woman		To fill in

1.3.1 Template examples

Example public authority:

PUBLIC AUTHORITY

LISA LAMBERT

Age	52
Gender	Woman
Occupation	Local Politician

"My commitment to our city's future is building public spaces and offering public transport where everyone can move freely, safely, and sustainably."
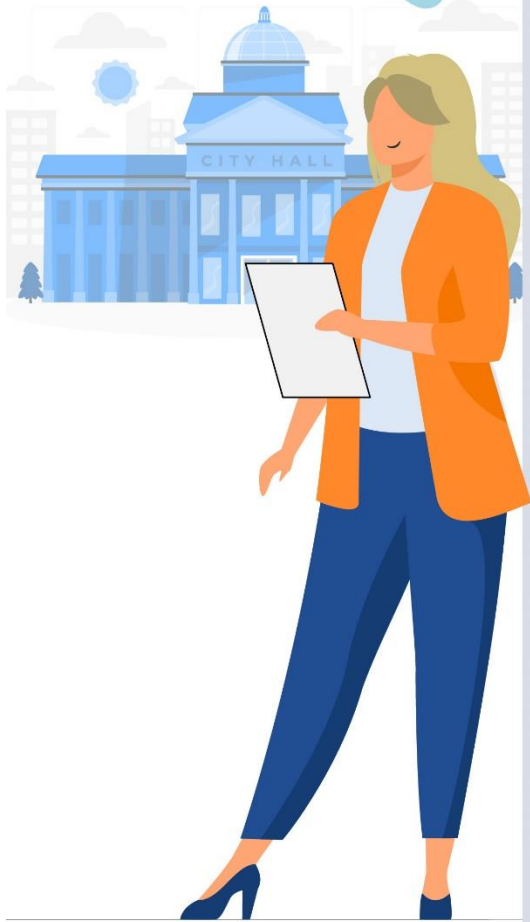
Bio

Minister Lambert is a **local leader** who cares greatly about improving our city. She has taken the role of **alderwoman for mobility and public space**. She's passionate about making sure everyone can move around easily, protecting the environment. Now, she's **focused on getting re-elected to work for a liveable city for the community**.

Goals

- Constructing **safer streets** by reducing car traffic and improving pedestrian and cyclist infrastructure.
- Ensuring **re-election** at the next local elections.

Influence

- She decides on the **municipality's strategies** to implement mobility policies.
- She **discusses with the region** how to secure **funding** for mobility initiatives.

Challenges

- Achieving her promised **government goals and projects**.
- Keeping her **voter's trust**, while working for street transformations.

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Example local business:

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LOCAL BUSINESS

DAVID NGUYEN

Age	38
Gender	Man
Occupation	Marketplace manager

"At our market, every spot offers a variety of flavors, cultures and traditions. We want to make sure all our customers can easily enjoy them."
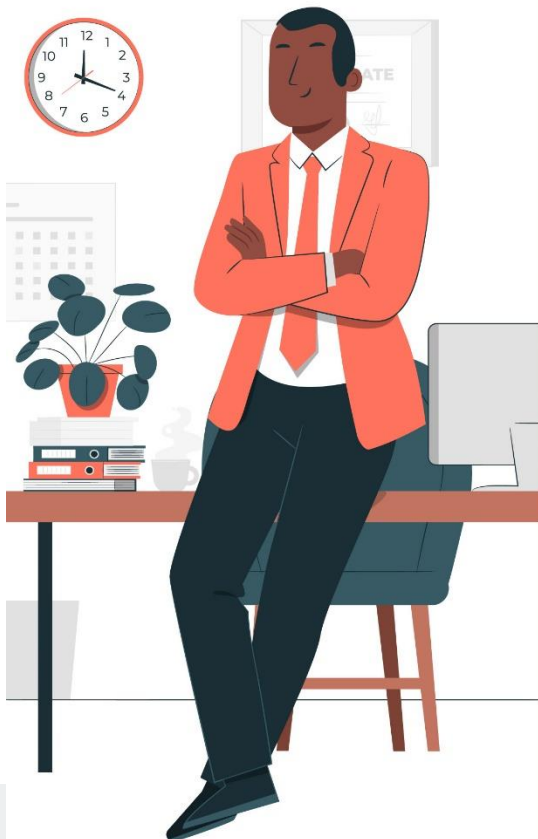
Bio

David is a skilled **marketplace manager** who loves creating businesses and partnerships. He started working in his family's supermarket when he was young. Now, David **runs a popular open-air market in the city center** four days a week. He drives to the market every day in his company car.

Goals

- Adding **more diverse products** to bring in more customers from different backgrounds.
- **Helping local** artists, immigrant business owners, and small businesses **to find a place to sell their products**.
-

Influence

- He **works closely with vendors** from different cultural backgrounds in the area.
- He often **reaches out to city officials** to ensure easy access for his customers.
-

Challenges

- **Making sure everyone** - vendors, logistics, and customers - can easily **access the market.**
- **Keeping sales and profits steady** during the street renovation project.
-

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Example people:

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PEOPLE / CIVIC ASSOCIATION

ANDREW MARTIN

Age	36
Gender	Man
Occupation	Independent worker

"Cycling makes me feel healthier and happier! That's why I would like better bike lanes so my neighbors can feel safe trying it out."

Bio

Andrew is a **new resident in the neighborhood** who cares a lot about living sustainably, biking, and being involved in the community. He's an **architect who freelances** and lives with his girlfriend. He enjoys hanging out with friends at his favorite coffee shop. Recently, he started volunteering as a **cycling instructor** to teach others about biking safety.

Goals

- **Teaching** interested people about **how to feel comfortable cycling.**
- Advocating for **better and safer streets** and pro-environmental public spaces.
-

Influence

- **He talks to different people in the neighborhood** to learn what they care about.
- **He engages with other cyclists, bike supporters, and politicians** to share thoughts and ideas.
-

Challenges

- Making sure the **street changes put the safety of cyclists first**.
- Worried about the **traffic and pollution** caused by the nearby market's visitors.
-

street
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street
f*RUM

Example other species:

OTHER SPECIES

BALOO

Age	6
Sex	Male
Species	Dog

"For more wagging tails, sniffing around, and getting lots of belly rubs in the park"
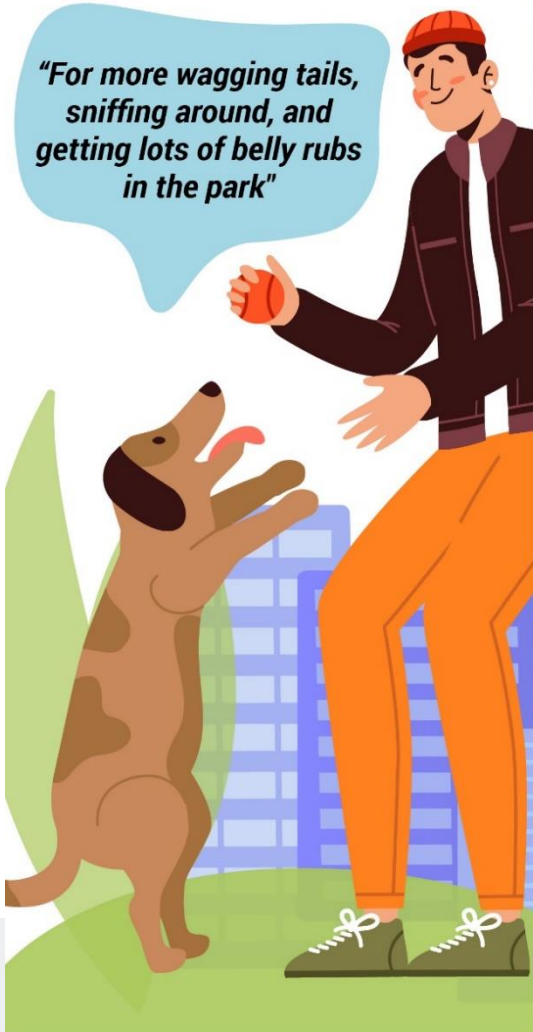
Bio

Baloo is a friendly and active 6-year-old dog who lives with his owner on a street that's about to change. Baloo **likes to explore the neighborhood with his owner and meet other dogs and people.** He hopes he'll have more parks to visit after the street transformation!

Goals

- Going to **parks with lots of grass** where he can run, play, and meet other dogs.
- **Enjoying time with his owner** and other humans that give him love.
-

Influence

- He gets excited by what he sees, hears, and smells around him, and wants to explore around.
- He impacts his owner's routines and daily life because of what he needs.
-

Challenges

- **Avoiding risky objects with his owner,** especially if there is construction happening.
- **He doesn't like loud noises,** like construction or traffic.
-

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1.4 Tool use examples

1. **Brussels 2030 co-creation workshop**

The stakeholder personas tool was mainly used to include missing stakeholders in the co-creation workshop on Brussels future mobility.

5/8 participants indicated that the tool was very useful, and 3 that it is was quite useful.

2. **Imagining a future for Ropsy Chaudron street (Brussels) at Mobilise Research Group meeting.**

Tool used as part of a broader workshop to brainstorm about the future mobility needs for the Ropsy Chaudron street in Brussels, Belgium.

Time given for the activity: 1 hour.

Amount of people: Groups of 3 to 8 people

Materials: Template, images, maps, post-it, markers.