TramStore21 Report

Building sustainable and efficient tram depots for cities in the 21st century

Communication & Stakeholder Management

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Introduction

This report analyses the opportunities to persuade stakeholders (internal, external and especially affected neighbours) that a project can be realised (in this case the building of tram depots). To achieve this, the first steps are:

- providing information about the future project to relevant people and institutions
- creating a communication scheme to realise a positive public prestige of the project.

Communication about building and operating a depot is an essential factor for successful realisation. Reasons for the need to improve are previous bad experiences when building the Marconi depot where perhaps too little information was given to the public and lead to resistances against the project by some neighbours.

For every bigger project the challenge is to persuade several kinds of stakeholders ranging from organisations, authorities or private initiatives to private people or companies. Private people or companies are especially affected if they are neighbouring the plant. It is these stakeholders in particular that can have a tremendous impact on the project.

Stakeholder management and communication about the project should include the following targets:

- Reaching an administrative decision, financial support or coverage of the project
- avoiding or minimising negative impact of stakeholders against the project
- obtaining as much information as possible about stakeholders views in order to realise the project in consideration of these opinions in a successful way
- avoiding delays in case of stakeholders developing further issues with the project
- developing an overall positive image of the project for neighbours, other stakeholders and the public.
Applications by partners

Blackpool Council

Stakeholder management plan

Elements of stakeholder management:

- stakeholder analysis
- stakeholder planning

Steps of stakeholder analysis:

- **Identifying stakeholders**
  Examples:

<table>
<thead>
<tr>
<th>Local Politicians/Cllrs</th>
<th>DIT</th>
<th>Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior executives</td>
<td>Statutory Undertakers</td>
<td>The market</td>
</tr>
<tr>
<td>Lenders</td>
<td>Suppliers</td>
<td>The press</td>
</tr>
<tr>
<td>Users</td>
<td>HMRI (ORR)</td>
<td>Interest groups</td>
</tr>
<tr>
<td>Prospective customers</td>
<td>Future recruits</td>
<td>The local community</td>
</tr>
</tbody>
</table>

Figure 1: Examples for stakeholders

- **Prioritising stakeholders**
  In Blackpool the long list of potential stakeholders was structured using a matrix divided into interfaces between stakeholder and project and the potential influence of stakeholders on the project (influence / interest map). This shows the degree of attention and information required by the stakeholder.

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1. Blackpool and FLEETWOOD TRAMWAY – Stakeholder Management Plan, 01 May 2008

2. Blackpool and FLEETWOOD TRAMWAY – Stakeholder Management Plan, 01 May 2008
<table>
<thead>
<tr>
<th>Influence</th>
<th>Interest</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td></td>
<td>Planning Departments (Blackpool BC &amp; Wyre BC) Highways Departments (Blackpool BC and Lancashire CC)</td>
<td>DfT DfT Mobility &amp; Inclusion Unit HMRI/ORR Leader of Council Portfolio Holder Cabinet Member Executive Board Project Board</td>
</tr>
<tr>
<td>Medium</td>
<td>Hotel Associations Leisure businesses Statutory Undertakers Police Ambulance Service Blackpool BC Maintenance Team</td>
<td>Tourism Partnerships Chamber of Commerce Local Strategic Partnerships Business Improvement Districts Fire Service Local Council members (off route) NWDA/GONW/NWRA Disability Rights Commission</td>
<td>ReBlackpool Blackpool Transport Services Local Council members (on route) Unions</td>
</tr>
<tr>
<td>Low</td>
<td>English Heritage Blackpool Airport Fleetwood Hospital RNLI ERDF</td>
<td>Residents Associations Local Public MPs Local Press Northern Way English Partnership Blackpool Civic Trust</td>
<td>Tramway Heritage Groups Technical Press Businesses on Route Regular Users</td>
</tr>
</tbody>
</table>

Figure 2: Influence / interest map of stakeholders for Blackpool tramway

- **Understanding key stakeholders**

  Key questions

  - What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
  - What motivates them most of all?
  - What information do they want or need?
  - How do they want to receive information? What is the best way of communicating your message to them?
  - What is their current opinion of your work? Is it based on good information?
  - Who influences their opinions generally and who influences their opinion of you? Do some of these influential people become important stakeholders in their own right?

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3 Blackpool and FLEETWOOD TRAMWAY – Stakeholder Management Plan, 01 May 2008
• If they are not likely to be positive, what will win them over to support your project?

• If it is not able to win them over, how can their opposition be managed?

• Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

Also important is to provide frequent public information by newsletters and events (information, special construction stages, etc.) to maintain positive relations with neighbours.

### Steps of stakeholder planning

The steps are based on a table of data of stakeholders (names, addresses, key interest, status e.g. advocate, supporter, blocker, etc., message needs, etc.)

1. Update of the list of potential stakeholders with the information provided by influence/interest table.

2. Plan the approach to stakeholder management. Think through the help needed, the time required to manage it and for communication.

3. Think through what wanted from each stakeholder, the levels of support that is demanded from them and the roles they should play (if any at all).

   **Example:**

<table>
<thead>
<tr>
<th>Stakeholder / individual or group</th>
<th>Likely impact on the stakeholder</th>
<th>Potential Issues and concerns</th>
<th>Potential risk if the concerns are not addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

   **Figure 3: Example for table of stakeholders and their interests, needs, frames, etc.**

4. Identification of messages to be conveyed.

   • identification of actions and communication

   • work out what is required to win and manage the support of these stakeholders

   • focus the high-influential/high-interest stakeholders firstly followed by the low-influential/low-power stakeholders
• think through what is required to keep the best supporters engaged and on-board
• work out how to win over or neutralise the opponent sceptics
• consider how one's own performance will affect the stakeholders.

Communication strategy in detail

The communication strategy seeks to meet the communication and consultation requirements to support the upgrade of Blackpool tramway scheme, following the programme from begin to end. The strategy must allow for considerable flexibility and evolution, both in terms of messaging and mechanics, allowing for shifts in attitudes, the emergence of trends and maximising the acceptance of the entire audience.

People / audience addressed:

• legislative
• local Government
• project group
• external stakeholders

Materials used for communication:

• website (see: http://www.lancashire.gov.uk/corporate/web/?siteid=5149&pageid=26959 – last visit October, 27th 2010)
• exhibition displays
• leaflet
• parliamentary briefing note
• questionnaire designed to provide a benchmark of opinion across all channels of communication, this could also be posted online
• contact centre

BLACKPOOL AND FLEETWOOD TRAMWAY - Communications Strategy, 01 May 2008
Tactics used for communication

The areas of communication are:

- internal communication and consultation between sponsors, councillors, staff, etc.
- external communication
- media management
  - proactive
  - reactive
- other communication channels
  - website
  - viral marketing
  - local radio campaign
  - telephone hotline

Monitoring

Other important stages the communication performance will be measured, an action plan will be established that confirms in date order the action, reason, responsibility and timescale. It is not reasonable to develop a strategy if its effectiveness can not be assessed.

Check-list

The following check-list may help to identify the effectiveness and usefulness of communication activities:

- Has the information given to stakeholders met their requirements?
- Has the information received from stakeholders met the programme/project owner's requirements?
- Has all the necessary information been disseminated?
The detailed plan is demonstrated in “BLACKPOOL AND FLEETWOOD TRAMWAY - Communications Strategy, 01 May 2008"
Le Grand DIJON

Introduction

Le Grand Dijon established a very intensive communication strategy about the whole project (tram network including the depot construction). Le Grand Dijon in general makes great efforts to enhance the living performance in the city with the introduction of environmental friendly facilities for transport (new tram system, public bikes to hire, etc.).

The whole strategy is explained in “Stratégie de communication & d'accompagnement du Grand Dijon.”

The web-site [www.letram-dijon.fr](http://www.letram-dijon.fr) offers a great deal of information about the goal, details and the working phases of the project. All information and brochures that are described below are available on the web-site.

Targets of the communication strategy:

- providing general information about the whole project
- advertising for using public transport systems
- information provided to affected people about construction work
- accompany the most affected people
- synchronisation of on-going works with events

General measures

The whole communication strategy has a common design. A mascot called “TDI” (pronounced as Teddy --> Tram de Dijon) implicit within the whole communication scheme.
The communication is continuous and consists of:

- public workshops with defined topics like urban transport, sustainable development to discuss with stakeholders
- public presentations concerning special aspects during construction work with the most affected stakeholders
- providing general information at city entrance routes of the intensive works in progress (preparing incoming people to may have traffic problems) and to present the most important information

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5 Stratégie de communication & d’accompagnement du Grand Dijon

6 Stratégie de communication & d’accompagnement du Grand Dijon

7 Stratégie de communication & d’accompagnement du Grand Dijon
- special information at construction sites (all in common design)

![Image of tram project works in the city](image)

**Figure 7: Information about tram project works in the city**

- inform by distributing brochures frequently (for example in April 2011: next larger issue is planned for September 2011) with a total circulation of 145,000; the brochure includes current information and general information about certain issues of the tram systems, interviews and updates

- publish articles about the tram system in general publications of Le Grand Dijon

- provide special information sheets about issues concerning a quarter of the city (e.g. local works); since October 2010, 277 sheets have been published

- provide special information sheets for local or sectional issues (e.g. only one street section is concerned by construction works)

- distribute posters presenting city sights and the future vision as completed works

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8 Stratégie de communication & d’accompagnement du Grand Dijon

9 A sample brochure can be seen in *Tram 2012. Le magazine du projet* April 2011.

10 A sample can be seen in *Info Travaux* October 2010.
• general traffic information for car drivers about work in progress and alternative routes

• publish the economic effects of the tram system, for example sustainable costs and benefits or positive effects on employment\textsuperscript{12}

• include merchants affected by the tram works in the project plan. As they will also benefit from tram operation, they should be persuaded and integrated into the project, to promote the use of public transportation:
  • assembling a team of contact people for the merchants
  • organising visits to existing tram systems
  • advertisement for use of the tram in collaboration with affected merchants (e.g. merchants pay/repay the tram tickets for their clients)

• organising special events
  • installing an information centre in the city hall (including several information measures, exhibits and a map of the city of 120 square meters you can walk on)
  • laying the first rail (11\textsuperscript{th} of March 2011)
  • visits of the tram mascot (TDI) at schools

• installing an information point in the centre of Dijon (“maison de tram” -- house of tram), that provides general information about the tram and how to contact responsible contact persons. Open since 17\textsuperscript{th} February 2011, from 12 noon – 7.00 p.m., Tuesday to Saturday, with 25.000 visitors since opening.

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\textsuperscript{11} www.letram-dijon.fr

\textsuperscript{12} Details see: http://www.letram-dijon.fr/fr/pourquoi-un-tramway
• creating a website (www.letram-dijon.fr)
• assembling a team of 8 contact persons who gather questions and complaints and inform the project teams about problems or current discussion as well as giving general information
• installing a call centre.
RET

Description

For the purpose of communication the project team of the tram depot at Beverwaard has been divided into two parts: project communication and communication regarding the project. The project communication is part of the action plan. The communication regarding the project is described by a communication management strategy.

Project communication and information

Three groups are distinguished in the action plan, each has its own responsibilities:

- steering group:
  the steering group takes decisions and manages the project group and is responsible for the management of RET

- project group:
  the project group reports on the progress of the project and ensures that this information is channelled to other disciplines and departments

- working group:
  the working group advises and ensures technical implementation based on its own technical disciplines.

Steering group

Agreements:

the management board is responsible for overall accountability:

- regular progress reports
- consultation cycle every 1/45 days
- The first line of contact from the steering group with the DT is between the project director and the general director.

Tasks of steering group:
Reports to the management board, management and coordination, organisational implementation of the project, decision-making with regard to conflicting interests, VO approval, DO and project costs, financial responsibility, ensuring communication within and outside of RET organisation.

Project group

Within its scope of tasks, the project group will take decisions regarding financial matters and the technical realisation of the project.

Agreements:

the steering group is responsible for:

- regular progress reports
- a consultation cycle of every 1/30 days
- the first line of contact from the steering group with the DT is between the principal of Beverwaard and the project director.

The chairman of the project group is the aforementioned project manager who is responsible for the coordination of tasks within the working group.

The project manager is assisted by a designer and costing expert, assuming that RET is responsible for the project tender.

The project manager consults with representatives from external departments (OBR, dS+V, IGWR and others).

In addition to the support provided by secretariat and a project administrator an external adviser can be called joining the project group.

Tasks of the project group:

SAP project registration, specification of requirements (functional programme of requirements and technical programme of requirements + VO tram depot + roof parking + level of additional services), preparation of the construction site, assessment of bidding party by specifications of requirements, assessment of tendered product, financial and technical progress reports, management of project phases, delivery of the depot construction by Engineering Department to Management Department.
Working group

Within its scope of tasks the working group advises and implements the financial aspects of the project.

Agreements:

the project group is responsible for:

- regular progress reports
- consultation cycle of every 1/15 days
- the first line of contact from the working group with the project group is between the chairman and the BVW tram depot project manager.

The chairman of the working group is preferably a project manager from the engineering department who is responsible for the coordination of tasks within the working group.

The working group will perform the tasks for which it is responsible within its own discipline, if necessary assisted by an external adviser.

The chairman is responsible for the management of the working groups in which representatives from the departments of Engineering, Operations (trams) and Accommodation (end-users) participate.

Tasks of the working group:

To provide input for the functional program of requirements, to draw up the technical program of requirements, to advise the VO, assessment of the tendered product, implementation of the service level. Rails and catenary system: specifications + budget + drawings (ready for tendering), supervision and delivery (commissioning).

Communication regarding the project

The Communication Management Plan describes how communication can be applied in order to inform all internal and external target groups regarding the process and the effects of the Beverwaard project. The plan is intended as a framework for implementing communication regarding the project and must contribute to support from the stakeholders.
The plan is a ‘living’ document and will be susceptible to changes during the course of the project. At the time this document was drawn up, the contents below are known.

The most important stakeholders distinguished in the depot building plan are:

- RET management
- steering group
- top 30 and department management
- project and program employees
- future employees at Beverwaard
- other RET employees
- nearby residents
- media
- policy/management/municipal council.

Further target groups are:

- other public transport companies/market parties (national and international)
- organisations, foundations, associations that are interested in the project, in sustainability, maintenance and new technologies.

A complete list of stakeholders who may be addressed in all kinds of RET projects is included in the chapter “List of RET stakeholders” (p 20).

The plan also describes how and when communication will occur, what the objectives are and which resources will be used.

The following resources will be used:

- e-mail (newsletter)
- intranet
- meetings
- letters
- brochure
• information display
• meetings (including the opening).

Agreements have also been reached according to the following:
• reporting
• communication activities
• planning
• budget.

**List of RET stakeholders**

RET provides a complete list of potential stakeholders. Not all of them are relevant for a depot project. This list may help to select the relevant stakeholders for a concrete project:

• customers / passengers
• customers organisations
• workers (in the depot / form other RET units)
• public transport authority
• employee representation
• RET stakeholders (City of Rotterdam)
• authorities (local, national, European)
• neighbourhood
• unions
• trade organisations
• competitors
• suppliers
• research institutes and universities
• consultants
• European partners.
STIB

*Description*\(^{13}\)

STIB started late with a structured communication about the depot project. There have been many complaints against the depot project, then followed an information and a communication approach.

STIB initially tried to obtain the building permit without an incidence study which is normally required for larger projects in Belgium in public inquiry. The target was to obtain a permit for the depot project, with as few changes as possible.

STIB only communicated with two municipalities of the Brussels region and not with one of the neighbouring regions. The first project information passed to the neighbours was at the public information meeting (which took place at a late stage in the process) and one small leaflet.

In fact, this led to strong local opposition to the project and a great delay in the permit and start of building.

*Fears*

Inhabitants near Marconi depot especially fear the following:

- underground water entering cellars
- traffic congestion
- noise.

Difficulties with the neighbours also result from

- former negative experiences (waste depot)
- former general image of the company (STIB)

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\(^{13}\) See: “From « NIMBY » to « YESBY »”
**Measures taken**

The following measures were taken to enhance communication with the neighbours:

- installing an information point, distributing information by post boxes
- stakeholders meeting
- leaflet
- video rendering
- environmental assessment.

The info point is open once a month for half a week and had about 261 visitors since opening. Only 10% of the visitors are critical against the depot project.

A leaflet was sent to all inhabitants.  

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**Figure 9: Leaflet of Marconi depot**

A video about the depot was produced and uploaded onto YouTube ([http://www.youtube.com/watch?v=K1L5bkpAhK](http://www.youtube.com/watch?v=K1L5bkpAhK), last visit February 23rd 2012). 3,560 views were registered on this website between 1st January 2011 and 31st May 2011.

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*14* See leaflet of Marconi depot.

*15* See leaflet of Marconi depot.
In addition, two public presentations for stakeholders were organised in 2011:

- 23/02: local environment and neighbourhood organisations
- 24/02: locally elected people.

The discussions have been very positive.

**Success**

In general these measures lead to:

- better vision of the project for the surrounding inhabitants
- positive position of the stakeholders
- “Commission de concertation of 16/03/2011” (agreement commission) → better ambiance.

**Lessons learned by STIB**

STIB learned the importance of stakeholder management and communication. This lead to the following results (for other projects):

- design of communication plans for all infrastructure projects
- integration of staff into all infrastructure projects
- calculating about 1% of total investment for communication.

**General objectives of STIB for communication and stakeholder management concerning Marconi**

General objectives are:

- to explain
- to educate

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16 For details see: Projet Dépôt Marconi - Tramstore 21 - Plan de communication - 15/02/2011.
• to be "positive"

• to involve the local stakeholders.

In detail this means:

• to inform about the need to build a tram depot at that place

• providing information on the real risks, as analysed before by industry professionals

• to inform on technical measures against the risks identified by residents: stability of basement, ground water, vibrations

• to demonstrate the real impact of the depot in comparison with the current situation

• to learn that dialogue is possible as it does not prevent the project and that there is still room for adjustment of certain elements of the project (to be identified first)

• to make the project important for the affected neighbourhood. Show that the project is positive and is a modern and sustainable renovation of an already industrial area.

The communication shall result in the following messages:

• Why is this depot required at this location?

• How will the depot actually be designed?

• What is the real impact (positive and negative) and the present state of the art?

• How will the builder contribute to the quality of the depot and how will they avoid risks?

• Demonstration of STIB as a leader in the field of mobility development in Brussels and presentation of the improvement of organisation of the current site.
**Other Belgian examples for stakeholder management and communication**

In fact there are some examples where communication worked well and led to quickly realised projects:

- **TGV (HST):** 1990 – 2009 – complete Belgium high speed rail network
- **RER** (regional train network in and around Brussels): discussed since 1994, decided in 2003, to be completed by 2016.

**Success factors for these projects:**

- real need for it (very useful, large benefits for all)
- correctly communicated and opened for discussions in early phases (transparent)
- adequately conceived and improved (to reduce impact)
- locally compensated (as they are more impacted)
- well managed and communicated in the long building phase.

People can **live** with those works and politicians can **support** them but it takes **time and communication**.

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17 See: “From « NIMBY » to « YESBY »”
External applications

Some examples from other companies or projects:

**BOGESTRA  –  (Bochum-Gelsenkirchener Straßenbahn → City tram of Bochum and Gelsenkirchen)**

For the construction phase of the new depot in “Engelsburg”, BOGESTRA communicated with the neighbours, informed early about construction works and installed an information telephone number for all questions and complaints by neighbours. This open source of information led to very few complaints. One example is the leaflet “Engelsburg-Bauzaun”\(^{18}\) a periodically produced newspaper about the construction phases\(^{19}\). Several events around the construction phase were celebrated with the public to get a good relationship and public attention [roofing ceremony, opening that was called “Erste Ausfahrt” (First Departure)].

**General description of stakeholder management**

Bruno Jenny from SPOL AG\(^{20}\) - Switzerland provides the following tables concerning this issue in a presentation about stakeholder management:

\(^{18}\) BOGESTRA leaflet Engelsburg-Bauzaun 3/2004

\(^{19}\) BOGESTRA leaflet Engelsburg-Bauzaun 3/2004

\(^{20}\) [www.spol.ch](http://www.spol.ch)
Goals of project management

Situation: divergence and conflict
Stakeholder will largely be partner in the project

Situation: conflict and synergy

Goals of project
Goals of stakeholder
Goals of project and stakeholder

Situation: in Brad terms consistent

Figure 10: Targets of stakeholder management

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21 YENNY Bruno, Stakeholder management and SPOL AG.
Types of stakeholders:

Markus Venzin declared the following types of stakeholders in his book “Der Strategieprozess”²³:

A-Stakeholders
They have a strong interest in the company or they are particularly concerned by the company and have great influence on it. They must be integrated into the decision processes early and have to be fully informed.

B1-Stakeholders

²² YENNY Bruno, Stakeholder management and SPOL AG.

They have a strong interest in the company or they are particularly concerned by it but they have only little or no influence on the company. If this group has a positive relation to the company, the potential to enhance the influence should be identified and realised.

**B2-Stakeholders**
They have a low interest in the company or they are hardly concerned by it but they have a great influence on the company. Select information should be given in a way that positive interest is being raised and the negative interest is being avoided.

**C1-Stakeholders**
They have a low interest in the company and they are hardly concerned by it and their influence on the company is low, too. The information politics are passive and there is no specialised information required. This group should only be observed in consideration of changes in interests or influence.

A scheme designed by Simone Weilacher can be seen in Figure 12.
Figure 12: Scheme of stakeholder categorises

Reaction:  
- negative  
neutral  
positive

Project „Grands Travaux Handbook“

“The handbook provides a valuable resource to cities across Europe dedicated to strengthening their communication and outreach efforts for large-scale planning and development projects (Grand Travaux Projects)” (Grand Travaux Handbook p 2).

This handbook is a practical guide to help eight European cities – Athens, Florence, Limassol, Leipzig, Rome, Tallinn, Valencia and Warsaw – to strengthen their communication efforts while developing large-scale urban transformative projects (Grands Travaux Handbook p 5).

Influence factors for city projects:

- different phases of project development
- the type of Grands Travaux projects
- experience in designing and implementing communication and outreach efforts.

10 Communication principles:

1. conducting a preliminary assessment to effectively tailor the communication and outreach strategy
2. early and frequent communication
3. creating a professional and memorable image
4. creating a momentum of communication activity
5. writing creatively and simply
6. being creative
7. developing an informative and educational website for the Grands Travaux project
8. managing the accuracy of information
9. involving target groups only if the affected city wants this, involving them in the decision-making process

10. if there are doubts, the involvement of communication experts can help shaping and sharpening the required message.

Phases of project

1. Phase I: project pre-planning
   The technical work in this phase includes:
   - defining the geographic boundaries of the project
   - developing the scope of the project (this means understanding the range of topics to be examined while the project is being planned and designed)
   - developing a project schedule
   - assessing the amount of internal (municipal) and external (consultant) staffing needed. In many cases, staffing issues are addressed in this phase
   - reviewing funding needs for the project. Funding may have already been allocated to the project but not necessarily.

2. Phase II: planning
   The technical work in this phase includes:
   - identifying the strengths, weaknesses, opportunities and threats (SWOT analysis) of the project
   - developing project aims and objectives to help guiding a project’s vision
   - conducting technical studies on key issues (such as environmental and traffic studies)
   - developing project alternatives based on technical findings
   - evaluating the revised project alternatives
   - selecting a preferred alternative.

3. Phase III: design and construction
   The technical work in this phase includes:
   - identifying the project manager to lead the design and construction phase of work
   - developing detailed design and construction schematics
   - bidding of the project, developing the schedule and reviewing the budget
   - implementing temporary construction mitigation measures on the site and adjacent it to the site (e.g. changes in traffic circulation, fencing, and safety signage)
   - initiating project construction activities (implementation and closeout).

4. Phase IV: launch and operation
   The technical work in this phase includes:
   - removing all temporary mitigation measures
   - launching the project formally
   - developing and executing day-to-day project management and maintenance activities
• making minor adjustments to the project to address unanticipated problems
• completing other aspects of the project (if the project is to be completed in multiple phases).
Recommendations

Communication and stakeholder management is an important factor to realise a building project successfully, especially big projects like building a tram depot. In each phase of a project (planning, design, building, operating) you should be aware to integrate relevant stakeholders and provide the right communication methods and measures.

Stakeholder management can avoid arising project opponents and help deal with already identified potential project opponents in an efficient manner.

Stakeholder management

Success factors for communication and stakeholder management

- Identification and classification of stakeholders.
- It is important to communicate and inform all affected people at an early stage. Even if at first, an alleged simple and quick procedure seems more useful for the easy realisation of a project, saving on stakeholder management and communication can lead to delays, cost increases and a bad reputation at a later stage.
- Analysing the general situation of the area where the building project is planned is essential to obtain the necessary knowledge about needs, fears and interests of affected stakeholders (for more details see report “Urban and Socio-Economic Integration”).
- A core team should be assembled for stakeholder management and communication.
- Outlining the advantages and benefits for stakeholders.

Main steps of stakeholder management

The main steps of the stakeholder management are:
- assembling a core team or project team for the stakeholder management
- analysis of the stakeholders
  - identification of stakeholders
  - prioritising stakeholders:
    - A-stakeholders (strong interest and great influence)
    - B1-stakeholders (strong interest, no/little influence)
    - B2-stakeholders (low interest, great influence)
    - C-stakeholders (low interest, low influence).
  - understanding the interests of key stakeholders (for more details see report “Urban and Socio-Economic Integration”)

The stakeholder analysis shall also include an investigation of the area where the depot (respectively the new building or infrastructure) should be established.

- dealing with stakeholders:
  1. update the list of potential stakeholders with additional information presented as an influence/interest chart at different stages of the project
  2. plan the approach to stakeholder management
  3. think through what is being wanted from each stakeholder
  4. identify messages to convey
  5. identification of action and communication required

Also important is to provide frequent public information by newsletters and events (information, special construction stages, etc.) to maintain positive relations with neighbours.

The stakeholder management has to be coherent with the four project steps:

  1. Phase I: project pre-planning
  2. Phase II: planning
  3. Phase III: design and construction
  4. Phase IV: launch and operation
Update of the list of potential stakeholders by influence/interest map

Depending on the type or phase of a project the addressed persons and organisations can be:

- customers / passengers
- customers organisations
- workers (in the depot / from other RET units)
- public transport authority
- employee representation
- RET stakeholders (City of Rotterdam)
- authorities (local, national, European)
- neighbourhood
- unions
- trade organisations
- competitors
- suppliers
- research institutes and universities
- consultants
- European partners

The stakeholders can be identified and classified by the following table:

<table>
<thead>
<tr>
<th>Stakeholder / individual or group</th>
<th>Likely impact on stakeholder</th>
<th>Potential Issues and concerns</th>
<th>Potential risk if concerns are not addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 13: Example for table of stakeholders and their interests, needs, frames, etc.*
Assembling of a core team or project team for stakeholder management

Gained from RET and Blackpool experiences, a communication and stakeholder management team should be defined for this project. The RET structure is clearly explained in the example on page 5, this consists of:

- a steering group (decision making and management)
- a project group (reporting and ensuring information flow)
- a working group (ensuring technical implementation).

Benefits of stakeholder management

Stakeholder management is a factor for successful public investment. It should be integrated into the project early. The main targets are:

- to strengthen the stakeholders who have positive influence on the project
- to also integrate the stakeholders with negative influence

Valuing of success of stakeholder management

There is a simple check-list to value the effects of communication measures provided by Blackpool:

- Has the information given to stakeholders met their requirements?
- Has the information received from stakeholders met the programme/project owner’s requirements?
- Has all the necessary information been disseminated?

How to deal with negative stakeholders

The analysis and information gathered at the early stages of a project regarding potential stakeholders, as well as the area affected by the project is the most important success factor. This information can help to avoid opposition and to communicate with potential opponents early in the right way. Listed are details on how to deal with opposition and potential opponents:
• provide information details as soon as possible, avoiding false project information (if opponents want to make the project to appear negative)

• find and communicate solutions for potential negative aspects of the project (noise protection measures etc.)

• communicate details of the positive aspects of the project (working places, abolishing brown fields, reuse or replacement of ruins)

• design extra benefits for the area and clearly communicate these benefits

• every stakeholder group shall be addressed by appropriate measures of communication

Communicating with the public

For each bigger project that influences the public, at least during construction and in general during the operation, information and open communication should be provided. It is most important to develop a good relationship with the affected people, avoiding trouble and enhancing reputation. If it concerns tram projects or other public transportation it also helps that the new established service will be more successful when operating (many people know about the new service and will use it). The negative STIB example of Marconi depot demonstrates the importance of early communication and using stakeholder management. This avoids time shifts and increasing costs due to longer construction time.

Information shall be provided to people as well as a contact point for questions, other concerns and to gather further information. This leads to:

• enhanced interest

• positive feeling and feedback even if inconveniences are identified (such as construction work, operation)

• prompt communication and response or details about possible difficulties and obstacles, allowing negative public opinion to be identified. This enables quick reaction to negative trends of public opinion.

Le Grand Dijon has realised good communication of the whole tram project, including depot building. This exists of:

• frequently distributed newsletters and brochure. The brochures and information vary, referring to general and detailed information (general information about the city, detailed information e.g. about affected street
sections during construction) or to addressed stakeholders (inhabitants in general, marchers, tourists, car drivers, etc.)

• posters distributed within the city and at approach streets to inform about construction work as well as the future visibility of sites
• providing a website
• creating an information point within the city
• frequent mailing
• frequent public discussions about the project.