



# Build Back Better Cities Campaign Set-up Guide



This is your guide to preparing and setting up a campaign, as a part of the global campaign launched by Carfree Cities Alliance. This guide contains information and guidance for structuring your campaign, organizing information and campaign elements, and getting your resources and your plan in place.

The information in this guide has been created especially for allies and friends of CCA, in order to help you effectively set up a viable campaign, including all the steps needed to get there. This detailed manual is designed to provide everything needed for the set-up process. CCA realizes that many of its allies already have experience in similar campaigns; feel free to skim through this guide and use only the parts you need

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# SET-UP PLAN: GETTING STARTED

## Just a word before you get on your way

Starting a new project or campaign, with new allies, arrangements, and goals, is like going on a big adventure. You know that there are many exciting things waiting for you, new heights to reach, and likely also setbacks and difficulties. There are lofty goals and enormously important objectives at stake. This could be the ride of your life.

We have high hopes for achieving real change and significant victories. Failing is not an option. Whatever happens, there will definitely be rewards. Temporary setbacks or initial failures often have a silver lining and can lead to something better. Along the way, we will all enjoy the experience of cooperation across borders and continents, and of making new friends and allies halfway around the world as well as in the adjacent neighborhood.

Most importantly, while we take the objectives and our work seriously, we also believe the work should be enjoyable. While we work together, let us make sure to have fun and enjoy all the rewarding experiences, the learning, the thrill of bold campaigns, the new friendships, the silly moments and laughter, and the joy and pride of doing meaningful work. Welcome to the campaign!

## Introducing the City Campaign

The worldwide CCA campaign is called the **global campaign**, while an individual campaign in a particular city is a **city campaign** or a **local campaign**. Since a single organization (or consortium of organizations) may run several city campaigns in their country, collectively they can be referred to as a **national campaign**.

*Build Back Better Cities* is thus a **global campaign that consists of a unified framework and is made up of numerous city campaigns in several countries.**

## Preparatory Tools and Background Reading

This is a list of all the materials you should have at your fingertips as you prepare your campaign strategy:

- CCA website (Carfree Manifesto, Why Carfree, Toolkit series)
- Build Back Better Cities Campaign "Starter pack" (CCA Campaign Overview + The Case for Action)
- Campaign Orientation Guide
- Diagnostic Tool
- Projects Catalogue
- Campaign Set-up Guide

All of these materials should have been made available to you. If you are missing any of them, let us know! To be sure you are fully aware, please review what these core resources are intended for and why they are important:

**CCA website:** A vision of what carfree cities look like is found here. The manifesto covers important ground. The Toolkit has practical insights. The website is the best place to start for anyone new to CCA or carfree.

**Starter pack:** Here you have a concise overview of the campaign as well as a call to action. This intro pack can be sent to anyone who hasn't heard of our campaign yet.

**Campaign orientation guide:** More details on the structure and nature of the campaign and the partnership arrangements with CCA. This is for all who have committed to running a campaign or who are seriously considering it.

**Diagnostic tool:** As a starting point to preparing your campaign, you need to consider carefully all the relevant local conditions and stakeholders, and list all the elements that may influence your campaign.

**Projects catalogue:** This is the essential illustrated guide to all the possible projects, actions, activities, goals, measures, and policy proposals that you may want to include in your local campaign.

**Campaign Set-up guide:** This document contains the most extensive information to date in helping you set up your campaign. It lists all the important considerations, guidance in strategic planning, and homework to help you put everything together properly.

## Upcoming materials + tools

We will provide further resources as we get closer to launch date. These new tools will provide additional guidance and help in finalizing and getting your campaign launch ready:

- Campaign Toolkit (all the extra useful campaign information in one place)
  - Background reading
  - Best practices from around the world
  - Extra resources on strategy, planning, and tactics
  - Deeper exploration of relevant themes
  - Media and dissemination information
  - Campaigning and lobbying know-how
- Campaign web page (for your team to use, featuring your campaign)

# CAMPAIGN VISION AND GOALS

## The Vision That We Operate From

All of us want a better world, one in which our cities and streets are happy and healthy places to be, places where the car culture is a thing of the past, where sensible forms of transportation are the norm, where an inclusive and sustainable model prevails, and where we can come together to prevent the worst consequences of climate change and environmental destruction. Naturally, CCA allies - those of you who are organizing and running campaigns - share this vision. This vision serves as the starting point to the work we do.

But we cannot just be satisfied with having a vision. We need to believe that this vision is possible AND we need to work together to *turn it into reality*. We need our imagination to come to our aid: *Yes, the nasty 8-lane noisy and dirty road down there can be calmed and possibly even completely made off limits to cars. And yes, the dominant car-oriented model of planning and running cities can be replaced by a far better model.* Many people fail to understand the extent of what is possible due to an inability to imagine what cannot be directly seen. As more and more people begin to see the possibilities and believe in a brighter future, we will be closer to achieving it.

We also need to recognize the impact that COVID-19 has had on the world, the warnings it has provided, and the fact that we urgently need to find better ways of running our cities and planning for the future - whether completely new cities or radically improved current ones. In a post-COVID world, we don't want to simply go back to "business as usual."

*Opening up the imaginations of others to be able to see and understand the future vision that we already have access to is a major cornerstone of the campaigns.*

## Overarching Goals of the Campaign

The design of the campaign points to two overarching goals of every "Build Back Better Cities" campaign:

1. Campaign and lobby for a concrete street transformation project. This is a direct measure involving the reclaiming of space for people, away from cars, and that has a realistic chance of being implemented in the short or medium term.
2. Campaign for long-term change and transformation in terms of how our cities are run and our communities and neighborhoods are organized. That can mean changing how we view urban

planning, mobility, access, energy use, and infrastructure. It means addressing the climate crisis. It means addressing how the current economic and social fabric of cities leaves many people and communities vulnerable, causing a downward spiral of crime, poverty, disease, and displacement. In essence, the second broad goal of the campaign is to aim for a transition plan and our overarching vision to be included in the planning cycle of our cities, and to seek the commitment of local leadership to such a plan or shift in policy priorities. It is important to begin with these two goals. The rest of this document explains the steps that you need to take to build the goals and visions into a doable action plan.

## A Word of Wisdom as You Embark on This Journey

Setting up the campaign carefully and properly is essential to the success of the campaign. While the campaign may be complex, you have a good chance of success if you follow these six suggestions:

1. Don't make hasty decisions. Give yourself and your team time to properly prepare.
2. Take this as a step-by-step process. Every step, however big or small, brings you closer to your goal.
3. Create a broad network. Consult widely and be as inclusive as possible. Ask for people's advice and opinions. Build up collective energy.
4. Set up your core team of trusted and reliable people. This is the place from which to operate your mission, and the base for bringing transformation to your community and city.
5. Don't give up. Even when facing troubles and setbacks, stay in the game and you will prevail.
6. Input leads to output. There is a direct correlation between the amount of energy, time, effort, and love you put into this campaign and what you will accomplish. The more you invest in your campaign, the more astounding the results will be.

Please take time to reflect on these six points and put them in the context of your situation. *Re-read this list frequently.* We all need positive reminders to stay on track! Additionally, if you go to the Toolkit on the CCA website, you can download an extra dose of "Delicious Advice" - helpful hints for everyday.

# CAMPAIGN SET-UP

## 3 PHASES

Here we walk you through all the important details related to each phase of the campaign. The breakdown of events into phases and steps is meant to provide structure and ease for developing a campaign, though of course you can rearrange the steps as needed. We recommend reading through all the phases, so that you know what to expect, before jumping into the details of each item. Please refer to the Campaign phases table in the Orientation guide, for phases and steps.

### Phase I - Getting Started

This is the crucial early period for familiarizing yourself with the topic and the campaign, gathering a team together, and taking calls with CCA.

#### Chief outcomes of Phase I:

- You have familiarized yourself with the CCA website, starter pack, and campaign orientation guide (Step 1).
- You have had direct contact and calls with CCA (Step 1-2).
- You have committed yourself to going forward with one or several city campaigns (Step 1-2).
- You have started to assemble a team of organizers for your campaign (Step 2).

That's it! Nothing too complicated. In Phase I you don't yet need to formulate what your exact campaign goals are and what your vision is. In fact, it is better to not do that yet, as you will want to allow time for ideas to materialize and inspiration to open up new perspectives.

### Notes on The Collection of Materials

We have created (and continue to develop) numerous documents and collections of information, guides, tools, and more. Although going through the materials will require time and effort, please bear with us: they have been created *especially for you* - our trusted allies - with the goal of providing guidance and helpful structures. These materials are meant to help you in brainstorming, setting up lists and resources, and getting in the right gear and frame of mind to succeed in your campaign.

*Our recommendation:* for the best results, add to your agenda a specific time where you can concentrate on these activities and shut out other distractions. You may want to turn off your notifications or internet for that period, and study up. Take notes and try not to rush through it all.

## Notes on Connecting to CCA

We at CCA have tried to make running a local campaign as easy as possible. For that reason, we have provided the basic campaign framework. We offer support and guidance, including numerous tools and resources. We consult with you and your team on strategic planning issues and provide a basic resource - a campaign web page with great features.

CCA is committed to helping you achieve success in your local campaigns, and we will be there to help in any way possible. It will still be *your* campaign, and CCA will never try to micromanage your work. You are welcome to get in touch to seek guidance or discuss matters related to your campaign. CCA is happy to support you.

CCA also consists of the wider network of allies, and we will set up global and regional conferences from time to time, to provide a space for allies and campaigners to meet directly and share information and advice.

## Notes on Committing to Run a Campaign

Running a campaign and doing exciting things in your city sounds wonderful. The word “commitment,” however, can make people flinch. But *committing* to change our world for the better is the crucial step we need to take, in order to *change* our world for the better.

The amount of effort you invest in the campaign is directly related to the likely outcomes. If your team is not able to commit much time, consider doing a smaller campaign.

We believe that *you never know what could happen until you try it*. A bold request to your city officials might *not* fall on deaf ears. But even if all of your campaign goals are not honored or implemented in the first few months, don't despair. If you made a genuine effort, your message will have resonated with many people, your network and audience will have grown, and you'll be in a better position to carry out your work for years to come.

Lastly, it really is up to us to change the world. We can never assume that decision-makers, business leaders, or even representatives of big NGOs are going to steer our societies in a better direction. If Jane Jacobs and her friends had not stood up to chief urban renewal strategist Robert Moses in New York City in the 1950s and 1960s, then today Manhattan would be completely dominated by a massive highway system, and lots of the iconic New York culture would have been lost. We don't just dream big, we also work hard. *So much is possible!*

## Notes on Assembling a Team

You have made your initial declaration of interest, reviewed the pertinent materials, and contacted CCA. You are ready to move forward and start your own campaign. Now what? The most important action at this point is to assemble a trusted core team for the work. Your core team will be your base of operations, your campaign headquarters.

You need people on your team who are familiar with the topic and who are seasoned practitioners in the field of mobility and urban development. However, the highest priority is to have a group of dedicated persons who trust each other, work well together, and will be reliable and supportive throughout the whole process. Campaigns like this will have their ups and downs. If a particular phase gets difficult, you need to have brave women and men around you who don't give up easily. Choose from your network of close associates. Ask others for recommendations but try to select those who not only have strong skills but also have personalities that lend themselves to teamwork.

Your campaign core team will consist of the people who most identify with the cause and vision of the campaign. The core team will steer the process and take important decisions. Generally, it is a good idea to have 3 to 5 members of the core team.

Beyond your core team, you will also need a larger organizing team. These are people who will become familiar with the process and campaign and will have their own roles to perform. They will not be active every day, yet they will provide their experience, skills, networks, and creativity. Here too, trust is important, and being on the same page ideologically will save you headaches in the future.



## Phase II - Structuring Your Campaign

In the second phase of campaign preparation, you and your team dig into ever deeper into the details and considerations concerning your campaign. This is where you take a good look at your surroundings and ask yourselves: *What is possible here? What might we dare to do?* In this phase you need to make use of an active imagination and let your creative juices flow. You will then sketch out your vision and goals of the campaign.

### Chief outcomes of Phase II:

- You and your team have utilized the **Diagnostic Tool**, getting key baseline information for the feasibility of the campaign (Step 3).
- You have studied the **Projects Catalog** and made your dream list of all the options for your campaign (Step 3).
- You have worked carefully with the **Campaign Set-up Guide** (this document) along with its worksheets (provided separately), which focus your attention on all of the necessary details. You completed the homework provided (Step 4).
- You sketched out a vision for your campaign, with goals and your ambitions (Step 4).

### Notes on The Diagnostic Tool

The diagnostic tool is fairly self-explanatory. Filling out the tool with relevant details and a situational analysis will put you in a good position to formulate your campaign vision and goals. Simply filling out the form will not automatically result in set goals or a clear process to follow. But you will have the necessary information to make good decisions and to set up your campaign.

This step is more about collecting information and gathering evidence. Don't worry too much about analyzing it; that comes later. Feel free to put any ideas down that come to your mind. There are no wrong answers! Make sure to save the filled form and rename it if necessary to reflect the city campaign it connects to. You can go back and edit your answers as needed. In case multiple team members are working on this separately, make sure that one person is designated to collect all the answers in a single document.

The answers here directly correlate to the worksheet information that you'll spend time on later in Phase II.

## Notes on The Projects Catalogue

Imagine browsing through a company catalogue of carpets or wallpaper for your home. You choose the colors and materials that you like best. In this projects catalogue, you do something similar: familiarize yourself with 18 different types of projects, actions, and policies (each of them with several variants, or subtypes) and consider which of these would best fit your city.

Don't worry initially about making a final selection. Just make note of all the types of projects that you are most excited about, or that would be fun to work on. Also, don't worry too much right now about how easy or hard it would be to implement these (more on that later). For now, just let your imagination run free: close your eyes and picture in your mind the achievement of any of these projects. One output of studying this catalogue is making your own list of favorite projects. This could include anywhere from 5 to 10 different projects/subtypes. You may already start this list, as you continue to the next section.

## Task Fill out the Top Fives Worksheet

Please refer to the extra provided worksheet. Armed with your answers from the Diagnostic Tool and after having studied all of the options in the Projects Catalogue, you can now put your top five choices in each of the categories given. Once you have done this, it would be a great idea to keep the completed document somewhere within easy view.

## Notes on Setting up the campaign goals and the vision

The next section gives the proposed framework of the campaign, displaying the structure of main goals and sub goals. First some important suggestions:

There is no magic formula for how to arrive at your vision and goals. Your journey will depend on local needs and current issues, on a future vision of your city, and on what you would most enjoy doing. We recommend discussing the campaign goals repeatedly with your team and together analyzing the information you have prepared thus far. After repeated talking and thinking, you'll see a pattern emerge. If you're still not clear, remember that we all have to start somewhere. Even if you aren't 100% sure yet, go ahead and list your goals according to the structure listed below. They can always be adjusted at a later stage.

## Framework Campaign Goals

### 1) Long-term goal

Declare a long-term goal that closely connects to a transition to sustainable cities / walking and cycling cities / carfree cities.

### 2) Medium-term goal

Declare a short or medium term goal that you can pursue during the campaign and that will have a direct outcome of creating carfree space and reclaiming streets.

### 3) Secondary goals

Declare a number of secondary goals or “compromise” goals that might not be the full desired outcome but would be a positive step along the way.

Closely connected to your campaign goals is your Long-term Vision and the Associated Activities of the campaign. The associated activities are discussed more in Phase III, while the vision process is described next.

## Task Write down goals and vision

First take a look at Appendix 1, which shows a sample (fictional) campaign. That sample campaign provides an example of how to structure the campaign, according to the framework given above.

After you have reviewed that, go ahead and write down your goals and then also write down a 1 to 2 sentence long-term vision for your city. Don't worry about making it perfect, you can always make changes later.

Great! Now you have a campaign to talk about! The vision and goals you have sketched out are what you need to prepare all of your campaign activities and actions around. This is the stuff of Phase III.

## Notes on Being Bold

Remember, you are part of a coordinated, international campaign that includes a supporting network, as well as advisors in carrying out campaigns and doing strategic planning in a collaborative process. Our goal is to empower local teams to stage bigger and bolder campaigns than they might have otherwise. We hope this will all help you reach greater heights.

Thus, we encourage teams to choose a future vision that is truly transformative and bold, and to plan for huge steps forward, with significant and tangible change and improvements along the way.

Research tells us that the more we ask for, the better chance we have of getting something substantial. If we ask for little, we might not get anything. If we ask for a lot, we might not get everything, but it could well be enough to celebrate and be proud of.

## Notes on Mobility Culture Shift

Mobility Culture Shift is a framework for long-term change in cities. It is currently in its early stage, but it will serve in the future as a visual guide to cities and advocates for how a transition to improved cities and a better transportation system can look.

In essence, this is a design framework and a tool for tracking progress and change. It is intended to support the creation of strategies and planning for cities to shift the mobility culture in fundamental ways. In this way it may resemble a city's Sustainable Urban Mobility Plan (SUMP) or Cycling Strategy, in the sense that it outlines the uptake of more sustainable policies over a period of time.

Suggestions on including adaptable versions for your area are under review. The main task at this stage is to develop a mindset of culture change and add color and depth to a long term vision for your city.

## Phase III - Getting Your Campaign Launch-Ready

The countdown to launch is near! This is the final preparatory phase of the campaign set-up. The starting points of Phase III are the goals and vision you have prepared. Now comes the crucial step of developing an action plan.

### Chief outcomes of Phase III:

- You filled out the campaign web page with all the relevant materials, text, and pictures in order to have that page ready to use for launch.
- Based on the types of projects you want to include in your campaign along with your vision and goals, you have prepared your messaging and campaign materials, including visuals, social media, flyers, etc.
- You have placed all of the above into a timeline, and people are designated to carry out each task.
- All of your goals and activities for the campaign have been reviewed and modified as needed.

## Notes on Setting up campaign web page

Each team will receive detailed instructions and login credentials for accessing the campaign website, in order to populate your city campaign in the space provided. This page will be your rallying point for your campaign, and you will want to state your main messages - your vision and top goals. The page contains a petition where a growing list of signatures will demonstrate support for your cause.

## Notes on Communication Strategy

Preparing a communication and media strategy means letting the world know about your campaign. You may have a great campaign and a wonderful vision, but if people don't hear about it, then it will not be effective.

The campaign toolkit contains additional information and tools for such strategies, and CCA is happy to coach teams individually. Meanwhile, a place to start is by reviewing the most important components of your communication strategy, which are the recurring talking points of the campaign. Obviously, you will repeat the goals and vision of the campaign frequently. People will naturally want to know: "Why are you asking for this? Where does the vision come from?" Having good answers will often make the difference in convincing your target of the cause.

Please review Appendix 2 - Essential Narrative Components. All of these points are valid, logical, important, and useful for campaigns, but you should also decide which points to focus on more than others, and which ones you want to repeat the most throughout your campaign. Within your team it can be a good exercise to take turns practicing your main points, as a matter of delivery, and in anticipation of public presentations. As with the Top Fives worksheet, you may also want to prominently display your main talking points, as you will return to them frequently.

Later on, in your action plan and timeline, you'll be able to identify all of the types of media at your disposal. It is wise to have an open mind for good ideas and places to disseminate your message.

## Notes on Confrontational styles

An important question for every team to consider is the level of confrontation that you are comfortable using in your campaign. Cooperation and collaboration are often the most fruitful pathways to achieving change. It is useful to maintain positive relationships with all stakeholders, including decision-makers and local government. You want your team to be a trusted ally for the city, providing key expertise and helpful impulses.

However, there may be occasions where certain topics require a strong stance by your organization. For example, let's say that the local government's planning office has proposed a scheme to build a large car parking garage in the central square of the city, perhaps connected to a shopping mall. You know that such a project will only attract lots of additional traffic, taking things in the wrong direction. You happen to know that this is the vice mayor's pet project, and speaking out against this won't sit very well with his or her office.

As a team, you will need to decide how to deal with confrontation and potential conflict or clashes with other stakeholders or points of view. This may be decided on a case by case basis, but it is also useful to have a general idea in your team of the level to which you are comfortable in directly addressing controversial topics.

Taking a bold stance and directly confronting a touchy subject can be done in a respectful manner. You can resist the plan of the government without harsh criticism. If your other communication is fair and friendly, you'll develop a reputation for being unafraid to tackle big issues, but at the same time being respectful and open. You may also find an ally who is happy to play bad cop to your good cop, engaging in protest of negative actions while you praise positive ones and shine the light on a desirable path forward.

## Notes on Campaign activities

By now you should have a pretty clear idea of what you want to do in your campaign. You should also make a list of the activities you want to carry out. Consider all of the ideas in the Projects Catalogue. Also consider other useful supporting actions for your projects and what may be relevant to the strengths and profile of your team and affiliated organizations.

CCA recommends that you start off a campaign with a strong and visible public outreach program, putting your message in as many channels as possible, with loud, fun, colorful slogans, posters, and banners, both online and offline. If it is possible to get your message early into the public arena, you'll have time after your initial launch to build further activities around your early messaging and continue to fine-tune your narrative.

As much as you can, put art, creativity, fun, and color into the early work of your campaign. You want to come out with a positive message - one that will attract others and appear as a campaign worth supporting.

## Task Preparing materials

While considering and planning for the activities for your campaign, take a look now at Appendix 3 - Campaign Items Checklist. This is a list of elements of a campaign, including everything from essential organizational capacity to different media options. This list is meant to jog your imagination: are there particular ingredients that might be helpful that your team has not yet considered?

Another preparatory step includes having a database with all of the important information in one place and easily accessible. Take a look at the Your Database Worksheet (provided separately). This consists of an organizational system that encompasses contacts, media list, and projects. Following the recommendations for this list will ensure that your team is up to date, and in case of changes in team members, providing access to this information will allow for new members to quickly get up to speed.

Maintaining a carefully organized system with all of your contacts and important information and details will be immensely valuable for your campaign.

## Notes on Funds and Fundraising

The Build Back Better Cities campaign was designed to be run on a small budget. Many things can happen even without extra funding. It is essential that the main motivation behind running the campaign is the deep desire to see change take place in your city and to be a part of a visionary international movement. It is important not to wait on new funding to get started.

At the same time, having extra funding can indeed make more things possible and provide an extra boost to the campaign process. While CCA cannot promise to deliver funds to local teams, we do believe that it is worthwhile to stay informed of all options and exchange information with our allies on valuable leads - and vice versa: any opportunities that you share with CCA could lead to a common funding proposal.

Meanwhile, your team may wish to keep a running list of foreseeable expenses and a wish list of elements that would make wonderful additions to the campaign but that come with a price tag. The funding aspect of campaigns will frequently be revisited. Donors are typically happy to fund initiatives where the first results are already visible, demonstrating the importance of initiative taking and mission driven dynamism.

## Notes on Preparing an Action Plan

At this point you should have pretty much all of the information you need to have your campaign launch ready. You have already decided on your goals, vision, and associated activities. Preparing an action plan is probably the final bit that needs to be done.

To create the action plan, put everything in a timeline, noting when each activity gets rolled out. You should also delegate tasks to specific individuals and make sure that someone will take ownership of each aspect of the campaign. You may also decide to have different people lead different phases of the ongoing campaign. It will be useful to have your plan written out on a whiteboard or other large surface, where team members can frequently see it.

Congratulations: you've made great progress! At this point, it is time to get the campaign rolling. One last thing to do: rehearse the launch and the first steps of your campaign. CCA is available to listen to your plans and strategies. You may also run through your campaign plans with another trusted ally, making sure to request critical questions or keen observations, with the goal to allow for reflection and discussion to make your campaign even stronger.

Finally, CCA will do its best to provide you with new and useful resources. We will be regularly monitoring and updating how campaigns are doing and the collection of resources, information, and ideas to support top-quality campaigning and effective work. We are happy to go this road together with you and are ever open to your feedback and ideas.

# Appendix 1 – Sample Campaign

This fictional sample campaign is intended to illustrate the way a campaign may be set up, with goals and projects.

## Sousse, Tunisia - Pedestrian Plaza Medina to Boujaffar

**Vision:** The vision of this campaign is to institute a pedestrian culture in the historic center of Sousse, with a gradual shift of the urban transport system to an electric tram network, with cycling routes also greatly expanded.

**Mid-term goal:** The conversion into a pedestrian boulevard of Avenue Bourguiba, the main connecting street between Bab Bhar (entrance to the medina) and Boujaffar, the beachside promenade.

**Long-term goal:** Institute a major reform of the transport network, by replacing the current erratic and unstructured bus and minibus lines with an electric tram line, thus connecting the center to Hammam Sousse, Akouda, Kalaa Kebira, and Port Kantaoui. All the main routes should have cycling lanes, and automobile transport to the central areas will be gradually eliminated.

**Secondary goals:** Better pedestrian amenities downtown. Place Farhat Hached is the main connecting space between the medina and the downtown area. Ideally, this square will be converted to a pedestrian-only zone, to make it easy and convenient to walk from the medina to the other central areas, and eventually all the way to Boujaffar. If this is not yet possible, a redesign of this intersection could nonetheless create far superior walking conditions than is currently the case. Likewise, if pedestrianizing Avenue Bourguiba is not initially possible, it would be feasible to extend the sidewalks and limit traffic, while also completely closing traffic in the mini streets adjacent.

Changing the established transport patterns may require some time, but engaging in bold reform is possible, and committing to a gradual transition plan should be a high priority. Starting with protected bicycle lanes on key boulevards (especially on Boujaffar, and all the way to Khzema or Hammam Sousse) would potentially be a first investment and an earlier possibility than a tram network project, although a first stage pilot project tram route could be envisioned.

**Associated activities:** Monthly carfree days (in ciclovía style) are organized along the designated route of Place Farhat Hached - Boujaffar - Khzema, and this brings greater attention to the current proposal.

Community bicycle rides are also organized on a regular basis, with the goal of familiarizing citizens with the possibility of doing different trips by bicycle.

Organizers create a forum with music and entertainment, as well as presentations and panel discussions. These are held semi-regularly at Bab Bhar, Dar Thakaffa (cultural center), and on a carfree day right on Avenue Bourguiba.



Other supporting activities have also been arranged for, including media disseminations, posters, appearances on radio, and other items. The organizing team maintains regular contact with other stakeholders in the newly established transport reform working group.

**Note:** This fictional campaign lists the vision and outline of campaign goals, subgoals and associated activities. All of this relies on a robust action plan, while the media approach includes key talking points and arguments. The preparation of an action plan and media plan are explained in the Phase III section notes.

## Appendix 2 – Narrative Essential Components

As you reflect on the vision of your campaign and the goals that you have for the future and for changing your city and your environment, you will likely already have come to this conclusion: it all boils down to communication and putting forward winning arguments. The battle for the future of our cities and our planet is often played out in the arena of narratives and counter-narratives, the persuasion of policymakers but also getting the support and backing of society at large.

The Campaign Toolkit contains extra sheets and information related to communication, but it is imperative to already put thought into what you plan to communicate and the arguments you will have at your disposal. Here are some important points to consider.

Please refer also to the "Talking Points" sheet in the campaign toolkit, which encourages you to ask specific questions about safety, health, environment, and planning.

### 1. Our focus - carfree conversion

The top talking point of the Carfree Cities Alliance is our vision of a society that can become freed of the presence of automobiles and their detrimental effects on life, society, and the environment. Converting our streets and cities from car-clogged to carfree (directly or via an intermediate stage of car-lite) will make the cities that we live in vastly better places than they are today. The values and benefits of carfree can be read in more detail in the manifesto on the website, while a concise list of related points is in the next section. Our point of departure is in convincing people that the benefits of carfree cities outweigh the disadvantages of giving up our cars by at least 100 to 1.

### 2. The top talking points of a carfree narrative

It is imperative to frequently come back to the main reasons that make carfree such a compelling argument. As psychologists tell us, frequent repetition drives the point home. The innumerable beneficial consequences of a carfree lifestyle, carfree street, neighborhood, city, and of carfree conversion connect to:

**Children, young people:** Children need safe places to explore, grow, and develop. Denying them this opportunity is one of the cruelest aspects of car-clogged societies.

**Inclusiveness:** A more equitable distribution of space and of use and access by the community. While this includes minorities of all types, it should specifically provide needed space for the elderly and the physically handicapped.

**Climate change:** Cities require an urgent shift to climate neutrality. There is no better or quicker way than through carfree conversion. Carfree is a major boon to climate change mitigation.

**Pandemics:** Cities and communities need to become more resilient and sustainable in order to lower the risk of susceptibility to pandemics and be ready to face future emergencies.

**Safety:** Death, serious injury, incapacitation - these belong to the sad history (and present reality) of the automobile and have been tolerated for far too long. Plus, parking lots, car-filled streets, and car-oriented lighting increase danger in cities for women.

**Resilient societies:** Communities are stronger and more able to face challenges when neighbors know each other and can work together, as is more likely when they exit their two-ton steel boxes and interact in the streets.

**Healthy lifestyles:** Increased physical activity through walking and cycling greatly improve quality of life, health, and happiness.

**Fresh air:** The right to breathe clean air should be a fundamental right of every human being, but in our current cities most of us are denied this right. A lot of space currently dedicated to automobiles should be converted to parks and nature-rich areas.

**Vibrant local economy:** A city of short distances and lighter transport means that most production and consumption can be local, benefiting local producers and consumers alike. Plus, we would stop wasting billions or trillions a year on the automobile and its infrastructure.

**Dignified existence:** The lack of many of the factors above robs millions of urban inhabitants around the world of a dignified existence and an abundant and joyful life.

### 3. Triple focus angle: climate change + covid + carfree

Taking much needed action in cities, according to carfree principles, will make cities safer in the face of current or future crises. Such actions will ensure healthier and more resilient communities and will mitigate the climate crisis.

### 4. How do we want the future of our city to look?

One of the fundamental questions that needs to be asked of all who are connected to your city is How do we want this city to look in the future? What kind of a city do we want to inhabit? Asking this rests on the premise that we can indeed influence how our city will look. We can stimulate public debate on the topic, and we can tell those in government that there are important questions to consider. It is a process of forming a vision, where everyone should be invited to participate.

## 5. Lending a voice to others

One of the most important aspects in the struggle for sustainable cities is inclusivity so that our cities serve all populations, including minorities, low-income people, the very young and very old, and people with disabilities. Being inclusive starts with including their needs and perspectives in our language and communication. Giving a platform and a voice to everyone, including the marginalized or “hidden” groups of people, will be both uplifting and empowering.

## 6. Change the narrative

Even if the direct campaign goals are not quickly attained, one important area where progress can be made almost immediately is in the task of changing the narrative. Putting the important questions out into the open, stirring the public imagination, showing the possibilities that exist, starting a debate - all of this will contribute to a change in the way people think. This is also where you can increase the number of supporters and believers in your cause.

## 7. Traffic evaporation

The concept of traffic evaporation should be a key theme in everyone’s toolbox of persuasive arguments and game-changing insights into how traffic behaves when variables get changed. This relies on research and experience of what happens to the overall volume of traffic in a given area when a particular access point (bridge, intersection) is closed to traffic, or a street is pedestrianized. Fuller information is to be found in the toolbox, but the key point is that the long-term effect of closing automobile access in the wider environment is less traffic, as previous car trips are replaced by a mix of alternative routes, alternative modes of transport, and the complete elimination of trips. This cumulative effect is known as traffic evaporation! Nay-sayers predict that closing the access point to cars will create chaos, which is generally false hysteria.

## 8. We cannot stay silent

Imagine if every single day a whole village of 3000 people would be wiped off the map, destroyed by a hostile bomb attack. \* The enemy would be clearly identified, and all resources amassed to combat such an obvious threat. The problem combatting the same lethality of automobile use is that its effects are diffused and spread out far and wide. It has become commonplace simply to accept as "collateral damage" the fact that mothers, fathers, sisters, brothers, sons, and daughters are routinely sacrificed to the transportation system. It is our job to speak out against this and stop accepting the horrific human toll that is sadly tolerated every single day in the automobile-oriented transportation network. It is not acceptable to talk it down or accept mediocre solutions. Let us make car-related deaths, injury, and poisoning unacceptable and shameful.

\*This is the rough estimate of the daily death toll in car crashes worldwide. The number of injured is ten times that amount. Those killed by pollution make it even worse.

## 9. Everything is a choice

An important message to bring to your audience is that decisions made today will affect us, our cities, and our environment for years and even decades to come. The way that things will look and function, how congested and polluted our cities are, will be direct consequences of decisions taken today. Everything is a choice, and there is usually a better and worse option. Since active citizens, residents, business owners, and civil society can all have an influence on the way that decisions are made, this important but often neglected truth should be hammered home. An actively engaged society can change the course of its future.

## 10. We want the best for everyone, and public support is growing

Our campaign is not about helping a select few. We want society as a whole to profit. If the campaign goals are reached, everyone will benefit. We are also campaigning for those who currently have little choice but to drive daily because of a lack of good options. Even those who stubbornly cling to automobile culture suffer because of it. The number of people who already support our cause is greater than you may think - and many more may easily become convinced but just have not been reached yet.

# Appendix 3 – Campaign Items Checklist

## ... ingredients for a successful campaign

Here you have a long list of wonderful ingredients that will either serve as a fundamental building block for your campaign or definitely spice it up. It is not required that you have every one of these items in your drawer, but the more tools at your fingertips, the more power you'll have. We advise you to be strategic and choose the right combination that works for you!

- Campaign organizing team
- Campaign action plan + calendar dates
- Vision: main campaign goals + secondary campaign goals
- CCA campaign dedicated web page (for your city)
- Campaign page on your own website
- Online petition (part of CCA campaign page) + offline signature gathering
- Studies and materials to back up your vision and goals
- Facebook
- Instagram
- Twitter
- Other social media
- TV and radio spots
- Campaign materials (banners, flyers, buttons, postcards, t-shirts, etc.)
- Outdoor advertising space
- Shop front window display (poster, other creative assembly)
- Local financial sponsor
- Staging outdoor events, festivals, ciclovías
- Construction/tools for tactical urbanism (parklets, painting road space, etc.)
- Multiple expressions of talent (art, music, comedy, theater, circus, sports skills, etc.)
- Sign-up sheet for public outreach
- Endorsement from VIPs, officials, media outlets
- Media list (for press releases, outreach)
- Contact list for government, business, diverse stakeholders
- Access to members of government, decision-makers
- Tech support (website, events, design)
- Design and planning technical support (feasibility plans, etc.)
- Maquette or other model construction