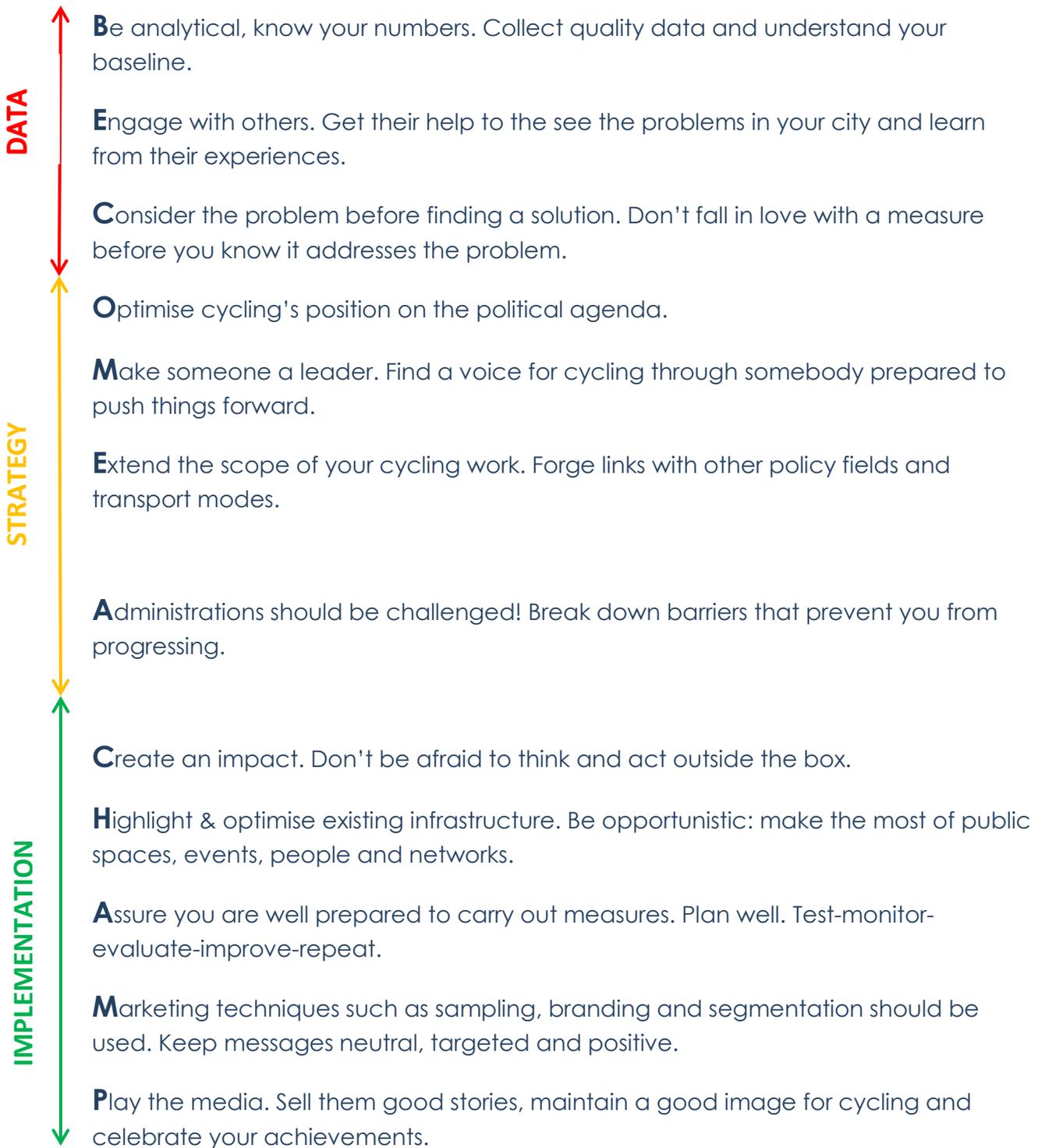


The CHAMP Cycling Commandments



B E C O M E A C H A M P

Be analytical, know your numbers. Collect quality data and understand your baseline

Collecting and analysing good quality data regarding cycling is a first and key step towards becoming a CHAMP. Data will help you understand your current situation, guide policy and monitor progress, as well as being an important tool to increase political support.

Data collection should not be a one-time event, but regular and systematic to allow monitoring and progress of the measures you implement as well as their impact.

A bicycle account is an ideal way of doing this and suitable for cities with all levels of cycling. The CHAMP cities Ljubljana and Örebro conducted their first bicycle accounts within the CHAMP project. They proved beneficial in identifying priorities and engaging politicians and both cities plan to repeat the accounts on a regular basis. For more information on what they did read the case studies on the CHAMP website.



It is vital that the data you collect is of high quality and collected consistently. Document all data sources and where there are gaps in data, aim to correct this and build on the number of indicators you collect each year.

As part of the CHAMP Performance Analysis Tool all CHAMP cities undertook a self-assessment exercise aimed at examining 10 key areas of the cycling framework. This proved to be a useful exercise in itself and, combined with the peer review and gap analysis, provided a basis for writing a cycling strategy in each city.

“It is worth the effort & time to make a cycling account. If you do not know the baseline, it is a big risk that you prioritise the wrong things”

**Anna Åhlgren, Örebro
municipality**

S T A Y A C H A M P

B E C O M E A C H A M P

Engage with others. Get their help to see the problems in your city and learn from their experiences

Having a third party analyse the cycling situation in your city is a great way of looking at issues objectively and finding solutions to specific problems. Not only is it cheap, simple and effective but it can pave the way to establishing long-term working relationships that help raise the profile of cycling in both cities.

As the second part of the CHAMP Performance Analysis Tool, each CHAMP city was visited by a **peer review** team from colleague cycling cities who provided feedback on the 10 key elements by reviewing the self-analysis, conducting a cycling tour and meeting with stakeholders. Many partners considered this the most valuable part of the CHAMP project. To learn more about conducting a peer review visit the relevant page on the CHAMP website.

“This [peer review] was one of the most useful tool for the city and we have always declared it was done with a vision of future, as they recognised future problems we’re facing now.” José

**Maria Diez,
Burgos
Municipality**

It is also of great benefit to learn about the needs and views of local stakeholders. Take the time to listen to cyclists and non-cyclists to understand their expectations and shape your cycling policy accordingly. CHAMP city Bolzano, as well as conducting a citizen survey on cycling, drafted a strategy for stakeholder participation to improve the systematic involvement of users and stakeholders in the decision-making process.

By engaging with others you can also utilise their contacts and skills when implementing your cycling measures. CHAMP city Burgos found it invaluable to involve the Dean of the university, other staff and student cycling associations from the start of their campaign to get more students cycling, as they assisted with recruiting students and designing a logo for the campaign.



Photo: Prize winners in student campaign, Burgos
Source: Burgos City

S T A Y A C H A M P

BECOME A CHAMP

Consider the problem before finding a solution. Don't fall in love with a measure before you know it addresses the problem.

It can be easy to be seduced by attractive cycling solutions, but these may not be the best fit for your city. Analyse your data, learn from the experience of others and then ensure you tailor measures to suit local needs and address your specific cycling issues.

The final stage of the CHAMP Performance Analysis Tool is the **gap analysis**. This combines the results from the self-analysis and peer review, indicates the highest priority challenges that the cycling policy is facing and suggests measures to improve it. You can read about how CHAMP cities used gap analysis on the project website.

Aim for “Ambitious yet realistic measures that you will be able to implement according to plan.”

Mojca Balant, UIRS

All cities are different and whilst there is great value in learning from what others have done, be sure to take time to reflect whether they would work locally as well as add value to your cycling work. For example, the tablet computers mounted on rental bikes in Copenhagen that allow cyclists to look up parking, activities & book rail tickets are certainly impressive, but may not suit a city with lower levels of cycling.

Be inspired by innovative ideas but do not underestimate the power of simple targeted measures and what they might lead to. For example, CHAMP city Groningen's investigation of innovative parking measures in the city centre led to finance being put aside for promoting behaviour change.



“The city needs to adapt to cyclists, not the other way round”

Eliene van Aken, Tritel

STAY A CHAMP

BECOME A CHAMP

Optimise cycling's position on the political agenda.

Strong political support for cycling is undoubtedly a prerequisite to becoming a CHAMP. Create a platform, stir up interest and grab the attention of politicians.

CHAMP partners feel it is important to seek cross party support for cycling to ensure that there is vision beyond the election cycle. Link your messages and arguments to current political priorities e.g. climate change, energy efficiency, health etc. to make it easy for politicians to see the benefits.

Cycling is integrated into the wider climate plan in CHAMP city Örebro ensuring that cycling is considered highly important within the municipalities priorities.

.Lack of financing is often cited as barrier to implementing cycling measures, so where possible source funding from external bodies and show politicians the great value for money achieved from investing in cycling.

Writing a cycling strategy with measurable targets and getting politicians to sign up for it, illustrates their commitment and gives the city direction in terms of cycling improvements. It is the next logical step following the CHAMP Performance Analysis Tool and you can read more about the cycling strategies written by CHAMP cities on the website.



All CHAMP partners agreed that strong political will and support was an essential ingredient for a successful cycling policy

Photo: CHAMP partners meet with local councillor in Burgos.
Source: CHAMP

STAY A CHAMP

BECOME A CHAMP

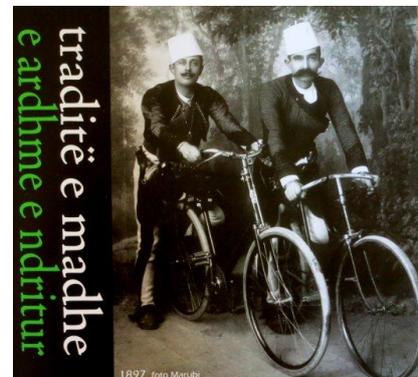
Make someone a leader. Find a voice for cycling through somebody prepared to push things forward.

The future of a city's cycling policy can hinge on one individual, their vision and drive. Help shape and correct that vision and choose appropriate role models and message givers.

Leadership is important. In terms of cycling this can take the form of a politician willing to push cycling up the political agenda and embrace an ambitious cycling policy, but also a dedicated cycling officer to oversee the work on the ground and trusted others to provide the desired public face of cycling to the citizens.

A political cycling leader may need guidance in formulating and achieving their vision. For example, CHAMP city Shkodra has ambitious plans to create a new pedestrianised centre, but the surrounding road network would require people to drive on a motorway to reach it. Read more about Shkodra on the CHAMP website.

CHAMP partners agree that having a dedicated cycling officer within the municipality to implement the cycling policy and oversee all measures is a valuable tool to ensure the smooth running of projects and that cycling is represented across departments. Bolzano have appointed a cycling officer as a result of the CHAMP gap analysis.



Role models in cycling campaigns can also be effective leaders in the eyes of the cycling and non-cycling public. They can be anything from sports people to artists, but should be chosen carefully to best suit the target audience and message being delivered.

STAY A CHAMP

BECOME A CHAMP

Extend the scope of your cycling work. Forge links with other policy fields and transport modes.

Cycling links easily with many fields such as health, social inclusion, congestion & climate change as well as public transport and walking. Ensure cycling is represented in the policy documents within these fields and integrated in the work carried out by other departments.

Cycling should not be viewed as a stand-alone issue or solution but one which can add value to all aspects of the municipality's work. Ideally cycling should be represented in the climate plan, in planning, parking, education and health policies and integrated into SUMP (Sustainable Urban Mobility Plans). The messages about why cycling is great can also reflect this diversity. For example, kids that cycle to school are more likely to arrive awake, refreshed and ready to concentrate.

CHAMP city Örebro ran the Healthy Cyclist campaign which focused on measuring the health benefits of cycling to work. Not only was it well received and effective at improving the health and fitness of participants it had a knock on effect with one third stating that their participation in the campaign had prompted someone in their family or friends to cycle more.

CHAMP cities with high levels of cycling should not be afraid to also promote other sustainable transport modes in addition to or instead of the bicycle in order to preserve the attractiveness of cycling. For example, as cycling congestion increases in champion cities it may be logical to promote walking instead of cycling for short trips in order to prevent cycling congestion pushing people back into their cars.

Measures to discourage car use should accompany cycle promotion to help get people out of their cars. These include: parking tariffs, speed limits, reducing car parking spaces & banning cars from the city centre.



STAY A CHAMP

BECOME A CHAMP

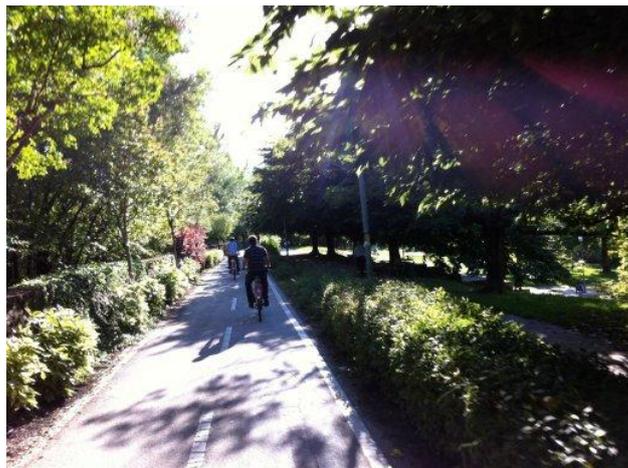
Administrations should be challenged! Break down barriers that prevent you from progressing.

Sometimes you need to take risks to succeed. Don't be afraid to challenge opinions, rules and procedures that stand between you and your cycling goals.

All administrations have bureaucracy and procedures that have to be adhered to when implementing new measures. Where possible, plan ahead for these and the time delays they may cause, but where significant barriers exist, consider challenging the rules to pave the way for future projects.

CHAMP city Edinburgh faced numerous delays in implementing their CHAMP measures due to lengthy procurement protocols. On attempting to install on-street residential bike parking facilities, they discovered that this also required an amendment to the road traffic regulation act, causing further delays. A case study on their experiences is available on the CHAMP website.

Conversely, CHAMP city Groningen was able to make shortcuts through some elements of procedure/bureaucracy as officials could be confident that their plans would be supported by the pro-cycling culture in the administration.. Being able to say that measures were being externally funded also helped with this.



STAY A CHAMP

BECOME A CHAMP

Create an impact. Don't be afraid to think and act outside the box.

Sometimes less obvious measures can create the most impact. Innovate, be a forerunner and shout about what you are doing.

It can pay to stand out from the crowd, grab people's attention and capture their imagination. People will absorb your messages about cycling without even realising it!

CHAMP city Edinburgh used an international music festival to promote a newly improved cycle route. Not only did the event reach an audience not usually exposed to cycle promotion in the city, but a 'bicycle ballet' was commissioned to give a performance which was eye-catching and well received. Read more about the event and its promotion on the CHAMP website.

CHAMP city Groningen awoke the interest of international media by installing a rain-sensor at traffic lights which gave the green-light to cyclists more frequently in wet and snowy conditions. When the media are interested, the citizens become engaged and the politicians listen!



STAY A CHAMP

BECOME A CHAMP

Highlight & optimise existing infrastructure. Be opportunistic: make the most of public spaces, events, people and networks.

Don't wait until it's cyclists' paradise to start becoming a CHAMP. Go for quick wins, utilise what you already have and celebrate your achievements.

High levels of cycling can be reached with sub-optimal infrastructure and efforts should be made to promote existing facilities, and cycling in general, whilst improvements are being made. CHAMP city Kaunas used the CHAMP project to promote an important link in their cycling network and cycling networks on Facebook were instrumental at publicising their new cycling website. CHAMP city Groningen decided to promote alternative, existing cycle paths to relieve congestion, rather than build new infrastructure, in their smart routes campaign.

Be opportunistic and make cycling a feature of existing events as CHAMP city Edinburgh did at the **MELA festival**, use public space for promotion and bicycle repair workshops as in CHAMP city Bolzano and take advantage of the expertise and networks of local cycling associations. For example, the NGO Ljubljana Cycling Network distributed leaflets for the coexistence campaign in Ljubljana.



Small changes to infrastructure can be highly effective, such as new signage or a bike lane painted into an existing pedestrianized zone as in CHAMP city Burgos.

'Quick wins' are cheap, easy ways to promote cycling. The CHAMP cities have compiled a list to help you find solutions in your city which you can access on the project website.

STAY A CHAMP

BECOME A CHAMP

Assure you are well prepared to carry out measures. Plan well. Test-monitor-evaluate-improve-repeat.

You can never be too prepared. Ensure you understand lead-in times and procurement processes and have adequate resources, in terms of both time and money, to see a project through.

Every project should begin with a well-researched project plan outlining tasks, resources, responsibilities, time-scales, monitoring and evaluation. In developing a Bicycle Account, CHAMP city Örebro wrote a Monitoring & Evaluation Strategy for cycling to ensure that all future cycling projects would be systematically evaluated. Read the case study on the CHAMP website for more information.

Both CHAMP cities Edinburgh and Kaunas experienced problems and delays due to lengthy procurement processes for campaign materials and, in the case of Edinburgh, specifications to tender for bicycle racks. Kaunas also found issues with financing different elements of the same project from different sources. They advise to thoroughly research processes and plan resources before beginning your campaigns.

Be sure to repeat campaigns to capitalise on the cumulative effect whilst improving on the previous campaign and maximising its impact. CHAMP city Ljubljana found that their campaign for improved coexistence was too short over one cycling season and plan to repeat it annually to optimise effectiveness.



STAY A CHAMP

BECOME A CHAMP

Marketing techniques such as sampling, branding and segmentation should be used. Keep messages neutral, targeted and positive.

Use proven marketing techniques and shift the focus of your message to reach different target groups in terms of demographic and stage of behavioural change. Ensure the campaign suits your local context, cultural norms and expectations.

“Define target groups that can be most easily influenced, like students, children etc. Learn young. Show that cycling is fast, fun and safe.”

Eliene van Aken, Tritel

Branding yourself as a cycling city is a great way to become recognised as a CHAMP. A well designed, consistently used, logo for cycling can become an effective communication tool, and where one exists it should be used on all campaign material. CHAMP city Bolzano has an instantly recognisable logo for cycling that is used throughout the city.

The marketing of cycling measures should be tailored to the target audience. For example the campaigns targeting students in CHAMP cities Burgos and Groningen relied heavily on social media to reach their young audience and it was effective at doing so.

Run focus groups and conduct surveys to ascertain what your target group want. Campaigns can be humorous or competitive, but the message should always remain positive. Safety campaigns are not intended to scare off future cyclists, and no road users should feel blamed for bad behaviour. CHAMP cities Ljubljana, Bolzano and Burgos especially found this important in their campaigns addressing pedestrian and cyclist conflict. Find out more about these cities dealt with this on the ‘coexistence’ CHAMP information sheet.

It can be useful to outsource marketing to a dedicated department or external expert, but be careful to not lose ownership of the message as CHAMP city Burgos found in their student social media campaign.



STAY A CHAMP

BECOME A CHAMP

Play the media. Sell them good stories, maintain a good image for cycling and celebrate your achievements.

Good media coverage of cycling activities can be invaluable at reaching a wider target audience and spreading the word. Shout about what you are doing and take the message to the media.

Being proactive about media interest in your activities is key to making the most of a free resource. Write press releases rather than wait for them to come to you. CHAMP cities gained numerous newspaper articles and radio and TV appearances for their CHAMP activities.

The local media closely followed one student's travel diary in the campaign aimed at university students in Burgos, spreading word of the campaign which proved to be effective at changing travel behaviour.

"Communicate about cycling and reward cyclists"

Benjamen Auer, Eco Institute

Be prepared to counter-act and counter-argue negative influences and turn them to your advantage. For example, the campaign for better coexistence in CHAMP city Burgos, evoked great media interest within and outside the city and in turn brought the issue to the fore-front of people's minds, resulting in an increase in the number of incidents being reported. This was effective at gaining support for addressing coexistence and raising awareness about individuals' behaviour. Read more about the campaign in the case study available on the CHAMP website.

Be proud of your cycling achievements, but continue to strive for improvement.

Become a CHAMP and stay a CHAMP!



STAY A CHAMP