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Guidelines for using the PACTE+ Matrix for Change



PROMOTING **ACTIVE CITIES**
THROUGHOUT EUROPE

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Introduction

The PACTE+ Project

PACTE+ is a three-year Erasmus+ funded project that builds upon the foundation laid by the Promoting Active Cities Throughout Europe (PACTE) initiative. Aligned with the European Union's Work Plan for Sport, the project focuses on enhancing investments in sport and physical activity to promote individual and collective well-being. PACTE+ aims to empower cities to adopt proactive strategies in promoting physical activity through the refinement of the PACTE Matrix for Change. This multidimensional tool addresses key settings such as Active Schools, Active Workplaces, and Active Mobility, with a broader focus on governance for Active Cities.

Building on insights from PACTE, PACTE+ pursues three main objectives: to enhance the effectiveness of the Matrix for Change by incorporating lessons learned and contextual improvements, to facilitate pilot interventions in four designated cities aimed at showcasing the benefits of an Active City strategy, and to measure the impact of these interventions to strengthen advocacy for Active City policies. The project consortium, comprising eleven partners including Sport and Citizenship, TAFISA, and various academic and municipal entities, collaborates to provide qualitative assessments, implement pilot programs, and develop advocacy materials. This collaborative effort is poised to contribute methodological advancements to urban policies, addressing emerging concerns such as environmental impacts and the resilience of cities in the face of challenges like the COVID-19 crisis.

The PACTE+ Matrix for Change

In an era where urban areas are experiencing unprecedented growth, the challenges associated with rapid urbanisation, such as traffic congestion, pollution, and sedentary lifestyles, are becoming increasingly prominent. Additionally, the impacts of climate change are forcing cities to rethink their infrastructure and policies to ensure resilience and sustainability. Public health concerns, especially those related to chronic diseases linked to inactivity, further underscore the need for cities to promote active living. The PACTE+ Matrix addresses these multifaceted challenges by providing a structured yet flexible framework that allows cities to systematically create, assess, and refine their action plans. This tool empowers cities to integrate policies, environment, programs, community engagement, and continuous evaluation into their strategies, ensuring that initiatives are not only effective but also sustainable in the long term. By leveraging the PACTE+ Matrix, cities can foster environments that encourage physical activity, enhance



the quality of life for residents, and contribute to broader environmental and health goals, positioning themselves as leaders in the movement towards active, sustainable urban living.

The PACTE+ Matrix is an invaluable tool designed to help municipalities transform into Active Cities by leveraging their potential as providers of sport, physical activity, and healthy living. This interactive, easy-to-use check-box Matrix enables municipalities to assess their current status against proven and successful elements, identify relevant actions, and build a customised Active City Action Plan. The results are presented immediately as an Action Plan summarising key elements and activities to implement an Active City strategy. Municipal employees, policymakers, and other stakeholders can use the Matrix either individually or collaboratively, benefiting from a wealth of ideas, solutions, and quick wins. The tool saves data automatically, allowing users to pause and resume their action plans as needed, ensuring a flexible and thorough approach to fostering active and healthy lifestyles in urban environments.

The PACTE+ Matrix for Change can help you to...

- **Organise information about your municipality**
- **Be a starting point for discussion with working groups**
- **Track interest or accomplishment of initiatives**
- **Reflect on Past Achievements and Clarify Future Goals**
- **Guide policy and development discussion**

Purpose of the Guidelines

The purpose of these guidelines is to provide a practical, user-friendly roadmap for effectively employing the PACTE+ Matrix for Change in the context of your city's unique needs and circumstances. These guidelines are crafted to help you navigate each step of the process, from initial planning to implementation and evaluation, ensuring that your efforts to create an active and sustainable city are both comprehensive and impactful.

Practical Steps and Tools

These guidelines offer detailed, step-by-step instructions for using the PACTE+ Matrix, making it accessible even for those who may not have extensive experience in urban planning or public health. You will find clear explanations of each component of the Matrix, along with practical tips on how to gather and analyse relevant data, engage key stakeholders, and develop actionable plans.

Tailored to Diverse Users

Recognising that different users may have varied roles and expertise, these guidelines are designed to be versatile and adaptable. Whether you are a city planner working on infrastructure projects, a policymaker drafting new legislation, a community leader rallying local support, or a public health official designing programs, these guidelines provide tailored advice and tools to meet your specific needs.

Getting Started

The results of the Matrix for Change will be proportionately more accurate the more information you provide. Depending on the goals of the completed Matrix for Change and Action Plan, you may need to compile a significant amount of information. The Matrix for Change can be used without extensive data and will still provide relevant insights. To begin using the PACTE+ Matrix for Change, start by familiarising yourself with the Matrix components and conducting a preliminary assessment of your city's current situation. Identify key stakeholders and establish a collaborative working group to lead the initiative. Use the guidelines as a reference throughout the process to ensure that your Action Plan is thorough, inclusive, and effective.

By following these guidelines, you can harness the full potential of the PACTE+ Matrix for Change, transforming your city into a more active, healthy, and sustainable community. Explore the Matrix, engage with these guidelines, and embark on this transformative journey towards a brighter future for all citizens. Through this collaborative effort, your municipality can effectively promote physical activity, improve public health, and enhance the overall quality of life for citizens.



How to get started

Tips for efficient use of the Matrix for Change

Familiarise yourself with the Matrix for Change components

The Matrix for Change topics encompass many different sectors and components, each playing a vital role in developing a holistic approach to active city initiatives. It is important to familiarise yourself with the information required in order to understand what actions your municipality is already doing and what the main goals of your municipality are. This will result in the most accurate and comprehensive Action Plan possible.

Identify key stakeholders

Identifying key stakeholders is crucial when starting the Matrix for Change because it ensures diverse perspectives and expertise are included in the planning and implementation process. Engaging stakeholders fosters collaboration, builds consensus, and secures buy-in, which is essential for the success and sustainability of active city initiatives. Additionally, involving stakeholders from the beginning helps identify potential challenges and opportunities, enabling more effective and inclusive decision-making.

Establish a collaborative working group

Establishing a collaborative working group when starting the Matrix for Change is important because it brings together diverse skills and expertise necessary for comprehensive planning and implementation. This group fosters effective communication and coordination among different stakeholders, ensuring that all relevant perspectives are considered. Additionally, a collaborative working group enhances accountability and commitment, increasing the likelihood of successful and sustainable outcomes for active city initiatives.



Using the Matrix for Change

Overview of the Matrix Components

The PACTE+ Matrix is built on a multi-dimensional approach that integrates various aspects of urban planning and public health. It is designed to foster collaboration across sectors, encourage community engagement, and promote evidence-based decision-making. The Matrix encompasses Key Success Areas across 5 Active Settings. Further information about the Key Success Areas, Active Settings, and Action Plan can be found below.

Key Success Areas

In navigating the complexities of transformative change, the PACTE+ Matrix for Change outlines several key success areas that are crucial for evaluation. Each of these areas represents a critical component of the change process, ensuring that efforts are comprehensive, inclusive, and adaptive. By focusing on Knowledge and Awareness, Programmes and Events, Spaces and Places, Cooperation and Partnership, and Monitoring and Continuous Improvement, organisations can create a structured and effective approach to managing change. This section delves into the importance of each key area, providing insights on how to evaluate and optimise them to drive successful and sustainable transformation.

Knowledge and Awareness

Effective change requires stakeholders to possess a deep understanding of the objectives and implications of the transformation. Knowledge and awareness initiatives should aim to educate stakeholders about the benefits of active living, potential barriers, and best practices. By fostering a culture of understanding and awareness, municipalities can cultivate widespread support and participation in promoting physical activity and healthy lifestyles. Knowledge and Awareness items can include public awareness campaigns and educational initiatives.



○ SEE INTRODUCTION

○ KNOWLEDGE AND AWARENESS

○ PROGRAMMES AND EVENTS

○ SPACES AND PLACES

○ COOPERATION AND PARTNERSHIP

○ MONITORING AND CONTINUOUS IMPROVEMENT

Programmes and Events

Well-designed programmes and events can drive momentum and sustain interest in the change process. They provide opportunities for learning, collaboration, and skill development among participants. By offering diverse and engaging activities, municipalities can cater to varying interests and demographics, ensuring broad community involvement and long-term engagement in active living initiatives. Programmes and Events in your municipality can look like Bike to Work programmes or public fitness classes.

Spaces and Places

The physical and virtual environments where change activities occur should be conducive to collaboration and innovation. Creating inclusive and flexible spaces can enhance participation and creativity by accommodating diverse needs and preferences. It is essential to design environments that promote physical activity and social interaction, fostering a sense of community and well-being among residents. Spaces and Places items can include

mapping local hiking trails and initiatives to use public space in ways that can benefit the local community.

Cooperation and Partnerships

Strong partnerships and cooperative efforts are essential for pooling resources, expertise, and support. Collaborative networks foster a sense of shared responsibility and amplify the impact of change initiatives by leveraging combined strengths. Municipalities can benefit from partnering with community organisations, businesses, and educational institutions to create integrated and sustainable strategies for promoting active living and healthy communities. Cooperation and Partnerships will be unique to every community, but can include the creation of departments to address the relevant Active issues or collaborations with local businesses to expand activities and amplify impact.

Monitoring and Continuous Improvement

Regular monitoring and assessment of progress ensure that change initiatives stay on track and adapt to emerging challenges. Continuous improvement practices help refine strategies and enhance effectiveness over time by identifying successes and areas for enhancement. By collecting and analysing data on outcomes and community feedback,

municipalities can make informed decisions and adjust their approaches to achieve long-term goals of improving public health and well-being. Monitoring and continuous improvement can take many forms, but creating goals and targets for your initiatives is a great starting point.

Active Settings

The PACTE+ Matrix for Change emphasises the importance of creating active settings to foster a healthier, more engaged community. Active settings are environments designed to encourage physical activity, social interaction, and overall well-being. By focusing on Active City, Active Workplace, Active Mobility, Active Schools, and Active Sports Clubs, the PACTE+ Matrix provides a comprehensive framework for integrating activity into various aspects of daily life. This section explores the significance of each setting, highlighting how they contribute to a dynamic and resilient society.

Active City

A city is the local area where the following categories operate within. An Active City integrates various elements such as parks, green spaces, and pedestrian-friendly infrastructure to encourage physical activity and outdoor recreation among citizens. These initiatives not only improve the physical health and well-being of citizens but also contribute to a cleaner environment and reduced urban stress. By prioritising active transportation and recreational facilities, an Active City enhances community livability and attracts residents and businesses seeking a healthy, vibrant urban environment.

Active Workplace

The workplace includes the work environments of employees. An Active Workplace fosters a culture of health and well-being by offering options such as onsite fitness facilities, wellness programs, or flexible work arrangements that support physical activity. This proactive approach not only boosts employee morale and job satisfaction but also reduces healthcare costs and absenteeism rates. By promoting active lifestyles among employees, organisations can enhance productivity, creativity, and overall organisational resilience in a competitive business environment.



Active Mobility

Mobility includes the modes of transportation for people and goods. Active Mobility initiatives prioritise sustainable modes of transportation such as walking, cycling, and public transit, aiming to reduce reliance on cars and mitigate traffic congestion. By improving infrastructure and safety measures for pedestrians and cyclists, cities can create safer, more accessible streets that encourage physical activity and reduce carbon emissions. Active Mobility strategies also contribute to public health by promoting regular exercise and active commuting, thereby improving air quality and enhancing urban livability for all residents.

Active Schools

School includes kindergarten, primary and secondary schools, college, university, etc. Active Schools implement initiatives such as integrating physical activity throughout the school day, including physical education classes, recess periods, and extracurricular sports programs. These initiatives not only improve students' physical fitness but also support cognitive development, academic performance, and social skills. By fostering a culture of movement and wellness early in life, Active Schools promote lifelong healthy habits and reduce the risk of chronic diseases associated with sedentary lifestyles among children and adolescents.

Active Sports Clubs

Sports clubs include the locations and group that is formed for the purpose of playing sports. Active Sports Clubs play a crucial role in community health by providing accessible opportunities for individuals of all ages and abilities to participate in organised sports and recreational activities. These clubs promote physical fitness, teamwork, and personal development, fostering a sense of belonging and community cohesion. By offering diverse sporting opportunities and promoting inclusivity, Active Sports Clubs contribute to social integration and overall well-being, enriching the fabric of neighbourhoods and enhancing quality of life for participants and their families.



The Matrix for Change Action Plan

The Action Plan within the PACTE+ Matrix is a strategic blueprint designed to guide municipalities in transforming into Active Cities. It involves a comprehensive assessment of the municipality's current status in promoting physical activity and healthy living across various settings, including Active City, Active School, Active Mobility, and Active Workplace. By identifying relevant actions and scoring their interest or accomplishment, the Matrix helps municipalities create a customised and actionable roadmap. The results are presented in an intuitive mind-map format, summarising the plan for easy implementation. The Action Plan serves as both a reflective tool to review past accomplishments and a forward-looking guide to set future goals, ensuring a structured and effective approach to fostering an active and healthy community.



How to Complete the Matrix for Change

The PACTE+ Matrix for Change offers a user-friendly and intuitive process designed to streamline the input of information, checkbox assessments, and the generation of an Action Plan. Users are guided step-by-step through the tool, where they can easily input data regarding their municipality's initiatives and achievements across various active settings. By systematically checking relevant boxes that correspond to identified actions and goals, municipalities can swiftly compile a tailored Action Plan. This structured approach ensures clarity and efficiency in the assessment process, empowering cities to implement targeted strategies for promoting physical activity and improving community health outcomes.

Gathering Information

Given the comprehensive scope of the Key Success Areas, Active Settings, and specific items within the Matrix for Change, thorough preparation is essential before commencing data input. Prior to completing the Matrix, municipalities should proactively gather information from relevant stakeholders. It is crucial to review the Matrix thoroughly beforehand to identify stakeholders to engage with, research areas requiring further investigation, and understand the specific information needed based on the Matrix's intended purpose for the municipality. This proactive approach ensures that municipalities are well-equipped to collect data and insights effectively. By previewing the Matrix items in advance, municipalities can streamline the information gathering process and maximise the utility of the Matrix in achieving their specific goals.

Inputting Information

The Matrix was meticulously designed to streamline the process of inputting information, focusing on two key phases: gathering information about the city and completing the Matrix itself.

City Information

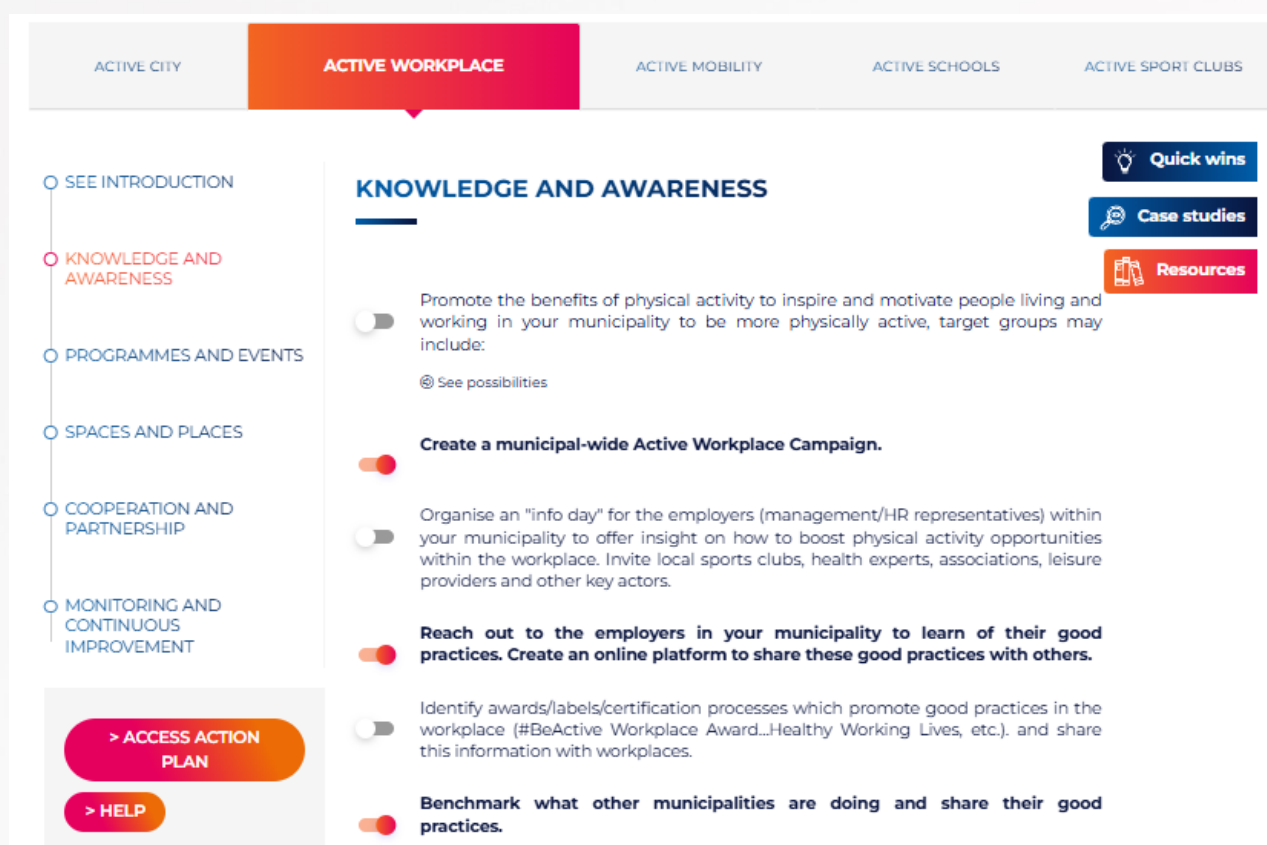
To ensure the Action Plan is compelling and customised, municipalities are encouraged to input unique characteristics about their city, such as the city name, population size, and flag. These details contribute to creating a visually appealing and informative presentation when the Action Plan is shared with stakeholders.



Completing the Matrix

The bulk of inputting information into the Matrix for Change takes place using the easy-to-operate toggle button function. With your municipality's purpose for using the Matrix for Change and Action Plan in mind, score answers that you would like to show on your Action Plan. For some of the items on the Matrix for Change that you click, a further drop-down menu of more specific initiatives will be created. Please click each of these that is applicable to your municipality and the purpose and goals of the Action Plan. On the completed Action Plan, you will be able to see each of the items that you have toggled "yes" to. These items make up the customised and tailored Action Plan that you can then use to serve your municipality and citizens.

Below you can see a screenshot of the toggle function and drop-down menu of additional information.



The screenshot shows the 'ACTIVE WORKPLACE' section of the Matrix for Change interface. The navigation menu on the left includes: SEE INTRODUCTION, KNOWLEDGE AND AWARENESS (selected), PROGRAMMES AND EVENTS, SPACES AND PLACES, COOPERATION AND PARTNERSHIP, and MONITORING AND CONTINUOUS IMPROVEMENT. The main content area is titled 'KNOWLEDGE AND AWARENESS' and contains the following items:

- Promote the benefits of physical activity to inspire and motivate people living and working in your municipality to be more physically active, target groups may include:
 - @ See possibilities
- Create a municipal-wide Active Workplace Campaign.**
- Organise an "info day" for the employers (management/HR representatives) within your municipality to offer insight on how to boost physical activity opportunities within the workplace. Invite local sports clubs, health experts, associations, leisure providers and other key actors.
- Reach out to the employers in your municipality to learn of their good practices. Create an online platform to share these good practices with others.**
- Identify awards/labels/certification processes which promote good practices in the workplace (#BeActive Workplace Award...Healthy Working Lives, etc.) and share this information with workplaces.
- Benchmark what other municipalities are doing and share their good practices.**

On the right side of the interface, there are three buttons: 'Quick wins', 'Case studies', and 'Resources'.

Downloading the Action Plan

The Action Plan is available for download using the button provided at the end of the process or can be sent directly to your email. The Action Plan comes in an easy-to-share PDF format, ensuring that it is convenient to distribute among stakeholders. This user-friendly format allows for seamless presentation and discussion, facilitating collaborative efforts to implement and promote physical activity initiatives within the municipality.

Below you can see a screenshot of the button to download a pdf of your Action Plan as well as the function to have the Action Plan sent to your email.

YOUR ACTION PLAN

Congratulations !

Please enter your informations to receive your action plan by email:

Your email

RECEIVE BY EMAIL

Or

Download your action plan:

DOWNLOAD YOUR
ACTION PLAN

GIVE FEEDBACK



Role of the Matrix for Change and Action Plan

How can the Matrix for Change be used?

The PACTE+ Matrix is a versatile tool that municipalities can use in various ways to enhance their efforts in promoting physical activity and healthy living. It allows municipalities to score their interest or accomplishment across a wide range of items within different key success areas and active settings. The Matrix serves as a repository for storing and collating information about current activities, providing a comprehensive overview of ongoing initiatives. It also enables municipalities to reflect on past achievements and clarify future goals. By gathering and organising this information, the PACTE+ Matrix facilitates informed discussions with stakeholders, helping to drive strategic planning and decision-making for future actions.

Track Interest or Accomplishment of Initiatives

The Matrix for Change facilitates municipalities in tracking the interest or accomplishment of their municipality initiatives through the Matrix for Change. By identifying initiatives that cities are interested in, or have already accomplished in the past, municipalities can identify successful practices, prioritise resource allocation, and align efforts with community needs to foster a more active and healthier environment.

Collect Information about Current Activities

The Matrix for Change supports municipalities in gathering comprehensive information about their current physical activity initiatives. By documenting activities within Active City settings and other key areas, cities can create a detailed inventory of ongoing programs, infrastructure developments, and community engagement efforts. This data collection process enables municipalities to assess strengths, identify gaps, and leverage existing resources more effectively in promoting physical activity and improving public health outcomes.

Reflect on Past Achievements and Clarify Future Goals

Reflecting on past achievements and clarifying future goals are integral components of the Matrix for Change's approach. Through the Matrix for Change, cities can review previous successes and challenges within policies and strategies. This reflection informs



strategic planning, allowing municipalities to set realistic and measurable goals for enhancing physical activity opportunities, improving urban livability, and addressing emerging societal needs. By learning from past experiences, cities can navigate future challenges with greater foresight and resilience, ensuring sustained progress towards becoming vibrant and active communities.

Guide Workshop Discussion

The Matrix for Change is an excellent tool for guiding workshop discussions with stakeholders focused on promoting physical activity and healthy living within municipalities. By using the Matrix during workshops, stakeholders can collaboratively evaluate current initiatives, identify strengths and weaknesses, and brainstorm new ideas. The comprehensive data and insights provided by the Matrix serve as a foundation for structured and informed discussions, ensuring that all participants have a clear understanding of the city's current status and future potential. This collaborative approach fosters a shared vision and commitment to developing and implementing effective strategies for creating an active and healthy community.

Drive Policy Change

The PACTE+ Matrix for Change can play a crucial role in driving policy change within municipalities. By providing a detailed overview of current activities, achievements, and areas needing improvement, the Matrix equips policymakers with the evidence and insights needed to advocate for and implement new policies. The actionable data gathered through the Matrix helps build a strong case for prioritising physical activity initiatives, securing funding, and gaining support from various stakeholders. This evidence-based approach ensures that policy changes are well-informed, targeted, and aligned with the overall goals of promoting a healthier, more active community.

How can the Action Plan be used?

The Action Plan within the PACTE+ Matrix serves as a practical tool for municipalities to strategically enhance their efforts towards becoming Active Cities. It enables local governments and stakeholders to systematically assess their current initiatives across Active City, Active School, Active Mobility, and Active Workplace settings. By identifying strengths, areas for improvement, and actionable steps, the Action Plan provides a clear roadmap for implementing targeted interventions. Municipalities can use it to prioritise resources, track progress, and align their strategies with community needs and goals. Moreover, the Action Plan fosters collaboration among diverse stakeholders by facilitating data-driven discussions and decision-making processes,



ensuring continuous improvement in promoting physical activity and healthy lifestyles throughout the municipality.

Identifying Strengths and Areas of Improvement

The Action Plan within the PACTE+ Matrix is instrumental in identifying strengths and areas of improvement within municipalities. By systematically assessing current initiatives across Active City, Active School, Active Mobility, Active Workplace, and Active Sports Clubs settings, municipalities can pinpoint what is working well and where adjustments are needed to optimise outcomes. Understanding these strengths allows municipalities to leverage successful strategies and build upon them, while identifying areas for improvement enables targeted interventions to enhance effectiveness and sustainability.

Track Progress

Tracking progress is crucial in ensuring the success of initiatives outlined in the Action Plan. By monitoring metrics and milestones related to physical activity and healthy living initiatives and specifically important to your municipality, municipalities can gauge the impact of their efforts over time. This data-driven approach not only provides insight into the effectiveness of implemented strategies but also allows for timely adjustments to achieve desired outcomes. Furthermore, tracking progress fosters accountability among stakeholders and reinforces commitment to continuous improvement in promoting active lifestyles throughout the community.

Prioritise Resources

Prioritising resources is essential to effectively allocate funding, manpower, and time towards initiatives outlined in the Action Plan. By identifying key priorities based on community needs, data insights, and strategic goals, municipalities can ensure that resources are used efficiently and effectively. This strategic allocation enables municipalities to maximise the impact of their investments, whether in developing infrastructure for physical activity, implementing educational programs, or fostering partnerships with community stakeholders. Moreover, prioritising resources helps municipalities manage competing demands and navigate budget constraints, ensuring sustainable progress towards becoming vibrant, healthy Active Cities.



Guiding Policy

The PACTE+ Action Plan serves as a strategic roadmap, guiding municipalities in the development and implementation of policies that promote physical activity and public health. By providing a clear and structured framework, the Action Plan helps policymakers prioritise initiatives, allocate resources effectively, and set measurable goals. Additionally, the tailored recommendations and best practices within the Action Plan enable cities to adopt evidence-based policies that address local needs and drive sustainable, community-wide improvements in physical activity and well-being.

Guiding Development

The PACTE+ Action Plan serves as a strategic blueprint for guiding the development of physical activity initiatives within municipalities. By providing a clear and tailored set of actions based on specific local needs and goals, it helps city planners and policymakers prioritise resources and efforts effectively. Additionally, the Action Plan fosters collaboration among stakeholders, ensuring a unified approach to creating sustainable, active, and healthy urban environments.



Conclusion

The PACTE+ Matrix for Change is a powerful tool designed to help municipalities promote physical activity and improve community health. By following the guidelines provided, you can effectively gather and input information, score initiatives, and generate a tailored Action Plan that meets your city's unique needs and goals. The ease of use, coupled with the detailed, customisable options, ensures that your municipality can make informed decisions and implement effective strategies for fostering an active and healthy lifestyle for all residents.

We encourage you to take full advantage of the Matrix, engage with stakeholders, and utilize the comprehensive resources available. By doing so, you can lead your city towards a more active, vibrant, and connected future. Download or email your completed Action Plan in PDF format, share it with your team, and start making impactful changes today. Together, we can create Active Cities that inspire and support healthy living for everyone.





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