



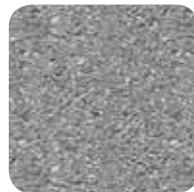
PROPOSED EUROPEAN GUIDELINES

# Improving Infrastructures for Leisure-Time Physical Activity in the Local Arena

TOWARDS SOCIAL EQUITY, INTER-SECTORAL COLLABORATION AND PARTICIPATION

Final Draft

March 1, 2011



These guidelines have been developed through a collaboration of scientists and policymakers from twelve European countries participating in the EU-funded IMPALA project.

The IMPALA project aimed to contribute to more concerted efforts across European countries to develop local infrastructures for leisure-time physical activity.

The guidelines present a set of criteria for good practice, illustrated by a number of country case studies. The criteria aim to improve

opportunities for achieving the principles of equity, inter-sectoral collaboration and participation.

The guidelines set out ways in which infrastructures for leisure-time physical activity can be assessed and improved across five key areas: policymaking, planning, building, financing, and management.

# Table of contents

	The focus.....	4
	The content .....	6
	- Infrastructures	
	- Development	
	How to use these guidelines.....	10
	Good Practice criteria: Policies .....	11
	- Assessment	
	- Improvement	
	- Best practice example	
	Good Practice criteria: Planning .....	17
	- Assessment	
	- Improvement	
	- Best practice example	
	Good Practice criteria: Building.....	23
	- Assessment	
	- Improvement	
	- Best practice example	
	Good Practice criteria: Financing.....	29
	- Assessment	
	- Improvement	
	- Best practice example	
	Good Practice criteria: Management.....	35
	- Assessment	
	- Improvement	
	- Best practice example	
	Authors & Contributors.....	41
	Summary of good practice criteria.....	43
	Annexes.....	45
	- The IMPALA project	
	- The policy context of these guidelines	
	- Development of these guidelines	
	- References	
	- Template of good practice examples	

## The focus of these guidelines

These guidelines support the aim of the European Union (EU) to promote the well-being of its people (Art. 3 TEU). They also highlight the social function of sport and physical activity (Art. 165 TFEU).

### Why these guidelines?

In the EU, two thirds of the adult population do not reach recommended levels of activity and a social gradient exists.

Although poorer people are more likely to walk or cycle to shops or work than those with higher incomes, they are less likely to be active in their leisure time. Lack of nearby sports facilities, transport or sufficient money may act as a barrier to engaging in leisure time physical activities.

A range of policy documents published by both the European Union and the World Health Organisation highlight the importance of equalising opportunities to engage in physical activity through inclusive and participatory approaches, stakeholder networks and multi-sectoral action.

- **2005** *EU Green Paper Promoting Healthy Diets and Physical Activity - a European dimension for the prevention of overweight, obesity and chronic diseases*
- **2007** *EU White Paper on Sport*
- **2008** *EU Physical Activity Guidelines that recommend policy actions in support of health-enhancing physical activity*
- **2006** *WHO Europe Promoting Physical Activity and Active Living in Urban Environments. The role of local governments*
- **2004** *WHO Global Strategy on Diet, Physical Activity and Health*

A central theme to all of these strategies is the strong emphasis placed on policy- and environmental interventions which appear to show most promise for increasing physical activity levels of the population. Key features of such interventions are highlighted as: strong government intervention and leadership, community based action and the potential of a societal role for organised sports to improve PA behaviour and public health.



### What do the guidelines add?

Strategic documents alone do not provide the advice required to produce effective action. These guidelines provide insights into how to do this. The guidelines draw on the collective experience of partners participating in the IMPALA project. They reflect a diversity of different experiences and as such are relevant to the range of contexts present in different EU member states and the European regions. The guidelines provide a set of criteria for good practice, and are illustrated by a number of good practice case studies. They provide a starting point for improved standards and should be reviewed and amended over time as knowledge and experience in the area is gained.



### *(1) Social equity*

The value of social equity in the context of these guidelines refers to fairness. It ensures that the distribution of opportunities for physical activity for well-being is based on need. It gives a high priority to actions that aim to improve situations at the local level in neighbourhoods (and for certain communities), where need is greatest. Such a targeted approach requires concerted action that fosters the development of infrastructures to support leisure-time physical activity particularly in deprived neighbourhoods.

### *(2) Inter-sectoral collaboration*

The guidelines assume inter-sectoral collaboration takes place for mutual benefit both between different policy sectors, e.g. sports, health, urban planning, and between the public, private, and so-called third sector, e.g. sport associations and other voluntary organisations.

### *(3) Participation*

These guidelines assume that any actions taking place to improve opportunities for physical activity embrace effective participation which involves the direct involvement of multiple groups of targeted communities, policymakers, and experts in decision-making and concrete action to create a broad physical activity friendly environment.

## The content of these guidelines: Infrastructures

“Leisure-time physical activity” (LTPA) is defined broadly as covering different forms of sport, play, and other forms of recreational activity. Such activities can take place virtually everywhere - in stadiums, gardens, gyms, pools, lakes, parks or squares. This broad definition presents many opportunities for improving LTPA infrastructures.

As a consequence, three types of LTPA infrastructures are specified: sport facilities, specific leisure-time infrastructures, and urban and green spaces. These different types, however, are not mutually exclusive but rather represent different stages on a continuum, ranging from highly standardised classical sports facilities to informal public space. Moreover, some infrastructures may encompass more than one type.

### Three main types of infrastructures

#### (1) Sports facilities

for example swimming pools, gyms, or sports grounds.

#### (2) Leisure-time infrastructures

that provide specific opportunities for sports and physical activity, (e.g. parks, playgrounds, and cycling paths).

#### (2) Urban and green spaces

that are usable for sports and physical activity, (e.g. streets, public places, forests, and beaches).



Figure 1: The different types of LTPA infrastructures

# The content of these guidelines: Development

## *Policy-making is the key to success!*

Having specific policies in place provide the cornerstone for improving LTPA infrastructures to support physical activity. The role of these guidelines is to highlight the role that public policy can play in shaping environments towards equity, inter-sectoral collaboration, and participation. Specifically, they support a range of public actors to assess how current policies can be used and developed to improve LTPA infrastructures through concrete decisions relating to the planning, financing, building and managing of them.

Policies can also be initiated by non-governmental organisations or voluntary actors, such as sport federations, and the private sector (e.g. from an employer's perspective). Such policies can also promote physical activity in other settings, e.g. in club systems or in the workplace.

### *Four dimensions of development*

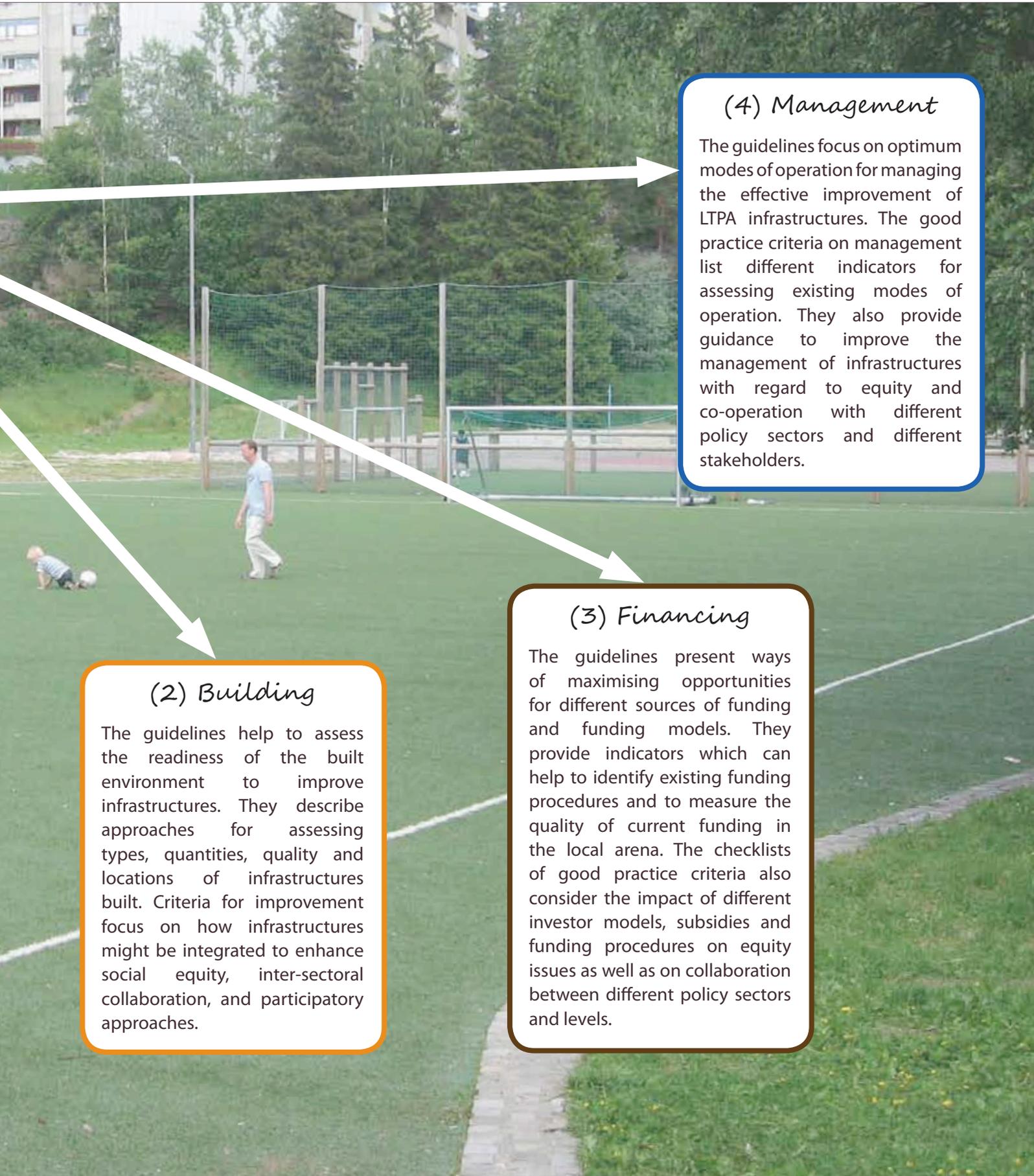
The improvement of LTPA infrastructures involves an assessment and action required in four specific areas: planning, financing, building, and managing. Each of these areas are interlinked and build upon one another.

### *Policy*

The guidelines help to identify relevant policies, decision-making levels and policy sectors involved. In addition, they support assessments of how well current policies help to achieve the guidelines' central objectives of social equity, intersectoral collaboration, and participation.

### *(1) Planning*

The guidelines highlight the importance of strategic and long-term planning. Specifically, they identify a set of planning prerequisites, e.g. databases of infrastructures and Physical Activity (PA) behaviour, and how they can be used to meet the objectives of social equity and inter-sectoral collaboration. A checklist of good practice criteria provides advice how to compile planning parameters and plan concrete actions together with all relevant groups and stakeholders.



### *(4) Management*

The guidelines focus on optimum modes of operation for managing the effective improvement of LTPA infrastructures. The good practice criteria on management list different indicators for assessing existing modes of operation. They also provide guidance to improve the management of infrastructures with regard to equity and co-operation with different policy sectors and different stakeholders.

### *(3) Financing*

The guidelines present ways of maximising opportunities for different sources of funding and funding models. They provide indicators which can help to identify existing funding procedures and to measure the quality of current funding in the local arena. The checklists of good practice criteria also consider the impact of different investor models, subsidies and funding procedures on equity issues as well as on collaboration between different policy sectors and levels.

### *(2) Building*

The guidelines help to assess the readiness of the built environment to improve infrastructures. They describe approaches for assessing types, quantities, quality and locations of infrastructures built. Criteria for improvement focus on how infrastructures might be integrated to enhance social equity, inter-sectoral collaboration, and participatory approaches.



## How to use these guidelines

### *The guidelines are primarily designed to:*

- 1. Assess the developmental status of leisure-time physical activity (LTPA) infrastructures*
- 2. Improve LTPA infrastructures towards equity, inter-sectoral collaboration, and participation*

The guidelines are directed at all those who are interested in improving the development of LTPA infrastructures. They support policymakers, experts, and professionals who have responsibility for the planning, building, financing, and management of LTPA infrastructures. In addition, the guidelines provide support to representatives of the voluntary sector such as sports associations and clubs, as well as other stakeholders in the field.

The guidelines for improving LTPA infrastructures can be used as a quality management tool to ensure good quality structures, processes, and outcomes attain a minimum standard.

The guidelines also provide examples of innovative approaches and good practice. They include case studies provided by participating countries in the IMPALA project.

### *Using the guidelines in different contexts*

It is recognised that different European countries operate within different legal and administrative contexts and a range of economic and social environments. The guidelines provide therefore an overarching framework for countries to make an assessment of the actions that can be taken to improve LTPA infrastructures. In making use of these guidelines, therefore, it is expected that context may be taken into account when developing specific approaches and some of the indicators proposed in the checklists maybe more useful than others. Rather than providing an exhaustive „score sheet“ that shows how close you are towards good practice, they set out a selection of criteria that can be used for and/or adapted to suit both an individual country context and reflect its specific stage of development.

The guidelines use a two-step-process to improve LTPA infrastructures: assessment of the current situation; and proposal for making improvements. In addition, every dimension is illustrated by good practice examples.

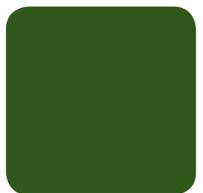
#### *FIRST STEP: Assessment*

The purpose of the assessment stage is to help identify the stage of development that a particular municipality, region, or country is at in relation to infrastructures that support LTPA. The guidelines use good practice criteria to assist in assessing whether current procedures in planning, building, financing, and management of infrastructures contribute to the goals of social equity, inter-sectoral collaboration and help to ensure that the participation of relevant perspectives in the development processes has been achieved. Building this knowledge base is essential to identify the priority areas of action for your specific context.

#### *SECOND STEP: Improvement*

The second step is to improve LTPA infrastructures. The checklists on good practice criteria provide specific advice to plan future investments, improve existing infrastructures, decide upon appropriate financing and management models, and develop innovative planning approaches adapted to the needs of your specific context.

*policy*



# Step 1 | ASSESSMENT

Good Practice Criteria

The assessment of current policies aims to map the current landscape for improvements in local infrastructures to be made. The scan for policies should cover all types of LTPA infrastructures and sectors. It is helpful to identify policies not only at the local level but at a regional and national level, too. The assessment helps to identify what can be done to improve the planning, building, financing, and management of a local infrastructure.

## a) Identify existing public policies

INFRASTRUCTURE	SPORT FACILITIES	LEISURE-TIME INFRASTRUCTURES	URBAN SPACE	NATURAL SPACE
PUBLIC SECTOR				
SPORT				
RECREATION				
TRANSPORT				
URBAN PLANNING				
TOURISM				
HEALTH				
...				

Identify public policies, e.g. laws, regulations, guidelines or similar documents in all sectors that deal with different types of LTPA infrastructures. Matrices like the example matrix can be used to get an overview about existing policies.

## b) Identify non-public policies

Policies can also be developed by non-public actors. Matrices like the one above can be helpful to get an overview of which institutions from the third and private sector are involved in the development of LTPA infrastructures.

NAME & TYPE OF ORGANISATION	NAME & TYPE OF POLICY DOCUMENT
VOLUNTEER ORGANISATIONS	
FOUNDATIONS	
COMMERCIAL COMPANIES	
...	

## c) Assess the quality of policies

Good practice indicators are:

### 1. THERE ARE POLICIES FOR ALL TYPES OF INFRASTRUCTURES

Check if identified policies cover all types of infrastructures.

### 2. POLICIES CONTRIBUTE TO IMPROVING SOCIAL EQUITY

Do policies consider the interests of

- People with a low socio-economic status
- Senior citizens
- Children and adolescents
- Women
- Ethnic minorities
- Immigrants
- Disabled and incapacitated people

### 3. DO POLICIES ENSURE PARTICIPATION OF DIFFERENT PERSPECTIVES IN DECISION-MAKING:

- Voluntary organisations
- Representatives of population subgroups
- Other relevant policy sectors
- Relevant policy actors from different levels, e.g. in federal countries

### 4. DO POLICIES INCLUDE A SOUND QUALITY MANAGEMENT SYSTEM AND DEFINE:

- Concrete objectives
- Allocated resources
- Concrete steps of implementation
- Expected outcomes
- How to evaluate outcomes

This section provides guidance on how policies can be initiated or further developed to improve their ability to achieve the objectives of inter-sectoral collaboration, participation of different policy sectors and non-governmental organisations and representatives of different population subgroups and the promotion of social equity.

### a) Take responsibility

Inter-sectoral collaborations should identify a lead sector to take responsibility for a particular issue. There may be a number of different leads dependent on contexts, different policy sectors and levels of government.

### b) Find partners to foster inter-sectoral collaboration and participation

Improving infrastructures relies on effective inter-sectoral collaboration. It is important to consider a wide range of partners from the start who might have an interest and experience in a particular issue and find ways of integrating them into the collaboration to improve their engagement. Thinking beyond the traditional sectors is important and may include:

- NGOs/Voluntary organisations, e.g. sports federations
- Representatives from various population subgroups, (e.g. senior citizens, children and adolescents, immigrants, or disabled people)
- The private sector
- Relevant other policy sectors, e.g. sports, health, recreation, urban, planning, economics, tourism, transport, recreation, education, social affairs and others
- Actors from other levels of government, such as local and regional representatives
- Science

### c) Promote social equity

#### 1. DEFINE A MISSION

Turn a policy into an inspiring task that attracts inter-sectoral involvement.

- A collective mission, e.g. a bike-friendly city
- Matching of missions, e.g. linking sustainability to health or link active cities to healthy cities

#### 2. IDENTIFY APPROPRIATE OBJECTIVES

Further elaborate your mission with specific, measurable, achievable, relevant, and timely objectives.

- What are the precise objectives to be achieved?
- What are the population target groups of the policy?
- Which settings does the policy deal with?

Some of these objectives may focus on promoting social equity by explicitly identifying how for example the barriers to LTPA amongst people from low socio-economic groups can be removed. Positive incentives might include policies which promote:

- Low cost or subsidised sport facilities
- Free-of-charge sport facilities
- Various types of infrastructures
- LTPA infrastructures in socially deprived neighbourhoods

### d) Improve quality management

#### 1. FOSTER IMPLEMENTATION

Good practice in policy-making considers key indicators of effective implementation:

- Plan specific and easily actionable steps for implementation
- Define clear responsibilities and obligations for implementation
- Identify and allocate resources
- Increase public awareness and communicate the policy

#### 2. MONITOR AND EVALUATE IMPLEMENTATION

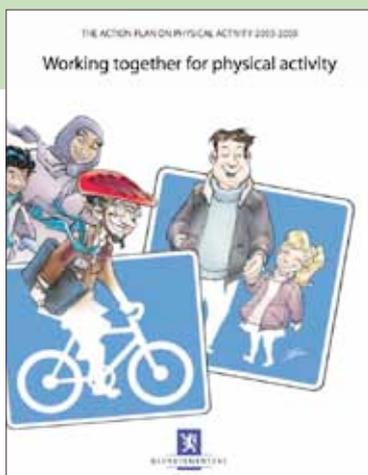
A systematic monitoring and evaluation of the policies' implementation is essential for its continued review and development. This allows ongoing monitoring of needs and emerging trends.

# Working Together for Physical Activity

## The Norwegian Action Plan 2005-2009

## Best Practice Examples

GOAL(S)	<p>Vision/targets:</p> <ul style="list-style-type: none"> <li>• A general improvement in public health through increased physical activity in the population</li> <li>• An increase in the number of children and youth who are physically active for at least 60 minutes per day</li> <li>• An increase in the number of adults and elderly people who are moderately physically active for at least 30 minutes per day</li> </ul> <p>Sub-targets:</p> <ul style="list-style-type: none"> <li>• A higher number of people who are physically active during their leisure time</li> <li>• Opportunities for physical activity in kindergartens, schools and at work</li> <li>• Physical environments promoting an active lifestyle</li> <li>• Focus on physical activity in social- and health services</li> <li>• Inter-sectoral and co-ordinated efforts to promote physical activity in the population</li> <li>• A better basis of knowledge and improved competence regarding physical activity and health</li> <li>• Individual awareness regarding physical activity and health—motivation for an active lifestyle</li> </ul>
CONTEXT	<p>The Action Plan on Physical Activity is a national mobilisation in order to promote improved public health through increased physical activity. Initiatives described and targets defined require cooperation between different sectors and levels of administration. Eight ministries collaborate in the development and the follow-up of this plan - under the leadership of the ministry of health.</p>
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<ul style="list-style-type: none"> <li>• New Planning and Building Act with increased emphasis on health during the action plan period (2005-2009)</li> <li>• Several planning tools and guidelines</li> <li>• Website for planning</li> <li>• Development project: ("Health in Planning")</li> <li>• Conferences on planning</li> </ul>
CONTACT	<p>Directorate of Health/ PB 7000 /St. Olavs plass/0130 Oslo/Norway</p>
RESOURCES/ WEBSITE	<p>Short version in English:  <a href="http://www.helsedirektoratet.no/vp/multimedia/archive/00004/IS-0162_E_Kort_4546a.pdf">www.helsedirektoratet.no/vp/multimedia/archive/00004/IS-0162_E_Kort_4546a.pdf</a></p>



### Key success factors

1. Clearly defined leadership
2. Multi-sectoral involvement
3. Strong focus on supportive environments
4. Concrete catalogue of defined responsibilities and time frame
5. Evaluation

*Innovation of sports in the natural environment*  
*El Anillo, Extremadura, Spain*

GOAL(S)	El Anillo has three main objectives:  the social and economic development of the area by promoting the interaction with technological (new materials, water resources uses, etc.) and service companies (new trends in physical activities, etc.), public health and sport development by improving the infrastructures of the rural area for leisure and free-time (bike-paths, outdoors sporting tracks and water resources, sustainable profit, activities for people with special needs, etc.), and sport and technical events boosting visits and tourism.
CONTEXT	The regional government of Extremadura fosters an integrated development approach to the rural region. It aims to link sustainable outdoor sports and active tourism.
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	Its impact is relevant in three ways: first, as a national meeting point for LTPA practice (research, creation of new companies, etc). Second, related to its architectural value and its promotion of green space and outdoor environments towards LTPA. And last, for its influence on the regional policy (sport, vocational training, tourism, businesses, etc.).
CONTACT	Fabián Quesada Gómez, Director General Sports, Regional Government of Extremadura fabian.quesada@juntaex.es
RESOURCES/ WEBSITE	<a href="http://www.elanillo.org">www.elanillo.org</a>

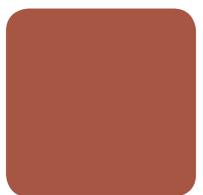
*Key success factors*

1. Multi-sectoral involvement
2. Sport as tool for regional development
3. Cooperation of different levels of government
4. Public-private-partnerships





*planning*



# Step 1 | ASSESSMENT

## Good Practice Criteria

This section provides guidance on how to assess the current status of planning and its ability to support improvements in local LTPA infrastructure. Specifically, it helps to describe a set of good practice criteria which may be helpful to identify the existence of any of the required planning prerequisites and procedures and to assess their quality.

### *a) Identify existing planning prerequisites and procedures*

#### 1. DATA BASES

- Is there a database of LTPA infrastructures?
- Is there an inventory of available PA programmes, e.g. exercise classes?
- Is there a database which tracks PA behaviour amongst the general population?
- Is there an inventory of demands by the general population, residents of a specific area on sports clubs, or other providers of PA programmes?

#### 2. PLANNING PROCEDURES

- Is planning carried out by one sector? That might be a sport facility plan by a local sports department
- Is planning carried out collaboratively with a range of sectors? For example, local sports and transport departments may work together to promote PA infrastructures
- Is planning supported by external experts?
- Does the planning process incorporate the principle of participation? Such a process would ensure the appropriate involvement of different partners, including representatives of different population groups, sports clubs, policymakers, and practitioners

#### 3. PROCEDURES OF PARTICIPATION

- Are public hearings mandatory?
- Are citizens' advisory boards used?
- Are citizen panels set up to contribute to the planning of specific actions?
- Are open space methods used to develop specific actions?
- Are participatory processes included in all phases of planning, e.g. co-operative planning?

### *b) Assess the quality of existing planning prerequisites and procedures*

Good practice indicators are:

#### 1. DATABASE OF LTPA INFRASTRUCTURES

- Information on different types of infrastructures
- Information on geographical and socio-spatial distribution

- Information on maintenance status of infrastructures
- Information on utilisation of infrastructures
- Access considerations, e.g. in terms of location and costs, personal abilities and different population subgroups

In addition, the database should:

- Be adequately resourced, with proper data management and updated regularly
- Be accessible and user-friendly, for voluntary organisations and the general public

#### 2. INVENTORY OF PA PROGRAMMES WHICH

- Highlights the facilities and activities offered by different providers, e.g. sport clubs, welfare organisations, commercial providers and others
- Includes information about organisational structures, e.g. size, memberships, fees etc.

#### 3. DATABASE OF PA BEHAVIOUR WHICH

- Is based on a broad understanding of physical activity
- Includes information about type, frequency, duration, organisation, and location of the population's physical activities
- Collects data for different population subgroups representative for the local population

#### 4. INVENTORY OF DEMANDS WHICH

- Details the current perceptions of different stakeholders on existing LTPA infrastructures
- Summarises missing types or quantities of infrastructures

#### 5. PLANNING PROCEDURES SHOULD

- Be documented
- Consider relevant perspectives, e.g. end-users, public administration, policymakers, researchers, representatives of voluntary organisations, private building sector, investors
- Integrate information from data bases and stakeholder-based needs assessment
- Integrate external experts, e.g. for collecting data or facilitating co-operative planning
- Be evaluated

This section provides guidance on how to improve the planning process through use of specific criteria which help to compile relevant data on LTPA infrastructures, available PA programmes, and PA behaviour. The criteria support systematic needs assessment and the preparation of specific actions.

### *a) Compile relevant planning pre-requisites*

#### 1. DATABASES OF LTPA INFRASTRUCTURES

- Inventory of LTPA infrastructures, e.g. types, quantity, size, eligibility, utilisation, maintenance status

#### 2. INVENTORY OF AVAILABLE PA PROGRAMMES

- Inventory of sport clubs programmes, (e.g. assessment of number and size of sports clubs and their members, branches, offers)
- Inventory of available PA programmes by social, commercial and other providers

#### 3. DATABASE OF PA BEHAVIOUR

Data assessment on PA behaviour of the general population should provide information on:

- Proportion of active citizens
- Types of PA
- Frequency and duration of PA, in summer and winter
- Organisational context
- Location of PA
- Socio-demographic characteristics

#### 4. INVENTORY OF DEMANDS

Needs assessment is also based on the perceptions of different stakeholders, e.g. the general population, sports clubs, and other providers of PA offers. The database should therefore include:

- Assessment of demands by different types of providers
- Missing infrastructures as perceived by the general population
- Perceptions of and satisfaction with existing LTPA infrastructures
- Needs according to socio-demographic status

### *b) Prepare participatory and inter-sectoral planning procedure*

#### 1. CHOOSE AN APPROPRIATE PLANNING PROCEDURE

Choose a systematic planning procedure and method of planning that are appropriate to the given context.

#### 2. SELECT PARTICIPANTS TO BE INCLUDED IN THE PROCESS

Relevant perspectives include:

- Citizens or representatives of target communities or population groups
- Experienced practitioners in relevant fields, e.g. sport clubs
- Government agencies or public administration, e.g. sports department, urban planning
- Decision-makers/policy-makers, e.g. mayor, city councillors
- Local councils, e.g. neighbourhood board
- Local businesses

#### 3. SYNTHESISE INFORMATION FROM ACROSS THE DIFFERENT DATABASES AND INVENTORIES TO:

- Highlight existing LTPA infrastructures
- Summarise current patterns of PA behaviour
- Finalise outcome of systematic needs assessment, e.g. via balancing supply and demand

#### 4. DEVELOP A CATALOGUE OF ACTION

Developing a catalogue of action for LTPA infrastructures which involves the following steps:

- Outline the overall vision and concepts for sport development
- Definition and specify goals
- Make decisions about priority areas
- Develop measures which monitor progress as goals

The final catalogue of action should cover: measures, implementation steps, time frame, roles and responsibilities, resources required and indicators of successful implementation.

### *c) Foster implementation*

#### A CATALOGUE OF ACTIONS

promotes implementation through:

- A document which makes explicit the roles and responsibilities of partners and which is approved by a relevant decision-making body, e.g. city council
- A steering group which oversees the implementation phase and which ensures required developments are followed up
- Monitoring the progress and success of implementation
- Review and revision of the catalogue of action

# Integrated Planning of Sport Development

Frankfurt/Main, Germany 2009-2010

## Best Practice Examples

GOAL(S)	A sport development plan that closely fits the city's needs and that is both forward-looking and sustainable
CONTEXT	Both local and regional decision-making bodies in Germany are searching for new planning procedures for sports development that combine solid empirical data, inter-sectoral collaboration and community involvement.
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<ul style="list-style-type: none"> <li>• Creates an inventory of LTPA infrastructures</li> <li>• Assesses sport and PA behaviour in a representative population survey, through computer-assisted telephone interviews (CATI)</li> <li>• Plans concrete action in a co-operative planning process with various institutions, interest groups and subpopulation groups</li> <li>• Compiles a comprehensive catalogue of action with a focus of future trends in the city's sport and PA policy</li> </ul>
CONTACT	City of Frankfurt/Main, Sports Department, ffm.sport-info@stadt-frankfurt.de
RESOURCES/ WEBSITE	<a href="http://www.sportamt.frankfurt.de">www.sportamt.frankfurt.de</a> <a href="http://www.sportentwicklungsplanung.de">www.sportentwicklungsplanung.de</a> <a href="http://www.isep-iss.de">www.isep-iss.de</a>

### Key success factors

1. Needs assessment based on representative population survey
2. Promotion of inter-sectoral collaboration and participation of different stakeholders in planning concrete action
3. Concrete catalogue of with defined steps, resources, responsibilities, time frame and indicators of successful implementation
4. Secured sustainability through intersectoral steering committee that fosters implementation and further development



# PLANNING

## Compiling and using pre-requisites for planning National inventory of sports facilities, sports areas and sites - RES, France

GOAL(S)	<ul style="list-style-type: none"> <li>• Provide detailed information on current status of LTPA infrastructures in France</li> <li>• Develop shared understanding of LTPA infrastructures</li> <li>• Assist different sectors and actors in decision-making and spatial planning</li> </ul>
CONTEXT	The national inventory was launched by the French ministry of sports in 2004. It is managed in a participatory way with the sport movement and local and regional authorities. It gives information on every kind of sport facilities available on the national and local levels. With further analysis, and population data, it helps highlighting the lack of specific amenities.
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<p>The national database is on line on internet. More than 30 millions data can be used by decision makers in the field of sport. It helps taking the right decision about creating new sport facilities or optimize the use of existing facilities.</p> <p>The data has been used for many regional and national studies focussed, for instance, on sport facilities in disadvantaged urban zones, on the offer of swimming pools in France.</p>
CONTACT	Denis Roux, head department sport facilities, ministry of sports res@jeunesse-sports.gouv.fr
RESOURCES/ WEBSITE	<a href="http://www.res.sports.gouv.fr">www.res.sports.gouv.fr</a>

### Key success factors

1. Broad understanding of infrastructures
2. Inter-sectoral partnerships in implementation to ensure high quality of data
3. Regular updating
4. Open access





*building*



# Step 1 | ASSESSMENT

## Good Practice Criteria

This section provides guidance on how to assess the current built environment and how it promotes LTPA. The assessment helps to identify the quantity (including types and locations) and quality of existing infrastructures.

### a) Identify types, quantities and locations of existing LTPA infrastructures

#### LIST QUANTITY AND LOCATION

of each of the following type of infrastructures:

- Indoor sport facilities, e.g. gyms, swimming pools
- Outdoor sport facilities, e.g. sports grounds
- Infrastructures designed for physical activity, e.g. playgrounds, skate parks, climbing walls, trails, recreational cycle paths, basketball courts .
- Urban space usable for LTPA, e.g. accessible and safe public squares, parks
- Natural space usable for LTPA, e.g. usable coastal areas, forests, meadows



### b) Foster inter-sectoral collaboration and participation

Depending on the context of the different types of infrastructures, good practice indicators include:

#### 1. ACCESS

- Adequate provision is made for different user groups
- Infrastructures should take account of physical, social, and cultural issues when maximising opportunities for access

#### 2. LOCATION

- The socio-spatial aspects of location should be considered. For example, appropriate, coverage in socially deprived neighbourhoods and/or consideration of renewal of disadvantaged areas to improve access to PA
- Consider whether future demographic trends, e.g. aging population of a neighbourhood, will have an effect on the choice of location
- Link to local development plans so that an optimum scenario for location can be achieved

#### 3. DESIGN

- Infrastructures should be multifunctional
- Infrastructures should be designed to be attractive for all generations
- Infrastructures should be designed to encourage PA, e.g. by providing staircases or cycle paths and bike racks

#### 4. ECOLOGICAL STANDARDS

- Low-energy-Building
- Use of ecological, renewable building materials

#### 5. SAFETY

- Infrastructures should be considered safe environments by all potential user groups
- Infrastructures should be durable and developed to last



This section provides guidance on how to improve the built environment to promote LTPA refers to both already existing infrastructures and to building new ones. Improvement aims at ensuring a provision of sport facilities, leisure-time infrastructures as well as urban and natural space that are usable for LTPA. It aims at promoting social equity.

### *a) Promote socially equal infrastructures*

#### **1. DISTRIBUTION OF INFRASTRUCTURES**

Ensure a basic supply of all types of infrastructures that considers socio-spatial aspects.

#### **2. MAKE INFRASTRUCTURES ACCESSIBLE**

- Make sure that infrastructures can be reached by active transportation
- Ensure a good connection to the public transport system
- Open indoor and outdoor facilities to broader user groups
- Open school infrastructures to other user groups, e.g. schoolyards, gyms

#### **3. PROMOTE RE-ORIENTATION OF URBAN AND NATURAL SPACE TOWARDS LTPA**

Data assessment on PA behaviour of the general population should provide information on:

- Create low & slow traffic areas
- Increase the number of safe pedestrian crossings
- Create and clearly mark road bicycle lanes along streets with higher traffic volumes
- Maintain public urban space to a high standard
- Developing safe urban environments for LTPA
- Consider possibilities for children and adolescent play in urban planning activities
- Provide incentives for developing vacant lots and run-down areas into green spaces with opportunities for PA
- Protect the natural environment also under the consideration of providing attractive natural space for LTPA

### *b) Prepare participatory and inter-sectoral planning procedure*

#### **1. USABILITY FOR DIFFERENT GROUPS**

Ensure that infrastructures are usable for:

- Organised and non-organised physical activity, (e.g. sectors such as sports, health, tourism, transport, social affairs etc.)
- Different user groups
- Competitive and non-competitive physical activity

#### **2. CONSIDER RE-USE OF EXISTING INFRASTRUCTURES**

Collaboration with different sectors, e.g. parks and garden, building or transport, and with potential user groups contributes to creative solutions to the built environment:

- Renovation of existing LTPA infrastructures
- Adaptation of existing LTPA infrastructures to new trends in PA, e.g. parcours
- Re-use, e.g. turning a former rail-station into an indoor skate facility
- Adding PA-promoting features to an infrastructure

## New sport facilities in deprived neighbourhoods

Oeiras, Portugal

GOAL(S)	<ul style="list-style-type: none"> <li>• Improvement of basic supply of infrastructures and facilities for social action in a deprived neighbourhood</li> <li>• Increase of the physical activity opportunities in the municipality</li> </ul>
CONTEXT	URBAN community Initiative (European Commission/ Directorate General Regional Policy)
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<ul style="list-style-type: none"> <li>• New sport infrastructures and facilities as key elements for urban requalification (side walks, green areas, bicycle paths, playgrounds)</li> <li>• Implementation of new PA programmes for the local population</li> <li>• Increase of activities available</li> </ul>
LESSONS LEARNED	<ul style="list-style-type: none"> <li>• Quality sports offer in deprived neighbourhood bring new people and promote social cohesion</li> <li>• Public-private cooperation enhance the PA offer</li> </ul>
CONTACT	City Hall of Oeiras – Sports Division – ddesporto@cm-oeiras.pt
RESOURCES/ WEBSITE	<a href="http://www.cm-oeiras.pt">www.cm-oeiras.pt</a> <a href="http://www.oeirasviva.pt">www.oeirasviva.pt</a>



### Key success factors

1. Building of new infrastructures especially in deprived areas
2. Consideration of inhabitants' needs
3. Making the new facilities accessible for all inhabitants
4. Improved resources and attractive offers of PA through PPPs



## Infrastructures for biking in public spaces Odense, Denmark

GOAL(S)	<ul style="list-style-type: none"> <li>• 20 percent of increase in number of journeys by bicycle</li> <li>• 20 percent of increase in number of people who use a bike more than three times per week</li> <li>• 20 percent reduction in number of cyclists killed or injured in accidents involving more than one party</li> <li>• Improvements in citizens' wellbeing</li> <li>• To turn Odense into a better place in which to cycle</li> </ul>
CONTEXT	<p>From 1999-2002, Odense was the official National Cycle City of Denmark, supported by a subsidy of the Ministry of Transport and the National Road Directorate to cover half the budget of DKK 20 million.</p>
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<ul style="list-style-type: none"> <li>• Improved access for cyclists, e.g. easier crossing of traffic lights and junctions, green waves for cyclists</li> <li>• Better and safe parking for bikes, e.g. protection against theft or providing drinking water and bicycle pumps</li> <li>• Image-building activities, e.g. via a cycle barometer</li> <li>• Improved operational quality of bicycle paths</li> <li>• Creation of a website with interactive planner, wide selection of maps of cycle paths</li> <li>• Campaigns for traffic safety, reaching children for biking, offers to try out new types of bikes</li> </ul>
CONTACT	<p>Odense Kommune, Park- og Vejafdelingen, Nørregade 36-38, 5000 Odense C Tlf. 66 13 13 72, pva.mtf@odense.dk</p>
RESOURCES/ WEBSITE	<p><a href="http://www.cyclecity.dk">www.cyclecity.dk</a></p>

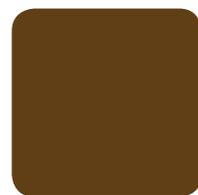


### Key success factors

1. Intersectoral approach with one permanent project leader
2. Multi-level activities, physical improvements, changes in regulations and campaign
3. Promotion of reorientation of public space
4. Evaluation of activities



*financing*



# Step 1 | ASSESSMENT

## Good Practice Criteria

This section provides criteria which support the assessment of current financing models as a first step to their improvement.

### a) Identify existing financing models and funding sources

#### 1. FINANCING MODELS

What financing models are in use?

- Fully public: financing is covered by the municipality
- Shared financing: municipality and third sector, e.g. sport clubs, share financing
- Third sector full financing: voluntary organisations/ NGOs, e.g. sport clubs, finance an infrastructure
- Public-private-partnerships: public and private sector collaborate in financing
- Fully private: Commercial companies finance an infrastructure
- Other mixed models

#### 2. FUNDING SOURCES

What funding sources are available?

- EU-level: Check which EU programmes provide funding for different LTPA infrastructures
- National level: Check whether there are national programmes that support LTPA infrastructure financing, e.g. national action plans on physical activity promotion or active transportation
- Regional level: Check whether there are regional programmes that support LTPA infrastructure with grants or subsidies
- Local level: Analyse which local funding sources might be an option to finance a specific infrastructure
- Third sector: Check whether there are any funding sources available, e.g. through sports associations
- Private sector: Check whether there are any funding sources available

### b) Assess the quality of existing models and sources

#### GOOD PRACTICE INDICATORS ARE:

- The issue of solvency is comprehensively considered
- Public acceptance is verified
- Partners are safeguarded by legal contracts
- The quality of building, planning and maintaining the infrastructure is regulated in a tender/competition/ call for entries
- Financing focuses on the lifecycle costs of an infrastructure
- Financial consultation is obligatory in all financing models
- Financing builds on win-win-models for all partners
- Flexibility of financing models



This section aims to highlight how to improve financing models and funding sources in use. It provides help how to promote social equity, inter-sectoral collaboration and participation in the funding process of an infrastructure.

### *a) Promote social equity and participation*

#### **1. RE-ALLOCATE RESOURCES**

Good practice criteria in financing help to ensure public agencies adhere to their responsibility for equitable allocation of resources. Mechanisms which support this include:

- Infrastructures that particularly consider groups in need of PA promoting infrastructures
- Voluntary organisations that contribute to infrastructures with low-entry barriers
- Infrastructures that lower barriers for non-organised PA in public spaces

#### **2. RE-DISTRIBUTE SCOPE OF RESOURCES**

Financing is often considered through the lens of one sector only. A broader funding scope contributes to social equity and can result in improved resources -

- Area-focused approaches, e.g. allocation of resources considered across socio-spatially defined regions, rather than to one infrastructure type

### *b) Foster inter-sectoral collaboration*

Financing is often considered through the lens of one sector responsible for one type of infrastructure.

#### **1. ENCOURAGE ENGAGEMENT OF THIRD AND PRIVATE SECTOR**

Engagement of the voluntary and the private sector in financing can be beneficial particularly in times of limited public resources. Promote their engagement, e.g. through

- Subsidies for financing LTPA infrastructures
- Tax reliefs on spendings related to LTPA infrastructure financing

#### **2. SAFEGUARD THIRD SECTOR/NGO FINANCING MODELS AND PUBLIC-PRIVATE-PARTNERSHIPS**

The public sector can ensure that third sector/NGO models and public-private-partnerships in financing do not increase social gaps but work towards social equity. Such partnerships

- Are socially inclusive and do not only meet the demands of certain groups represented in the financing model
- Meet quality standards
- Enable public supervision in financing, e.g. through permanent representation in models, like foundations and societies, that finance infrastructures



# Socially safe infrastructures for children & adolescents

The Netherlands

## Best Practice Examples

GOAL(S)	Development of socially safe sports playgrounds and green areas to promote PA among children and adolescents in deprived areas
CONTEXT	Private foundations that work towards common good by improving (infra-)structures for children living in neighbourhoods with low socio-economic status
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<p>Social equity:</p> <ul style="list-style-type: none"> <li>• improved access to LTPA infrastructures in deprived neighbourhoods</li> <li>• scholarships to active children and adolescents in such neighbourhoods</li> </ul> <p>Intersectoral collaboration:</p> <ul style="list-style-type: none"> <li>• close public-private-partnerships, collaboration with municipalities, sports associations and other public agencies</li> </ul>
CONTACT	Eric van Veen, eric@krajicek.nl
RESOURCES/ WEBSITE	Richard-Krajicek Foundation, <a href="http://www.krajicek.nl">www.krajicek.nl</a> Johan-Cruyff-Foundation, <a href="http://www.cruyff-foundation.org">www.cruyff-foundation.org</a>



### Key success factors

1. Building of new infrastructures especially in deprived areas
2. Economic resources through public-private-partnerships

# FINANCING

## A public award as incentive for improving LTPA infrastructures Beautiful Roads and Streets Competition, Finland

GOAL(S)	<ul style="list-style-type: none"> <li>• To find and reward roads and streets which have been adapted in a natural way to their environment</li> <li>• To promote collaboration between different levels of government</li> <li>• To encourage the private sector to get involved in the development of LTPA infrastructures</li> </ul>
CONTEXT	The competition is held every three years since 1999. It is chaired by the Finnish Association of Local Authorities, the Finnish Road Association and the Finnish Road Administration.
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<p>The award aims at improving infrastructures designed for LTPA as well as urban and green space usable for LTPA. It supports projects that:</p> <ul style="list-style-type: none"> <li>• Are adapted to local conditions and surroundings</li> <li>• Are safe for different user groups</li> <li>• Consider traffic and maintenance costs</li> <li>• Establish partnerships between the public and private sector in planning, design, implementation and maintenance</li> <li>• Foster collaboration between regional and local levels of public administration in improving infrastructures</li> </ul>
CONTACT	Mervi Vallinkoski, City of Jyväskylä, mervi.vallinkoski@jkl.fi
RESOURCES/ WEBSITE	<a href="http://jkl.fi/puistot/rantaraitti">http://jkl.fi/puistot/rantaraitti</a> (Jyväskylä promenade, award winner 2005)

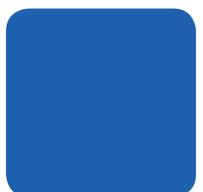


### Key success factors

1. Focus on the built environment
2. Intersectoral collaboration, by road administration, tourism, and culture
3. Involvement of regional, local, and private sector
4. Consideration of people's demands
5. Clearly defined evaluation criteria
6. Public-private-partnerships



*management*



# Step 1 | ASSESSMENT

## Good Practice Criteria

A range of models can be helpful in ensuring the effective ongoing management of infrastructures aiming to increase LTPA. This section sets out the criteria that support the assessment of the current use and quality of management at the local level. This assessment is an important first step to improve management in a specific context for a concrete infrastructure.

### a) Identify existing management models

#### 1. OWNER MODELS

Different configurations of ownership can be used to manage the LTPA infrastructure. These include:

- Public: public administration, municipality, owns the infrastructure
- Public facility management: the infrastructure is owned by public administration but some services are outsourced to other companies also owned by public administrations
- Partial privatisation: parts of public ownership are transferred to commercial companies
- Third sector/NGO: a voluntary organisation, e.g. a sports club owns the infrastructure
- Public-private-partnerships
- Private: A commercial company owns the infrastructure
- Other forms, e.g. incorporated society or association

#### 2. OPERATION MODELS

Different organisational structures can be used to manage a LTPA infrastructure. These include:

- Public: public administration, municipality, owns and manages the infrastructure
- Public facility management: the management is outsourced to companies, owned by public administration
- Partial privatisation: parts of the management are transferred to commercial companies
- Third sector/NGO management: a voluntary organisation, e.g. a sports club manages the infrastructure
- Public-private-partnerships
- Private management: A commercial company owns and manages the infrastructure
- Other forms, e.g. incorporated society or association, might be oriented towards common good

### b) Assess the quality of management

Good practice indicators are:

#### 1. INTER-SECTORAL COLLABORATION IN PUBLIC MANAGEMENT

Assess whether management

- Exchanges with other policy sectors, active in the area or in the field of PA promotion
- Collaborates with private and third sector

#### 2. SOCIAL EQUITY AND PARTICIPATION

Assess whether management

- Considers the impact of different types of management models on all potential user groups
- Considers public acceptance of specific management models
- Ensures accessibility of an infrastructure
- Fosters socially balanced utilisation
- Considers multifunctional use of infrastructure
- Responds to trends in physical activities



This section provides support for deciding on the steps to be taken to improve the management of LTPA infrastructures against the baseline of assessment made.

### a) Promote social equity

The public sector is important for working towards common good in public-private-partnership models as well as in co-operation with the third sector/NGOs.

#### 1. ENABLE PUBLIC SUPERVISION IN MANAGEMENT

for example through:

- Ongoing representation in public facility management, foundations or societies
- Legal provisions in public-private-partnerships

#### 2. WORK TOWARDS SOCIAL EQUITY WITH REGARD TO:

- Hours of operation
- Programming
- Access provisions
- Pricing
- Marketing of offers and LTPA opportunities

### b) Foster inter-sectoral collaboration and participation

#### 1. CONSIDERATION OF DIFFERENT INTERESTS

Good practice in management considers the interests of different stakeholders:

- Investor/owner (e.g. sports department)
- Operator (e.g. sports club)
- User groups (e.g. sport clubs, schools, non-organised groups)

#### 2. ENCOURAGE THIRD AND PRIVATE SECTOR TO PARTICIPATE IN MANAGEMENT

Stakeholders' and community involvement in management can help to ensure infrastructures' maximised opportunities for different uses and to create win-win-situations:

- Set incentives for sports clubs and other NGOs to take responsibility for management, e.g. through the transfer of daily operations to sports clubs
- Encourage engagement of the private sector to participate in management, e.g. through provide private actors opportunities for profit combined with unburdening public budgets and maintaining or improving the supply of infrastructures

#### 3. OPEN THE INFRASTRUCTURE TO BROAD USERGROUPS

- Open the infrastructure to organisations in the area, e.g. schools, kindergartens, social, and leisure-time offers in the area
- Organise and participate in activities around the infrastructure

#### 4. FLEXIBILITY AND MULTIFUNCTIONALITY

An inter-sectoral perspective considers the lifecycle of an infrastructure and is open to

- Multidimensional use
- Re-use



# Omega Sport and Health Centre

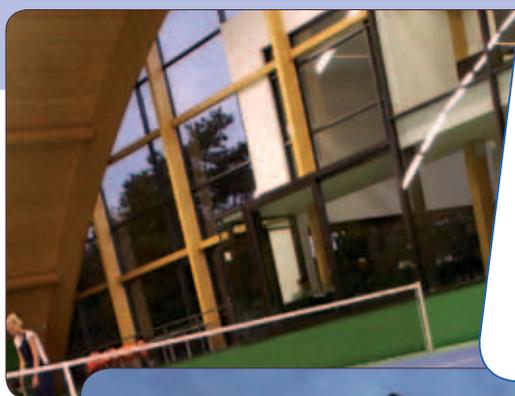
Czech Republic

## Best Practice Examples

GOAL(S)	<p>Targets:</p> <ul style="list-style-type: none"> <li>• To offer countless opportunities for sport, relaxation and social activities.</li> <li>• To allow young and adult people be physically active during their leisure time.</li> <li>• To be in pleasant area that promotes active lifestyle perfectly equipped with full service</li> <li>• To offer individual consultation or professional service of a coach e.g. for fitness, tennis, squash</li> <li>• Development of socially safe sports playgrounds and green areas to promote PA among children and adolescents in deprived areas</li> </ul>
CONTEXT	<p>OMEGA systematically focuses on providing the perfect base and consulting services for clients in the battle against excessive calorie intake, a lack of movement and chronic stress. These are risks that damage health, decrease immunity and cause lifestyle-related diseases. The Omega Sports and Health Center serves all those looking for comprehensive services with a premium level of quality. The products offered are well-tailored for club clientele; however even occasional visitors will find activities to their liking.</p>
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<ul style="list-style-type: none"> <li>• Good example of private-public partnership between commercial owner and sport association</li> <li>• Club clientele has been offered special service (also special prices)</li> <li>• Management has weekly meetings with innovative strategies to promote PA and full use of the Center</li> <li>• Mutual promotion of the Center and media (newspaper, radios etc.)</li> <li>• Regular survey of people's needs and satisfaction</li> <li>• To have satisfied employee and clients</li> </ul>
CONTACT	<p>Manager: Jan Petr (jan.petr@omegasport.cz) See website. Or phone: +420-585-2505-700 or +420-585-205-800</p>
RESOURCES/ WEBSITE	<p><a href="http://www.omegasport.cz/en">www.omegasport.cz/en</a></p>

### Key success factors

1. Collaboration between sports and health sector
2. Public-Private-Partnership between commercial owner and sports associations
3. Promotion of LTPA in the surrounding area



## Sports & Fun - An urban strategy for low-threshold sport facilities

Vienna, Austria

GOAL(S)	The development of Sport & Fun Halls is an urban strategy to provide low-threshold sports halls in deprived neighbourhoods that equally supply all residents with infrastructures for sport and physical activity
CONTEXT	The idea of the 'Sport & Fun'-Halls in Vienna stems from social and youth work in 1995. An old convention hall was used as temporary sports hall as an alternative site for youngsters on rainy days from May to October.
IMPACT ON IMPROVING LTPA INFRASTRUCTURES	<p>Low thresholds:</p> <ul style="list-style-type: none"> <li>• Easy to access with low entrance fees (flat rate system) rather than restricted to particular groups or sports clubs members only</li> <li>• Located close to public transport stations in deprived neighbourhoods</li> <li>• Accessible with outdoor shoes and street clothes</li> <li>• Equipment can be borrowed for free</li> </ul> <p>Sustainability:</p> <p>The 'Sport &amp; Fun' halls are connected to other infrastructures: At 'Sport &amp; Fun Ottakring' the outdoor sports facilities are also planned and built for the school next-door. The 'Sport &amp; Fun Donaustadt' is connected to a big boulder hall in cooperation with a different provider. The projected 4th hall is connected to a new social housing area. The 'Sport &amp; Fun'-Halls are multiple sports halls, constructed as low-energy-buildings. The economic concept is organized with clear responsibilities: personnel is fully covered by the earnings of the entrance fees. The maintenance of the hall (cleaning, repair) and the acquisition of new equipment is fully subsidised by the municipality.</p>
CONTACT	Mr. Ing. Robert Krones +43 (01) 4000/51161 post@ma51.wien.gv.at
RESOURCES/ WEBSITE	<a href="http://www.sportandfun.at">www.sportandfun.at</a> <a href="http://www.wien.gv.at/freizeit/sportamt/sportstaetten/sportfun/index.html">http://www.wien.gv.at/freizeit/sportamt/sportstaetten/sportfun/index.html</a>

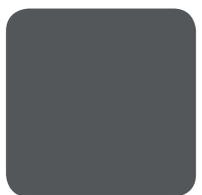
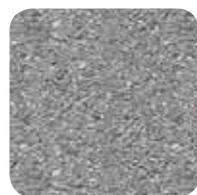
### Key success factors

1. Focus on deprived neighbourhoods
2. Low thresholds and few regulations
3. Close cooperation of municipality with providers and operators of facilities





# *Authors & Contributors*



# Authors & Contributors

## IMPALA PARTNERS

CO-ORDINATING INSTITUTION	SENIOR RESEARCHERS	RESEARCHERS
GERMANY University of Erlangen-Nuremberg	Alfred Ruetten Karim Abu-Omar	Annika Frahsa Nora Hartwig
PARTNER INSTITUTION	SENIOR RESEARCHERS	RESEARCHERS
AUSTRIA University of Vienna	Michael Kolb Rosa Diketmueller	Irene Bittner
CZECH REPUBLIC Palacky University, Olomouc	Karel Froemel	Jana Vašíčková Michal Kudláček Filip Neuls
DENMARK University of Southern Denmark	Jens Troelsen Lars Bo Andersen Thomas Skovgaard	Mette Toftager
FINLAND University of Jyväskylä	Kimmo Suomi	Béla Pavelka
FRANCE University of Nancy	Anne Vuillemin	Stéphanie Regat
ITALY University of Rome Foro Italico	Fabio Pigozzi	Emilia Angelillo Lucia Colitti
LITHUANIA Academy of Physical Education, Kaunas	Rimantas Pacenka	Daiva Klimaviciene
NETHERLANDS TNO Quality of Life, Leiden	Luuk Engbers	
NORWAY Oslo University College	Astrid Bergland Nina Waaler Loland	Kåre Rønn Richardsen
PORTUGAL University of Porto	Jorge Mota	Joana Carvalho Margarida Pereira
SPAIN University of Extremadura	Narcís Gusi Fuertes	Miguel Madruga Vicente

*with contributions by*

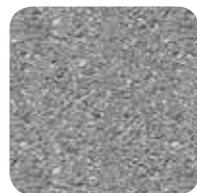
Peter Gelius,  
University of Erlangen-Nuremberg

Andreas Klages  
German Olympic, Sports Federation

Antony Morgan  
National Institute for Health and Clinical  
Excellence (NICE), UK

*in alphabetical order*

# Summary of good practice criteria

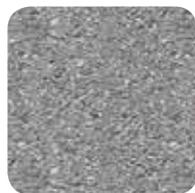


# Summary of good practice criteria

DIMENSION	STEP	PURPOSE	GOAL	CONTENT
POLICY-MAKING	Assessment	Determine whether policy-making on the issue already exists and whether it fosters good practice	<ul style="list-style-type: none"> <li>Identify existing policies</li> <li>Assess the quality of existing policies</li> </ul>	<ul style="list-style-type: none"> <li>Policies for all types of infrastructures</li> <li>Contribution to social equity</li> <li>Participation of different perspectives and stakeholders</li> <li>Sound quality management system</li> </ul>
		Improvement	<ul style="list-style-type: none"> <li>Take responsibility</li> <li>Find partners for intersectoral collaboration and participation</li> <li>Set incentives towards social equity</li> <li>Improve quality management</li> </ul>	<ul style="list-style-type: none"> <li>Define a mission</li> <li>Identify appropriate objectives</li> <li>Foster implementation</li> <li>Monitor and evaluate implementation</li> </ul>
PLANNING	Assessment	Critically assess current planning sources and procedures	<ul style="list-style-type: none"> <li>Identify planning prerequisites and procedures</li> <li>Assess their quality of existing planning prerequisites and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Data bases on infrastructures, PA offers, PA behaviour, needs</li> <li>Planning procedures in use</li> <li>Procedures of participation</li> </ul>
		Improvement	<ul style="list-style-type: none"> <li>Compile relevant planning prerequisites</li> <li>Prepare participatory and intersectoral planning procedure</li> <li>Foster implementation</li> </ul>	<ul style="list-style-type: none"> <li>Improve data bases</li> <li>Choice of planning procedure</li> <li>Participants of procedure</li> <li>Integration of information of different data sources</li> <li>Develop a catalogue of action</li> </ul>
BUILDING	Assessment	Check the current status of construction and orientation of infrastructures usable for LTPA	<ul style="list-style-type: none"> <li>Identify types, quantities, and location of LTPA infrastructures</li> <li>Assess the quality of infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>List quantity and location</li> <li>Accessibility</li> <li>Design</li> <li>Ecological standards</li> <li>Safety</li> </ul>
		Improvement	<ul style="list-style-type: none"> <li>Promote socially equal infrastructures</li> <li>Foster intersectoral collaboration and participation</li> </ul>	<ul style="list-style-type: none"> <li>Distribute infrastructures equally</li> <li>Make infrastructures accessible</li> <li>Promote re-orientation of urban and natural space</li> <li>Ensure usability for different groups</li> <li>Consider re-use of existing infrastructures</li> </ul>
FINANCING	Assessment	Analyse current procedures used in funding of LTPA infrastructures	<ul style="list-style-type: none"> <li>Identify existing financing models and funding sources</li> <li>Assess quality of models and funding sources</li> </ul>	<ul style="list-style-type: none"> <li>Screen different funding models</li> <li>Screen funding sources</li> </ul>
		Improvement	<ul style="list-style-type: none"> <li>Promote social equity</li> <li>Foster intersectoral collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Re-allocate resources</li> <li>Re-distribute scope of resources</li> <li>Encourage engagement of third and private sector</li> <li>Safeguard mixed funding models</li> </ul>
MANAGING	Assessment	Critically assess current management models	<ul style="list-style-type: none"> <li>Identify management models</li> <li>Assess quality of strategic and operational management</li> </ul>	<ul style="list-style-type: none"> <li>Screen owner and operation models</li> <li>Identify intersectoral collaboration and social equity issues</li> </ul>
		Improvement	<ul style="list-style-type: none"> <li>Promote social equity</li> <li>Foster intersectoral collaboration and participation</li> </ul>	<ul style="list-style-type: none"> <li>Enable public supervision</li> <li>Consider different interests</li> <li>Encourage participation of third and private sector in operation of infrastructures</li> <li>Foster flexible and multifunctional operation</li> </ul>

Figure 1: Overview of the dimensions of LTPA development, steps, their purpose and the main tasks included to meet good practice

*Annexes*





# THE IMPALA PROJECT

The project "Improving infrastructures for leisure-time physical activity in the local arena - IMPALA" (funded by DG SANCO 2009-2010) aimed to identify, implement, and disseminate good practice for the planning, financing, building, and managing of local infrastructures to support leisure-time physical activity. It involved the analysis of national policies and a review of existing mechanisms and instruments related to infrastructure development.

IMPALA contributes to a more consistent EU approach to local infrastructure development for leisure-time physical activity, helping to reduce unequal access to infrastructures for leisure-time physical activity within and between nations.

Qualitative interviews with experts and policy-makers were used to collect information about existing policy documents such as regulatory legislation, guidelines and action plans. In addition, qualitative interviews were also used along with documentary analysis to assess the capability of existing mechanisms (i.e. procedures and instruments). This analysis was carried out for three types of facilities against the criteria: planning/ designing; funding; construction; and management/services.

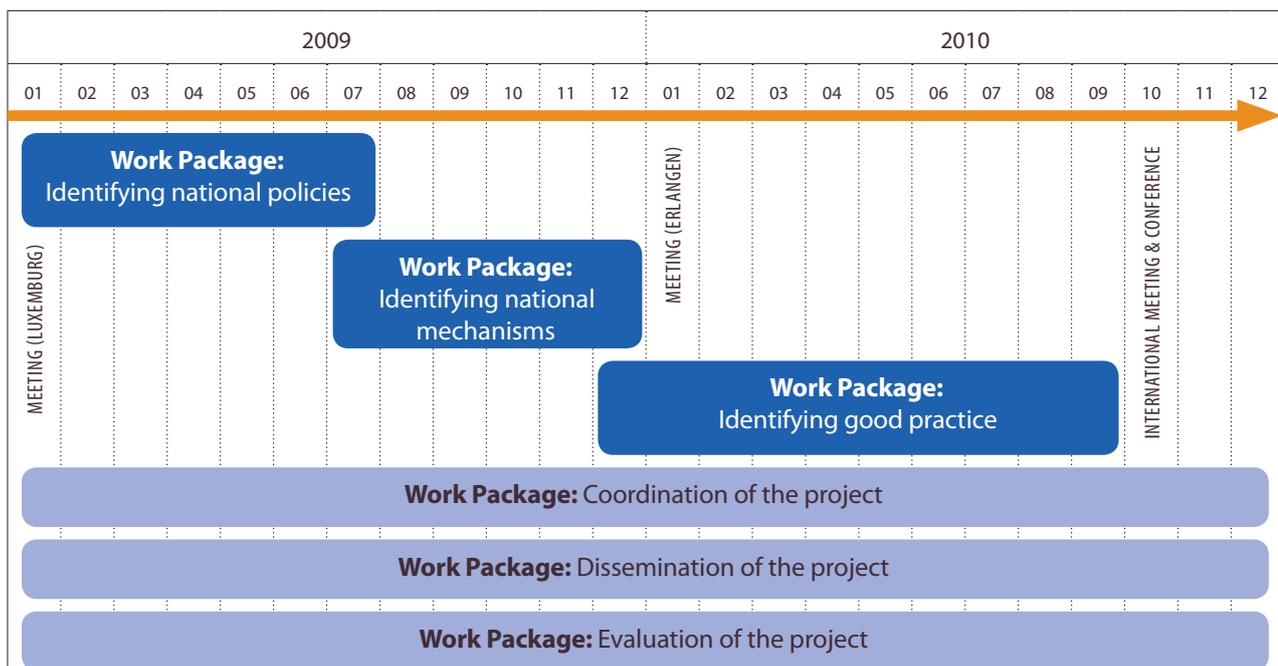
Although guidelines and action plans exist in all 12 participating countries, results from IMPALA show that the extent and scope of these differ. Many of the policies tend to deal with one type of infrastructure and/or one specific type of physical activity. Few were comprehensive and often lacked an understanding of the need for infrastructures and physical activity to be interlinked. The main gaps in the policies identified include: lack of consideration of how existing infrastructures could be used more efficiently and for broader use to improve access; details of the benefits of intersectoral working and opportunities to reach different subgroups of the population.

In most countries local governments are responsible for the implementation of national guidelines/action plans and in some cases it is the private sector not the public sector which takes responsibility for the development of infrastructures for LTPA. All of the countries participating in the IMPALA project showed that a range of policy sectors are involved in activities associated with infrastructure improvement comprising independent operating sectors such as sports sectors, urban and spatial planning,

environment, health, tourism, and economics.

Four general planning approaches - inventories, per-capita approaches, needs assessment and participatory planning were identified as being in use. Most of the countries had an inventory of infrastructures and about half of the countries make use of per-capita approaches for developing infrastructures. However, few countries adopt comprehensive approaches, which would include systematic needs assessment and effective participatory approaches to fully engage relevant stakeholders and sectors. Issues related to the building, financing, and management of infrastructures were seldom considered in policies. Overall there was a lack of explicit attention to promote the principles of social equality, inter-sectoral collaboration and participation.

Information acquired through the IMPALA project informed the development of a set of quality criteria for policies as well as checklists to assist in their effective implementation. These were used to evaluate existing policies and mechanisms put forward by IMPALA participating countries.





## SETTING THE CONTEXT:

### Policy on leisure-time physical activity infrastructures

---

Several policy documents provide guidance for improving infrastructures for leisure-time physical activity in the local arena:

- 2005 EU *Green Paper Promoting Healthy Diets and Physical Activity - a European dimension for the prevention of overweight, obesity and chronic diseases*
- 2007 EU *White Paper on Sport*
- 2008 EU *Physical Activity Guidelines* that recommend policy actions in support of health-enhancing physical activity
- 2006 WHO *Europe Promoting Physical Activity and Active Living in Urban Environments. The role of local governments*
- 2004 WHO *Global Strategy on Diet, Physical Activity and Health*

These documents refer to different aspects of sport and physical activity but all include important considerations for improving infrastructures for leisure-time physical activity.

#### *Addressing social inequalities*

---

The *White Paper on Sport* underlines the societal role of sport. Sport has an important potential role to play to support social inclusion, integration, and equal opportunities. The *White Paper* also links sport to enhancing public health and aims to ensure that all EU residents have access to sport through appropriate use of infrastructures. The built environment represents an important determinant of people's health. Rigid regulations on access and utilisation of infrastructures, that have the potential to improve levels of physical activity, can contribute to social inequalities and subsequently to inequalities in health. The *Green Paper highlights* that certain neighbourhoods may discourage physical activity and that a lack of recreational facilities can disproportionately affect disadvantaged groups through such things as lack of affordability and transportation issues associated with access to appropriate infrastructures. According to WHO *Global Strategy*, priority should be given to those most in need. The *WHO Global Strategy* and *WHO Promoting Physical Activity* call for community based action with strong government leadership and support.

On social equity: the Commission aims to ensure that all relevant policies consider the determinants of health inequalities and that all actions should contribute to an equal distribution of health as part of a country's overall goals for social and economic development. They should aim to build commitment across society and pay particular attention to the needs of vulnerable groups. Disadvantaged subgroups are often under-represented in sports clubs, partly because

they are unable to afford membership fees and therefore have fewer opportunities to engage in leisure-time physical activity. The planning and building of infrastructures often neglects demands of those most in need...

On participation: the *White Paper* states that sports promote a shared sense of belonging and participation, over and above the benefits of the physical activity itself. The *Physical Activity Guidelines* call for increased public support. The *WHO Global Strategy* stresses the importance of changing social norms so that physical activity can be integrated into everyday life, through community involvement.

#### *Integrating environments for physical activity in all policies*

---

The *WHO Global Strategy* emphasises the central role of governments in creating an empowering and encouraging environment for PA. It calls for multi-sectoral policies that frame and target change. Improving infrastructures for physical activity is not only about sports. A broad variety of sectors and actors at all levels of administration have a responsibility to improve infrastructures through ongoing review so that opportunities for leisure-time physical activity can be enhanced. It also calls for involving other partners such as voluntary/third sector organisations, academia, the media as well as the private sector. The *EU Physical Activity Guidelines* demand cross-sectoral approaches involving sectors like sport, health, education, transport, environment, urban planning and public safety to improve physical activity. They call for interministerial, inter-agency and inter-professional collaboration, including all levels of government, and collaboration with the third and private sector. The guidelines refer to quality criteria used in the development and implementation of policies. These criteria can be adapted to the specific features of policies for improving infrastructures for leisure-time physical activity.

The *White Paper on Sport* links sport to sustainable development as well as to enhancing public health. The *Green Paper* also argues that developing synergies among all relevant policy sectors is crucial for creating supportive environments and making healthy choices available.

Systematic approaches to participation for improving infrastructures for leisure-time physical activity involve identifying and involving relevant professions, representatives of governmental and non-governmental organisations as well as specific target groups. To be effective they also need to take account of social equality objectives and to be present in all policies for improving leisure-time physical activity infrastructures.



# DEVELOPMENT OF THE GUIDELINES

---

## *Step 1:*

Assessment of existing policies in 12 European countries I/2009

## *Step 2:*

Assessment of mechanisms in use in 12 European countries II/2009

## *Step 3:*

First discussion on set of quality criteria out of the assessment in December 2009 at a meeting with all partners

## *Step 4:*

Review of international guidelines in use

## *Step 5:*

Feedback by all IMPALA partners in May 2010 to a preliminary draft

## *Step 6:*

Workshops with national experts in IMPALA countries and feedback reports on a reviewed draft, Summer 2010

## *Step 7:*

Presentation of the draft guidelines at

POIN2010 Conference, Nov 8-9 2010, Frankfurt/Germany

Discussion with and review by international experts

## *Step 8:*

Presentation of the guidelines to DG SANCO, early in 2011





- Adams, N. & Harris, N. (2005). Best Practice Guidelines for Regional Development Strategies. Cardiff: Cardiff University.
- Center for Disease Control and Prevention (2009). Recommended Community Strategies and Measurements to Prevent Obesity in the United States. MMWR Recommendations and Reports 58 (RR07): 1-26.
- Commission of the European Union (2007a). White Paper "White Paper on Sport". COM (2007) 391 final. Brussels: European Commission.
- Commission of the European Union (2007b). White Paper "A Strategy for Europe on Nutrition, Overweight and Obesity related health issues". COM (2007) 279 final. Brussels: European Commission.
- Commission of the European Union (2005). Green Paper "Promoting healthy diets and physical activity: a European dimension for the prevention of overweight, obesity and chronic diseases". COM (2005) 637 final. Brussels: European Commission.
- Department of the Environment, Transport, and the Regions (2000). By Design: Urban design in the planning system: towards better practice. London: Department of the Environment, Transport, and the Regions.
- Edwards, P. & Tsouros, A. (2008). A healthy city is an active city: a physical activity planning guide. Copenhagen: WHO Regional Office for Europe.
- Edwards, P. & Tsouros, A. (2006). Promoting physical activity and active living in urban environments. The role of local governments. Copenhagen: WHO Regional Office for Europe.
- EU Working Group „Sport & Health“ (2008). EU Physical Activity Guidelines. Recommended Policy Actions in Support of Health-Enhancing Physical Activity. Brussels: EU Working Group „Sport & Health“.
- Kaehler, R. & Rave, K. (2008). Sportstaetten neu denken und gestalten. Planen-finanzieren-bauen-betreiben. Kiel: Kieler Schriften zur Sportwissenschaft.
- Landessportbund Hessen (Ed.) 2003. Handbuch der kommunalen Sportentwicklungsplanung. Zukunftsorientierte Sportstättenentwicklung Bd. 14. Frankfurt am Main: Landessportbund Hessen.
- Landessportbund Hessen (Ed.) 2004. Sportstaetten-Management - Neue Wege fuer vereinseigene und kommunale Sportstaetten. Zukunftsorientierte Sportstaettenentwicklung Bd. 6. Frankfurt am Main: Landessportbund Hessen.
- National Institute for Health and Clinical Excellence (2008). Promoting and creating built or natural environments that encourage and support physical activity. NICE public health guidance 8. London: NICE.
- National Heart Foundation of Australia (Victorian Division) 2004. Healthy by design: a planners' guide to environments for active living. National Heart Foundation of Australia (Victorian Division).
- Ontario Ministry of Health Promotion (without year). Active 2010. Community Physical Activity Planning. A Resource Manual for communities preparing plans. Ontario: Ministry of Health Promotion.
- Projektbeirat „Grundlagen zur Weiterentwicklung von Sportanlagen“ (2009). 10 Thesen zur Weiterentwicklung von Sportanlagen. Bonn: Bundesinstitut fuer Sportwissenschaft.
- WHO (2008). A healthy city is an active city: a physical activity planning guide. Copenhagen: WHO Europe.
- World Health Organisation (2006). The role of local governments
- World Health Organisation (2004). Global Strategy on diet, physical activity, and health. Geneva: WHO.



# APPLICATION FORM:

## *Good Practice Example in IMPALA*

TITLE OF THE EXAMPLE	GOAL(S)	CONTEXT	IMPACT ON IMPROVING LTPA INFRASTRUCTURES	LESSONS LEARNED	CONTACT	RESOURCES/ WEBSITE



Edited 2nd May 2017 within the HEPCOM project

**RESULT OF THE EU-PROJECT IMPALA**



**FUNDED BY:**

European Commission - Executive Agency for Health and Consumers  
Grant Agreement No. 20081208



**COORDINATED BY:**

Friedrich-Alexander-University of Erlangen-Nuremberg  
Institute of Sport Science and Sport  
Division of Public Health and Physical Activity



