Planning for People

SUSTAINABLE URBAN MOBILITY PLANS

GUIDELINES

DEVELOPING AND IMPLEMENTING A SUSTAINABLE URBAN MOBILITY PLAN

Supported by INTELLIGENT ENERGY EUROPE

www.mobilityplans.eu

SUSTAINABLE URBAN MOBILITY PLANS

CONTACT

RUPPRECHT CONSULT
Forschung & Beratung GmbH

Rupprecht Consult – Forschung und Beratung GmbH
Clever Strasse 13 - 15
50668 Cologne
GERMANY
Sebastian Bührmann, Email: s.buehrmann@rupprecht-consult.eu
Frank Wefering, Email: f.wefering@rupprecht-consult.eu
Siegfried Rupprecht, Email: s.rupprecht@rupprecht-consult.eu
Tel.: 49.221.60 60 55 -0
www.rupprecht-consult.eu

WEBSITE

www.mobilityplans.eu

DISCLAIMER

Project	Eltisplus
Contract No.	EACI/IEE/2009/05/S12.558822
Subject	Guidelines. Developing and Implementing a Sustainable Urban Mobility Plan. (part of Deliverable 2.2)
Version	23 September 2011 (working document)
Prepared by	Rupprecht Consult: Sebastian Bührmann, Frank Wefering, Siegfried Rupprecht
Contributors to case studies and tools	• City of Helsinki: Mette Granberg, Johanna Vilkuna, Sakari Saarinen • Edinburgh Napier University: Tom Rye • Institut d'Estudis Territorials, Barcelona: Kerstin Burckhart • Mobiel 21, Leuven: Sarah Martens, Jan Christiaens • Regional Environmental Center for Central and Eastern Europe: Gábor Heves • Rupprecht Consult: Wolfgang Backhaus, Sebastian Bührmann, Michael Laubenheimer, Siegfried Rupprecht, Rafael Urbanczyk, Patrick Vanegmond (PDU), Frank Wefering • TRT TRASPORTI E TERRITORIO, Milan: Simone Bosetti, Patrizia Malgieri, Cosimo Chiffi
Layout	FGM-AMOR
Cover Photo	Green City, Munich

SUSTAINABLE URBAN MOBILITY PLANS

CONTENT

A NEW WAY OF
PLANNING URBAN MOBILITY

If you imagine your city in 20 years, what would you like it to look like? A place where children can play safely? Where the air is clean? Where you can walk to do your shopping? With lots of parks and green space? Where businesses can prosper?

But how do you realise such a vision? Sustainable urban mobility planning is planning for the future of your city with its people as the focus. Sustainable Urban Mobility Plans (SUMP) mean "Planning for People".

It should also be clear right from the beginning that sustainable urban mobility planning is an approach that fosters a planning practice and culture that aims at a truly sustainable urban transport development. Sustainable urban mobility planning is about moving in the right direction. It should grow from existing practices in European cities that already apply many of the aspects covered by a SUMP.

SUSTAINABLE URBAN MOBILITY PLAN – A DEFINITION

A Sustainable Urban Mobility Plan is a Strategic plan designed to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. It builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles.

WHAT IS THE PURPOSE OF A SUSTAINABLE URBAN MOBILITY PLAN?

A Sustainable Urban Mobility Plan aims to create a sustainable urban transport system by addressing – at least – the following objectives:

- Ensure the accessibility offered by the transport system is available to all;
- Improve safety and security;
- Reduce air and noise pollution, greenhouse gas emissions and energy consumption;
- Improve the efficiency and cost-effectiveness of the transportation of persons and goods;
- Contribute to enhancing the attractiveness and quality of the urban environment and urban design.

WHAT IS THE SCOPE OF AN SUMP?

The policies and measures defined in a Sustainable Urban Mobility Plan cover all modes and forms of transport in the entire urban agglomeration, including public and private, passenger and freight, motorised and non-motorised, moving and parking.

HOW DOES IT WORK?

A Sustainable Urban Mobility Plan is a way of tackling transport-related problems in urban areas more efficiently. Building on existing practices and regulatory frameworks in the Member States, its basic characteristics are:

- A participatory approach: involving citizens and stakeholders from the outset and throughout the process in decision making, implementation and evaluation, building local capacity for handling complex planning issues, and ensuring gender equity;
- A pledge for sustainability: balancing economic development, social equity and environmental quality;
- An integrated approach: of practices and policies between policy sectors (e.g. transport, land-use, environment, economic development, social inclusion, gender equity, health, safety), between authority levels (e.g. district, municipality, agglomeration, region, nation, EU), and between neighbouring authorities (inter-municipal, inter-regional, transnational, etc.);
- A focus on achieving measurable targets derived from short term objectives, aligned with a vision for transport and embedded in an overall sustainable development strategy;
- A review of transport costs and benefits, taking into account wider societal costs and benefits, also across policy sectors;
- A method comprising the following tasks:
  1. status analysis and baseline scenario;
  2. definition of a vision, objectives and targets;
  3. selection of policies and measures;
  4. assignment of responsibilities and resources;
  5. arrangements for monitoring and evaluation.

Source: Adapted from "PILOT Project. Sustainable Urban Transport Plans – SUTP Manual, Guidance for Stakeholders" (2007)

SUSTAINABLE URBAN MOBILITY PLANS

BENEFITS

Different approaches to sustainable urban mobility planning exist throughout Europe. While some countries such as the UK (Local Transport Plans) or France (Plans de Déplacements Urbains) may be considered forerunners, the SUMP approach is new or non-existent in other parts of the EU.

The benefits and added values of a Sustainable Urban Mobility Plan (SUMP) need to be communicated to decision-makers, planners and other urban mobility stakeholders in order to convince them of the advantages of using this approach in their own urban context. Municipalities may consider an SUMP as yet another plan on the urban agenda. Therefore, it is important to emphasise that sustainable urban mobility planning is not a completely new planning approach, but that it rather builds on existing planning activities.

There is a large variety of benefits associated with sustainable urban mobility planning. These include:

BETTER QUALITY OF LIFE

There is a wide consensus that sustainable urban mobility planning contributes to better quality of life in an urban area. This can be expressed in many smaller and larger improvements, such as more attractive public spaces, improved (road) safety, better air quality, fewer emissions or less noise. To this extent, sustainable urban mobility planning carries an emotional message (good public spaces, children's safety) which should be widely used and exploited in the concept promotion.

ENVIRONMENTAL AND HEALTH BENEFITS

Closely related to the positive environmental effects and improvements in terms of air quality and noise, citizens and society can realise positive health effects, thereby saving significant on health related cost in both the short and long term. Furthermore, sustainable urban mobility planning offers the opportunity to tackle climate change issues.

IMPROVED MOBILITY AND ACCESSIBILITY

Sustainable urban mobility planning that ultimately results in the implementation of sustainable mobility projects or measures improves citizens' mobility situation and facilitates the accessibility of urban areas and their services.

IMPROVED IMAGE OF A CITY

A city engaged in sustainable urban mobility planning can project the image of being innovative and forward-looking.

POTENTIAL TO REACH MORE PEOPLE

Planners have the potential to reach more people and better respond to the needs of different user groups. Of course it can be challenging to introduce an SUMP among planners who have traditionally focused on developing infrastructure. Sustainable urban mobility planning offers planners an integrated and interdisciplinary approach to planning mobility.

Source: Rupprecht Consult

CITIZEN- AND STAKEHOLDER-SUPPORTED DECISIONS

Involving stakeholders and citizens is a basic principle of sustainable urban mobility planning. Through this involvement, decisions for or against specific urban mobility measures can obtain an significant level of "public legitimacy".

EFFECTIVE FULFILMENT OF LEGAL OBLIGATIONS

Sustainable urban mobility plans offer an effective way to tackle and fulfil legal obligation such as the European Commission's Air Quality Directive (see: http://ec.europa.eu/environment/air/quality/legislation/existing_leg.htm) or national noise regulations.

NEW POLITICAL VISION

Sustainable urban mobility planning offers the opportunity to develop another kind of political vision for a city. For officials in local authorities, it provides a longer term agenda and a clear programme to work towards. If carried out well, SUMP has the potential to deliver better results with less conflict.

INTEGRATION POTENTIAL

Sustainable urban mobility planning encourages an effective and integrated planning culture for urban mobility in Europe. It is an approach that aims for the integration of sectors and institutions. In most cases, the SUMP is driven by a city's mobility and/or transport department. However, it is one of its principles to involve other municipal or regional departments (for example, land-use, environment, economic development, social inclusion, health, safety) in the planning process. Therefore, policy relevance of SUMP is not limited to mobility and transport, and this planning approach contributes to the achievement of other local goals (economic, social, environmental) as well.

IMPROVING A CITY'S COMPETITIVENESS AND ACCESS TO FUNDING

SUMPs can help planners access certain funding pools that are available for innovative solutions or integrated planning approaches. In some cases, the existence (or the work towards the adoption) of a Sustainable Urban Mobility Plan can improve the competitiveness of a city when applying for funding.

POLICY BACKGROUND

The need for more sustainable and integrative planning processes – also in sectors related to urban mobility – has been widely recognised. At the European level, Sustainable Urban Mobility Plans have gained increased recognition and importance as well.

The European Commission's Action Plan on Urban Mobility aims at accelerating the take-up of sustainable urban mobility planning in Europe by providing guidance material, promoting best practice exchange, identifying benchmarks, and supporting educational activities for urban mobility professionals. Sustainable urban mobility planning received a further significant push when the EU transport ministers adopted conclusions on the Action Plan on Urban Mobility in Luxembourg on 24 June 2010. The Council of the European Union "supports the development of Sustainable Urban Mobility Plans for cities and metropolitan areas [..] and encourages the development of incentives, such as expert assistance and information exchange, for the creation of such plans".

Action Plan on Urban Mobility – Action 1

ACCELERATING THE TAKE-UP OF SUSTAINABLE URBAN MOBILITY PLANS

- The EC will support local authorities in developing Sustainable Urban Mobility Plans covering freight and passenger transport in urban and peri-urban areas.
- It will provide guidance material, promote best practice exchange, identify benchmarks, and support educational activities for urban mobility professionals.
- The EC could take further steps, for example through incentives and recommendations.
- Whenever possible, the Commission will encourage Member States to provide platforms for mutual learning and sharing of experiences and best practices that would foster the development of sustainable urban mobility policies.
- The Commission will also introduce an urban mobility dimension in the Covenant of Mayors in order to promote an integrated approach linking energy and climate change with transport. It will encourage the incorporation of transport and mobility issues in the Sustainable Energy Action Plans to be prepared by the cities participating in the Covenant.

[Action Plan on Urban Mobility COM (2009) 490/5] available from http://ec.europa.eu/transport/urban/urban_mobility/action_plan_en.htm

THE PROJECT

The European Commission initiated a three-year project running from May 2010 to April 2013 to accelerate the large scale uptake of Sustainable Urban Mobility Plans in Europe with the help of guidance, awareness-raising activities and training workshops.

The guidelines presented here have been prepared based on a range of sources and expert input:

- Desk research of previous research and guidance (e.g. SUTP expert group report 2004, PILOT and BUSTRIP projects)
- Investigation into the status of and approach to Sustainable Urban Mobility Plans in 31 European countries, i.e. the 27 EU Member States as well as Croatia, Iceland, Liechtenstein, and Norway
- A user needs assessment carried out through stakeholder and expert interviews
- Four expert workshops on Sustainable Urban Mobility Plans held in 2010/2011
- UK Local Transport Plan Guidance (second and third edition)
- French Plans de Déplacements Urbains (PDU) guidance and assessment

This document informs awareness-raising activities and training workshops on sustainable urban mobility planning across Europe.

The guidelines will remain a working document that will be further fine-tuned in 2011 and 2012 (updates will be made available on www.mobilityplans.eu). The fine-tuning will again involve SUMP stakeholders and experts.


Source: www.stockxpert.com

SUSTAINABLE URBAN MOBILITY PLANS

ABOUT THIS DOCUMENT

The EC's Action Plan on Urban Mobility calls for an increase in the take up of sustainable urban mobility planning in Europe. This document introduces the concept of Sustainable Urban Mobility Plans and sets out the steps involved in the preparation of such plans. The document is aimed at practitioners in urban transport and mobility as well as other stakeholders who would be involved in the preparation and implementation of Sustainable Urban Mobility Plans.

The guidelines presented in this working document focus on the basic description of essential requirements for Sustainable Urban Mobility Plans. They include good practice examples, tools and references that further illustrate the development and implementation of a Sustainable Urban Mobility Plan.

In many cases, the good practices cover examples from urban mobility plans that can be considered to fulfil the requirements of an SUMP. In other cases, the good practices describe processes and activities that are not embedded directly in an SUMP context, but provide valuable tips for similar activities (e.g. citizen involvement when designing specific measures) within a sustainable urban mobility planning process. The aim is to provide a portfolio of examples from different European regions to show that good planning approaches are possible in different contexts.

Information on "Activities beyond essential requirements" gives additional guidance to cities and regions that have already reached an advanced level of urban mobility planning. Many of the good practice examples also illustrate advanced planning activities.

The present guidelines have been compiled with the input of many experts on urban transport and mobility planning from across Europe. They reflect a wide range of experiences. The guidelines, however, need interpretation in the local context, which may lead to approaches that are somewhat different from those described in this document. The guidelines do not give detailed technical guidance, but focus on the process of developing and implementing an SUMP. The document however includes many links to more specific technical guidance and tools that can be applied when developing an SUMP.

As mentioned these Guidelines are a working document. The SUMP project welcomes comments and encourages submitting further examples of planning practices (especially from cities in Central and Eastern Europe). Please see the contact details on page 2 to send your comments or contributions.

THE SUMP CYCLE IN OVERVIEW

The three elements of a Sustainable Urban Mobility Plan, as presented and agreed at the consultation workshops are:

- Planning (process): the core of the methodology
- Plan (content of the document): beyond providing a plan outline, putting focus on actual examples of effective measures
- Policy (implementation process of the plan and its final appraisal): a new element to facilitate implementation

Developing and implementing an SUMP should be understood as an innovation cycle that is repeated in the sense of a continuous improvement strategy.

This document structures the SUMP cycle into 11 Elements (= main steps) and 32 Activities (= detailing specific tasks). Each of the 32 SUMP Activities belonging to the eleven SUMP Elements is structured in a uniform manner:

- Rationale of Activity, issues to be addressed, questions to which responses are needed
- Aims of the Activities to be performed
- Tasks describing what needs to be done in detail
- Activities beyond essential requirements, addressing cities with some experience in the elaboration of mobility plans
- Timing and coordination requirements with other Activities
- Checklist of milestones to be achieved

It needs to be stressed that the timing of the different Activities provides a logical rather than a sequential structure. Activities run partially in parallel or include feedback loops. The section on "timing and coordination" for each Activity highlights crucial aspects in this regard.

The following page includes a graphical overview of the SUMP cycle, followed by a detailed description of all Elements and Activities.

SUSTAINABLE URBAN MOBILITY PLANS

SUMP ELEMENTS & ACTIVITIES

Rupprecht Consult, 31 March 2011

GUIDELINES – SUMP ELEMENTS AND ACTIVITIES

Starting Point: "We want to improve mobility and quality of life for our citizens!"

It should be clear from the outset that urban transport and mobility is not an end in itself but should contribute to higher goals, such as quality of life and well-being of the citizens. This should be the starting point for developing a Sustainable Urban Mobility Plan. Depending on the national context a legal obligation can also be the driving force for developing an SUMP. Nevertheless real commitment is needed to make it a truly sustainable and effective plan.

A common challenge for planners in local administrations who support sustainable urban mobility planning is to convince decision makers of the added value of this approach. If there is no "champion" available on the local level, it can be hard work to convince the right politicians to become supporters of developing an SUMP. This requires compiling good arguments. While there is no "silver bullet", starting points could be to show the challenges and problems the city faces if nothing is changed, to stress the benefits generated by an SUMP and to highlight the fact that good results are recognised by the voters (e.g. pointing to other cities that have applied sustainable urban mobility planning). This is particularly challenging as the full impact of an SUMP only becomes visible after a longer time-span than the electoral cycle. It may be helpful to point to the option of including "quick win" solutions in the SUMP, which may help to generate a positive response among citizens and other stakeholders in the short-term.

Source: Bernd Decker, Rupprecht Consult

SUSTAINABLE URBAN MOBILITY PLANS

Element 1: Determine your potential for a successful SUMP

Preparing well

- 1.1 Commit to overall sustainable mobility principles
- 1.2 Assess impact of regional/national framework
- 1.3 Conduct self-assessment
- 1.4 Review availability of resources
- 1.5 Define basic timeline
- 1.6 Identify key actors and stakeholders

At the beginning of the sustainable urban mobility planning process, it is necessary to determine the potential to elaborate a successful SUMP. This depends on many internal and external factors that provide an overall framework for the planning process and plan implementation.
The following describes the key activities in preparing the SUMP process.

ACTIVITY 1.1: COMMIT TO OVERALL SUSTAINABLE MOBILITY PRINCIPLES

RATIONALE

An urban transport plan can only call itself sustainable if certain economic, social and environmental criteria are taken into account. An underlying understanding of, and commitment to, sustainability principles is an essential planning fundamental that will help to orient the SUMP development process at an overall strategic level.

DEFINITION: A SUSTAINABLE TRANSPORT SYSTEM

A sustainable transport system meets society's economic, social and environmental needs whilst minimising its undesirable impacts on the economy, society and the environment.

Source: Renewed EU Sustainable Development Strategy as adopted by the European Council on 15/16 June 2006, http://ec.europa.eu/environment/eussd/

AIMS

- Ensure that basic sustainability principles are taken into account throughout the whole planning process.
- Develop a joint understanding of what sustainable urban mobility means.
- Broaden the view to all aspects that need to be addressed to make the SUMP a truly sustainable document, also beyond transport and mobility.

TASKS

- Analyse to what extent sustainability principles are already part of your city's/ region's policy (e.g. in visions, local agenda) on transport and mobility and related policy fields (e.g. sustainable land-use policy that makes use of brownfield land vs. one that promotes urban sprawl).
- Check with local decision makers and key stakeholders with a say in relevant policy fields to what extent the sustainability principles are in line with the current political agenda.
- As a starting point, try to achieve broad agreement on making sustainability principles the underlying fundament of the work on SUMP.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Reinforce your commitment to sustainable urban mobility by joining the Covenant of the Mayors and/or the CiViTAS Forum (details see below).
- Make sure that a clear distinction is made between access to services and facilities (mobility) and traffic/transport: The first is the objective of all activities, the purpose; the second is the instrument to realize access and mobility. An overall principle could be to provide access for the citizens with less traffic (= less resources, less costs, less fuel, less pollution, less accidents etc.).

TIMING AND COORDINATION

- At the beginning of the planning process. Sustainability principles to be considered throughout the whole planning process.

CHECKLIST	
Analysis concluded on the extent to which sustainability criteria guide current policies relevant to urban mobility.	
Overall commitment to sustainability principles from key stakeholders achieved.	

EXAMPLES

CIVITAS FORUM NETWORK

Currently there are 186 member cities in the CiViTAS Forum Network that have signed the CiViTAS Declaration. The CiViTAS Forum is open to all cities that want to learn more about the usefulness of individual measures that support clean urban transport, and the best ways to combine and integrate them on a large scale. Participating cities have to prove their political and technical commitments to introduce ambitious, integrated urban transport strategies.

Specifically, this means that the city plans to

- achieve a significant change in the modal split, in favour of sustainable transportation modes;
- follow an integrated approach, by addressing as many of the categories of CiViTAS instruments and measures as possible in its policy.

Each city must commit itself to the introduction of an ambitious, sustainable urban transport policy. This commitment must be politically endorsed in the CiViTAS Forum Declaration by the signature of a local politician who has executive power (Councillor or (Vice) Mayor). Details see: http://civitas.eu/cms_network.phtml?id=371

COVENANT OF MAYORS

The European Union (EU) is leading the global fight against climate change, and has made it a top priority. Its ambitious targets are spelt out in the EU Climate Action and Energy Package, which commits Member States to curb their CO_2 emissions by at least 20% by 2020. Signatories of the Covenant of Mayors contribute to these policy objectives through a formal commitment to go beyond this target through the implementation of a Sustainable Energy Action Plan.

Details see: www.eumayors.eu

ACTIVITY 1.2: ASSESS IMPACT OF REGIONAL/NATIONAL FRAMEWORK

RATIONALE

Sustainable urban mobility planning is focused on the level of the urban agglomeration. Nevertheless it is embedded in a wider regional and national framework for planning activities in the field of urban mobility. This includes for example regulations, funding streams or higher level strategies for spatial and transport development (e.g. a national transport plan, where one exists). It is crucial to assess the impact of the regional/ national framework to fully exploit opportunities and avoid conflicts with higher level authorities at a later point.

AIMS

- Ensure that relevant regional and national framework conditions for SUMP are identified.
- Gain a clear perspective on how the regional and national framework will influence the sustainable urban mobility planning process and design of measures.

TASKS

- Identify, document and assess:
  - Legal regulations and guidance for an SUMP (if any)
  - Regional/ national funding criteria that relate to an SUMP
  - Higher level plans, strategies and objectives that might influence your SUMP or what your SUMP can do. For example, a National Roads Authority's plans for new or improved roads could work against the objectives of a city's SUMP by encouraging more driving into the city. The SUMP will have to take this into account.
  - Higher level influence on responsibilities or planning perimeter for an SUMP
  - Requirements or initiatives for coordination and integration of different policies, e.g. the integration of local and regional land use planning such as new housing developments or business parks in the region can decisively change mobility patterns on the local level.
- Create a synopsis of relevant regional/ national framework with suggestions as to how to address these points for the local SUMP.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Possibility to include further recommendations.

TIMING AND COORDINATION

- At the beginning of the planning process, within a few weeks.
- Consider relevant results throughout the whole planning process and for measure design, take it particularly into account when defining the development process and scope of plan (SUMP Element 2).

CHECKLIST	
Relevant documents from national and regional level reviewed and results summarised.	
Opportunities and potential problems identified that might result from regional and national framework conditions.	

EXAMPLES

FRANCE: NATIONAL FRAMEWORK AND LEGAL ASPECTS

The first development of the "Plans de Déplacements Urbains" (PDUs) – the French SUMP – followed the adoption of the Loi des transports intérieurs (Law on domestic transport; LOTI) in December 1982. This law stipulates the goal, general objectives and orientations of the PDUs. The general goal of a PDU is to ensure a sustainable equilibrium between the needs for mobility and accessibility with the protection of the environment and health. The Loi sur l'air et l'utilisation rationelle de l'énergie (Clean air and rational use of energy law; LAURE) of December 1996 made it obligatory for all agglomerations with more than 100,000 inhabitants to develop a PDU.

Transport authorities in agglomerations with less than 100,000 inhabitants may choose to develop a PDU on a voluntary basis. Several such authorities have chosen to do so; others have developed similar documents, although they were not legally obligated to do so (e.g. Schéma de Déplacement Urbain, or Politique Globale de Déplacement).

The Loi solidarité et renouvellement urbains (solidarity and urban renovation law; SRU) of December 2000 reinforced the PDU as an instrument. This legislation enlarged the number of mobility issues to be dealt with, and also made it a reference document for mobility, urban development, social cohesion and environmental protection. Therewith, the PDU changed from a "simple" forward-looking document into an integrative programming document of infrastructures and accompanying measures. The law also imposed the inclusion of a more detailed financial plan and a calendar for the integrated actions and activities. Finally, the law requires an evaluation and review of the PDU at the latest five years after the final approval of the plan. Most metropolitan authorities have set up a

Source: www.sxc.hu | Pascal THAUVIN

PDU observatory that evaluates annually the progress made in the realisation of different PDU activities. The PDU should also be compatible with a range of other plans and strategies such as those on urban development, on air quality and climate protection, on territorial development, on higher level transport and road development schemes, on access for the disabled and the equality act and on mobility management/commuter plans. An interesting new development is that the "Law Grenelle 2" (2010) imposed the requirement to measure CO_2 levels before the implementation of an SUMP, and another one after five years. This evaluation supplements the 2005 regulation that obliges an environmental impact assessment to be carried out during the elaboration of a PDU.

Source: Rupprecht Consult, based on:

«Plan de Déplacements Urbains»: Panorama 2009, GART, Paris, avril 2010.

«Les Plans de Déplacements Urbains, Bilan et Perspectives», GART, Paris, 2005.

«Transport public et déplacement dans les schéma de Cohérence territoriale», Actes du colloque organise le 13 septembre 2005, GART, Paris, 2005.

«Loi Handicap: 1 an après, Conférence de presse», Phillippe Bas, Ministre délégué à la Sécurité sociale, aux personnes âgées, aux Personnes handicapées et à la famille, 9 février 2006. AUCAM, le Plan de Déplacement Urbain (PDU), Que savons nous, N°27, Caen, octobre 2010.

ACTIVITY 1.3: CONDUCT SELF-ASSESSMENT

RATIONALE

A self-assessment at the beginning of the planning process is needed to identify strengths and weaknesses and to understand your own potential to run a successful sustainable urban mobility planning process. The assessment should cover the current status of transport planning (how close to SUMP are you?) as well as the contextual and process barriers and drivers that might influence the sustainable urban mobility planning process. This will help to determine what the planning process will look like in your own local context. The self-assessment should consider the needs of the whole community, i.e. for example also address social inclusion and gender questions.

AIMS

- Get an honest and clear picture on the strengths, weaknesses and opportunities with regard to developing an SUMP in your own local context (e.g. political, institutional, legal framework).
- Develop a tailored sustainable urban mobility planning process that fits the local context.

TASKS

- Analyse the status of different SUMP elements in your current local transport planning (are they considered fully, to a limited degree or not at all?). You may use this document to check whether the Elements and Activities described have already been established in your city or region. This way you can identify gaps in current planning practice that should be addressed in the new SUMP.
- Identify and analyse drivers and barriers for transport development in your urban agglomeration.
  - Contextual barriers that affect the whole sustainable urban mobility planning process (e.g. institutional, legal, financial – for example, is the bus company private, or controlled by another level of government?
  - Process barriers that may arise in the course of the planning (e.g. management, communication between different departments who will be involved in SUMP development and implementation).
  - Identify drivers that can support process and implementation.
- Assess social exclusion aspects and solutions in the framework of transport policies. This means considering the needs of the whole community, including all vulnerable groups such as children, disabled people, the elderly, low income households, minority groups etc. Gender aspects, i.e. giving women and men the same opportunities, should also be looked at. Important questions are:
  - Does the transport system guarantee equal access, affordability and availability (or related mobility options)?
  - Do transport-related measures facilitate employment and support the development of an inclusive labour market?
- Carry out an honest self-assessment as a starting point for improving planning processes and policies. The outcome does not necessarily have to be made public.

TOOLS

SELF-ASSESSMENT METHODOLOGIES INTERNAL MEETING AND REVIEW

A self assessment can be as simple as a group of people who are involved in the planning process sitting down together to discuss the strengths and weaknesses of current processes and how to improve them. An independent facilitator can help in this. If desired, this can be coupled with a full SWOT-analysis. This method was used by Derbyshire County Council in the UK, as a way of improving its local transport planning (SUMP) processes, and of taking into account changes in other areas of planning that affected the LTP.

Source: FGM

PEER REVIEW

Another way of reviewing the planning environment for an SUMP is by means of a peer review. This is where one or more sustainable urban mobility planners, or other experts in the field, are invited to review the situation in a city before it prepares its (latest) SUMP. The peer reviewer can consider the quality of the planning process and organisations in place and can also help to benchmark its outputs and outcomes against the "best in class," thus giving the city feedback on what it has done and what it has achieved, as well as on how it organises its SUMP. The City of Gent and the City of Ljubljana employed peer reviewers to help them reflect on what they have achieved, and how they might do better in their SUMPs. (See also example from BUSTRIP project on the next page)

USE OF QUALITY MANAGEMENT SYSTEMS AND LABELS

Quality management systems (QMS) are designed to assess organisational processes and offer guidance on how to improve them. When a certain level of organisational quality is judged to have been achieved, a label or certificate is awarded. The most well known form of quality management system is ISO9001, which evolved out of quality management primarily in the manufacturing industry, and so was initially designed for production processes. More relevant to sustainable urban mobility planning might be the Common Assessment Framework, which is available free of charge to all EU Member States and is particularly aimed at the public sector. Finally, some specific quality management systems that deal with certain aspects of sustainable mobility are currently available: Bypad is a QMS for cycling (www.bypad.org), and MaxQ is a QMS for mobility management (www.epomm.eu). The City of Lund in Sweden has applied MaxQ to improve the mobility management policy that sits within the wider framework of its well known SUMP, Lundamats. QMSs to assess the quality of a city's entire sustainable mobility policy are currently (2011) under development in the IEE STEER projects Ecomobility SHIFT (www.ecomobility.org/shift/), QUEST and ADVANCE (no websites available at time of writing).

Source: Tom Rye, Edinburgh Napier University

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Apply peer-review methodology with external experts.
- Apply quality management systems.

TIMING AND COORDINATION

- At the beginning of the planning process, with results to be taken into account for the design of locally tailored sustainable urban mobility planning process (→ Activity 2.4 "Agree on work plan and management arrangements).
- Link to → Activity 1.4: Review availability of resources.

TOOLS

SELF ASSESSMENT AND PEER REVIEW IN BUSTRIP PROJECT

The BUSTRIP project used a peer review method to help the partner cities understand the status of their urban transport planning, policies, activities and processes. The methodology was designed to assist partner cities in preparing and implementing sustainable urban transport plans and actions.

BUSTRIP peer reviews were performance assessments; considered judgments of peers (experts from other partner cities) on status and progress made (performance) by municipalities towards an agreed-upon benchmark of sustainable urban transport. The "BUSTRIP SUTP Benchmark" was adapted from the final report of the EU Expert Working Group on Sustainable Urban Transport Plans 2004. The benchmark described the characteristics that should be evident within Sustainable Urban Transport Plans. As a first step of the peer review process the cities prepared self-assessment reports describing the progress being made in the municipality towards sustainable urban transport. The self-assessment reports included the municipality profile, the drivers and impacts related to urban transport, and the gap analysis describing the processes the city had used in preparing its existing transport related plans, strategies, actions, and targets. This description was compared to the 'ideal' characteristics of the benchmark for preparing SUTPs. The self-assessment

Source: Sakari Saarinen

served as background information for a peer review team that was nominated specifically for each partner city. The peers desk-reviewed the self assessment report and set up with city the actual peer review visit. As a next step, the peer review team visited the city for 3 – 5 days and carried out a review on the basis of the self-assessment and on meetings and interviews with stakeholders, interest groups, politicians and civil servants. After the visit, the team wrote its peer review report for the reviewed city who then used both their own self-assessment report and the peer review team's report in the next steps of the planning process and preparation of the city's Sustainable Urban Mobility Plan.

BUSTRIP peer review methodology document is available from: www.bustrip-project.net/documents.htm

Author: Sakari Saarinen, Finland (formerly Union of Baltic Cities, now City of Helsinki)

EXAMPLES

KOPRIVNICA, CROATIA: IDENTIFY AND FOCUS ON STRENGTHS IN ORDER TO ELIMINATE WEAKNESSES

At the very beginning of the Active Access project (www.active-access.eu) in which Koprivnica participates to promote cycling and walking, a detailed status-analysis was carried out. This was based on a self-assessment carried out by the municipality itself, an extensive consultation process with a range of stakeholders as well as a public survey. The public survey was conducted repeatedly, targeting those who walk and cycle regularly, as well as those who primarily drive their cars.

The self-assessment has revealed that the city has excellent conditions to promote sustainable mobility. The urban structure is level, compact and has enough space to install an extensive bicycle network. Already now 30% of the population walk or cycle regularly. 70% of school children go to school using public transport, cycling or by foot. In the summer vacation period the number of pedestrians and cyclists even outnumber that of cars.

Source: City of Koprivnica photo gallery

The city's mobility plan attempts to eliminate weaknesses by focusing on these strengths. When car drivers were asked in the public survey whether they would change their mobility patterns if there was a proper infrastructure in place, there was overwhelming support. All in all, a solid self-assessment was crucial in choosing the right focus for Koprivnica's mobility planning, and assured great public acceptance also during the implementation phase.

Eltis case studies with more information on Koprivnica: http://www.Eltis.org/index.php?ID1=6&id=62

Source: Gábor Heves, Regional Environmental Center for Central and Eastern Europe

CHECKLIST	
Appropriate self-assessment carried out.	
Strengths and weaknesses with regard to developing an SUMP identified.	
Results summarised as starting point to optimise locally tailored planning process.	

ACTIVITY 1.4: REVIEW AVAILABILITY OF RESOURCES

RATIONALE

Closely linked to the self-assessment is the question of the available resources for carrying out the sustainable urban mobility planning process and for implementing measures. This includes human resources (i.e. available staff and skills) as well as financial resources. Without sufficient resources it will be difficult to run a successful SUMP. For most public authorities, the specific skills required for running the SUMP process will exceed the capacities of their staff. While it may be common practice to bring in external expertise for particular technical tasks it is also important to think about building up expertise in your own organisation, and co-operating with other stakeholder over the long term. The aim is to cover immediate skill requirements ,by sub-contracting if needed, but also to develop and keep expertise on sustainable urban mobility planning within your own organisation.

AIMS

- Ensure that the necessary (wide) range of skills for managing and driving the SUMP process are available in your local authority and among stakeholders.
- Balance short-term skill requirements and capacity building for the local sustainable urban mobility planning community.
- Assess the confirmed and potential financial resources for running the planning process and for implementing measures.

TASKS

- Assess skills available within the leading organisation(s) and among stakeholders. Ensure that all core skills for sustainable urban mobility planning are considered. See list below.
- Develop a simple skill management plan that outlines a strategy to cover skill gaps (e.g. through training, cooperation, subcontracting). This should be done by someone who is familiar with the sustainable urban mobility planning process (if applicable in cooperation with your human resources manager). See figure below.
- Define the required budget for the sustainable urban mobility planning process and ensure political approval.
- Assess the likely budgetary framework for measure implementation. Consider local, regional, national and EU funding opportunities. This will probably still be a rough estimate at this stage, but will help you stay realistic.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

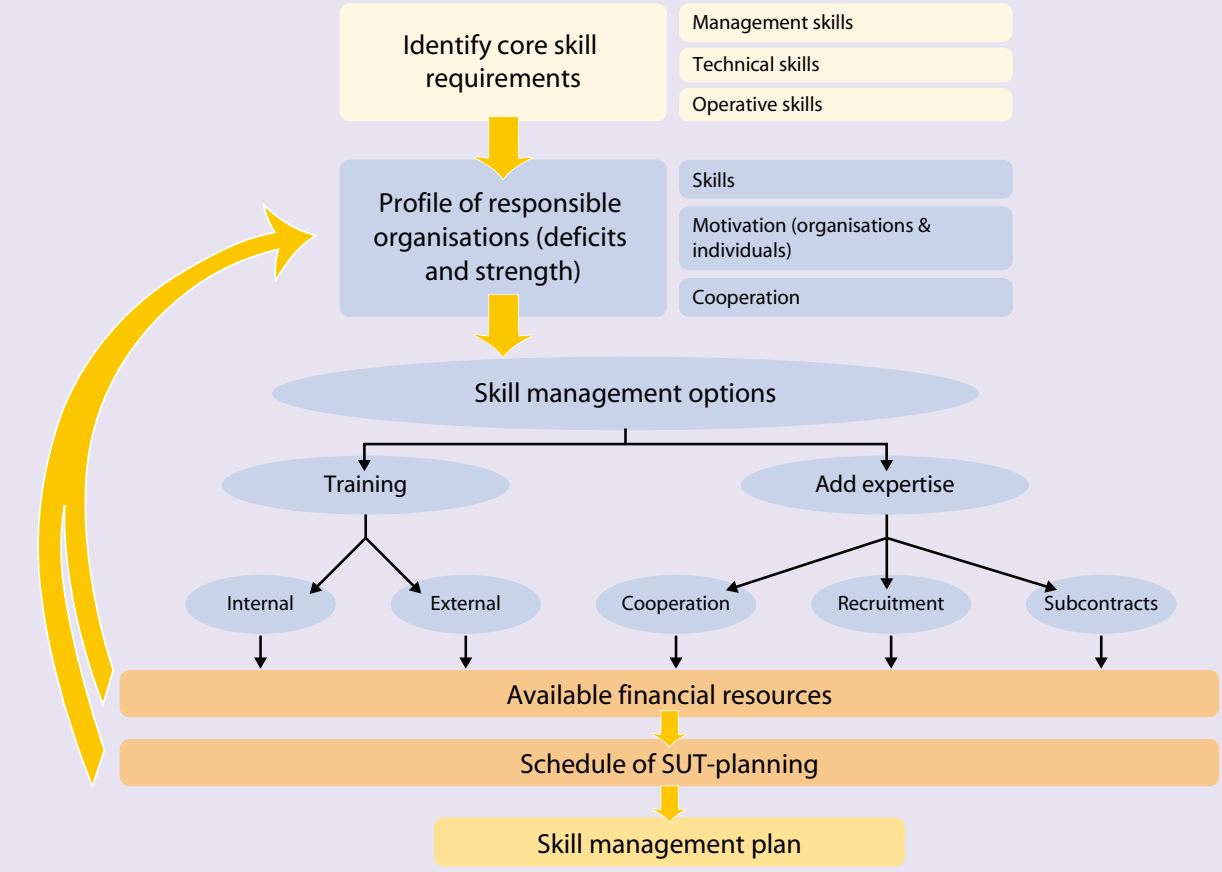
- Cooperation between responsible organisations to fill potential skill gaps.
- Involvement of external partners (e.g. consultants, universities) to fill skill gaps as needed.
- Recruitment: In the case of skill shortages, consider hiring people with a non-transport-related background for specific tasks (e.g. marketing). This kind of "thinking outside the box" helps bring in the fresh perspective that is a key part of sustainable urban mobility planning. Also consider combining the resources of different stakeholders to finance staff (see Aachen example below).

TIMING AND COORDINATION

- From the outset, essential for the constitution of the SUMP team that will actually carry out the planning process

DETAILS ON THE TASKS

DEVELOPING A SKILL MANAGEMENT PLAN



(Figure amended from PILOT project 2007, www.pilot-transport.org/)

CORE SKILL REQUIREMENTS FOR SUSTAINABLE URBAN MOBILITY PLANNING

Management skills (required during the entire sustainable urban mobility planning process)	
Project management (incl. political liaison)	
Technical management	
Financial management	
Staff management (incl. managing multidisciplinary teams made up of internal and external staff)	
Technical skills (required during the entire process)	
Urban planning and transport planning	
Other important sectoral policies (economic, social, environmental)	
Basic knowledge of policy at other levels – regional, national, EU	
Operational skills (required for particular Activities)	**Related Element/ Activity**
Stakeholder and citizen involvement	Activity 2.4 Plan stakeholder and citizen involvement Element 4. Develop a common vision Activity 9.3 Create ownership of the plan Activity 10.2 Inform and engage citizens (measure implementation)
Development, monitoring and evaluation of indicators	Element 3. Analyse the mobility situation and develop scenarios Element 5. Set priorities and measurable targets Element 8. Build monitoring and evaluation into the plan
Data collection and analysis	Element 3. Analyse the mobility situation and develop options Element 8. Build monitoring and assessment into the plan
Modelling and scenario development	Activity 3.2 Develop scenarios
Information and public relations, Marketing	Activity 2.3 Plan stakeholder and citizen involvement Element 4. Develop a common vision and engage citizens Activity 9.3 Create ownership of the plan Activity 10.2 Inform and engage citizens (measure implementation)
Accounting	Activity 2.4 Agree on work plan and management arrangements Activity 7.2 Prepare an action and budget plan
Procurement	Activity 7.2 Prepare an action and budget plan Activity 10.1 Manage plan implementation

Source: Pilot full manual 2007, table amended, www.pilot-transport.org/index.php?id=48

CHECKLIST	
Skills and required financial resources for planning process analysed.	
Skill management plan compiled.	
Budget for running sustainable urban mobility planning process politically approved.	
Likely budgetary framework for measure implementation assessed.	

EXAMPLES

BRISTOL, ENGLAND: SKILL MANAGEMENT IN JOINT LOCAL TRANSPORT PLAN (JLTP) 2005/6 – 2010/11

Ensuring continuous improvement in project management skills forms a key part of ongoing staff development within the Councils that joined to develop a common LTP in the Greater Bristol area. Internal programmes of project management development are already in place and key staff across the transport sectors are under regular review to ensure standards are continuously improved.

Wider than project management, the authorities are working with internal and external training agencies and local universities to explore further opportunities for both developing existing staff and bringing new trainees into the authorities. Where external expertise is used the approach is to integrate these staff into the project teams. This approach ensures that through close working within a multi-disciplinary project team the strengths and skills base of in-house staff are expanded and developed.

Skill management is seen as critical to high quality transport planning, which is needed to ensure sufficient government funding."

(JLTP2 available from http://travelplus.org.uk/our-vision/joint-local-transport-plan-2)

ÖREBRO, SWEDEN: PROMOTING A NEW WAY OF THINKING

The common view of sustainable transport was not so strong in Örebro when the sustainable urban mobility planning process started. To change the situation, the city used various measures. A capacity-building assessment was carried out in a working group as part of the self-assessment, identifying the knowledge gaps among the employees. The finding was that the municipality has a good detailed knowledge of transport-related issues but mainly within narrow fields. "For many professionals a more holistic way of thinking can be a bit of a revolution," says Per Elvingson, who started as a process manager for sustainable transport soon after the assessment. To facilitate the implementation of sustainable urban transport, a special unit – also responsible for raising awareness among employees and politicians – was set up. The unit has, among other things, planned seminars focusing on the reduced need for cars through spatial planning. In general, a new way of thinking is the key. "It must be established, especially among key persons, to make the process more powerful. An important part of capacity building has been getting all key staff to agree on a common analysis of the current situation. In this respect, the SUMP template


Source: City of Örebr

EXAMPLES

has been a very good tool." Meanwhile, it is important to look around at what others are doing beyond municipal borders. "It is very important to provide our decision-makers with very practical, good examples that have already been tested." International cooperation has become more important in this process. Over the past few years, Örebro has focused on exchanging experiences. Study visits are an important part of that work. "On a national level, we are trying to build up an informal network for sustainable transport among cities of our own size in the region," Elvingson says.

Source: BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans, www.movingsustainably.net/index.php/movsus:planning_process

FRANCE: RESPONSIBILITIES FOR PDU (PLANS DE DÉPLACEMENTS URBAINS) DEVELOPMENT

During the development of the PDU (=SUMP) the relevant authority is often assisted, both in the preparation of the work plan, and in the development of the PDU itself. Some authorities delegate part of the work to the urban development agency of which they are a member, or which they select through a call for tender. Others manage the development of the plan themselves while tendering part of the intellectual work to private consultancies. The regional transport research centres (CETEs) are in general also involved in the elaboration of the PDUs. A number of stakeholders are involved in PDU development. At a minimum, the following stakeholders should be involved during the different development steps:

The PDU development stages and stakeholders involved

Stages	Actors involved others than the competent authority
Elaboration or revision of the PDU	Actors associated: State; Department; Region
Formalising of the draft PDU	Actors consulted: State; Department; Region; Municipalities within the geographical area; Other consulted actors on their demand (associations of transport professionals and users, environmental associations, chamber of commerce, etc.)
Official public enquiry	Actors consulted: General public (the opinions of the public stakeholders are attached to the draft PDU)
Approval of the PDU	The competent authority approves the PDU, if needed modified following the consultation of the public stakeholders and the report of the public enquiry commission
Implementation of the PDU	Municipalities: compatibility of the local urban development plans, and the road network management; State and department: compatibility with the national and department road network management
Evaluation	The competent authority is obliged to evaluate the PDU realisation. It is recommended to involve all actors that were involved in the initial development of the PDU

Source: Rupprecht Consult, based on "Transport et mobilité, les dossiers du CERTU n°146", «La concertation dans les PDU: pourquoi? Avec Qui? Comment?», CERTU, Lyon, janvier 2006.

EXAMPLES

FRANCE: COSTS OF PDU DEVELOPMENT

The costs of the development of a PDU differs widely and depends on the scope of the PDU, the availability of existing plans and studies, the nature of the envisaged PDU, and the external assistance required. In France, the authority generally spends between 200,000 and 400,000 EUR on the development of a PDU. These accounts, however, are not always complete and some hidden costs, or costs covered by external subsidies are not included in these figures.

Source: Rupprecht Consult, based on «PDU», GART, April 2010.

Source: FGM

AACHEN, GERMANY: COOPERATION BETWEEN THE CITY AUTHORITY AND THE CHAMBER OF INDUSTRY AND COMMERCE TO FINANCE A MOBILITY MANAGER

An example for thinking outside the box with regard to financial resources is the cooperation between the City of Aachen's environment department and its chamber of industry and commerce. They have jointly financed a part-time mobility manager since 2008. The basis for this was the Clean-Air Plan, in which many measures were agreed on to promote alternatives to cars, especially for trips to work.

The part-time mobility manager is responsible for consulting the chamber's member companies regarding public transport offers and represents the interests of the member companies in the field of mobility management. The mobility manager is funded two-thirds by the City of Aachen and one-third by the chamber. The approach of bundling financial resources for running mobility management is unique for Germany and a good example of how public authorities can maximise resources when funding is tight. The joint funding of staff by involved parties should be considered from the beginning to ensure sufficient human resources to set up the plan and to monitor the implementation of measures.

More information (in German) available from www.effizient-mobil.de/index.php?id=aachen

Source: Rupprecht Consult based on input from the City of Aachen

ACTIVITY 1.5: DEFINE BASIC TIMELINE

RATIONALE

Ensuring the right timing is a key to success. Steps and stages in the SUMP process partly depend on each other – interdependencies need to be carefully translated into a chronological order that fulfils all logical requirements of the process (e.g. having identified problems before discussing objectives) and harmonises with the local conditions.

It is also crucial to consider on-going planning and policy-making activities when determining the timing for the planning process. Election periods, legislation processes, regulation processes or other planning activities may influence the SUMP process through their influence on the institutional context (e.g. change of decision makers, changing legislation).

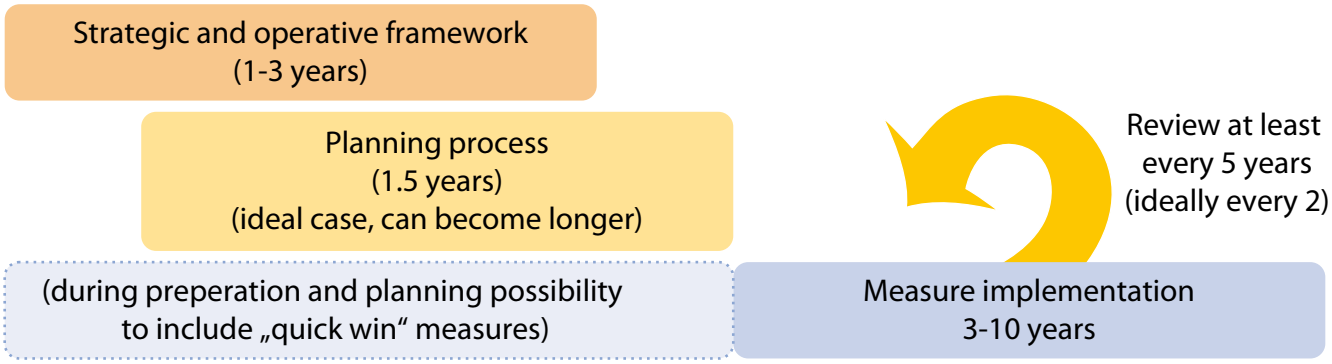
AIMS

- Build SUMP into current planning practice.
- Strive for harmonisation of the timing of the SUMP process with different technical and political decision-making processes (e.g. overall strategies, sectoral plans, elections). Identify time windows for coordination with SUMP.
- Enable realistic planning of the entire SUMP process.
- Establish an overview of the general schedule of the SUMP process (preparation, drafting, validity/horizon, implementation, review) and describe the temporal interdependencies among all tasks.
- Minimise risks related to timing.

TASKS

- Strive to fully embed sustainable urban mobility planning into the development and implementation schedule of other existing policies and strategies (both overall and by sector).
- Choose an appropriate timeframe for building a strategic and operational framework for the planning process: 1-3 years (partly preceding and partly overlapping with the planning process). The time needed for this will to a large extent depend on the experience with planning processes, institutional structures the political context and the local 'planning culture'.
- Establish a timeframe for the sustainable urban mobility planning process: in ideal case 1.5 years (depending on framework conditions and experience this can become longer).
- Take into consideration decision-making windows (e.g. elections). The months before an election it may be difficult to move ahead quickly. This may influence the timing of the planning process.
- Continue to implement "quick win" measures during setting-up the strategic and operative framework for SUMP and during the planning process. This will help to avoid the impression of inactivity and will be particularly important for decision-makers who need to show that they are working towards a more sustainable urban mobility development. The "quick win" measures should be short-term measures that can be relatively quickly implemented, have good visibility, contribute to sustainability goals, and will not jeopardize an integrated planning approach for the SUMP.
- Choose an appropriate timeframe for implementation of measures: 3-10 years (e.g. depending on the type of measure and synchronisation with funding streams).
- Build in time for evaluation and a plan update after plan adoption. Review and update at least every 5 years.

INDICATIVE TIMELINE FOR SUMP



EXAMPLES

FRANCE: TIMING EXAMPLE FOR PDU DEVELOPMENT

The development of a PDU is a long exercise of reflection, planning and programming. In the following scheme the different steps are presented together with a hypothetical calendar. It should be noted that on average a local authority takes 36 months to elaborate a plan and have it approved.

Source: Rupprecht Consult based on «PDU», GART, Paris, 2005.

HYPOTHETICAL CALENDAR FOR PDU PREPARATION IN FRANCE

Preparation and development steps	Time line/ Month
Pre-analyse	Month 1 to 2
Establishment of a local workgroup, definition of the juridical perimeter by the prefet	Month 3 to 4
Definition of a workplan and (if needed) choise external assistance	Month 5 to 7
Analyse and interpretation	Month 8 to 10
Definition of the actions	Month 11 to 13
Programming and evaluation	Month 14 to 17
Formalising of the draft PDU and juridical recognisition by the prefet	Month 18 to 20
Official consultation and public enquiry	Month 21 to 23
Inclusion of potential modifications	Month 24
Final approval of the PDU	Month 24

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Strive for integration with broader long-term strategies. Some cities/ regions have a long-term local development strategy with a perspective of 20-30 years, for example developed within a local Agenda 21 process. If such a strategy is available it can provide orientation for the SUMP by defining some overarching aims.
- Ideally the review and update of the SUMP should take place every 2 years (depending on experience and capacity).

TIMING AND COORDINATION

- From the outset – timing of process defined before initiating the planning process.
- Continual fine-tuning of timing for specific activities (e.g. press releases, meeting calendar).

CHECKLIST	
Realistic basic timeframe for sustainable urban mobility planning process and measure implementation prepared.	
Timeframe approved by decision makers.	

FOR MORE INFORMATION

GUIDEMAPS Project (2002–2004) Volume 2 of the GUIDEMAPS handbook "Fact sheets" gives information on time management in open planning processes (p. 22-23).
www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

ACTIVITY 1.6: IDENTIFY KEY ACTORS AND STAKEHOLDERS

RATIONALE

Identifying urban mobility stakeholders and understanding their potential role and position in the process are important conditions to achieve the overall goals of sustainable urban mobility planning. This can help to identify possible conflicts and coalitions between stakeholders, and how these in turn may affect your planning process in terms of geographical coverage, policy integration, resource availability and overall legitimacy. This is needed to develop appropriate ways to deal with dominant or weak stakeholders and with intermediary positions.

AIMS

- Create a sound basis for a durable cooperation between all stakeholder groups.
- Identify possible synergies or conflicts between stakeholders.
- Enhance the steering capacity for the preparation and implementation of your plan.

TASKS

- Identify all relevant stakeholders, as well as their objectives, their power, their capacity and their planning resources (e.g. using a stakeholder mapping tool – see below).
- Identify weaker actors that may need empowerment.
- Strive for a planning coalition including all key actors – as far as possible, avoiding substantial conflicts with one or more powerful actors. Draw up a simple stakeholder coordination strategy to guide this task.

DETAILS ON THE TASKS

WHO ARE THE STAKEHOLDERS OF A SUSTAINABLE URBAN MOBILITY PLANNING PROCESS?

To obtain a comprehensive picture, three types of stakeholders should be distinguished according to their specific power position in the process:

- Primary stakeholders: Who will ultimately be affected – positively or negatively – by new transport measures (e.g. citizens in general, different social groups or professions, certain city districts, business branches, individual organisations, ...)?
- Key actors: Who has political responsibility (mayors, councillors, other authority levels)? Who has the financial resources (public and private funds)? Who has the authority (by domain or territory)? Who has the skills and expertise (public administrations, universities, private sector, ...)? – in transport and related domains (land use, environment, education, health, tourism, ...)
- Intermediaries: Who implements transport policy (PT and infrastructure operators, public administrations, police, ...)? Who carries out major transport activities (freight operators, harbours, airports, ..)? Who represents pertinent interest groups (associations, chambers, cooperatives, networks)? Who informs and reports on transport (authorities, operators, local media, ...)?

In addition, consider the role of existing local champions – key individuals who may play a significant role in mobilising resources, creating alliances, etc. because of their personal skills and the recognition they receive among local actors. In practice, such persons can have an extraordinary influence on the process, both positively and negatively, so their role requires an early strategic assessment.


Source: Shiffer

Obviously stakeholder identification is not a task that can be concluded once and for all at the beginning of the planning process. Rather, it needs to be taken up repeatedly when scenarios and policy options become more concrete, and implications for stakeholders can be assessed more accurately. Even for some key actors, a re-assessment may turn out to be necessary as a consequence of changing circumstances (e.g. privatisation of a national railway operator).

Source: PILOT manual 2007 – full version, www.pilot-transport.org/index.php?id=48

Typical stakeholder groups involved in transport projects (based on GUIDEMAPS)			
Government / Authorities	**Businesses / Operators**	**Communities / Local Neighbourhoods**	**Others**
Local authorities	Transport operators/ providers	National environmental NGOs	Research institutions
Neighbouring cities	Transport consultants	Motorist associations	Universities
Local transport authority	Car sharing companies	Trade unions	Training institutions
Traffic police	Bicycle rental operators	Media	Experts from other cities
Other local transport bodies	Other mobility providers	Local authority Forums	Foundations
Other local authority bodies	National business associations	Local community organisations	
Politicians	Major employers	Local interest groups	
Other decision-makers	Private financiers	Cycle/walking groups	
Partnering organisatons	International/national business	Public transport user groups	
Project managers	Regional/local business	Transport users	
Professional staff	Local business associations	Citizens	
Emergency services	Small businesses	Visitors	
Health & safety executives	Retailers	Citizens in neighbouring cities	
European Union	Utility services (e.g. electric, telecoms)	Disabled people	
Ministry of transport	Engineers/contractors	Landowners	
Other national ministries		Transport staff	
Regional government		Parents/children	
		Older people	

Source: based on GUIDEMAPS Handbook 2004,
www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

TOOLS

ANALYSIS OF ACTOR CONSTELLATIONS

After stakeholders have been identified, the constellations between these actors should be analysed. For the success of the involvement process, such a stakeholder analysis is crucial. It is recommended to base this analysis on a list of different criteria or attributes which are relevant for the respective case, e.g. interest, power, influence on each other, coalitions, etc. This way you can find out what the objectives of each stakeholder are, what their hidden agendas are, and whether they regard themselves as "winners" or "losers" if a given project is implemented.

The objective of a systematic analysis of actor constellations is to get a clear picture of conflicts of interests or potential coalitions and to be able to better determine clusters of stakeholders who may exhibit different levels of interest, capacities, and interest in the issue in question. This can, for example, be done by developing an "Influence-Interest Matrix", a matrix for identifying and grouping stakeholders by their level of influence/ importance:

INFLUENCE-INTEREST MATRIX

	Low Influence	High Influence
Low stake	least Priority Stakeholder Group	useful for decision and opinion formulation, brokering
High stake	important stakeholder group perhaps in needs of empowerment	most critical stakeholder group

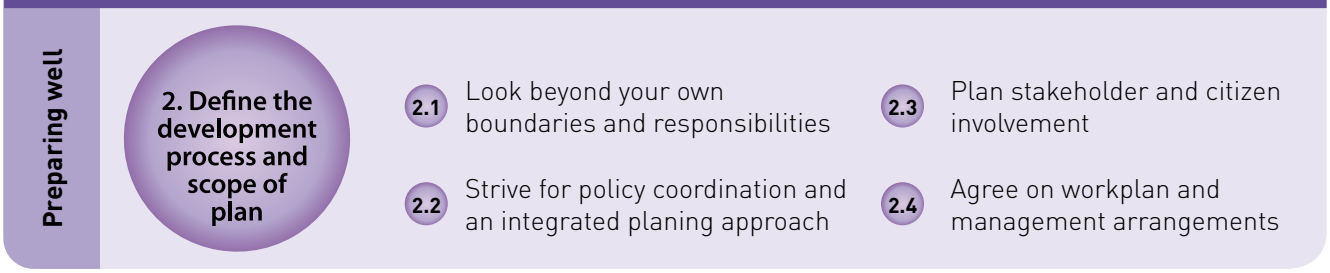
Source: UN-Habitat: Tools to Support Participatory Urban Decision Making, Nairobi, 2001, p. 24.
available from: http://www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=1122

TIMING AND COORDINATION

- From the outset – identification and analysis of stakeholders.
- Reassess if changes in stakeholder group occur.

CHECKLIST	
Stakeholder groups identified: Primary stakeholders, key actors, intermediaries.	
Analysis of actor constellations carried out.	
Basic stakeholder coordination strategy developed.	

Element 2: Define the development process and scope of plan



The sustainable urban mobility planning process needs to be tailored to the local situation. This includes as a crucial step the definition of the geographical scope of the plan, which ideally should address the functional urban agglomeration. Stakeholder cooperation and policy integration are other fields that need to be addressed in this phase, which should be concluded with an agreement on the work plan and management arrangements.

ACTIVITY 2.1: LOOK BEYOND YOUR OWN BOUNDARIES AND RESPONSIBILITIES

RATIONALE

A plan must relate to a specific territory for which it is performed. Since a commonly accepted definition of the "urban agglomeration" will probably never exist, the most suitable spatial coverage needs to be agreed on by the stakeholders concerned. On the one hand, the area for which the respective local or regional authorities are responsible needs to be taken into consideration. On the other hand, the actual mobility patterns need to be taken into account, ideally covering the functional agglomeration. A political-level agreement on a suitable planning perimeter and responsibilities is an essential requirement for sustainable urban mobility planning.

Looking beyond your own boundaries also means considering the importance of linking up the local/regional transport network to long-distance transport corridors. Ensuring a seamless integration of long-distance connections (e.g. Trans-European Networks – TENs) with the last urban mile is also crucial for the competitiveness of urban agglomerations.

AIMS

- Define the planning perimeter, ideally integrating functional spatial interdependencies and traffic flows (e.g. travel to work area).
- Identify the appropriate body/bodies to take leadership for the planning process.
- Obtain a decision at the political level to approve the geographical coverage and the lead organisation.
- Ensure that the connection to long-distance transport corridors is also on the agenda within the plan's activities.

TASKS

- Analyse transport patterns and organisational perimeters. Include also links to long-distance transport corridors.
- Communicate with stakeholders and negotiate overall responsibility for the plan.
- Involve key stakeholders and authorities within the envisaged planning perimeter and strive for formal agreements on geographical scope of planning activities.
- Take an open and transparent approach from the outset, securing the involvement of all authorities concerned.
- Ensure regular communication and exchange between relevant authorities.

- If it is not fully possible to define the planning perimeter oriented at the functional urban agglomeration, at least strive for good co-operation with all actors in this area to address the challenges that can only be dealt with on the scale of the wider urban agglomeration. This can build on existing cooperation or involve new practices (e.g. formal procedures such as joint land-use plans or informal procedures such as working groups).

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Create a strong cross-authority team of permanent staff, reporting regularly to all key decision-makers and politicians.
- Ensure coverage of all areas linked to major socio-economic and environmental transport impacts.

TIMING AND COORDINATION

- From the outset – agreement is required before initiating the official sustainable urban mobility planning process.

CHECKLIST	
Most appropriate SUMP area identified.	
Agreement achieved on geographical coverage.	
Agreement achieved on the basic roles and responsibilities of authorities and politicians.	
Planning team created.	
Political agreement signed and adopted by all municipal councils.	

EXAMPLES

ENGLAND: JOINT LOCAL TRANSPORT PLANS

In England joint Local Transport Plans (LTPs) have been produced by a number of local authorities working collaboratively to good effect. Such partnerships can help develop policies offering more strategic outcomes to a wider area.

An example is the West Yorkshire Local Transport Plan. The West Yorkshire LTP Partnership comprises Leeds City Council and four other local authorities that cover the county of West Yorkshire (Bradford, Calderdale, Kirklees and Wakefield) and the West Yorkshire Passenger Transport Executive (Metro).
For details see: www.wyltp.com/

EXAMPLES

FRANCE: PLANS DE DÉPLACEMENTS URBAINS (PDUS)

The development of PDUs is well embedded in the urban planning culture of France. The entity responsible for the elaboration of these mobility plans is the urban transport authority (Autorité organisatrice de transport urbain (AOTU)). This is often a metropolitan authority, a public transport authority or in some cases an individual municipality. The geographical scope is limited by the public transport service area. In around 80% of the SUMPs the plan is developed and managed by a metropolitan authority.

Source: Rupprecht Consult, based on «Plan de Déplacements Urbains»: Panorama 2009, GART, Paris, April 2010. (page 9)

FOR MORE INFORMATION

EXPERT WORKING GROUP ON SUTP, D4 FINAL REPORT (2004)

A background paper to the expert group report includes a chapter on "Spatial coverage and responsible authorities", which describes the practice regarding these aspects in France, Italy and the UK (see chapter 1.2, p. 4 in background paper).

Available from:
http://ec.europa.eu/environment/urban/pdf/final_report050128.pdf

ACTIVITY 2.2: STRIVE FOR POLICY COORDINATION AND AN INTEGRATED PLANNING APPROACH

RATIONALE

A principal shortcoming of urban transport planning today is the lack of coordination between policies and organisations, far beyond an integration of transport modes (e.g. coordination with land-use planning, environmental protection, social inclusion, gender equity, economic development, safety, health, education, information technologies). Addressing this deficit represents a major challenge for sustainable urban mobility planning, but is also a main source for innovation and improvement.

AIMS

- Acknowledge the interactions between changes in urban structures (density, functions, socio-economic patterns, ecosystems) and mobility.
- Ensure that linkages between different transport modes are considered rather than addressing them in isolation.
- Establish the planning of mobility and transport as a shared policy domain, truly serving the different needs of society – economic, social, environmental – and not as an end in itself.
- Define how sustainable urban mobility planning and other policies at local, regional, national and European level can be integrated.

TASKS

- Review plans that may impact sustainable urban mobility planning, e.g. national and regional plans (> related to Activity 1.2 "Assess impact of regional/national level"), relevant plans from other policy domains at the local level, plans of transport companies, and plans of neighbouring municipalities.
- Identify coordination requirements and potential across all relevant policy domains and levels. An example is the relation between land-use planning and transport. Transport impacts need to be considered in the land-use planning process to maximise the use of sustainable travel to new developments.
- Check whether the goals and objectives of the plans support or conflict with sustainable urban mobility planning. There could be a conflict, for example, if a health improvement plan emphasises physical activity only through organised sport, as opposed to through increased walking and cycling for everyday trips.
- Take an open and transparent approach to actor cooperation from the outset, securing the involvement of actors from different policy fields (e.g. different administrative departments).
- Develop common actions in cooperation with actors from other policy fields. Strive for a modification of sectoral policies and practices and/or create new fields of activity.
- Ensure regular communication and exchange between relevant authorities (and within authorities, e.g. through regular meetings between transport and land-use planners).
- Make sure that linkages between different transport modes are taken into account and intermodality become a topic within the SUMP. This includes links to long-distance transport corridors such as the trans-European transport network (for details see: http://ec.europa.eu/transport/infrastructure/index_en.htm).

TIMING AND COORDINATION

- From the outset as a continual activity

CHECKLIST	
Relevant policy linkages identified (synergies and conflicts).	
Initial options for policy integration assessed.	
Dialogue established with all concerned actors about integration possibilities.	
Initial prioritisation of integration options decided.	
Assessment and prioritisation specified according to advanced scenario building results > see Activity 3.2).	

EXAMPLES

LONDON, ENGLAND: CONGESTION CHARGING – THE NEED FOR AN INTEGRATED APPROACH

A good example to illustrate the need for an integrated approach is a congestion charging scheme – such as the one implemented in London. This powerful measure to contain road traffic by charging users directly modifies the composition and volume of traffic, and hence affects pollutant emissions as well as noise levels. But if implemented as a stand-alone measure, the expected magnitude of reduction effects would be rather small. If combined with urban planning and design, public transport improvement and promotion, parking management, low emission zones and exemptions for "clean" vehicles, these measures tend to mutually reinforce, catalyse and complement the effects on pollutant, CO_2 and noise emissions. At the same time, negative effects such as congestion in adjacent areas or social equality of access and mobility need to be addressed by compensatory measures. The exact definition of the zone perimeter plays a significant role here.

For details see:
www.tfl.gov.uk/lezlondon
and www.cclondon.com

Source: PILOT manual 2007 – full version, www.pilot-transport.org/index.php?id=48

Source: Rupprecht Consult

KOUVOLA REGION, FINLAND: INTER-SECTORAL WORKING GROUP

In the Kouvola Region of Finland, the SUMP was also linked to regional, state level and EU policies. "We need to look at policies all the way from the top to the bottom, making the whole process more coherent and influence policies and processes made by regional and national actors," says Hannu Koverola, Planning Manager for the Kouvola Region Federation of Municipalities.

"Sustainable urban transport is one of our priorities. Authorities and organisations that decide on funding also play a key role in implementing policies. The federation of municipalities is present in regional projects in one way or another, either as experts, financer or coordinators."

In Kouvola, an inter-sectoral working group was created as a result of the regional transport plan. The working group has representatives from the Regional Council, the Finnish Road Administration, the Finnish Rail Administration, the State Office and all seven municipalities.

After the planning process started, the working group was expanded to include the regional public health services and the regional public environment centre, as well as citizens and other relevant stakeholders.

Source: Hannu Koverola, Kouv

EXAMPLES

"The group bases its work on an agreement, a letter of intent signed by all relevant parties to implement traffic policy in harmony with the Kouvola region transport system plan," Koverola says.
The challenge is to get all parties to stick to this agreement. To date, policy coordination has been useful in planning land use. The target is to promote sustainable modes of transport by making it realistic all the way from cooperating on policies to implementing joint actions with sufficient resources.

Source: BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans, www.movingsustainably.net/index.php/movsus:planning_process

Source: Hannu Koverola, Kouvola

BRISTOL, ENGLAND: CROSS-CUTTING OFFICER GROUPS FOR GOVERNANCE INTEGRATION

Bristol City Council sees the local transport planning process as a way to involve and commit all departments and functions of the Council. It has established cross-cutting officer groups. The Council liaises with Local Strategic Partnerships that deal with social and economic policies.
The process to reach governance integration is driven by a joint formal approval by all the politicians involved, at both the county and municipality level. Political support was crucial as the Local Transport Plan covers four separate Councils each with different political parties.

Source: PILOT manual 2007 – full version, www.pilot-transport.org/index.php?id=48

EXAMPLES

BUDAPEST, HUNGARY: FITTING A MOBILITY PLAN INTO THE OVERALL MUNICIPAL POLICY FRAMEWORK

The Heart of Budapest programme (2007) was created to revitalize the inner city of Budapest through large-scale traffic calming. This programme bears most of the characteristics of an SUMP as it is described in these guidelines. For example: stakeholders (e.g. local residents and shop owners) were consulted during the development process; the programme is clearly committed to sustainability by prioritising non-motorised local transport; and it integrates traffic calming with other issues, most importantly that of local business development and enhancement of the quality of life.

The Heart of Budapest programme is fully integrated into a wider policy framework as well. In 2003 the Budapest Urban Development Concept was endorsed, which defines the basic vision and long-term priorities for the city's overall development. Based on this Development Concept, and after two years of work and extensive stakeholder consultations, the Mid-Term Urban Development Strategy of Budapest, or more commonly known as Podmaniczky Plan was accepted. To match the EU's current budgeting period it sets the key priorities for development and lead projects for the period of 2005-2013. The Podmaniczky Plan is a policy document

Source: Municipality of Budapest V. District

with great importance, defining the development path of Budapest for almost a decade. This plan outlines a comprehensive implementation framework, such as the priority urban development measures, budgeting, institutional framework, monitoring and evaluation, and implementation timelines and procedures.

As the third element in the policy ladder, the Heart of Budapest is the last step: it is a specific project implementation plan that describes four concrete infrastructural projects in the field of sustainable urban mobility in the centre of Budapest.

Eltis case study with more information on the Heart of Budapest programme: http://www.Eltis.org/index.php?id=13&study_id=2961

Source:Gábor Heves, Regional Environmental Center for Central and Eastern Europe

ACTIVITY 2.3: PLAN STAKEHOLDER AND CITIZEN INVOLVEMENT

RATIONALE

Working with stakeholders is generally considered common practice – but often only certain stakeholders actually have a say in planning. It is crucial to involve all different types of stakeholders throughout the planning process, addressing their specific requirements. This helps to legitimise the plan and enhance its quality. Stakeholder involvement supports the development of a more effective and (cost) efficient plan. A dedicated strategy is needed for the involvement of stakeholders, drawing on different formats and techniques when dealing with authorities, private businesses, civil society organisations, or all of them together. Citizens are a special sub-group of stakeholders. Involving them in planning is a fundamental duty of local authorities to ensure the legitimacy and quality of decision making. Involving citizens in planning is also a requirement stipulated by EU directives and international conventions.[1]

AIMS

- Ensure a well-structured involvement of the relevant stakeholders throughout key stages of the planning process – also beyond the central city.
- Create a transparent planning culture that is, as a minimum, based on regular communication and consultation.
- Encourage and enable citizens to get informed and to join the debate.
- Design sustainable and supported solutions that will improve the quality of life for every citizen, and create a broad public ownership of the planning process.
- Strengthen the vitality of civil society and local political culture.
- Improve the overall quality, effectiveness, (cost) efficiency, transparency, acceptance and legitimacy of sustainable urban mobility planning.

1 Directive 2003/35/EC of the European Parliament and of the Council of 26 May 2003 provides for public participation with respect to drafting certain plans and programmes relating to the environment and amending with regard to public participation and access to justice. Council Directives 85/337/EEC and 96/61/EC - Statement by the Commission

TASKS

- Identify suitable milestones and tools for involving stakeholders and citizens (see also box below).
- Be aware that stakeholder and citizen involvement is a "must" element of a good SUMP, but be careful of lobby groups that can block the process.
- Develop a communication plan that includes an engagement strategy and timeline as well as an overall strategy for PR activities (including media involvement). Include in your strategy, at least proactive information of the public (i.e. you approaching the people and not the other way round) and involvement of the key stakeholder groups throughout the process, but strive for a more interactive involvement if possible (see section below "Activities beyond essential requirements").
- Don't just regard people with special needs as beneficiaries but involve them in the planning process.
- Establish involvement activities as part of standard planning practices.

DETAILS ON THE TASKS

QUESTIONS TO BE ADDRESSED BY AN ENGAGEMENT STRATEGY

There are four main questions about the process that need to be considered when preparing an engagement strategy.

Why? Why is the engagement process being undertaken? How will it influence the strategy/scheme?

Who? Who should be involved in the decision-making process? How can such people be identified?

How? How will engagement be undertaken? What tools and techniques should be used?

When? When should different activities take place? When is it not appropriate to engage?

TOOLS

SELECTED INVOLVEMENT TOOLS

Information giving and gathering	
Printed public information materials	• A letter • Posters, notices and signs • Leaflets and brochures • Fact sheets • Newsletters • Technical reports
Telephone and broadcasting	• Telephone techniques • Local radio and television shows
Internet	• Internet techniques • Web based forums
Surveying individuals	• Questionnaires • Key person interviews
Interactive engagement	
Information events	• An exhibition • An information centre • An information session and briefing • Public meetings • Topical events
Engaging selected stakeholder groups	• Community visits and study tours • Focus groups • Workshops • Citizen juries • Technical working parties
Engaging large groups	• A stakeholder conference • A transport visioning event • Weekend events • Planning for Real method • Open space events
Engaging 'hard to reach' groups	
Special formats to involve	• Ethnic minorities • Disabled people • Young people and the elderly • People with low literacy levels • Apathetic people

Source: Guidemaps Handbook 2004, Volume 1, p. 64, www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Plan to involve stakeholders and citizens more actively with a wider range of participation tools throughout the whole process (e.g. study tours, stakeholder events, an internet forum, citizen panels).
- Consider working together with key stakeholders in a permanent 'steering group', giving them a thorough understanding of the planning process from the outset; this gives them a solid understanding on which to base their advice and help them reach the best decisions possible.
- Establish a (technical) 'sounding board' of important intermediary stakeholders (transport operators, interest representatives, private developers or external specialists/administrations). Regularly conduct formal and/or informal meetings or briefings to inform stakeholders or ask for feedback to set the framework for key decisions.
- Widen the scope of stakeholder involvement to more groups, including interest and lobby groups (but make sure that critical discussions are well moderated).
- Ensure maximum transparency and enable more democratic, participatory decision making throughout the planning process (Aarhus convention).
- For advanced cities: Involve stakeholders actively in steering and managing the SUMP. Involve citizens actively in decision making.

TIMING AND COORDINATION

- Finish planning the main involvement activities before initiating the planning process.
- Involve stakeholders and citizens throughout the planning process, but especially in the development of a vision (> Activity 4.3), objectives (> Activity 5.1), targets (> Activity 5.2), measures (> Element 6 and 10) and plan review (> Element 11).

CHECKLIST	
Planning of different involvement strategies finalised.	
Communication plan elaborated and approved.	

EXAMPLES

GENT, BELGIUM: COMMUNICATION PLAN

The City of Gent had a "communication plan" which was written by the PR manager and approved by the city council at the beginning of each year, thus making clear what the communication strategy for the next coming year would be.

Source: PILOT manual 2007 – full version, www.pilot-transport.org/index.php?id=48

EXAMPLES

ODENSE, DENMARK: STAKEHOLDER AND CITIZEN COMMUNICATION

In 2006, the City Council of Odense decided to develop a traffic plan that would lead to the closure of the two biggest through roads of the city and link the centre with the harbour north of town. Previous attempts to close these streets had failed due to concerns about the displacement of huge amount of through traffic. This time, politicians and civil servants were determined to succeed, but to do so they needed to get all stakeholders on board. In 2007, work began on a comprehensive Traffic and Mobility Plan. It started out as a classic traffic plan but ended up covering not only roads and cars but people and the quality of life in the city.

The City Council identified the citizens living in the area affected by the road closures as the main stakeholders. However, the council also wanted to involve companies and organisations in the city and other large user groups (cycling associations, retailers, sports clubs, and associations representing older people and the handicapped). Taking into account that the local stakeholders were not transport experts, the city produced a textbook on traffic planning entitled "The Toolbox".

Realising that not every stakeholder wanted to closely monitor the plan's development, the city strengthened its communication efforts. In order to avoid opposition later in the process, it was important to keep everyone well informed, even those who did not want to participate in discussions.

The City Council tried to make the traffic plan as visible as possible in the local press and at public events. The Traffic and Mobility Plan was given its own website (http://www.odense.dk/Topmenu/Borger/ByMiljoe/Byudvikling%20og%20trafik/Planlaegning/Trafik%20i%20Odense/Trafik-%20og%20mobilitetsplanen.aspx), which made public all meeting minutes, political decisions and relevant news. On three occasions during the development of the Traffic and Mobility Plan, the council displayed posters in the city informing citizens about it.


Source: City of Odense

As a result of this process, the Traffic and Mobility Plan was finally approved unanimously by the City Council. At present, Odense is involved in a large number of road construction projects which have caused confusion and opposition among citizens living close to the construction sites and have even raised some political doubts about the project. This experience shows that a good level of information and stakeholder engagement should be maintained not only for the planning phase, but throughout the whole process (> Activity 10.2).

Source: CIVITAS VANGUARD (2011). Toolkit on stakeholder consultation (unpublished draft). CIVITAS Handbooks.

EXAMPLES

EINDHOVEN, THE NETHERLANDS: PLANNING STAKEHOLDER AND CITIZEN INVOLVEMENT

The City of Eindhoven established an Executive Programme on Citizen Participation called "Maak't mee!" (Freely translated: Cooperate!). It was drafted and approved by the City Council in 2008 and aimed at a two-year period (2008-2010). Its main strategic objectives were improving interactive governance and strengthening active citizenship. The city wanted to do this through improving cooperation with citizens and encouraging and empowering citizens to be actively involved in their city, boroughs and neighbourhoods. The programme bore witness to a very holistic and inclusive approach to citizen participation. Citizens were approached via various ways and means: sometimes thematic, sometimes location-based, sometimes only informing, sometimes giving citizens actual decision-making rights. The executive programme defined every step and determined which method needed to be used at what time.

The programme started with the city defining clear rules of engagement for citizen participation. It defined when, how and to which extent citizens were involved in the local policy preparation, definition, implementation and evaluation. Apart from that, attention was also given to the administration through a whole set of supportive actions. At regular intervals, the city organised an internal course for public officials in which they were trained to deal with participation, citizen communication and the like. The course was supported by an internal website with good practices, tips and tricks and a helpdesk.

The programme made extensive use of existing city-wide or area-based networks. Before the networks were involved in the programme, they were screened for their functioning and level of representation. Every borough also had its own supporting point, run by volunteers and targeting all citizens. It was a place for encounters, meetings, information-sharing and problem signalling. The city provided guidance for these volunteers via a manual (digital and on paper).

The city of Eindhoven chose to use various methods. There was a constant flow of information from and to citizens via e-participation. Through the Digital Panel, more than 3000 citizens were able to give their opinions on various topics, ranging from very concrete policy options to city-wide master plans. The city also constantly evaluated its digital communication strategy and activities with the help of citizens' opinions. In addition, specific to the subject of citizen participation, the city actively distributed a Guidebook on Citizen Participation which provided information on all participation possibilities and events.

Citizens were activated via projects such as 'The Street Decides' and 'Healthy in the Neighbourhood'. These were projects in which citizens were encouraged to take matters into their own hands and take responsibility for their own living area. In order to support citizens in organising participatory events and activities, a system of coupons or vouchers was set up. Citizens could file a request to get such a voucher to pay for minor organisational costs. Via the project 'Code of Conduct' the city wanted to investigate ways to increase the feeling of responsibility and involvement amongst

EXAMPLES

citizens (e.g. in apartment buildings, on neighbourhood squares, or in stairways). Last but not least, the city worked with neighbourhood contracts. Such a contract formalised various agreements between citizens, stakeholders and administration and set concrete objectives and time schedules.

Eindhoven did extensive research on citizen participation together with universities and other post-secondary institutions (digital survey, focus groups and interviews). Research results directly influenced the establishment of the executive programme on citizen participation.	**2006**	**2008**	**2009**
% of citizens who feel they are taken seriously by the municipality	14	18	19
% of citizens who feel responsible for their borough or neighbourhood	54	57	60
% of citizens who feel well informed about the borough or neighbourhood	32	41	38
% of citizens who are actively involved in the development of their borough or neighbourhood	17	19	21
% of citizens who feel it is important to have influence on matters that are relevant for the borough or neighbourhood	67	70	70

Source: Jan Christiaens, Mobiel 21 based on: Maak't mee!, Jaarverslag Uitvoeringsprogramma Burgerparticpatie 2009, gemeente Eindhoven, 2009.

EXAMPLES

ERFURT, GERMANY: CITIZEN INVOLVEMENT IN DEVELOPING LOCAL TRANSPORT PLAN

For the development of its first local transport plan (Verkehrsentwicklungsplan – VEP), the City of Erfurt, Germany made attempts to involve residents in the development of the plan. Citizens showed little interest in the planning process – but raised objections to some measures when they came to be implemented. This was largely due to the fact that the concept of consultation was new to them. In the former German Democratic Republic , the public were told about, rather than involved in, decisions. Consequently, Erfurt's planners and citizens had little experience of community participation. It was a new tool for planners and local residents were not used to be involved, so there was a learning process on both sides. The grass-roots campaigns that had sprung up after the end of the GDR had died down within three years of reunification. Problems such as unemployment and housing occupied people's time and energy instead. Some community organisations, such as associations of disabled people, did however make useful contributions.

In order to achieve an open planning process and involve different viewpoints, two working groups were set up. One comprised members of relevant municipal departments, such as the town planning unit and the environmental office, and was chaired by the department of transportation. The other consisted of members of the political parties represented on the town council. Outside bodies such as the local public transport operator were also involved in the decision-making process. Councillors adopted the first VEP in spring 1994. At that time, the city council decided to expand the plan to include the districts added to the city in recent boundary changes.

The second VEP was drawn up between 1995 and 1997, with input from officials from the new districts. It was adopted by the city council in January 1998. For this second plan, the participation process was carried out in steps. After a general discussion, on-site discussions with stakeholders and citizens took place in several town districts. This meant that planners obtained more practical and site-specific input from local politicians, experts and citizens living in the area.

Source: Guidemaps Handbook, www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

FOR MORE INFORMATION

GUIDEMAPS PROJECT (2002 – 2004)

Volume 1 of the GUIDEMAPS handbook includes an introduction to the main issues of engagement (p. 26 ff). Volume 2 contains detailed fact sheets on key aspects (pp. 28, 32, 58) and on 32 different engagement tools, explaining their respective purpose, use and related practical issues (p. 80 ff).
www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

PARTICIPATORY METHODS TOOLKIT – A PRACTITIONER'S MANUAL (2003)

A joint publication of the King Baudouin Foundation and the Flemish Institute for Science and Technology Assessment (viWTA), it is a practical publication with the goal of creating a hands-on toolkit for starting up and managing participatory projects, including both citizen participation and stakeholder involvement.
Web link: www.kbs-frb.be/publication.aspx?id=178268&LangType=1033

ACTIVITY 2.4: AGREE ON WORK PLAN AND MANAGEMENT ARRANGEMENTS

RATIONALE

Developing and implementing an SUMP is a complex process. While an SUMP is building on existing planning practices, it also requires taking on new tasks and changing certain procedures and contents. It will be necessary to work across boundaries and to optimise and transform established planning practices.
All actors with a role in developing and implementing the plan need to have a clear understanding of who does what and when. These management arrangements need to be politically approved to create "security of the action". A work plan document should indicate all necessary milestones for developing the SUMP.

AIMS

- Clarify and formalise the roles of the actors and their resource contributions.
- Create "security" for the planning process.
- Ensure transparency of the planning process.
- Secure a sound co-ordination among all planning activities.
- Facilitate an efficient planning process, making optimum use of the available resources.
- Address different types of planning risks.

TASKS

- Ensure that there is a clear political mandate and support for your SUMP.
- Determine a coordinator with responsibility and resources for organising the SUMP work.
- Draft an overall work plan for the planning process, indicating all necessary milestones and ensuring political approval. Maintain a certain flexibility to amend the work plan as the work progresses.
- Develop strategies to overcome barriers and fully exploit drivers (> linked to Activity 1.3 Conduct self-assessment).
- Agree on management procedures and tasks with all stakeholders responsible for planning tasks (also within your own organisation!).
- Assess risks and plan for relevant contingencies.
- Monitor progress, enforce work plan implementation and/or adapt to changes.

TIMING AND COORDINATION

- From the outset – adoption of work plan for the planning process as a key milestone

CHECKLIST	
Political mandate and support for your plan concluded.	
Coordinator of the planning process determined.	
Strategy for risk management and quality management devised.	
Work plan for your planning process developed and politically approved.	

FOR MORE INFORMATION

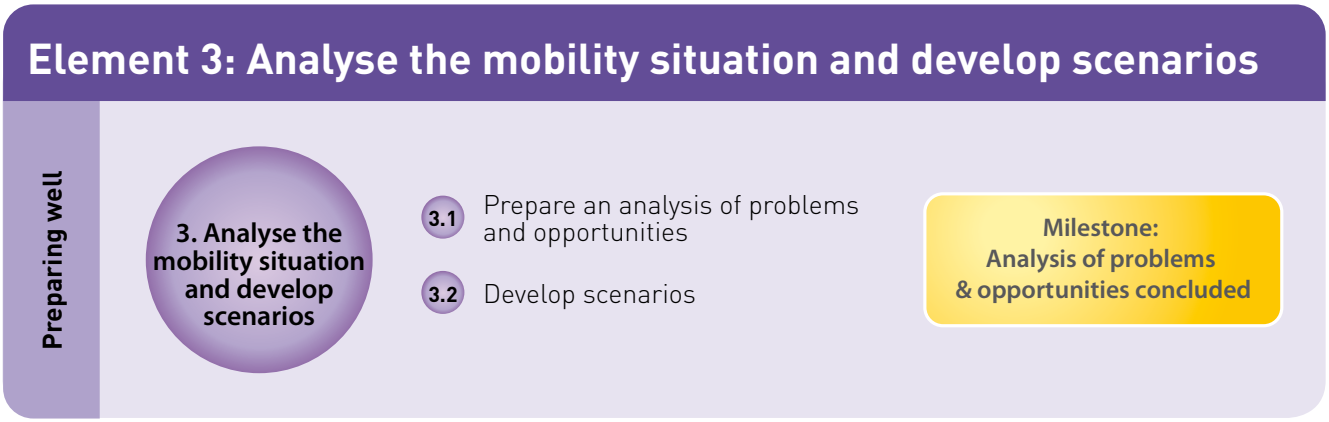
GUIDEMAPS PROJECT (2002 – 2004)

Volume 1 of the handbook "Concepts and Tools" provides a framework for good project management and decision making (p. 30-33).

Volume 2 "Factsheets" deals in more detail with the management of resources (FS 11, p. 26-27) and how to overcome management process barriers (FS 31, p. 66).

www.osmose-os.org/documents/316/GUIDEMAP-SHandbook_web[1].pdf

Element 3: Analyse the mobility situation and develop scenarios



The last Element of preparing well for the SUMP is to analyse the mobility situation and develop scenarios of possible future mobility situations. This provides the basis for setting goals in a rational and transparent way. As a first activity, a thorough status analysis is needed addressing the problems and opportunities for urban transport and mobility. This is an important milestone as it feeds into the development of different scenarios. These scenarios help improve our understanding of what urban mobility could look like in the future.

ACTIVITY 3.1: PREPARE AN ANALYSIS OF PROBLEMS AND OPPORTUNITIES

RATIONALE

Before deciding on policies for the future, it is essential to know where you currently stand. In urban transport and mobility, this knowledge is often very fragmented and incomplete. Like pieces of a puzzle, data and information need to be put together in order to describe what is going on, and to name the related problems. This analysis is crucial in helping to define appropriate policies and to provide the necessary baseline against which progress can be measured. The analysis should be as comprehensive as possible but also needs to be manageable with the given resources. The analysis should also include the resilience of the urban transport systems (i.e. their capacity to absorb stressors or shocks) towards both expected and unexpected events (e.g. energy shortage, natural disaster), especially if they affect long-term decisions.

AIMS

- Provide a quantified review of the current status of important mobility and transport developments (e.g. planning documents, traffic situation, accessibility of services and facilities, traffic safety, public transport services) in the urban agglomeration.
- Prepare a list of deficits, problems and opportunities that relate to urban transport and mobility (e.g. accessibility to services, traffic safety, climate protection, land-use patterns and resilience towards expected and unexpected events).
- Develop a better understanding of what you really need to know to enhance your planning.
- Identify data availability and quality, accessibility and secure coverage of data requirements for your plan.
- Prepare a baseline analysis to identify and prioritise key problems to be addressed by the plan.

TASKS

- Identify and analyse the key planning documents, procedures and policies relevant to your local planning process. Where useful, the planning process can build on available plans and strategies.
- Identify all available data and assess their quality and accessibility and secure coverage of data requirements for your SUMP. Keep in mind data requirements e.g. for scenario building, measure selection and monitoring and evaluation (> link to Activity 8.1 Arrange for monitoring and evaluation).
- Retrieve available data, synthesise their content and

collect additional data to fill important gaps in your data. Data can be collected by a variety of means. For example, trends in the number of pedestrians can be determined by annual counts at key points in the city (a method used by the City of York, UK, for example), or by carrying out a household survey. The choice of method depends on the resources available, the size of the city and the level of reliability required.

- For cities that lack sufficient data: Collect a minimum set of data on urban transport and mobility as well as on other areas that influence your SUMP. This data set needs to fit the local context to enable an honest status analysis.
- Select suitable indicators that describe the status of transport and mobility in your city, focused on key policy objectives (avoid creating "data grave yards"). See references below for orientation on indicator selection. For example, if a key objective is to improve road safety, then clearly data on the number and severity of crashes is required; some data on the level of exposure of road users to accidents would be desirable (e.g. is the number of pedestrians stable, increasing or falling – if it is falling, this, not safer roads, may explain a reduced number of crashes involving pedestrians).
- Identify possible expected and unexpected events that would require strengthening the resilience of the urban transport system. Events that can affect long-term decisions (e.g. shortage of fossil fuels) should be addressed in the planning process. Short term events (e.g. smog, floods) are better addressed in operational plans.
- Together with key stakeholders, prepare a baseline analysis to identify and prioritise key problems to be addressed by your plan. As far as possible, try to quantify the current status of mobility and transport.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Draw on key actor knowledge to obtain an insight into sectoral policy documents (e.g. through interviews, meetings).
- Provide measured data both on the accessibility of services and facilities (e.g. 500 people have access to a pharmacy within 500 metres) and on traffic (e.g. vehicle kilometres). An underlying principle of your SUMP could be to aim for better access with less traffic.

TIMING AND COORDINATION

- Start from the outset. The conclusions of this task are important input for the scenario building (> Activity 3.2) and the whole planning process.

EXAMPLES

ENGLAND: LTP3 GUIDANCE ON CLARIFYING GOALS AND SPECIFYING PROBLEMS/ CHALLENGES

The English guidance on Local Transport Plan (LTP) development acknowledges that each urban agglomeration has very specific needs with regard to the status analysis, however it provides some hints on what needs to be taken into consideration for this task:

Clarifying Goals

We expect local authorities to build an LTP on a framework informed by the national goals and challenges, the relevant regional objectives, and any additional local goals. Local goals should be in the form of desired outcomes, and should look outside the transport agenda to wider corporate priorities, such as in the LTP area's Sustainable Community Strategy(ies). Transport will be vital in ensuring that people have access to key services. The approach of clarifying LTP goals is a critical

EXAMPLES

first step before prioritising which transport measures will be pursued. Setting goals ensures consistency throughout the LTP.
Having specified a set of goals, it will be helpful to choose a set of performance indicators and targets which enable progress towards these goals to be monitored and incentivised.

Specifying Problems/Challenges
Having identified high-level goals, LTPs should consider the evidence on specific challenges or problems that relate to these goals. Each local authority faces a unique set of challenges and developing an understanding of current and future transport issues – and how these fit with the wider corporate agenda – will be pivotal to the LTP. These challenges will drive the development and delivery of an LTP. Challenges and the options for achieving them may relate not only to possible changes in transport services but to the need to maintain and secure best use of existing services and infrastructure. Authorities should identify problems and priorities on the basis of clear evidence and data, for example on:

- demographic and socio-economic trends
- environmental issues
- economic circumstances
- existing transport infrastructure capacity
- travel patterns and trip rates
- connectivity of existing networks
- stakeholder views

Authorities should use available data not only to identify challenges but to consider which priorities to address within the timescale of the plan. By carefully analysing local transport problems and challenges, it will be easier to identify opportunities and come up with innovative solutions. Tools such as Accession [accessibility planning software] will be useful in identifying an area's accessibility needs.

Source: Department for Transport, Guidance on Local Transport Plans, July 2009
available from: www.dft.gov.uk/pgr/regional/ltp/guidance/localtransportsplans/

FOR MORE INFORMATION

GUIDANCE ON INDICATORS FOR SUSTAINABLE TRANSPORT AND PLANNING

DISTILLATE Project, UK
Improved Indicators for Sustainable Transport and Planning, Deliverable C1 Sustainable Transport Indicators: Selection and Use
www.its.leeds.ac.uk/projects/distillate/outputs/reports.php

CHECKLIST

Suitable indicators selected to describe the status.	
All necessary data made available by the actors concerned. (If sufficient data is not available, start with what you have, but draft a plan on how to close the data gaps.)	
Review and analysis concluded. Baseline scenario developed against which progress can be measured.	
Key problems to be addressed by SUMP prioritised.	

EXAMPLES

HELSINKI, FINLAND: STATUS ANALYSIS IN THE HELSINKI REGION TRANSPORT SYSTEM PLAN (HLJ 2011)

The Helsinki Region Transport System Plan (HLJ 2011) is a long-term strategic plan that considers the transport system as a whole. It includes all transport modes and is also an import part of the land use, housing and transport co-operation of the Helsinki region's 14 municipalities.

The preparation of HLJ 2011 began with a current status analysis. The analysis took a comprehensive look at the operating environment of the Helsinki region transport system (population, jobs etc.), the state of the transport system and people's travel behaviour, as well as at the environmental impacts of traffic. A large scale traffic survey, conducted in 2007–2008 in close connection with the preparation of HLJ 2011, played an important role in the status analysis. The Helsinki metropolitan commuting area traffic survey included four studies: a travel behaviour survey, an origin-destination survey of passenger cars, an origin-destination survey of public transport, and a park and ride survey. Although the target area of HLJ 2011 covers 14 municipalities, the commuting area is larger and thus the survey area covered as many as 37 municipalities in and around the Helsinki region, and the target population was 1.5 million inhabitants. The survey was also used to provide an extensive database for updating, upgrading and expanding the traffic forecast model system in use.

In addition to the traffic surveys, altogether 15 different sub-studies were done as part of HLJ 2011 in 2008-2010. The sub-studies were used in the preparation process of HLJ 2011 and they also contributed to the status analysis. The studies included, for example, a land-use and rail network study, a vehicular traffic network study, a public transport strategy, a study on walking and cycling, a park and ride strategy, a study on mobility management, a freight traffic study, and a congestion charge study (conducted by the Finnish Ministry of Transport and Communications).

Source: HSL/Lauri Eriksson

Major challenges and threats to development of the transport system were identified based on the status analysis. In order to realise the key goals of developing the transport system, HLJ 2011 had to solve or minimise the problems recognised. The key goals and thus also the major challenges related to six different sectors: economic efficiency, functionality, environmental, social, and land use related problems. Urban sprawl was one of the major causes for several challenges, and would if it continued, reduce the chances of achieving many of the key goals of HLJ 2011.

Website: www.hsl.fi/EN/hlj2011

Authors: Mette Granberg and Johanna Vilkuna, City of Helsinki

EXAMPLES

TURKU, FINLAND: BASELINE REVIEW METHODOLOGY IN BUSTRIP PROJECT

"The status analysis took more time and effort than we expected, but it certainly was one of the most fruitful parts of the planning process", says Mikko Laaksonen who edited the report in Turku. He works as a promoter of walking and cycling in the city planning office. The team collected, collated and drew conclusions on basic data under each SUMP benchmark from sources that were already available from the city's own files, the Regional Council of Southwest Finland, and research by the Turku School of Economics and the University of Turku.

Laaksonen says the results of the self-assessment report weren't unexpected. "We found a lot of gaps, as we had expected. But it was surprising that the situation was moving in a more non-sustainable direction than we thought. Almost all the drivers showed that the city, in sailing terms, would soon hit the rocks if we stayed on this track."

The self-assessment report of 108 pages was condensed into a summary of 17 pages for the use of internal communication and dissemination of the results to stakeholders and media.

The full report was sent to the peer review team, which carried on building the picture of the state of sustainable transport. The peer review finally crystallized the challenges. They were: planning that favours hypermarkets, urban sprawl and a lack of regional cooperation due to competition among neighbouring municipalities.

A positive finding was the fact that Turku has a relatively compact structure and every possibility to further develop sustainable urban transport. At the time of the report, about 50 percent of the trips were made by sustainable modes. "The city needs

Source: Mikko Laaksonen

to recognise these strengths. If Turku followed its strategies, it would be a model city of sustainable transport. Implementation should be as ambitious as the strategies," he says.

The self-assessment and the peer review both helped those involved to understand the state of the city and the challenges lying ahead.

Source: BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans, www.movingsustainably.net/index.php/movsus:planning_process

The BUSTRIP Guide also includes guidance on methodology for the baseline review.

ACTIVITY 3.2.: DEVELOP SCENARIOS

RATIONALE

Scenarios help stakeholders better understand the likely combined effects that the measures discussed in an SUMP will have. By illustrating different future situations, it allows them to assess independently the consequences of current trends, measures already programmed, and new policy choices. Examining the effects of these different scenarios enables you to set realistic targets for outcome indicators (> see Activity 5.2).

AIMS

- Develop alternative scenarios that allow discussion about complex strategies for future development.
- Stimulate discussion on policy alternatives and their impacts.
- Enhance broad ownership and acceptance of the strategies that will be retained for implementation.

TASKS

- Describe different scenarios in a quantitative and qualitative way:
  - A business-as-usual scenario describes development if actions that are already programmed are implemented
  - Different alternative policy scenarios describe developments resulting from the choice of different policies and measures
- Assess interdependencies between sectoral trends: Transport, land use, environmental, and economic development, demography, etc. Identify in a basic way synergies, potential for integration, and negative effects of sectoral trends. An example for a reinforcing effect would be the use of a cleaner public transport fleet that could reinforce emission reductions for hot spots within a congestion-charging zone. A negative effect could be the isolated implementation of new "park&ride" locations that may trigger new urban development instead of reducing car traffic.
- Take into consideration the resilience of the transport system against expected or unexpected events. Events that can affect long-term decisions (e.g. shortage of fossil fuels) should be addressed in the planning process. Short term events (e.g. smog, floods) can better be addressed in operational plans.
- Use appropriate techniques such as modelling to support scenario development and appraisal. Choose modelling techniques that do not take too many resources and can quickly be realised. Interoperable modules (i.e. those covering selected aspects of transport and mobility or other relevant policy fields such as land use) are preferable to all embracing "mega-simulations" (aiming at giving a comprehensive picture of transport in the city). If resources for modelling are not available, scenario planning can also be based on experience from elsewhere. (See overview of modelling tools below.)
- Analyse to determine which strategy serves the vision (> Activity 4.3).
- Stimulate discussion of policy alternatives and their impacts with key stakeholders.

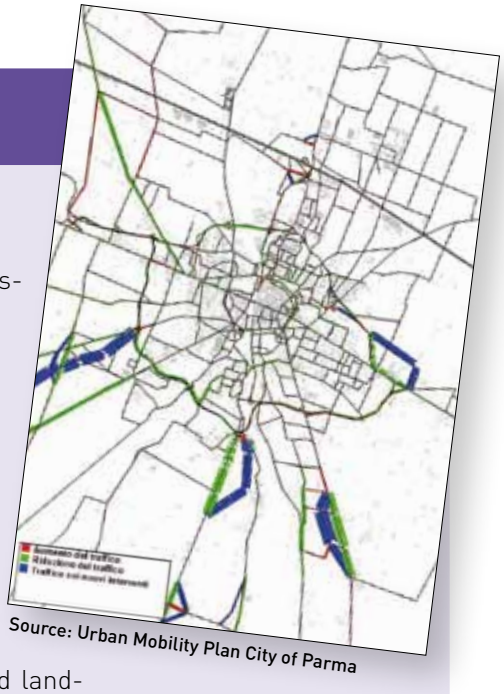
TOOLS

OVERVIEW OF MODELLING TOOLS

A number of modelling tools and techniques are available to support scenario development and appraisal. Transport models are aimed at representing the interaction between demand and supply of transport, to forecast and compare something that does not yet exist (i.e. future scenarios).

Transport models can be distinguished according to their operational capabilities:

- Uni-modal models: Demand forecast is exogenous, as only one transport mode is considered (e.g. private transport);
- Multi-modal models: demand forecast is exogenous, as several transport modes and their interaction are considered (e.g. private cars, public transport, cycling etc.);
- Four-step models: Transport demand is estimated endogenously, as transport supply of different competing modes are considered;
- Transport and land-use integrated models: Feedback between the transportation system and locational choices is taken into account;
- Microsimulation models: Only one transport mode is analysed at the individual level.



Source: Urban Mobility Plan City of Parma

The choice of the most appropriate transport model requires evaluating several aspects, such as: the problem to be addressed, the scale of the policy-making environment, the degree of accuracy and level of detail (spatial, analytical) of expected results, the availability of data and the resources available for its development. **Aim/scope**	**Available modelling tool**
Land-use and spatial planning (e.g. strategic plans, SUMPs)	• Transport and land-use integrated models • Four step models
Urban transport planning (e.g. SUMPs, traffic plans)	• Transport and land-use integrated models • Four step models • Multi-modal models
Public transport service planning (e.g. planning routes, frequencies, fares)	• Uni-modal models
Feasibility studies (e.g. traffic forecasts for a new highway infrastructure)	• Uni-modal models
Design (e.g. design of a roundabout)	• Microsimulation models

TOOLS

Multi-modal, transport and land-use integrated models on the one hand, and microsimulation models on the other represent the two extremes of the range of the most commonly used tools for urban transport planning. Uni-modal models are used to address more specific and less complex issues.

Transport and land-use integrated models allow the assessment of the interaction between a transport system and a socio-economic and territorial system within the strategic planning of policies and transport investments. Due to their flexible structure, they can adapt to very different applications in terms of demand segments, economic sectors, transport modes, and number of areas (also allowing for variations in the desired level of detail), thus explicitly simulating intermodality. They can be used both as a multimodal transport model and for the analysis of road traffic demand.

Microsimulation models can reproduce the vehicular mobility at microscopic scale down to each detail, with the ability to show the geometric characteristics of the road network in great detail, including roadway width, number of lanes, traffic signal timing, diameter of roundabouts, etc. The simulation of traffic demand, performed dynamically for a given period, allows the model to estimate the tailback and to calculate waiting times at crossroads, turning points, etc. This software is therefore of particular interest for the evaluation of detailed design solutions for planning (> Activity 10.1).

Source: TRT TRASPORTI E TERRITORIO, Simone Bosetti, Patrizia Malgieri, Cosimo Chiffi

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Apply wider involvement strategies for stakeholders in scenario development to enhance broad ownership of the strategies that will be retained for implementation.
- Develop a do-nothing scenario: this describes development if nothing is done at all (only prediction of exogenous trends). This provides additional arguments for discussion.

TIMING AND COORDINATION

- Follows the status analysis.
- The development of the scenarios accompanies the development of a common vision (> Activity 4.3), objectives (> 5.1) and targets (> 5.2).

CHECKLIST	
Do-nothing scenario elaborated (qualitatively and quantitatively).	
Business-as-usual scenario elaborated (qualitatively and quantitatively). Impact assessment concluded.	
Different alternative policy scenarios described (qualitatively and quantitatively). Choose which scenario serves the vision in the most efficient and effective way.	
Appropriate techniques applied to support the scenario development and appraisal.	

EXAMPLES

WEST YORKSHIRE, ENGLAND: SCENARIOS IN THE LOCAL TRANSPORT PLAN (LTP2, 2006 – 2011)

For this LTP the West Yorkshire Strategic Transport Model (STM) was used to forecast the outcomes arising from a number of potential core scenarios. The STM takes into account forecast future changes in population, car ownership, employment, and fuel prices and growth in households. These factors were applied globally or by zone where appropriate.

Each scenario represented a different combination of capital schemes and policy approaches potentially deliverable through the second LTP. The available outputs from the STM were used as 'proxies' to enable an assessment of performance against the preferred choices identified in consultation. The outcomes of the alternative core strategy scenarios were carefully considered in relation to the objectives and in conjunction with other criteria. The implications of the assessments and analysis in Leeds indicated that, in order to manage traffic growth and congestion and to provide the connectivity necessary for economic competitiveness, the transport strategy had to seek to make the best use of existing infrastructure and develop the use of alternatives to the car. The core strategy involved high public transport investment together with demand management measures.

Source: PILOT manual 2007 – full version:
www.pilot-transport.org/index.php?id=48

West Yorkshire Local Transport Plan:
www.wyltp.com/currentplan

ZARAGOZA, SPAIN: SCENARIOS FOR THE CITY'S URBAN MOBILITY IN THE SUSTAINABLE MOBILITY PLAN

Zaragoza needed an integrated plan to cover all the mobility needs of the city and its surroundings. This plan, called "Plan de Movilidad Sostenible," respects the environment, the urban landscape and the cultural heritage, and is an answer to the city's future evolution. For Zaragoza the sustainable mobility plan combines the different transport modes. The plan aims at increasing the public transport share as well as that of non-polluting individual mobility in order to reach a sustainable scenario. One of the scenarios was based on a future with public transport, especially suburban trains and tramways. Other scenarios referred to pedestrian areas, intermodal stations, parking management, integrated ticketing, cycling and quality of services. In the integrated ticketing scenario, a proposal was made to zone the area and to develop an economic model which would allow evaluation of the impacts of the proposed measure from the point of view of users, operators and administrations. With reference to the pedestrian areas, it is significant to note that 38% of all trips within Zaragoza are carried out on foot. With a horizon for 2016, three proposals within the sustainable scenario were selected: selection of "natural" area with traffic calming (30km/h zones), a programme on walking itineraries, and restrictions on motorised vehicle access to the city centre. The scenarios were intended to help determine the action to be carried out within the plan. In additional to these actions, the scenarios show more dedicated bus lanes, a newly-constructed tramway line and a coherent bicycle network.

EXAMPLES

Link to the video of presentation of the plan "Dejate Llevar -Movilidad Urbana" (Let's get carried – Urban Mobility) (5 minutes, in Spanish): http://www.zaragoza.es/ciudad/movilidad/detalle_Video?id=PcVjWY2Qibg

Source: Kerstin Burckhart, IET, Barcelona based on www.zaragoza.es/ciudad/movilidad/

PARMA, ITALY: SCENARIO DEVELOPMENT

Parma is a medium-sized city (about 200,000 inhabitants) located in northern Italy. In 2005, the Municipality of Parma started an integrated urban transport and land-use planning process, made up of an Urban Mobility Plan (PUM) (similar to an SUMP), an Urban Traffic Plan (PGTU) and a land-use plan (PSC).

Drafting the two transport plans (the PUM and the PGTU) together encouraged connections between the short term actions promoted by the PGTU and the demand management policies and the infrastructural projects that are part of the strategic scenario outlined by the PUM. Moreover the drafting of the two plans in context allows for a consistent and articulate strategy of mobility management that is able to coordinate the demand on different transport modes and the different services provided both to private and public mobility (with particular attention to walking, cycling and disabled people).

The drafting of the PUM was addressed in three phases.

Phase 1 was aimed at understanding the urban area and its transport system and was carried out in consultation with those on the wide data base provided by the municipality. The outcomes of

Source: Urban Mobility Plan City of Parma

phase 1 were:

- highlighting the most important critical points of the transport system (congestion, environmental impacts and road casualties);
- defining a transport and land use reference scenario (consisting of the interventions which come at a late stage in the decision-making process).

Phase 2 was focused on setting up and calibrating a transport model (MEPLAN) and on the definition of plan scenarios. Two alternative plan scenarios were defined: the land-use scenario included the interventions promoted by the current land-use plan along with the interventions of the reference scenario. The sustainability scenario promoted policies and measures aimed at reducing the negative environmental and social impacts of the transport sector, again combined with the interventions of the reference scenario.

For all the interventions included in the two scenarios, timing (short, medium and long term) was specified that allowed for the coordination of the PGTU actions (short term) and the PUM policies/measures (medium and long term).

EXAMPLES

Phase 3 was aimed at achieving the municipality's selection of the plan scenario. The MEPLAN model was used for simulating the transport, environmental, and economic impacts of the selected scenario.

The plans are based on the following measures: car use regulation in the city centre, extension of control and safety actions in the sensitive areas of the city, traffic calming, promotion of cycling and pedestrian modes, integration of public transport modes, and bus priority.

Source: TRT TRASPORTI E TERRITORIO, Simone Bosetti, Patrizia Malgieri, Cosimo Chiffi

FOR MORE INFORMATION

TRANSPORT ANALYSIS GUIDANCE WEBSITE – WEBTAG (DFT, UK)

Provides detailed guidance on the appraisal of transport projects and wider advice on scoping and carrying out transport studies. The source gives useful guidance on scenario development.
Web link: http://www.dft.gov.uk/webtag/

PROSPECTS – A METHODOLOGICAL GUIDEBOOK

The principal objective of PROSPECTS (2002-2003) was to provide cities with the guidance they need to generate optimal land use and transport strategies to meet the challenge of sustainability in their particular circumstances. The Methodological Guidebook, designed for professionals, provides information on predicting impacts (p. 66-80). A separate chapter is dedicated to visualisation techniques (p. 157-170).
Web link: www.ivv.tuwien.ac.at/forschung/projekte/international-projects/prospects-2000.html

Element 4: Develop a common vision

Rational and transparent goal setting

4.1 Develop a common vision of mobility and beyond

4.2 Actively inform the public

Now you are ready to get started with the main steps of developing an SUMP. Developing a common vision is one of the cornerstones of every SUMP. It provides the basis for all subsequent steps that will define concrete targets and measures. The vision can only be the guiding element if it is widely accepted among stakeholders and citizens; therefore it is crucial to create a common ownership of the vision.

ACTIVITY 4.1: DEVELOP A COMMON VISION OF MOBILITY AND BEYOND

RATIONALE

What kind of city do we want to live in? This is the central question that needs to be answered by a visioning exercise involving all stakeholders. The vision provides a qualitative description of a desired urban future and serves to guide the development of appropriate planning measures. It needs to place transport and mobility back in the wider context of urban and societal development. The vision should be prepared taking into consideration all policy perspectives concerned, especially general policy frameworks (e.g. Agenda21, strategic plan), urban and spatial planning, economic development, the environment, social inclusion, gender equity, health, and safety.

The SUMP should be based on a long-term vision for transport and mobility development for the entire urban agglomeration, which covers all modes and forms of transport: Public and private, passenger and freight, motorised and non-motorised, moving and parking.

AIMS

- Agree with stakeholders on a common vision – a long-term goal for transport and mobility development in the urban agglomeration as a guiding element for the planning process.
- Strengthen the local community identity and collective ownership of the vision.
- Make clear the political value of an SUMP and ensure the commitment of key actors and decision makers.
- Broaden the perspective by looking beyond transport and mobility, e.g. quality of life, health,and land use.
- Set priorities and orientate further decision making.

TASKS

- Establish a representative group responsible for the development of the vision (see Vision Board example on the next page).

DETAILS ON THE TASKS

ESTABLISHING A VISION BOARD

One of the primary steps in the procedure is to establish who should be involved in developing the vision. This involves identifying relevant stakeholders who will need to be consulted regarding the development of the vision. A group, sometimes called a Vision Board in the UK, should be established. This could include, for example:

- regional partners;
- local authorities (including health, economic development) ;
- transport providers;
- business;
- transport users;
- statutory bodies; and
- residents.

It is important that any such group represent all key stakeholders. The assets that various stakeholders bring should be acknowledged. The vision is more likely to be accepted and effective if it is generated in partnership with all key stakeholders involved in the planning process.

The vision building ideally also involves citizens. Depending on the local context and planning culture, this may however be difficult to achieve. In this case, citizens should at least be pro-actively informed about the vision (> see Activity 4.2 Actively inform the public)

Source: PILOT manual 2007 – full version: www.pilot-transport.org/index.php?id=48

- Compile and provide basic information to stakeholders (e.g. on policies, analysis results).
- Prepare, hold and follow up stakeholder workshops and meetings (different formats and scale > see Activity 2.3 for overview on formats).
- Elaborate a draft vision and discuss with stakeholders.
- Publish the vision in an easy-to-understand format.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Actively involve citizens in development of the vision (e.g. via meetings or workshops).

TIMING AND COORDINATION

- Builds on > Activity 3.1 Prepare an analysis of problems and opportunities and 3.2 Develop scenarios.
- Preparation of vision exercise over several months. Development within a few weeks.

CHECKLIST	
Vision board established.	
First draft of vision developed.	
Draft discussed with stakeholders.	
Agreement on final draft of vision.	
Vision outcomes published in attractive format.	

EXAMPLES

CAMBRIDGESHIRE, ENGLAND: VISION STATEMENT

"Creating communities where people want to live and work: now and in the future." The Cambridgeshire Sustainable Community Strategy sets out the vision for Cambridgeshire. Its vision is for Cambridgeshire to be a county of strong, growing, prosperous and inclusive communities supported by excellent public services where people can fulfil their potential; live longer, healthier lifestyles; and influence decision making. The LTP supports this vision and will help to deliver it.

Source: Cambridgeshire Local Transport Plan 2011 – 2026, Policies and Strategy, www.cambridgeshire.gov.uk/NR/rdonlyres/81A57E02-48D8-4C24-862F-B42A900F70D8/0/LTP3PoliciesandStrategy.pdf

LILLE, FRANCE: VISION BUILDING

In Lille, France, the PDU process started after the big urban regeneration movement in the 1990s. Big investments addressed the problem of brown field regeneration in Roubaix and Tourcoing. At the same time, the terminal of the TGV network (first planned outside the city centre) created the opportunity of establishing a complete new neighbourhood, Euralille. The development of Euralille as a public transport node that serves not only international, but also national, regional, local and sub-local public transport, was not part of a detailed local transport plan.

Source: Max Lerouge

These developments have set the framework for a vision of a city that is economically strong, with an international and European profile. The issue of creating an attractive city is high on the list of objectives. This goes together with a well-developed vision on renovating public spaces – mainly traffic environments. One of the strategic questions raised was the choice between the further development of the metro system and a progressive approach including surface public transport (bus and tram). The city opted for the latter option, using the development of surface transport as a means to restructure, redesign and redistribute public spaces. Concepts like "high quality bus lines" and train-tram have been introduced in this regard.

Source: PILOT manual 2007 – full version: www.pilot-transport.org/index.php?id=48

ACTIVITY 4.2: ACTIVELY INFORM THE PUBLIC

RATIONALE

A common vision is the starting point for developing concrete measures. Sustainable urban mobility planning outcomes can only be successful if the citizens understand what the vision is about and if they support the broader goals. While it is not always possible to involve citizens directly in the vision building (> Activity 4.1), they should at least actively be informed about the vision building process and its outcomes. This helps to create awareness and broad acceptance.

AIMS

- Create shared public ownership of the SUMP.
- Ensure that citizens can raise their voices if they are not satisfied with vision.

TASKS

- Pro-actively provide facts about the planning process and inform about outcomes of important steps.
- Avoid secrecy and corporatism; use public hearings and make notes from stakeholder meetings public to guarantee transparency.
- Conduct simple opinion polls that show trends and create arguments towards political decision-makers.
- Involve the media (local press, radio, TV).
- Educate and inform citizens and other stakeholders about sustainable urban mobility issues through PR campaigns.
- Disseminate vision document widely to citizens.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Involve citizens directly in the vision building exercise with interactive involvement tools (see > Activity 4.1).

TIMING AND COORDINATION

- Builds on> Activity 3.1 Prepare an analysis of problems and opportunities and 3.2 Develop scenarios
- In parallel and after > Activity 4.1 Develop a common vision of mobility and beyond

CHECKLIST	
Notes from stakeholder meetings made public.	
Attractive information material about vision building and its outcomes elaborated and disseminated.	
Media involved.	

EXAMPLES

LILLE, FRANCE: STAKEHOLDER AND CITIZEN INVOLVEMENT IN PDU DEVELOPMENT

Source: Pascaline Chombart

Lille can be considered a typical example of stakeholder and citizen involvement in France. In the year 2000 the conurbation of Lille, today a grouping of 85 municipalities, adopted its first Plan de Déplacement Urbain (= SUMP). Before the adoption of a draft SUMP by its political council, it set up several thematic working groups joining local stakeholders, the relevant authorities (e.g. local representation of the state, region, department, local municipalities, and local chamber of commerce). The general public was involved through the organisation of a mobility forum (Forum des déplacements), as well as a set of so called "mardi du PDU" ("SUMP Tuesdays"). During these open debate sessions the general public and different associations had the opportunity to discuss with the political representatives of the conurbation and involved technicians to discuss the different themes and parts of the SUMP. The final SUMP was adopted after the legally-required public enquiry and integration of the resulting small improvements in the plan.

Source: Rupprecht Consult based on Communauté Urbaine Lille Metropole, PDU, June 2003; Communauté Urbaine Lille Metropole, Projet de PDU, April 2009; www.lillemetropole.fr

VALDEMORO, SPAIN: INFORMING THE PUBLIC

Source: www.valdemoro.es

Valldemoro, a municipality of 66,000 inhabitants, started the process of developing its "Plan de Movilidad Urbana Sostenible" (PMUS) in 2010. An important campaign was launched to raise public awareness and increase citizen participation.

Over two weeks in November 2010, the town council organized the exhibition "Cada paso cuenta. Ven a verlo" ("Each step is important. Come to see it"), with the aim to inform the population about the PMUS. This exhibition opened at the same time as the public information consultation process on the plan. The "PMUSV en 12 pasos" ("PMUS of Valldemoro in 12 steps") is an additional dissemination campaign. It consists in successive publication of the 12 steps in the form of advertisements on one of the main pages of the Valldemoro municipal journal, which appears monthly.

Moreover three different flyers have been created, each detailing aspects of the PMUS or dedicated to a particular target audience. One flyer focuses on the content of the PMUS, one flyer informs on actions to be taken in the urban centre, and the third one is for children.

Source: Kerstin Burckhart, IET, Barcelona, based on www.valdemoro.es/contenidos/ipcontent.asp?contentid=28035&nodeid=25835

Link to exhibition: www.valdemoro.es/contenidos/cpcontent.asp?contentid=28236&nodeid=26035
Link to flyers: www.valdemoro.es/contenidos/cpcontent.asp?contentid=28243&nodeid=26042

EXAMPLES

KOPRIVNICA, CROATIA: CONSTANT PUBLIC ENGAGEMENT AND INFORMATION FOR MAINTAINED PUBLIC AND POLITICAL SUPPORT

Overall, the city of Koprivnica has excellent preconditions for sustainable mobility and an inherently high-level of acceptance of soft forms of mobility. In fact, there has been extensive and very supporting media coverage from the beginning. However, mobility measures (especially infrastructure works) do cost a large amount of funds and may conflict the interests of certain groups. Therefore it is crucial that there is a good information flow towards the public during measure implementation, and that their feedback is taken up in the planning and implementation process.

As part of an extensive media campaign, the municipality runs a weekly radio programme in a local station. The programme is implemented as part of the Active Access project (www.active-access.eu), and provides information on cycling and walking and brings in various guests, such as NGO representatives or children. There is regular media coverage also in other mass media: measure implementation is regularly reported in the local TV station and newspapers.

Apart from media, citizens are engaged in various mobility events. There is a large cycling festival in every June, during the car-free days. Once every 3 months there is a regular cycling event. Although it is advertised only on facebook, the town's website and the local radio, it attracts as many as 200 cyclists!

Source: City of Koprivnica photo gallery

Third, it is important to win and engage politicians. In this way, it is a very effective campaigning tool when the public sees local, national and international politicians riding the bicycle in front of the cameras. Professional events, such as conferences on social bike initiatives, also generates media interest and sends a positive message towards the public.

Eltis case study with more information on the Heart of Budapest programme: http://www.Eltis.org/index.php?id=13&study_id=2961

Source: Gábor Heves, Regional Environmental Center for Central and Eastern Europe

Element 5: Set priorities and measurable targets

Rational and transparent goal setting

5.1 Identify the priorities for mobility

5.2 Develop SMART targets

The vision is an important qualitative description of the desired future. This alone is not sufficient. The vision needs to be specified by concrete objectives, which indicate the type of change desired. Finally, these changes also need to be measureable. This requires selecting a well-thought-out set of targets that focus on selected areas (indicators).

ACTIVITY 5.1: IDENTIFY THE PRIORITIES FOR MOBILITY

RATIONALE

Defining objectives means specifying what social, environmental or economic improvements are required, saying exactly what needs to be "reduced", "increased" or "maintained". Objectives are higher level aims of the SUMP (e.g. cut congestion caused by cars) while measures (e.g. build a tram) are the means to achieve them. This contrasts with a planning approach that focuses on the delivery of schemes and infrastructure without reference to higher level objectives.

The definition of objectives will provide focus and structure between the development of the vision (> Activity 4.1 and 4.2) and the setting of targets (> Activity 5.2). Continued stakeholder involvement is a must to ensure the acceptance of the identified priorities for mobility.

AIMS

- Specify what the SUMP should achieve, building on the common vision.
- Formulate clear and measurable objectives (relate back to data gathering – ensure that data is gathered with a reasonable level of accuracy so that progress towards the achievement of objectives can be measured).

TASKS

- Build on the vision by analysing its implications for the objectives.
- Assess the priorities for mobility together with key stakeholders. Prepare, hold and follow up on stakeholder workshops and meetings.
- Agree on a set of priorities for overall themes that reflect the needs of stakeholders and citizens in the urban agglomeration (see example below).
- Define clear and measurable objectives that help to orientate measure selection and design. Specify what should be achieved and when.

EXAMPLES

FRANCE: OVERALL GENERAL OBJECTIVES FOR PDU

The main objectives of a PDU are to assure coordination among all modes of transport, as well as promotion of the less polluting and more energy efficient modes. Each PDU should deal with at least the following general themes:

- The improvement of road safety and the safety of all traffic participants, through, among other things, an adequate sharing of the road space and the development of a road safety observatory at least for pedestrians and cyclists
- The reduction of car traffic
- The development of public transport and all other forms of less polluting sustainable transport, notably walking and cycling
- The development and exploitation of metropolitan routes (including the coupled national and county roads) and the implementation of improved traffic information
- The organisation and regulation of on-street parking and public parking, including Park&Rides, resident parking, and temporary parking of freight vehicles
- The management and regulation of freight transport (including a reflection on rationalisation) and multimodal transport
- The promotion of commuter plans for companies and public administrations favouring the use of public transport, carpooling
- The development of integrated ticketing for the full scope of mobility, parking and the promotion of intermodality

Source: Rupprecht Consult based on "PDU Guide Méthodologique, CERTU, Lyon, 1999."

Source: www.istockphoto.com | olaser

UK: STRATEGIC POLICY FRAMEWORK FOR LOCAL TRANSPORT PLANS (NATIONAL TRANSPORT GOALS)

- Support economic growth
- Reduce carbon emissions
- Promote equality of opportunity
- Contribute to better safety, security and health
- Improve quality of life and a healthy environment

Source: LTP guidance (third edition)

WEST YORKSHIRE: LOCAL TRANSPORT PLAN OBJECTIVES

The objectives for the Leeds LTP2 in the UK were developed in the context of the emerging long-term vision for transport in West Yorkshire. They reflected the resources likely to be available to the partnership implementing the plan.

An objective relating to each shared priority was developed:

- Deliver accessibility: To improve access to jobs, education and other key services for everyone.
- Tackle congestion: To reduce delays to the movement of people and goods.
- Safer Roads: To improve safety for all highway users.
- Better air quality: To limit transport emissions of air pollutants, greenhouse gases and noise.
- Effective asset management: To improve the condition of the transport infrastructure.

Source: Pilot Manual – full version, www.pilot-transport.org/index.php?id=48

TIMING AND COORDINATION

- Builds on the vision (> Element 4).
- Elaboration over several months.

CHECKLIST	
Vision reviewed to guide the development of the objectives.	
Draft objectives developed.	
Draft discussed with key stakeholders.	
Final draft of the objectives formalised.	
Reality check of objectives in early stages of development of targets (> see Activity 5.2)	

FOR MORE INFORMATION

TRANSPORT ANALYSIS GUIDANCE WEBSITE – WEBTAG (DFT)

WebTAG provides a special guidance unit on the topic of objectives, dealing with the UK government's objectives for transport; local and regional objectives; objectives and targets; and problems.
Web link: www.dft.gov.uk/webtag/documents/project-manager/unit2.2.php

ACTIVITY 5.2: DEVELOP SMART TARGETS

RATIONALE

Targets represent the most concrete form of commitment in an SUMP, stating the desired degree of change within a given timeframe. They are needed to assess whether an adopted measure really achieves the desired outcomes. Targets should be SMART (specific, measurable, achievable, realistic, time-bound) and refer to the agreed objectives. Targets are essential for monitoring and evaluation purposes > Activity 8.1 Arrange for monitoring and evaluation). The selection of indicators needs to keep that in mind. Target setting provides transparency and clarity on what you plan to achieve in terms of changing transport and mobility in the city.

AIMS

- Define a set of targets that allow monitoring of progress towards achievement of the objectives.
- Establish a key reference for assessing the efficiency and effectiveness of the measures.

TASKS

- Develop targets that allow monitoring of progress towards the achievement of objectives and assessment the efficiency and effectiveness of the measures taken.
- Involve key stakeholders in developing quantitative and qualitative targets. Preparation, realisation and follow-up with indicator working group meetings.
- Define SMART targets: specific, measurable, achievable, realistic, time-bound.
- Adopt and/or develop indicators that are representative of the objectives set.
- Do a reality check on objectives (> Activity 5.2) in the early stages of developing targets.
- Make the formal adoption of targets a part of the action and budget plan (> Activity 7.2).

DEFINITION

SMART TARGETS

- Specific – precisely described using quantitative and/or qualitative terms that are understood by all stakeholders.
- Measurable – the current situation has been measured and is known. Resources are also in place to measure the changes (qualitative and quantitative) that occur.
- Achievable – based on the technical, operational and financial competencies available and stakeholder agreements/commitments that have been made
- Realistic – based on the risks that are known and managed, as well as on resources
- Time-bound – key dates for the achievement of the target are clearly defined

Source: BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans, www.movingsustainably.net/index.php/movsus:planning_process

EXAMPLES

THEORETICAL EXAMPLE: TARGET FOR TACKLING CONGESTION

An example of this could be the theme of tackling congestion. The objective could be to reduce the rate of traffic growth entering an urban agglomeration at a 'peak' traffic flow period. The target might be not to exceed 5% growth in the number of inbound vehicles crossing a cordon (often a road junction or similar) into the urban agglomeration during the time period 7:00 to 10:00 (morning period of peak traffic flow) between the years 2012 and 2017.

To set realistic targets there are two main options:

a. Modelling – but this is costly and time consuming,
b. Consider what others have been able to achieve with packages of measures similar to those being considered for your own city. Both the Eltis portal (www.Eltis.org) and the konSULT database (www.konsult.leeds.ac.uk/) are helpful starting points (further sources on good practice > see Activity 6.1 Identify the most effective measures).


Source: Sergiy Serdyuk - Fotolia.com

As illustrated in this example, targets need to be focused. They should be based on a defined figure and a target year for delivery. They need to represent and directly reflect what has been agreed in terms of the objectives.

Based on: Pilot Manual – full version, amended, www.pilot-transport.org/index.php?id=48

DETAILS ON THE TASKS

HOW MANY TARGETS?

The UK national Local Transport Plan Guidance (second edition) suggests that: It is likely to be counter-productive to include a large number of targets for key and intermediate outcome indicators. In general the optimum number of indicators in an effective set appears to be between twenty and forty, partly dependent on the size and characteristics of the plan. This is a general indication from the UK. Many experts involved in the Eltisplus SUMP project however state that working with fewer targets may prove more effective in certain contexts, especially for "newcomer cities" that do not have extensive resources or experience to draw on when developing a SUMP.

BE REALISTIC!

In many cities targets for urban transport and mobility reflect more wishful thinking than what can realistically be achieved. This is obviously counter-productive. While it is good to be ambitious, you also need to assess honestly what can be achieved with the given resources and expertise. This should also be reflected in the measures selected (> Element 6).

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Use localised targets within the urban agglomeration (such as for the city centre, industrial or commercial areas, individual neighbourhoods, etc.) to take into account locally varying transport behaviour patterns and travel opportunities.
- Define trajectories or annual milestones to monitor progress in achieving targets.

EXAMPLES

CAMBRIDGESHIRE, ENGLAND: TARGETS AND TRAJECTORIES IN LTP

The third Cambridgeshire Local Transport Plan (2011 – 2026) sets out the indicators and targets that will be used to monitor progress towards delivering the strategy and achieving the objectives. The indicators chosen reflect the issues which are most important to Cambridgeshire while at the same time enabling them to compare progress against other local authorities in the country. The LTP includes illustrations that clarify the relation between objectives, targets and trajectories for monitoring.

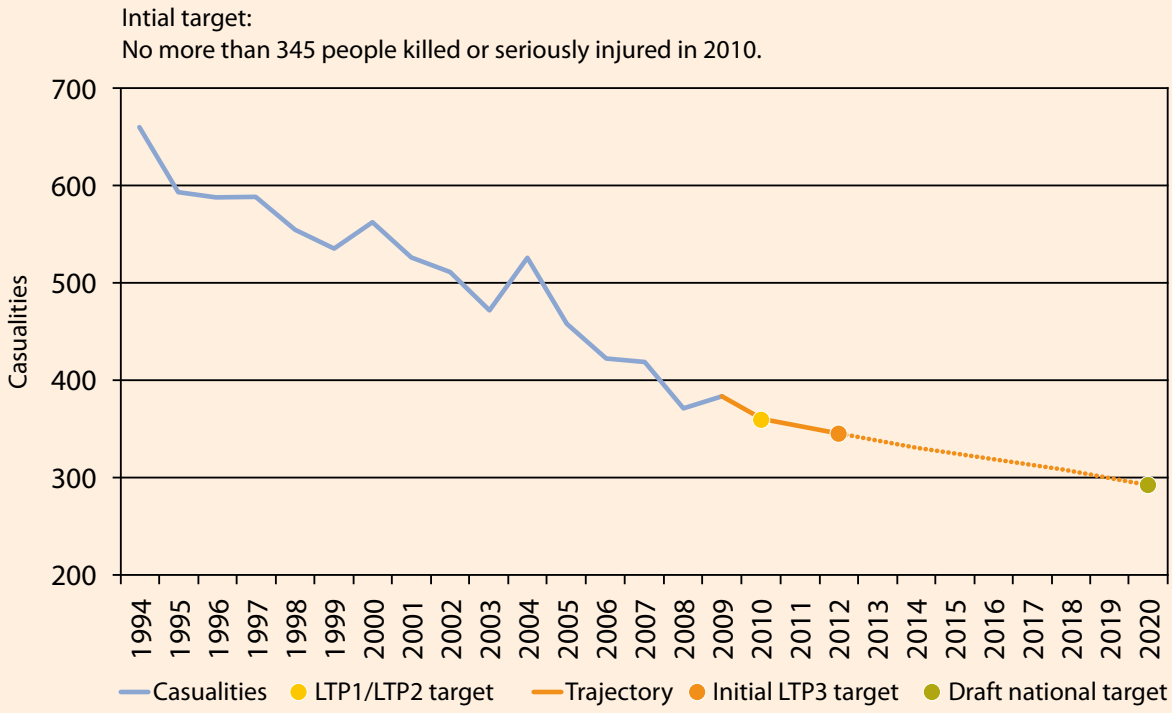
LTP 01: People killed or seriously injured in road traffic accidents

The proposed national road safety targets outlined by the Department for Transport in July 2009 sought a 33% reduction in casualties killed or seriously injured by 2020. We have therefore set initial targets for the period to 2012 for this indicator in line with this reduction.

The figure on the next page shows progress against this indicator since 1994, and the initial LTP3 target for 2012.

EXAMPLES

INDICATOR LTP 01: PEOPLE KILLED OR SERIOUSLY INJURED IN ROAD TRAFFIC ACCIDENTS IN CAMBRIDGESHIRE



TIMING AND COORDINATION

- The targets should be the next stage in the process following the objectives defined in > Activity 5.1.
- Targets will allow you to monitor change over time and will enable the progress of the SUMP strategy to be evaluated (> Activities 8.1 & 10.3).

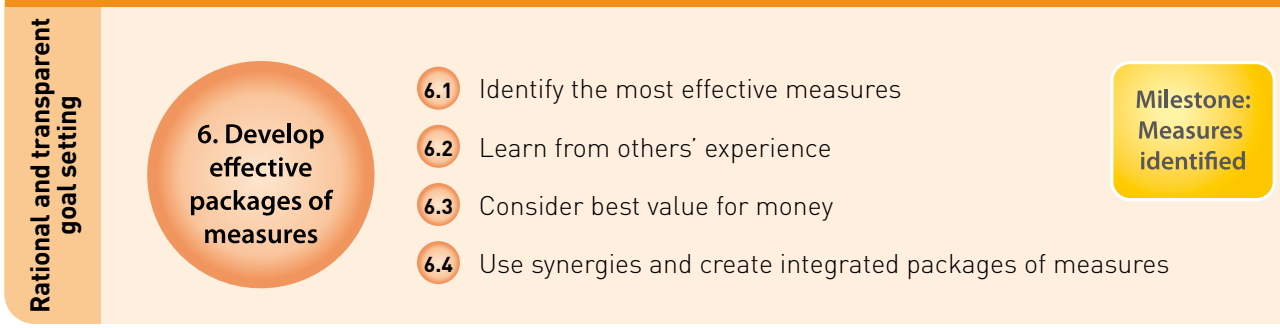
CHECKLIST	
Develop a suitable set of locally relevant targets.	
Formal adoption of targets and trajectories by all stakeholders as part of the action and budget plan (> Activity 7.2)	

FOR MORE INFORMATION

DISTILLATE PROJECT, UK

Improved Indicators for Sustainable Transport and Planning. Deliverable C1 Sustainable Transport Indicators: Selection and Use
www.its.leeds.ac.uk/projects/distillate/outputs/reports.php

Element 6: Develop effective packages of measures



The development of effective packages of measures is at the core of sustainable urban mobility planning. Only well-selected measures will ensure that the defined objectives and targets are met. The selection of measures should build on discussion with key stakeholders, consider experience from other places with similar policies, ensure value for money and exploit as much as possible synergies between measures. Essentially, at this stage, measures are identified in response to the questions: what, how, where and when? The identification of the measures (packages of measures) is an important milestone in the development of your SUMP.

AIMS

- Identify options of suitable measures and their integration.
- Get an overview of different options that contribute to the vision, objectives and targets.

TASKS

- Re-assess the resource framework for measure implementation.
- Identify options of packages of measures.
- Make sure that the measures connect to the objectives.
- Assess the likely effectiveness of measures.

ACTIVITY 6.1: IDENTIFY THE MOST EFFECTIVE MEASURES

RATIONALE

Measures need to contribute to achieving the vision, objectives and targets. A set of options needs to be identified that realistically fits with the available resources. The first step is about gaining an overview of possible measures. Measures should be considered in "packages" rather than in isolation so as to take into account potential synergies.

DETAILS ON THE TASKS

POLICY CHALLENGES IN URBAN TRANSPORT AND POSSIBLE RESPONSES (FROM CIVITAS-CATALIST PROJECT)

The following typology of urban policy challenges and possible response measures has been developed in a working document by the CiViTAS-CATALIST project, which supports dissemination and best practice transfer of the European Commission's CiViTAS initiative. Please note that this is not a final version, but still up for discussion.

The following measure fields have been suggested:

a. Clean vehicles and fuels
b. Urban freight management
c. Parking, access restriction and environmental zones
d. Transport and traffic management
e. Mobility agencies, mobility marketing, integrated pricing, public transport promotion and information
f. Public transport improvements (infrastructure and services)
g. Car sharing
h. Carpooling
i. Bicycles policies and activities
j. Walking policies and activities

Source: www.civitas-initiative.eu

The following points suggest how the measure fields can be combined in packages of measures to respond to certain policy challenges.

1.)

- Setting up an effective urban climate change campaign (innovative soft measures/ less car intensive lifestyles/ public transport promotion)
- Integrated packages of (e) promotion of alternative mobility, public transport promotion, (h) carpooling, (g) car sharing, (i) cycling and (j) walking)
- Challenge the policy responds to: How can a city effectively contribute to global efforts to stop climate change?

2.)

- Guaranteeing a healthy environment to the citizens (Clean fuels and vehicles, environmentally-oriented access restrictions and pricing)
- Integrated packages of (a) clean vehicle and fuels, (c) supported by (environmental) access restrictions and (e) promotion of alternative mobility
- Challenge the policy responds to: How can a city comply with EU clean air and noise regulations?

DETAILS ON THE TASKS

3.)

- Building an effective transport and traffic management strategy (ITS for transport management/ pricing strategies and access management)
- Integrated packages of (d) transport and traffic management access restriction for private cars, (b) freight transport regulation, and (c) parking policies, supported by (e) the promotion of alternative mobility and (f) new public transport infrastructure
- Challenge the policy responds to: How can we ensure the accessibility of city centres and commercial and industrial urban activity zones?

4.)

- Ensuring a safe and secure urban environment and mobility
- Integrated packages of safety measures including (c) speed reduction measures, (i) bicycle and (j) walking / integrated packages of (f) security perceptions and real improvements in public transport
- Challenge the policy responds to: How can we reduce road accidents and (the perception of) insecurity?

5.)

- Setting up a more sustainable urban freight policy (urban goods transport)
- Integrated packages of (b) promotion of clean urban freight, regulation and urban freight centres
- Challenge the policy responds to: How can we manage and "green" urban freight transport?

Source: www.civitas-initiative.eu

6.)

- Facilitating stakeholder and citizen involvement
- Stakeholder and citizen involvement policies and practices
- Challenge the policy responds to: How can we gain legitimisation and public support for innovative urban transport measures?

Source: CiViTAS-CATALIST Project, Working document: CiViTAS-CATALIST guide for the modern urban mobility and transport professsional

Source: www.civitas-initiative.eu

FOR MORE INFORMATION

POSSIBLE MEASURES – USEFUL SOURCES

There is a wide range of possible measures. This means that identifying the most suitable measures for your local context will require some desktop work and talking with members of the project team as well as stakeholders.

You may want to consult online databases and documents that provide an overview of possible measures that may match your objectives:

Good practice databases

- Eltis portal on urban mobility, www.Eltis.org
- CiViTAS website, www.civitas-initiative.org/measure_fields.phtml?lan=en
- EPOMM, European Platform on Mobility Management, www.epomm.eu
- SMILE, Sustainable Mobility Initiatives for Local Environment, www.smile-europe.org

Documents with reference to effective measures for sustainable urban mobility planning:

- European Commission, DG Environment, Sustainable Urban Transport Plans. Preparatory document in relation to the follow-up of the Thematic Strategy on the Urban Environment, 2007. Supplemented by an annex on best practice examples and useful references. http://ec.europa.eu/environment/urban/urban_transport.htm
- Department for Transport (UK), Guidance on Local Transport Plans, 2009. Final guidance to support local transport authorities in developing and delivering their transport plan. See Annex E – Possible Measures for Meeting Goals. (16 July 2009). www.dft.gov.uk/adobepdf/165237/ltp-guidance.pdf
- BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans (online tool, see section "Better mobility", (www.moving-sustainably.net/index.php/movsus:planning_process)
- Sustainable Urban Transport Plans (SUTP) and urban environment: Policies, effects, and simulations. Review of European references regarding noise, air quality and CO_2 emissions (October 2005), http://ec.europa.eu/environment/urban/urban_transport.htm

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Discuss option selection with key stakeholders.

TIMING AND COORDINATION

- After targets have been defined.
- Done in parallel with > Activity 6.2 Learn from others' experience

CHECKLIST	
Framework of resources re-assessed.	
Options of possible measures defined and summarised.	

TOOLS

A KONSULT-BASED STRATEGY OPTION GENERATOR

KonSULT is a knowledge base that provides an assessment of the potential contribution to policy of some 40 transport and land-use policy instruments, based on both a first principles assessment and a review of case studies. The option generator will enable users to interrogate KonSULT to identify the subset of instruments which are likely to be most useful in a specified context. The aim is to broaden the range of policy instruments which are considered rather than to dictate a particular approach. Users will be able to focus on their objectives, problems or performance indicators, specify their relative importance, indicate the overall strategy which they wish to pursue and identify the context in which they are working. The option generator will then use the assessment scores for each instrument in KonSULT to identify those instruments which are likely to contribute most.

Web link: www.konsult.leeds.ac.uk

Source: ITS Leeds

EXAMPLE

DUNDEE, SCOTLAND: USE OF A SIMPLE MODEL

In developing its first Local Transport Strategy in 2000, the City of Dundee used the Transport Research Laboratory's Transport Policy Model – which requires only very basic inputs – to assess what could be achieved by the measures that it was considering. This allowed it to select the most appropriate measures and to set meaningful targets.

Source: Tom Rye, ENU, based on www.dundeecity.gov.uk/dundeecity/uploaded_publications/publication_1418.pdf, p. 71

ACTIVITY 6.2: LEARN FROM OTHERS' EXPERIENCE

RATIONALE

Identifying the most effective measures should be based on more than your own experience, desktop research and local exchange. It can be extremely valuable to learn from the experience of those who have already implemented measures which you are considering for your local context, and for most measures, you will likely find other places in your country and/or elsewhere in Europe who have experimented with them. This avoids "re-inventing the wheel" and making costly mistakes that others may already have learnt from.

AIMS

- Learn from those who have already implemented measures that you are considering.
- Avoid starting from scratch. Use the experience available elsewhere.
- Provide convincing evidence and arguments for implementing a measure in your local context.

TASKS

- Identify other places where a key measure you are interested in has already been implemented.
- Get in touch with the key actors who implemented the measure (either by phone or by arranging a site visit to see measures in action).
- Summarise the conclusions as input in the selection process.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Look for good examples beyond your own country as well.
- Invite practitioners from other places to your city for advice.
- Bring your local decision makers to a site visit in a place where a measure has been successfully implemented.

TIMING AND COORDINATION

- In parallel to > Activity 6.1 Identify the most effective measures

CHECKLIST	
Identified interesting places that have implemented a measure.	
Exchange with implementers established.	
Key results summarised.	

EXAMPLE

EUROPEAN NICHES+ PROJECT: EXCHANGE ON IMPLEMENTATION OF INNOVATIVE TRANSPORT CONCEPTS

The European NICHES+ Project (2008-2011) aims at networking stakeholders that work on innovative urban transport and mobility solutions. In this context, it proved to be extremely valuable to arrange an exchange between practitioners interested in implementing a measure in their local context and others who had already implemented a similar concept elsewhere. An example is the exchange between the French Region Artois-Gohelle and the cities of Salzburg and Munich on accessibility measures. A French team visited both cities and learned about the extensive experiences of Salzburg on travel training and the Munich concept of Neighbourhood Accessibility Planning. Another example is the exchange between the French cities of Nantes and Lorient with Worcestershire, UK, on bus rapid transit systems. The French cities have successful systems running that helped Worcestershire to learn more about specific challenges that need to be addressed for local implementation.

For details see: www.niches-transport.org

Source: Kerstin Langer, KOMMA.PLAN

ACTIVITY 6.3: CONSIDER BEST VALUE FOR MONEY

RATIONALE

Measure selection will be guided not only by effectiveness but also by value for money. Especially in times of tight budgets for urban transport and mobility, it is crucial to get the most impact possible for the resources spent. This will require a basic assessment of options with an eye on costs and benefits. This will also help you be realistic about what measures can be implemented and to avoid "pie-in-the-sky projects," i.e. choose only measures that seem financially feasible.

AIMS

- Ensure efficient use of available resources.
- Avoid selection of financially unrealistic measures.
- Strengthen the credibility of the implementation of measures.

TASKS

- Select only affordable and effective measures and packages of measures.
- Assess the proposed measures with an eye to realistic and timely implementation with given resources. The choice of methodology depends on your experience and available resources and may include both qualitative and quantitative approaches. In some places a full cost-benefit-analysis may be too costly (e.g. involving modelling for major measures). In such cases a focus on the most important measures, simpler approaches and/or estimates could be applied.
- Ensure that all costs and benefits – not just those that can be easily measured or valued – are taken into account.
- Ensure that greenhouse gas and air quality impacts are considered.
- Ensure that all modes are equally considered and compared in assessing costs and benefits.
- Take into consideration the maintenance needs.

EXAMPLE

GREATER NOTTINGHAM, ENGLAND: LOCAL TRANSPORT PLAN 2 – MAJOR SCHEME ASSESSMENT

The Greater Nottingham LTP2 (a SUMP in England) includes a section assessing its major scheme proposals against objectives to demonstrate that they all make a significant contribution to most LTP objectives. It also explains how schemes are planned and integrated with others to maximise benefits and therefore value for money. Finally, lower-cost alternatives to major schemes are identified to show what could be achieved with less money. This can be seen at www.nottinghamshire.gov.uk/chapter12-implementationprogramme.pdf, pages 334-336.

Source: Tom Rye, ENU

FOR MORE INFORMATION

TRANSPORT ANALYSIS GUIDANCE – WEBTAG

This UK guidance includes or provides links to advice on how to:

- set objectives and identify problems;
- develop potential solutions; and
- create a transport model for the appraisal of the alternative solutions.

www.dft.gov.uk/webtag/

Unit 2.5 of WebTAG gives a particularly useful introduction to the appraisal process. It can be found at www.dft.gov.uk/webtag/documents/project-manager/unit2.5.php

TIMING AND COORDINATION

- After initial identification of optional measures – running in parallel to Activities 6.1 Identify the most effective measures and 6.2 Learn from others' experience.

CHECKLIST	
Suitable measures (and packages of measures) assessed with an eye to costs and benefits as well as value for money.	
Results summarised for discussion on final measure selection.	

ACTIVITY 6.4: USE SYNERGIES AND CREATE INTEGRATED PACKAGES OF MEASURES

RATIONALE

Experience shows that isolated measures can only have a limited impact, while packages of measures can make use of synergies and reinforce each other. Therefore it is crucial to draw conclusions from the analysis of options in form of meaningful combined packages of measures. Furthermore the packages finally selected should also strive for integration of transport modes (intermodality), with land-use planning and other sectoral planning activities (e.g. environmental, health or economic measures).

AIMS

- Select best options in form of packages of measures.
- Ensure exploitation of synergies between measures.
- Ensure integration of transport modes (intermodality).
- Strive for integration with land-use planning and further sectoral planning activities.

TASKS

- Identify measures which contribute to meeting multiple objectives.
- Group measures into packages of measures to benefit from synergies and increase their effectiveness (see CIVITAS-CATALIST typology in > Activity 6.3).
- Ensure that intermodality is taken into account. This includes links to the long-distance transport network as the TEN-T network. (See LINK Project on Passenger Intermodality for detailed recommendations on the "last urban mile connection": www.linkforum.eu)
- Check proposed transport and mobility measures regarding integration with land-use planning.
- Integrate the measures where possible with further sectoral planning activities (e.g. environmental, health or economic measures).
- Make a proposal for final selection of measures and discuss with key stakeholders.

EXAMPLES

KRAKOW, POLAND: PACKAGING OF MEASURES IN CIVITAS

Source: Urzad Miasta Krakowa

Krakow is one of the biggest cities in Poland. The old town has a unique historic character with a high touristic relevance; Krakow is a prominent centre of culture, and a dynamic university city with about 140,000 students. Since the 1990s, Krakow's industry has seen a radical restructuring, while at the same time road congestion has increased considerably because people – understandably – strived for a private car.

The maintenance and reinforcement of the metropolitan functions and – at the same time – a real improvement of the quality of life of Krakow's residents became the challenges of city development in the early years of the new millennium.

A Transportation Master Plan was approved by the City Council in 2005. Its main goal is efficient, safe, economic and environmentally friendly transport of passengers and goods. This policy requested the implementation of a bouquet of comprehensive and coordinated measures and activities. Within the CiViTAS CARAVEL project (2005-2009) 18 measures were implemented in total, which brought an improved quality to Krakow's transport system. These measures included introduction of less polluting vehicles in public transport (PT), installation of separated traffic lanes, priority systems, safe access to PT stops, attractive and informative audio-visual passenger information, new PT services (e.g. demand-responsive transport in low-density areas, integrated ticketing between independent operators, bike carriers in buses, public bikes), access restrictions for cars and delivery services to the historic centre. These hard measures were accompanied by a series of soft measures targeted to specific user groups (the university and its students and employees, citizens, young people, shopkeepers) such as carpooling, car sharing, marketing and promotion events, incentives, training, public meetings.

A carrot-and-stick policy aimed to discourage the use of the private car while at the same time encouraging the use of PT or other transport modes through better, safer, more affordable and more reliable and attractive urban transport offers and services. The measures were all interrelated and were not implemented in isolation. A core project team supervised the progress and ensured an ongoing exchange between the measures and the stakeholders concerned. This project team was also responsible for communication and promotion. Despite some opposition from shopkeepers and administrations, the public accepted this city policy and this project thanks to a committed Lord Mayor and a strong project team. The project and the related measures came on the citizens' agenda, was widely discussed and permanently visible to the public through the CiViTAS CARAVEL tram, posters and logos, public meetings and events (European Mobility Week), incentives and gadgets.

Source: Rupprecht consult based on www.civitas-initiative.org/city_sheet.phtml?lan=en&id=2, CiViTAS CARAVEL, D.5 Evaluation Report, Chapter 6: Overview of Evaluation in Krakow

EXAMPLES

BUDAPEST, HUNGARY: HORIZONTAL AND VERTICAL INTEGRATION OF MEASURES

The Heart of Budapest Programme (details see activity 2.2) is made up of four interlinked infrastructure measures ("horizontal integration"). These include the construction of two new public squares, one new public building and a traffic-calmed axis. They are designed in a way that each phase can bring great improvements to the quality of urban mobility and environment. However, the full benefit will only be achieved when all are implemented. The infrastructure is so closely interlinked that until full implementation that there can even be undesirable side effects. For example in Phase I traffic from traffic-congested areas was diverted across newly traffic calmed areas. Only the full implementation of Phase II can fully eliminate this through-traffic.

The Heart of Budapest programme also covers various forms of mobility as well as has a more overarching aim of a general upgrade of urban environment ("vertical integration"). The projects attempt to tackle a number of issues that have had a large impact to the urban environment in the past 20 years: economic patterns, social changes, the quality of buildings, the emergence of decentralised urban centres, the increase of motorized traffic and parking problems, the limited amount of green areas and reduced air quality, the construction of a new metro line etc. Because of the complexity and interrelation of these issues each of the four projects includes elements beyond that of sustainable mobility: business incentives, landscaping, tourism-related actions, services for disadvantaged (e.g. disabled or poor) people, construction of a new town centre and public service centre, and a lot more.

Eltis case study with more information on the Heart of Budapest programme: http://www.Eltis.org/index.php?id=13&study_id=2961

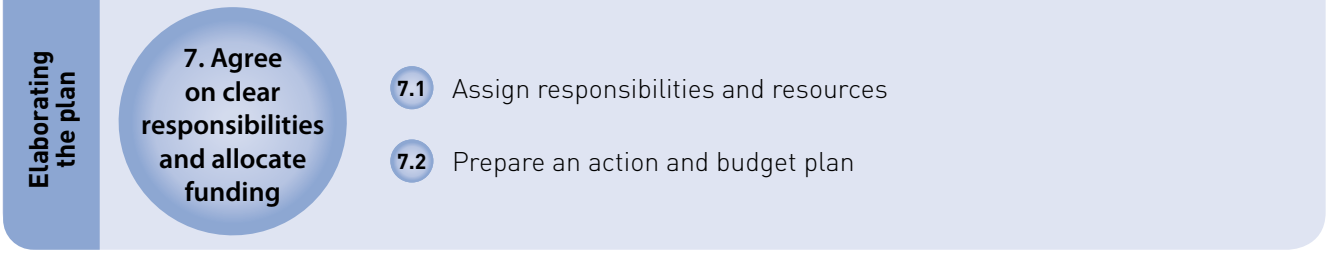
Source: Gábor Heves, Regional Environmental Center for Central and Eastern Europe

TIMING AND COORDINATION

- In parallel to > Activities 6.1 Identify the most effective measures, > 6.2 Learn from others' experience and > 6.3 Consider best value for money
- Before Element 7. Agree on clear responsibilities and allocate funding.

CHECKLIST	
Effective packages of measures and possible synergies identified	
Packages of measures checked with an eye to integration with land-use planning and other sectoral planning activities	
Set of packages of measures selected as input for discussion on final selection and action and budget plan (> Activity 7.2)	

Element 7: Agree on clear responsibilities and allocate funding



Closely connected to the selection of (packages of) measures, is the determination of clear responsibilities and the elaboration of an action and budget plan. This is a key part of the SUMP and requires formal approval by all key stakeholders. Essentially, at this stage answers are found to the questions: who and how much?

ACTIVITY 7.1: ASSIGN RESPONSIBILITIES AND RESOURCES

RATIONALE

When a final set of measures has been selected it is time to assign responsibilities and resources. A clear picture of who is in charge of an action and where the funding comes from is a cornerstone of every SUMP. This requires close coordination and discussion among all actors that will have a role in developing and implementing the measures or packages of measures.

AIMS

- Identify required resources and responsibilities for the implementation of the selected (packages of) measures.
- Assure that all measures are clearly prioritised and realistically deliverable.
- Secure efficient and effective allocation of resources (human, knowledge, funds).
- Ensure close coordination with stakeholders for implementation.

TASKS

- Discuss the proposed measures with the stakeholders who could potentially play a role in designing and implementing them.
- Identify options for who can take the lead in implementing a measure and where the funding could come from.
- Validate a realistic plan: check the consistency between planned activities, targets aimed at and allocated budgets.
- Ensure good coordination between different funding sources.
- Organise meetings with concerned stakeholders to discuss and agree on responsibilities and resources.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Involve citizens in discussion on final selection of measures.

TIMING AND COORDINATION

- Evolves in parallel with the development of scenarios (→ Activity 3.2) and targets (→ Activity 5.2); concluded after Element 6 Develop effective packages of measures.
- Process takes several months.

DETAILS ON THE TASKS

Source: www.Eltis.org | Schiffer

POSSIBLE FUNDING SOURCES

- Local taxes: a special local transport tax for public transport paid by public or private enterprises, developers;
- Revenue funding: tickets, parking fees, city centre pricing, congestion charging, advertisements;
- Private sector operators, developers, industry; knowledge and skills – SMEs;
- Fundraising activities involving appropriate sponsors (but consider compatibility with marketing strategy);
- Local budgets: from different municipalities and different policy domains;
- State subsidies (regional sources if applicable);
- or EU subsidies.

Source: Pilot Manual – full version, amended, www.pilot-transport.org/index.php?id=48

CHECKLIST	
Proposal of final set of packages of measures.	
Possible responsibilities and funding sources identified.	
Discussion with concerned stakeholders concluded.	

ACTIVITY 7.2: PREPARE AN ACTION AND BUDGET PLAN

RATIONALE

Based on the discussion on responsibilities and funding sources with the concerned actors, a confirmed action and budget plan is needed. It includes a detailed summary of the measures, of established priorities for implementation, and of schedules. These specifications will be the basis for smooth implementation of the measures; it needs broad agreement from decision makers and stakeholders and will form a core part of the final plan.

AIMS

- Formalise the responsibility of all actors and the resource contributions with the respective partners.
- Contain important implementation risks.
- Ensure clear prioritisation of measures.
- Provide a clear time horizon for measure implementation.
- Ensure transparency around planned actions.

TASKS

- Outline the detailed technical and budgetary planning of measures for a period of 5 years. Cover the longer term with broader indications of plans.
- Draw up a document that formalises:
  - What is done when by whom and how much the allocated budget is;
  - What are the expected contributions of the measure to the objectives;
  - What will be the funding sources (or possible options if not clear yet);
  - What are the risks and the contingency plans;
  - What is the schedule for measure design and implementation.
- Achieve formal agreement on the budget and action plan among decision makers and key stakeholders.
- Make responsibilities and allocation of resources public to ensure transparency.

EXAMPLES

WEST OF ENGLAND: LTP2 – IMPLEMENTATION PROGRAMME

The four Councils of Bath and North East Somerset, Bristol City, North Somerset and South Gloucestershire have joined forces to plan and deliver transport improvements in the area through a Joint Local Transport Plan (JLTP). The JLTP sets out the transport plans for the years 2006 – 2011 and a vision for the next 20 to 30 years.

The £126.9m worth of measures (61.173 for the Integrated Transport Spending Programme and 65.745 for maintenance) contained within the plan were based on the financial planning guidelines set out by the Department for Transport in December 2005. They are focused on delivering value for money through making best use of existing infrastructure. The following table provides an overview of the Integrated Transport Spending Programme (total £61.173m).

INTEGRATED TRANSPORT SPENDING PROGRAMME (£MILLION)

Scheme Type	2006/07	2007/08	2008/09	2009/10	2010/11	TOTAL
Bus showcase routes and other infrastructure	**3.60**	**2.50**	**1.20**	**1.90**	**3.30**	**12.50**
Number of schemes	180	160	100	150	180	770
Rail	**0.10**	**0.10**	**0.12**	**0.14**	**0.14**	**0.60**
Number of schemes	2	2	2	2	2	10
Park and ride	**0.60**	**1.15**	**1.10**	**1.00**	**1.10**	**4.95**
Number of schemes	0	1	1	1	0	3
Managing traffic congestion:						
a) UTMC, signals	**0.90**	**1.10**	**1.15**	**1.30**	**1.00**	**5.45**
Number of schemes	25	30	30	35	30	150
b) Parking	**0.45**	**0.35**	**0.05**	**0.05**	**0**	**0.90**
Number of schemes	1	1	1	1	1	5
Walking	**0.85**	**1.20**	**1.70**	**1.35**	**1.35**	**6.45**
Number of schemes	50	65	80	65	65	325
Cycling	**0.65**	**0.90**	**1.20**	**1.25**	**1.20**	**5.20**
Number of schemes	40	60	75	75	75	325
Local safety schemes	**1.75**	**2.44**	**2.69**	**2.73**	**2.77**	**12.38**
Number of schemes	40	45	50	50	50	235
Safer routes	**0.90**	**1.10**	**1.35**	**1.45**	**1.40**	**6.20**
Number of schemes	30	35	40	45	45	195

EXAMPLES

INTEGRATED TRANSPORT SPENDING PROGRAMME (£MILLION)

Scheme Type	2006/07	2007/08	2008/09	2009/10	2010/11	TOTAL
Local area / smarter choices	**1.25**	**0.85**	**1.35**	**1.30**	**0.75**	**5.50**
Number of schemes	100	70	100	100	60	430
Miscellaneous schemes	**0.23**	**0.13**	**0.34**	**0.21**	**0.12**	**1.03**
Number of schemes	10	5	15	10	5	45
TOTAL	**11.28**	**11.82**	**12.25**	**12.68**	**13.13**	**61.16**
Dec 2005 allocations + Feb 2006 additional road safety allocations	**11.281**	**11.827**	**12.247**	**12.683**	**13.135**	**61.173**

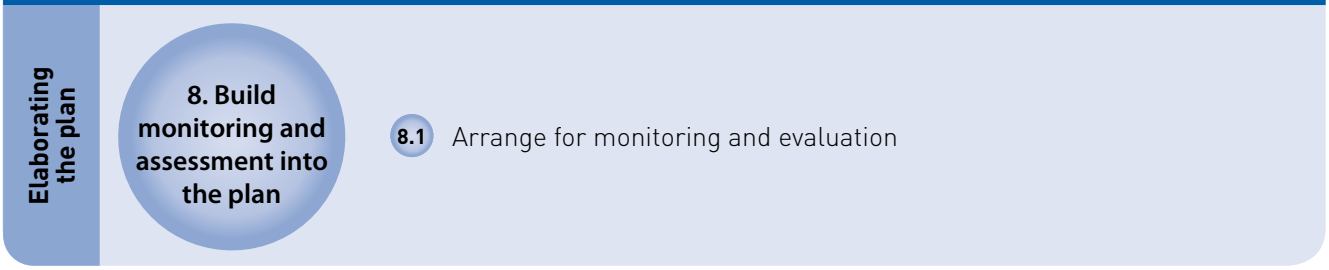
Source: West of England LTP2,
www.westofengland.org/transport/joint-local-transport-plan/final-joint-local-transport-plan-200607-201011

TIMING AND COORDINATION

- As formal conclusion after discussion on options in → Activity 7.1 Assign responsibilities and resources

CHECKLIST	
Action and budget plan drafted.	
Formal agreement from decision makers and key stakeholders.	

Element 8: Build monitoring and assessment into the plan



Monitoring and evaluation need to be built into the plan as essential management tools to keep track of the planning process and measure implementation, but also so that you can learn from the planning experience, understand what works well and less well, and to build the business case and evidence base for the wider application of similar measures in the future.

ACTIVITY 8.1: ARRANGE FOR MONITORING AND EVALUATION

RATIONALE

Monitoring and evaluation of both the planning process and of the implementation of the measures are crucial to the effectiveness of the plan. A monitoring and evaluation mechanism helps to identify and anticipate difficulties in the preparation and implementation of the SUMP, and, if necessary, to "repackage" measures in order to achieve targets more efficiently and within the available budget. It will also provide proof of the effectiveness of the plan and its measures. This allows those responsible for the actions to justify where money was spent.

The reporting should ensure that the results of the evaluation feed back into the public debate, thus enabling all actors to consider and make the necessary corrections (e.g. if targets are achieved or if measures appear to be in conflict with one another). The monitoring and evaluation mechanisms should be defined early and become an integrated part of the plan.

AIMS

- Build a suitable monitoring and evaluation arrangement into the plan to help identify barriers and drivers for measure design and implementation, and to enable timely and effective responses.
- Determine how the degree of measure implementation and target achievement will be assessed.
- Develop suitable mechanisms to assess the quality of the planning process.
- Make monitoring and evaluation arrangements an integral part of the SUMP document.

TASKS

- Connect indicator selection for monitoring and evaluation to setting SMART targets (→ Activity 5.2). Choose a few easily-measurable indicators and avoid information overload.
- The ex-post evaluation reviews the sustainable urban mobility planning and implementation stages, and the overall results of the decision making process. It should include the following areas:
  - Output (action taken): Newly constructed infrastructure (e.g. x km bicycle lanes) or new transport and mobility services in operation (e.g. X new buses) – using output indicators.
  - Outcome (impact of action): Real and measurable improvements in quality of life and the quality of transport services (outcome indicators) should be the main focus. Examples are congestion (vehicle delay) or the number of cycling trips. Include intermediate outcomes if possible; these repre-

sent milestones towards key outcome targets. The indicators should measure outcomes directly, or measure how outputs are demonstrably related to outcomes.
  - Planning process of the measure implementation: The efficient use of resources as an investment in measures; the process of implementation: e.g. timing of implementation, quality (process indicators).
- Include qualitative and quantitative indicators.
- Anticipate arrangements for ex-ante evaluation (appraisal – a process of checking how well a scheme or strategy will perform, can assist in making efficient choices between options.) and ex-post evaluation of plan preparation process.
- Perform a data audit (what is available? where are gaps?) and if necessary develop a data collection strategy (quantitative and qualitative indicators). This is linked to the data audit in → Activity 3.1 Prepare an analysis of problems and opportunities. These activities are related and should be coordinated with each other.
- Determine how monitoring and evaluation will be integrated in the SUMP. Develop a work plan for monitoring and evaluation activities that is integrated with the project schedule
- Define trajectories to measure intermediate outcomes and assess the progress in achieving targets.
- Define clear responsibilities of well skilled staff members – or an external partner – for monitoring and evaluation. Ideally the responsibility should be with an independent body.
- Clearly define the available budget and activities for monitoring and evaluation – typically this should be at least 5% of the total available budget.
- Plan for a minimum stakeholder involvement in monitoring and evaluation.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

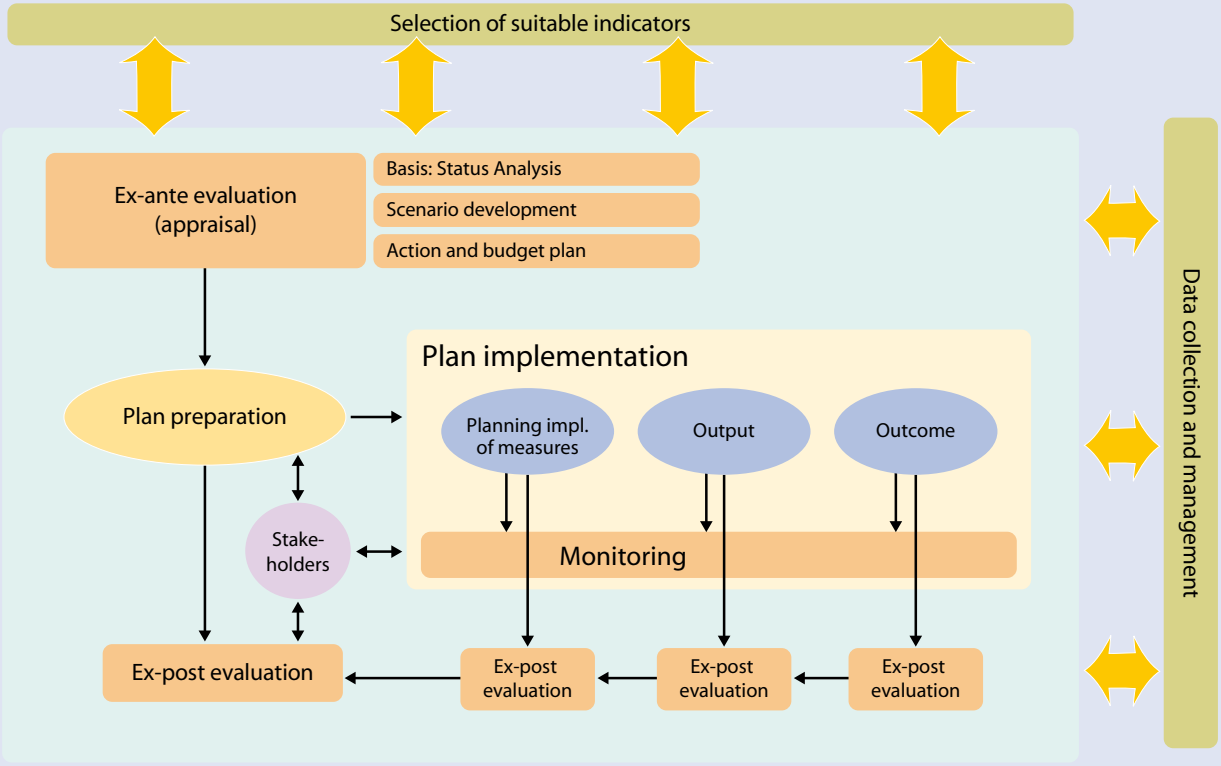
- Integrate an assessment of costs and benefits of the SUMP development process.
- Plan for extensive stakeholder involvement in monitoring and evaluation.
- Involve peers from other cities in the feedback process.
- Coordinate with relevant local and regional stakeholders on regional indicators.

TIMING AND COORDINATION

- Consider monitoring and evaluation needs from the outset, especially when developing SMART targets and selecting related indicators (→ Activity 5.2).
- Include ex-ante evaluation (appraisal) in the status analysis (→ Activity 3.1), scenario development (→ Activity 3.2) and action and budget plan (→ Activity 7.2).
- Include arrangements for monitoring and evaluation arrangements for ex-post evaluation in Sustainable Urban Mobility Plan document (→ Activity 9.1).

DETAILS ON THE TASKS

OVERVIEW OF POSSIBLE ARRANGEMENT FOR MONITORING AND EVALUATION



Source: PILOT Manual – full version (for details see Mission 5), www.pilot-transport.org/index.php?id=48

CHECKLIST	
Selection of suitable indicators (based on indicators selected in → Activity 5.2 Develop SMART targets) finished.	
Suitable monitoring and evaluation tools agreed on.	
Work plan and responsibilities for data collection and management agreed.	

EXAMPLES

WEST YORKSHIRE, ENGLAND: MONITORING OF TARGETS AND INDICATORS – WEST YORKSHIRE LOCAL TRANSPORT PLAN (LTP2) (EXCERPT OF TABLE)

INDICATOR	RELEVANT TARGET	DATA SOURCE AND COLLECTION TECHNIQUES	TIMESCALE
Accessibility	Mandatory M1	Use of Accession modelling suite	Updates produced annually and/or during services changes
Bus punctuality	Mandatory M2	Roadside Surveys and RTPI system	Updates produced annually
Satisfaction with local bus services (BVPI 104)	Mandatory M3	Information supplied by ODPM. Supplemented by Metro market research	Data produced every 3 years
Annualised index of cycling trips	Mandatory M4	A representative selection of sites across West Yorkshire have been chosen to reflect a variety of cycling environments. Both on and off road sites are monitored. Data collected both automatically and manually	Automatic sites collect data continuously. Manual counts undertaken in neutral months
Average journey time per person mile on key routes	Mandatory M5	14 routes have been selected across West Yorkshire. Occupancy, flow and journey times undertaken on each route	Annual counts carried out in neutral months
Change in peak period traffic flows to urban centres	Mandatory M6	Automatic Traffic Counts (ATC) on five urban centre cordons	Annual counts carried out in neutral months
Mode share of journeys to school	Mandatory M7	Method of collection deferred until 2007	
Satisfaction with LTP funded public transport facilities	Local L1	Market research surveys	Scheme by scheme assessment
Cycling trips to urban centres during the morning peak	Local L2	Mode split surveys into five main urban centres across West Yorkshire	Annual counts carried out in neutral months
AM peak period mode split to urban centres	Local L3	Mode split surveys into five main urban centres across West Yorkshire	Annual counts carried out in neutral months
Peak period rail patronage	Local L4	Peak period surveys at Leeds rail station	Annual counts carried out in neutral months
Patronage on Quality Bus Corridors	Local L5	Electronic ticket machine data on selected routes	Scheme by scheme assessment
Number of pedestrians KSI in road traffic collisions	Local L6	STATS 19 Data	

For the full table see: West Yorkshire Local Transport Plan, p. 177, www.wyltp.com/currentplan

EXAMPLES

TOULOUSE, FRANCE: ARRANGING FOR MONITORING AND EVALUATION

The new PDU of the agglomeration of Toulouse set up a number of initiatives that should assure an accurate monitoring of the realisation of the PDU and regular evaluation of its results. They comprise the following activities:

- Establishment of a "partnership" monitoring commission
- Installation of an "urban development/ mobility commission"
- Continuation of the PDU observatory
- Creation of a mobility cost account
- Development of balanced score cards

The revision of the PDU permitted the agglomeration to engage a large number of public and private stakeholders. In the framework of the "partnership" monitoring commission, all institutions, associations and mobility-related organisations will meet at least once a year to discuss the progress made, if possible making use of the intermediate evaluation results provide by the PDU observatory.

The objective of the PDU observatory is to follow the progress made in the realisation of the actions described in Toulouse's Urban Mobility plan. Questions asked are: "Have the actions of the PDU been started?"; "Are the principles of the PDU being maintained?" In addition, the observatory will follow the effects of the PDU actions. It will investigate whether the impacts of these actions are in accordance with the envisaged effects. It will also observe whether the general objectives are fulfilled as described in the respective PDU laws, the LOTI, LAURE and the SRU. Every year an intermediate evaluation update will take place. A full evaluation of progress and results is obligatory 5 years after the official approval of the PDU.


Source: Saada/ Schneider


Source: Saada/ Schneider

Some of the indicators used feed directly into or come from the legally-required strategic impact evaluation. The indicators that should provide the larger overview of the mobility and transport trends in the agglomeration of Toulouse come from:

1) the household mobility study
2) the surrounding road and ring road study
3) the public transport origin-destination study

The urban development/ mobility commission was established to assure coherence between the urban development options within the perimeter of the PDU and the organisation of the transport infrastructure. Both the AOUT (authority with transport competences responsible for the PDU) and the SMEAT (authority responsible for the SCOT, urban development coherence scheme) are participating in this commis-

EXAMPLES

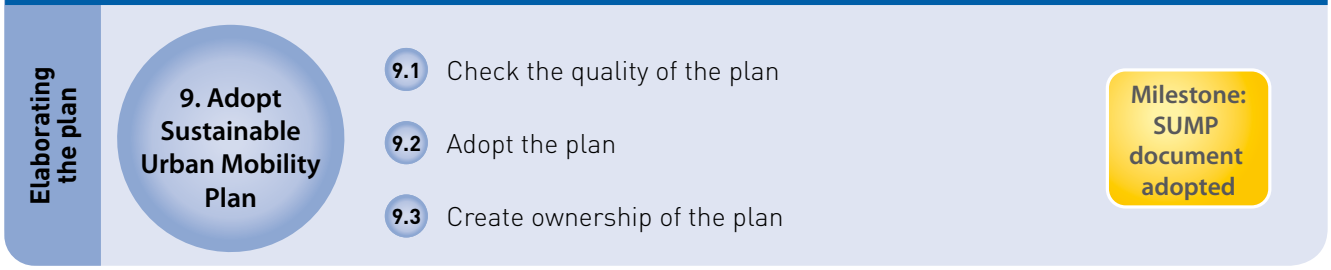
sion. The mobility cost account is a tool made obligatory by the Law SRU. More precisely this law imposes the creation of a number of tools that assist public and private decision making that has an impact on mobility practices. The mobility cost account is one of these tools. It permits the agglomeration to visualise the costs to the users and to society. A balanced score card will be set up that integrates all actions of the PDU. It will provide periodic updates on the precise content of the measure, the progress made, and the envisaged timing of realisation.

Source: Rupprecht Consult based on input from Toulouse (Revised PDU project of Toulouse, January 2011)

FOR MORE INFORMATION ON TOOLS FOR MONITORING AND EVALUATION

Source	Topics covered	Hyperlink
DISTILLATE, UK (2008)	Guidance on the development of a monitoring strategy and the selection of indicators. See Project C – Indicators.	www.its.leeds.ac.uk/projects/distillate/outputs/products.php
MAX (2009), MaxSumo. Guidance on how to plan, monitor and evaluate mobility projects.	MaxSumo offers an opportunity to effectively plan, monitor and evaluate mobility projects and programmes aimed at behavioural change. Available in EN, DE, ES, FR, NL, PL, PT, SE	www.epomm.eu/index.phtml?ID1=2359&id=2359
GUIDEMAPS (2004) Handbook, Volume 1: Concepts and tools	Measuring indicators, p. 59 f., 61 Evaluation methods (Cost effectiveness, Cost-benefit analysis, least cost planning, multiple criteria analysis), p. 79	www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf
GUIDEMAPS (2004) Handbook, Volume 2: Fact Sheets	Measuring indicators, p. 70 f. Tools for tracking progress, p. 73 Measuring outcome indicators, p. 76 Post implementation evaluation, p. 78	www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf
PROSPECTS (2003), A Methodological Guidebook	Appraisal and evaluation, p. 25 f., 33 ff. Implementation and monitoring, p. 27 ff. Basics of CBA, p. 99 f.	www.ivv.tuwien.ac.at/forschung/projekte/international-projects/prospects-2000.html
PROSPECTS (2002), Evaluation tools (Deliverable 2)	Covering a wide range of methods and tools for evaluation. See whole document.	www.ivv.tuwien.ac.at/forschung/projekte/international-projects/prospects-2000.html

Element 9: Adopt Sustainable Urban Mobility Plan



The SUMP document summarises the outcomes of all previous activities. After a final quality check, the document, including the action and budget plan, needs to be formally adopted by the political representatives. It is also important to ensure that the plan is widely accepted among stakeholders and citizens.

ACTIVITY 9.1: CHECK THE QUALITY OF THE PLAN

RATIONALE

The project team will have the task to compile the final draft of the plan document. To ensure that the previous agreements are well reflected, drafts of the document need to be reviewed internally and by important external stakeholders.

AIMS

- Ensure high quality of the SUMP document.
- Ensure that views of key stakeholders have been taken sufficiently into account in the document.

TASKS

- Look at the whole plan and check quality and potential for effective outcomes.
- Make final amendments in cooperation with key stakeholders.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Include external reviewers with experience on sustainable urban mobility planning to check quality of plan document.

TIMING AND COORDINATION

- Quality check when advanced draft of plan document is available.

CHECKLIST	✓
Final draft of SUMP document compiled.	
Internal and stakeholder review completed.	
Final amendments completed.	

EXAMPLES

SHEFFIELD , ENGLAND: LOCAL TRANSPORT PLAN 2

The current Local Transport Plan in Sheffield (UK) is the transport strategy and action plan for the five year period from 2006 to 2011. It explains how Sheffield addresses nationally agreed shared priorities, which are tackling congestion, addressing accessibility, better road safety, improving air quality and respecting other quality of life issues. It also sets out the longer term vision of what local transport will look like in the future and identifies how local transport plays a key role in supporting the transformation of South Yorkshire. The plan covers the whole of South Yorkshire, which has an area of 1,552 km² and is home to over 1.2 million residents.

The document is structured in five parts, which in turn are divided into further chapters:

- Part A: Introduction (ca. 25 pages)
- Part B: Setting the Scene (ca. 45 pages)
- Part C: Where We Want To Be (ca. 20 pages)
- Part D: How We Intend To Get There (ca. 110 pages)
- Part E: Supporting Our Economic Transformation (ca. 5 pages)

Part A of the document consists of a foreword from the Chair of South Yorkshire Passenger Transport Authority and the South Yorkshire Passenger Transport Steering Group, followed by an executive summary of the entire document (13 pages broken up by pictures and illustrations). In addition, an overview of the plan area and the vision for transport are given, as well as lessons learnt from earlier LTPs, the overall strategy and guidance to finding your way around the document. The consultation and involvement process is described in a separate chapter.

Part B describes the wider context of the LTP, including the vision, different policy levels and headline indicators such as area and population, socio-economic situation or car ownership. Components of the transport network are presented, as are the future development of South Yorkshire (demographics and land use, economic development, urban and rural areas).

Part C highlights the key features of the analysis, the approach to address the identified challenges and the LTP strategy.

Part D, the core of the document, delivers the strategy and addresses the 5-year programmes of action which show what Sheffield intends to do to address the challenges and issues identified and the objectives established in a number of transport policy areas, including the shared national priorities.

Part E describes funding schemes and frameworks. The South Yorkshire LTP Partnership in conjunction with the Sheffield City Region (SCR) Partners is currently developing the Sheffield City Region Transport Strategy / LTP3. This will cover the period from 2011 to 2026.

Source: Rupprecht Consult based on South Yorkshire second Local Transport Plan www.southyorks.gov.uk/index.asp?id=186

Table of contents of current LTP: www.southyorks.gov.uk/embedded_object.asp?id=511

EXAMPLES

LILLE, FRANCE: PLAN DE DÉPLACEMENTS URBAINS (PDU)

The project PDU of the agglomeration of Lille includes a total of 170 actions defined and structured along the following 6 axes:

1) An "intensive city" and mobility

Within the first axis the agglomeration of Lille promotes sustainable development and urban forms through a better integration of the different elements in policy making and urban design. It also passes through the expansion of a network of heavy public transport as the backbone of urban development. Lille envisages developing so-called micro-PDUs in specific areas, as well as a number of actions, such as the construction of eco-neighbourhoods, to serve as models.

2) A network of public transport

The agglomeration of Lille will invest heavily in the reinforcement of its present public transport infrastructure. This should allow for intermodality and better connections with other jurisdictions, yet also allow for a more complete service to the users. It should also foster intermodality.

3) Sharing the street, alternative modes

The third axis combines a set of activities that should incite a more reasonable use of the private car. This should be done by creating a distribution of road space in favour of the sustainable modes. This translates into an objective to better structure the road network and to optimise existing roads. Walking will be promoted as a mode through an integrated pedestrian network. The metropolitan area has also adopted ambitious plans in relation to cycling. Parking strategies will be in line with the PDU objectives.

Source: www.lillemetropole.fr

4) Freight transport

Actions on freight transport in the metropolitan area of Lille are based on a report produced earlier. Although freight transport is crucial to the economic life of a city, it is also a source of congestion and emissions. The authorities will first search for alternative to freight transport by road. This will be done through the development of a global strategy, reinforcement of intermodality, and clearer integration of the issue of transport in the promotion of economic activities. Specific attention will be paid to urban freight transport. A specific strategy will be developed and a number of experiments will be executed in a coordinated manner.

5) Environment, health and the safety of citizens

To better integrate environmental issues in urban planning documents, an environmental impact assessment became obligatory for all PDUs after the adoption of the European Directive 2001/42/ CE in

EXAMPLES


Source: Max Lerouge

French law in 2005. Following this assessment, a number of direct objectives and actions were defined that are combined in the 5th axis of Lille's PDU, environment, health and safety of citizens. It intends first to reduce the energy consumption and the atmospheric impacts of mobility and transport on the environment and on health. It will also take a number of actions to reduce road noise pollution, will adopt a cross-cutting environmental strategy in the development of its metropolitan policies, and will create a safe environment for the users of the mobility services.

6) Realisation, monitoring and evaluation

This program of 6 axes is accompanied by a preliminary estimate of the costs.

The connections between the different modes of travels, the citizens that realise them, freight transport, and the space in which transport takes place together require an integrated mobility and transport policy, articulated by the city and its citizens.

Table of Contents (Project de PDU Lille)

Source: Rupprecht Consult, based on Lille PDU, www.lillemetropole.fr

ACTIVITY 9.2: ADOPT THE PLAN

RATIONALE

The SUMP needs to be legitimised by the elected political representatives of the responsible body/bodies that develop the plan. This is a key step in making it accountable and providing an agreed upon framework for measure implementation.

AIMS

- Ensure a legitimate and accountable plan.
- Foster acceptance of the plan.
- Provide an agreed upon framework for measure implementation.

TASKS

- Ensure formal adoption of the SUMP by the elected representatives of the public body/bodies responsible for planning (e.g. city council, regional council).

TIMING AND COORDINATION

- After plan document has been finished and before measure implementation.
- Adoption process may take a few months (see example below).

CHECKLIST	
SUMP adopted by elected representatives of pubic body/ bodies responsible for planning.	

DETAILS ON THE TASKS

DIFFERENT FRAMEWORK CONDITIONS FOR PLAN ADOPTION

The exact form of adoption will depend on the national regulatory framework and administrative structure. In general terms, the following needs to be achieved:

- Those authorities responsible for drawing up the action and budget plan should also adopt it, ensuring compliance with national regulation regarding plan adoption and (where applicable) minimum sustainable urban mobility planning requirements. The possibility that any party involved could take legal action against a plan that contravenes these rules should be anticipated.
- The SUMP action and budget plan has to be assessed with an eye to the impacts of policies and measures, to procedural requirements and progress made, and to achieving compliance with the EC directive on Strategic Environmental Assessment (SEA). To guarantee a credible evaluation, an independent body should be responsible for plan assessment.
- If the provision of national funds depends on the fulfilment of national quality criteria, the SUMP action and budget plan also needs to be approved by a higher level of government (linked to the results of the assessment).

Source: Pilot Manual 2007, www.pilot-transport.org/index.php?id=48

EXAMPLES

WEST OF ENGLAND: TIMETABLE FOR ADOPTION OF JOINT LOCAL TRANSPORT PLAN 3

The four councils (Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire) are working in partnership to plan and deliver transport improvements in the West of England area. This required adoption of the plan by different committees and councils.

- Joint Transport Executive Committee – 10/12/10
- South Gloucestershire Full Council – 15/12/10
- North Somerset Full Council – 18/01/11
- Bristol City Full Council – 18/01/10
- Bath and North East Somerset Full Council – 20/01/11
- Publication of final JLTP3 – 31/03/11

www.travelplus.org.uk

ACTIVITY 9.3: CREATE OWNERSHIP OF THE PLAN

RATIONALE

The official adoption of the plan is an important step. In advance, accompanying and as follow-up to this step it is necessary to inform and involve stakeholders and citizens to ensure broad ownership of the SUMP. They should have the feeling it is "their" plan, which aims at improving mobility and quality of life for everyone rather than just another document adopted at the political level.

AIMS

- Ensure high acceptance and a feeling of ownership among stakeholders and citizens.

TASKS

- Communicate in a transparent and professional way about the results of the planning process.
- Explain what a local authority can realistically do and what not (expectation management).
- Make the adoption of the plan a topic in local media and celebrate this milestone with the citizens.

TIMING AND COORDINATION

- In advance, in parallel and after formal adoption of plan.

CHECKLIST	
Public relations and involvement activities planned and carried out.	
Adoption of SUMP celebrated with citizens and stakeholders.	

EXAMPLES

WEST OF ENGLAND: 6th JOINT TRANSPORT FORUM, JOINT LOCAL TRANSPORT PLAN 3

The 6th Annual Joint Transport Forum was designed as the launch of, and introduction to, the draft Joint Local Transport Plan and the launch of the wider engagement. Over 100 representatives from the sub-region attended including local businesses, health representatives, campaign groups and residents, all wishing to find out more about what the West of England partnership does, and how they could help influence the next Joint Local Transport Plan.

Source: West of England Partnership

On arrival all attendees were given a copy of the draft Executive Summary of the JLTP3 and a copy of the questionnaire in order to encourage feedback after the forum. Larger quantities of questionnaires were also available for people to take away and distribute amongst their groups. The event included workshops on carbon reduction, active travel and sustainable economic prosperity.

For details, see: www.travelplus.org.uk/our-vision/joint-local-transport-plan-3/6th-joint-transport-forum

Element 10: Ensure proper management and communication (when implementing the plan)

Implementing the plan

- 10.1 Manage plan implementation
- 10.2 Inform and engage the citizens
- 10.3 Check progress towards achieving the objectives

After plan adoption, the implementation phase starts. As the SUMP is a strategic document, it provides a sound framework for these activities, but it does not specify in detail how a measure will be implemented. It needs to be stressed that the implementation process also needs to follow a structured approach to refine targets and to plan, detail, manage, communicate and monitor the implementation of measures. These management cycles will be much shorter than the planning cycle and need to be flexible enough to adapt to new situations. They need to be institutionalised in the organisation that is in charge of implementing a measure.

ACTIVITY 10.1: MANAGE PLAN IMPLEMENTATION

RATIONALE

A good SUMP does not automatically lead to good results. It is crucial to deliver the goals of the plan effectively and to apply appropriate management to oversee the implementation and to manage risks. This requires agreements with all actors involved in measure implementation. Implementation follows a much shorter cycle than the SUMP process. It will usually include the refinement of targets as well as planning, detailing, managing, communicating and monitoring of the measure implementation.

AIMS

- Formalise the roles of actors involved in measure implementation.
- Ensure sound coordination among all parties involved.
- Facilitate an efficient and effective implementation process.
- Address potential risks and synergies.
- Ensure transparency of implementation.

TASKS

- Agree on management procedures and responsibilities with all stakeholders involved in implementing the measures (work plan).
- Assess risks and plan for contingencies.
- Enforce work plan implementation and agree on reporting formats.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Link the management of measure implementation with wider performance management systems within the administration.

TIMING AND COORDINATION

- Throughout implementation phase.

DETAILS ON THE TASKS

GUIDEMAPS: PROJECT PLAN AND MANAGEMENT

Project management is concerned with the overall planning and coordination of a project, from inception to completion. It ensures that requirements of the decision-maker or commissioning body are met by achieving completion on time, within budget and to the required quality standards.

Project management covers the whole transport decision making process and usually structures the project plan according to a six-stage project process:

1. Scheme definition

This stage involves the detailed definition of the scheme, either based on the objectives and programme set out in a strategy (or SUMP > Activities 5.1, 7.2), or through the direct identification of the problems or issues to be addressed. It includes the specification of requirements and the identification of constraints, as well as the selection of performance indicators (> Activities 5.2, 8.1).

2. Option generation

Several options (e.g. different features or routes) need to be prepared in order to find an effective and efficient scheme which maximises stakeholder support. Various tools can be used to aid professional creativity and stakeholder involvement in the option generation process.

3. Option assessment

This involves the appraisal of options with regard to their potential impacts and cost effectiveness. Typically, this process assesses many characteristics, covering impacts on the local economy, environment and society. It includes a technical analysis of each option and an assessment of likely public acceptance.


Source: www.Eltis.org

4. Formal decision taking

The decision is taken by the responsible institution (or delegated body for smaller schemes), taking into account the findings of the option assessment stage. It includes agreement on the preferred option, arrangements for when the project will be implemented and by whom, and the allocation of resources (> relates to Activities 7.1, 7.2).

5. Implementation

This includes all necessary preparatory and site work to bring the scheme to the point of operation. For infrastructure projects, final details regarding the phasing of construction must be agreed on and authorisation for construction obtained. This stage can also include other tasks, such as the recruiting of operating staff, the promotion of the scheme, or an information campaign (> Activity 10.2).

6. Monitoring and evaluation (> see Activity 10.3)

Data on the performance of the scheme are collected and analysed to determine whether the objectives have been met. This can lead to improvements in future scheme design and can contribute to the evaluation of the strategy of which it has formed one part.

DETAILS ON THE TASKS

BROAD PHASES IN UNDERTAKING PROJECT MANAGEMENT

(A) SCOPING:

(i) Determine project brief and objectives
(ii) Identify relevant contextual barriers
(iii) Identify specific strategies that need to be prepared
(iv) Identify project stages
(v) Identify resource requirements
(vi) Determine core skill requirements

(B) ESTABLISH CORE TEAM:

(i) Identify suitable individuals and form project team
(ii) Agree organisational structure and procedures
(iii) Resource project team

(C) DETAILED PREPARATION:

(i) Prepare specific plans/strategies
(ii) Estimate detailed resource requirements
(iii) Determine potential risks and barriers

(D) RUNNING THE PROJECT:

(i) Manage the process
(ii) Monitor input, process and outcomes
(iii) Overcome barriers
(iv) Carry out project assessment

Source: Guidemaps Handbook, Volume 1: Concepts and tools, p. 15 and 22.
www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

EXAMPLES

BUDAPEST, HUNGARY: COORDINATION AMONG INVOLVED PARTIES

The Heart of Budapest Programme (details see activity 2.2) was created and managed by the following key stakeholders: the Municipality of Budapest (as the ultimate project owner), the 'Heart of Budapest Urban Development Non-profit Company' (as the coordinator of project implementation), a private consultancy which developed the plan, and the 'Aiming for a clean inner city' association (an NGO which channels citizen's input into the project). As well as these main stakeholders, the importance of this Programme also attracted a range of other stakeholders, from the media, local businesses and various public authorities in charge of planning and approvals.

Due to the complexity of this plan, the aforementioned non-profit company was created to manage and coordinate the actual implementation, in close cooperation with the local district municipality. This company is in charge of assuring the transparency of implementation (e.g. through its website and a regular free-newsletter). While during the planning process, the most important actors were the local politicians and the private consultants, which developed the actual plan. But during the implementation phase it turned out to be extremely important to have a separate and fully dedicated body for managing the measures' implementation.

Eltis case study with more information on the Heart of Budapest programme: http://www.Eltis.org/index.php?id=13&study_id=2961

Source: Gábor Heves, Regional Environmental Center for Central and Eastern Europe

CHECKLIST	
Work plan on management procedures and actor responsibilities agreed on.	
Risk contingency plan elaborated.	
Reporting formats agreed on.	

ACTIVITY 10.2: INFORM AND ENGAGE CITIZENS

RATIONALE

Informing and engaging citizens is a requirement not only while developing an SUMP, but when they are directly affected by a specific measure implementation. As implementation goes on it is also necessary to inform the wider public about the progress.

AIMS

- Ensure acceptance of measures.
- Raise awareness for opportunities or restrictions that come with measure implementation.
- Enhance ownership of measures.

TASKS

- Talk to citizens or stakeholders that are directly affected (positively as well as negatively) by a planned measure before starting the implementation, and respond to their concerns. Bear in mind however that those who are negatively affected will naturally make more "noise" than those who benefit from a measure.
- Mitigate negative effects that accompany measure implementation (e.g. support for businesses affected through long-lasting construction for a new tram route).
- Inform the wider public about the progress in measure implementation.
- Highlight milestones of measure implementation and celebrate accomplishments with citizens (e.g. street festival after pedestrianisation).

EXAMPLES

GENT, BELGIUM: ACTIVELY INFORMING THE PUBLIC ABOUT THE ADAPTATION OF THE RAILWAY STATION

In 2007, the city of Gent, together with five project partners, launched a large-scale project to adapt the main railway station Gent Sint-Pieters and its surroundings to the needs of the 21st century. By 2020, the area should be transformed into an accessible and comfortable area for living and working, with good intermodal connections. This project has an enormous impact, not only on the surrounding neighbourhoods, but on the whole city and its inhabitants. The city installed an information point that organises extensive communication to, and participation of, citizens, both in the planning and the implementation phase.

When a new phase of the work is due to begin, the residents of the affected neighbourhoods receive a "resident's letter" to inform them of the work at hand and the inconvenience that it might cause. Three times a year, a project newsletter is inserted in the city magazine, which every citizen of Gent receives for free. Copies of the newsletter are also available for travellers in the railway station. The project has its own visually attractive website, www.projectgentsintpieters.be. It provides project news, reports of public meetings, pictures and videos of the work, maps of temporary bus stops, maps of temporary pedestrian and cycling facilities...

Twice a year, the public is invited for a visit to the construction site. It is an occasion for citizens to see the work close up and to receive more explanation from the information point, the project partners and the engineers. On each visit, 400 to 800 people are allowed to participate in small groups. These visits are tremendously popular and very quickly fully booked.

Source: Infopunt Project Gent Sint-Pieters

Occasionally, 7000 families from the surrounding neighbourhoods are invited to an information market on certain aspects of the project. At these events, people can ask questions, see pictures and maps and watch a project presentation. With the support of the CiViTAS programme, a 3D model was developed to show what the station area will look like in the future.

For people who wish to be involved more actively, "dialogue cafés" are organised to discuss certain aspects of the project, within the practical and legal boundaries that are made clear at the beginning of the meeting. In May 2011, a special participation round will be held in schools to collect the input of youngsters – a stakeholder group that has not been very involved to date.

The information point is manned by five (almost) full-time staff members. It has a budget of 365,000 EUR per year (staff and operational costs). All costs are divided equally among the project partners.

Source: Sarah Martens, Mobiel 21 based on input from Information Point project Gent Sint-Pieters – Gisèle Rogiest.

EXAMPLES

ZAGREB, CROATIA: INVOLVING STAKEHOLDERS AND CITIZENS IN DESIGNING A NEW INTERCHANGE

Through its involvement in the CiViTAS ELAN project, the City of Zagreb prepared a conceptual design for the new Sava-North intermodal passenger terminal. Situated in the southern part of the city near the River Sava, this new terminal was designed to include rail, tram, bus, bicycle and taxi infrastructure and was envisioned as a trigger for economic growth and urban development in the neighbourhood. Due to its accommodation of five different transport modes and its anticipated impact on development, the city decided to involve different local stakeholders in its traffic and design study. Various administrative bodies, public transport operators, NGOs and representatives of city districts were consulted in an early phase of the study.

Articles about the study were published in professional, daily and fortnightly newspapers. The "zagreb.hr" newspaper printed 300,000 copies and delivered them to households free of charge. TV and radio stations covered the study and a leaflet was printed and distributed. Media coverage included

Source: City Office for Strategic Planning, Zagreb

six newspaper articles which encouraged readers to send remarks and suggestions by post and e-mail. The city replied to all of them. Two presentations were made to citizens: one at the CiViTAS ELAN forum, another at a retirement home.

Stakeholder meetings and presentations to citizens described the study and invited debate. Participants were encouraged to interrupt the presentations at any moment to ask questions. This helped create a relaxed atmosphere and participants responded well. The study's authors received feedback, remarks and suggestions and the majority of them were incorporated into the final version of the study.

Source: CIVITAS VANGUARD (2011). Toolkit on stakeholder consultation (unpublished draft). CiViTAS Handbooks.

TIMING AND COORDINATION

- Throughout measure implementation phase.

CHECKLIST	
Citizens and stakeholders who are directly affected by measures implementation involved.	
Solutions for mitigation of negative effects during implementation elaborated.	
General public informed about progress of measure implementation.	

EXAMPLES

SOUTH GLOUCESTERSHIRE, ENGLAND: INFORMING THE PUBLIC ABOUT CYCLING MEASURES (WEST OF ENGLAND LTP)

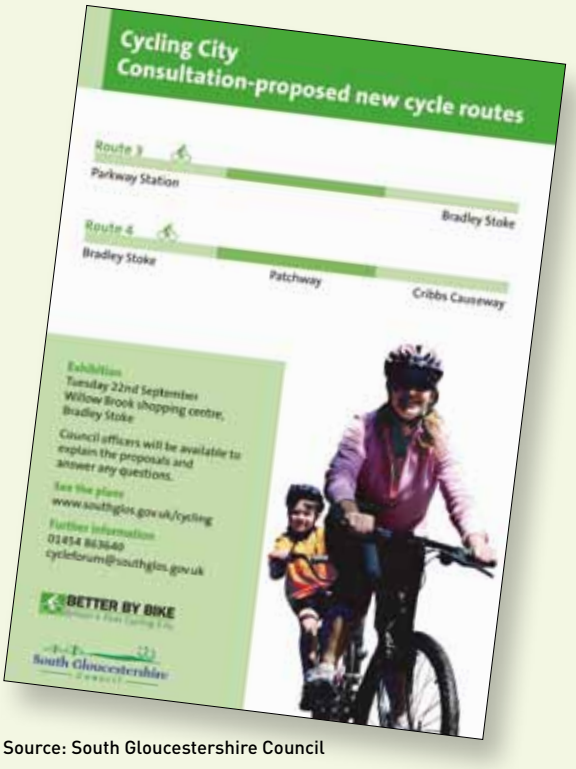
News from 14 September 2009:

"An exhibition has been arranged for the public to view information on proposals for new cycle routes as part of the Cycling City project in South Gloucestershire.

The exhibition will take place from Wednesday 23 September to Monday 5 October in Bradley Stoke library where the public can view plans and information on the routes. The exhibition will be available during library opening hours.

In addition, on Tuesday 22 September from 2pm-7pm officers will be available to answer questions on the scheme at the Willow Brook shopping centre, Bradley Stoke.

The Cycling City project will implement safe, continuous, attractive, comfortable and coherent routes across the project area.



Source: South Gloucestershire Council

Planned work on the routes includes:

- widening existing footways to allow shared use
- improved signing
- safe level-crossing points at key areas along the route
- existing lighting will be reviewed and new innovative ways of illuminating the path will be considered

The proposals form part of the routes in South Gloucestershire included in the Cycling City Project. In 2008 South Gloucestershire Council, jointly with Bristol City Council, was chosen as Britain's first Cycling City.

Councillor Brian Allinson, executive member for planning, transportation and strategic environment, said: "Bradley Stoke already has some good cycling infrastructure but the Cycling City project will allow us to provide a consistently good cycling network across the town with safer and more convenient routes for cyclists. We look forward to hearing what the public think of our proposals."

The plans are available at www.southglos.gov.uk/consultation.

For further information please ring 01454 863640 or email: cycleforum@southglos.gov.uk ."

Source: http://travelplus.org.uk/news/cycling-improvements-in-bradley-stoke

EXAMPLES

BUDAPEST, HUNGARY: STAKEHOLDER CONSULTATIONS FOR THE HEART OF BUDAPEST PROGRAMME

In the development process of the Heart of Budapest programme (details see activity 2.2) different types of stakeholder consultations were organised at the various stages – most importantly during planning and the construction phase, but to a smaller extent also during the evaluation phase.

In the preparation phase, primarily only professionals were consulted: urban planners and NGOs. Their feedback was extensively considered and incorporated into the plan. The development of this plan also received rather large media coverage, due to its great importance for the overall development of the city.

During the planning and implementation phase local residents were involved extensively. They were informed through the media, promotional materials as well as an information centre. To collect feedback a series of public hearings were organised. At an advanced stage of preparation, information tents were set up in the public spaces where construction work was soon to be started. There was certainly a large variety of feedback, of which, some were incorporated into the actual implementation plans. Public feedback was continuously taken on through the website of the Programme (i.e. a simple e-mail form, which does not require any registration). As another level, those who actively want to contribute to the project's development can sign up for a membership in the 'Heart of Budapest Association', which is an NGO representing the interests of local residents.

Somehow unexpectedly, most difficulties were encountered with partnering with local businesses. They were concerned about the loss of clients during and after the construction phase that as such they not only resisted co-financing the developments, but some of them also sued the local municipality. Compared to the planning and implementation phase, there was less emphasis on stakeholder involvement after the completion of Phase I of the Heart of Budapest Programme (i.e. a new traffic-calmed axis in the centre of town) than during the evaluation phase. The main reason for this is that – as what usually happens with similar traffic-calming measures – the acceptance was overwhelmingly positive and the municipality therefore decided to focus on stakeholder consultations rather for the preparations of subsequent stages of measure implementation.

Eltis case study with more information on the Heart of Budapest programme:
http://www.Eltis.org/index.php?id=13&study_id=2961

Source: Gábor Heves, Regional Environmental Center for Central and Eastern Europe

ACTIVITY 10.3: CHECK PROGRESS TOWARDS ACHIEVING THE OBJECTIVES

RATIONALE

The broader monitoring and evaluation arrangements have been defined before the plan is adopted (> Activity 8.1). With the implementation of the measures it is time to regularly apply the selected monitoring and evaluation tools and to check how much progress has been made towards achieving the objectives. The results of the evaluation will be needed to enable a "repackaging" of measures in order to achieve targets more efficiently and within the available budget (> Activity 11.1 Update current plan regularly). The reporting should ensure that the results of plan implementation that are actually measured feed back into the public debate, thus enabling all actors to consider and make corrections where necessary (e.g. if targets are achieved, measures appear to be contradictory, etc.).

AIMS

- Keep track of progress towards achieving the objectives.
- Identify problems, bottlenecks and other challenges for on-time implementation.
- Regularly inform stakeholders and citizens about progress of measure implementation.

TASKS

- Regularly monitor the progress of the implementation and the impact, in terms of outputs and outcomes:
  - Output: Newly constructed infrastructure (e.g. x km bicycle lanes) or new transport and mobility services in operation (e.g. X new buses) – using output indicators;
  - Outcome (impact): Real and measurable improvements in quality of life and the quality of transport services (outcome indicators) should be the main focus, including intermediate outcomes, which represent milestones towards key outcome targets. The indicators should measure outcomes directly, or measure outputs demonstrably related to outcomes.
- Include "hard" findings that show progress towards measurable objectives and indicators (e.g. reduction of particulate matter), as these will show you whether your measures have achieved what they were intended to.
- Include "soft" findings that refer to implementation experiences, fulfilment of overall goals, levels of awareness etc., as these will be invaluable if you wish to replicate or modify the measure in another location in the future.
- Regularly (every 1-5 years – depending on measures) evaluate the impacts of the measures or bundles of measures.
- Publish an evaluation report targeted at citizens and politicians.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Include a "sanity check" in monitoring of the implementation, meaning that stakeholders, the public and possible peers from other cities should provide feedback on how the implementation responds to the agreed-upon objectives and targets of the SUMP.
- Have the monitoring and evaluation carried out in a transparent way, preferably by an independent agency to guarantee neutrality, and applying the same indicator set that was used throughout the previous steps. If this seems unrealistic (e.g. due to budget restraints), a self-monitoring and evaluation by authorities is a valid alternative.

TIMING AND COORDINATION

- After adoption of action and budget plan (implementation phase).

CHECKLIST	
Continual monitoring throughout implementation phase.	
Evaluation of impacts finalised.	
Evaluation report finalised and published.	

EXAMPLES

AACHEN, GERMANY: MONITORING MEASURE IMPLEMENTATION BY REGULAR STATUS MEETINGS

In the City of Aachen different stakeholders meet quarterly as part of an ongoing monitoring process on the status of the implementation of measures in the field of environmentally-friendly mobility. Against the backdrop of the commencement of a clean air plan with 29 mobility-related measures at the beginning of 2009, a working group consisting of the city's transport and environment departments, the chamber of industry and commerce, the local public transport operator (ASEAG) and the regional transport association (AVV) was set up to monitor the implementation of the measures at quarterly meetings , during which the status of each measure is discussed and, in cases where the target achievement is in doubt, contingency activities are set up. Apart from a system of continual reporting on implementation of the measures, the establishment of regular status meetings is a soft approach for low-cost and efficient monitoring during the implementation phase.

Source: Rupprecht Consult based on input from the City of Aachen

VITORIA-GASTEIZ, SPAIN: CHECKING PROGRESS TOWARDS ACHIEVING OBJECTIVES

The "Plan de Movilidad Sostenible y Espacio Público" ("Sustainable Mobility and Public Spaces Plan") of the City of Vitoria-Gasteiz is one of the strategic projects which reflects the actions that must be taken in order to reach the city vision described in the Master Plan of Vitoria-Gasteiz 2015. It must accept the social responsibility for introducing and executing policies that contribute to a sustainable future with special emphasis on the battle against climate change and the need to promote social cohesion and of the creation of a compact city.


Source: www.Eltis.org

In order to check the progress towards achieving the objectives, a survey on the city's urban mobility will be carried out in 2011. This survey will contribute to an understanding of the changes undergone in the city since the introduction of the plan and to determining to what degree the mobility habits of the citizens have already changed. The survey consists of two parts: in the first part 4000 telephone interviews will be carried out to evaluate the Sustainable Mobility Plan. The second part of the survey focuses on the aspect of mobility in relation to economic functionality (how do we get to work, etc.) and will be carried out through direct interviews with 300 companies and 2,700 employees.

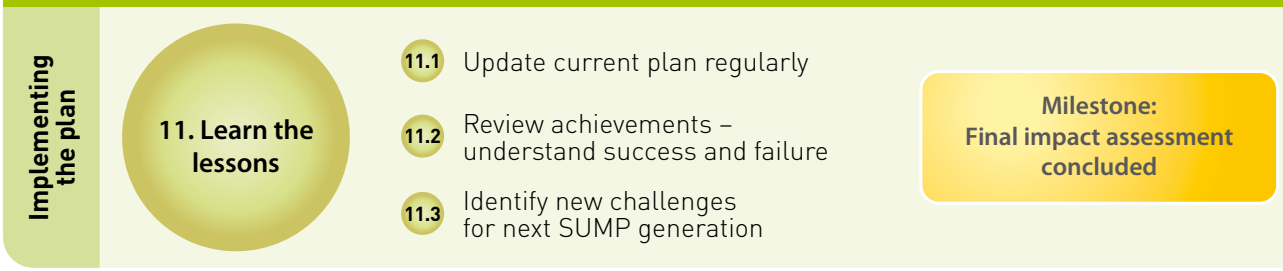
The last survey, performed in 2006, will serve as a reference point to compare how mobility has changed since the beginning of the Sustainable Mobility Plan. Preliminary information indicates that in the period between 2006 and 2010 the number of public transport users increased by 43%.

Source: Kerstin Burckhart, IET Barcelona based on www.vitoria-gasteiz.org/we001/was/we001Action.do?idioma=es&aplicacion=wb021&tabla=contenido&uid=u23a26398_12e7f54c9cb__7edb

Further information on monitoring and evaluation

> see Activity 8.1 Arrange for monitoring and evaluation

Element 11: Learn the lessons



ACTIVITY 11.1: UPDATE CURRENT PLAN REGULARLY

RATIONALE

The evaluation results (> Activity 10.3: Check progress towards achieving the objectives) should feed back into the process regularly to optimise the process and the implementation. A certain flexibility to update the plan is needed to guarantee that new developments and insights are taken into account. Otherwise the plan might lose its effectiveness over time.

AIMS

- Respond to new developments.
- Ensure that implementation is on track and targets are reached.
- Optimise the implementation process.

TASKS

- Be flexible about updating plan and making changes to measure implementation.
- Identify areas where the objectives could not be reached or where new developments rendered the plan out of date.
- Make corrections where necessary in cooperation with relevant actors. The implementation programme can be modified based on how the strategy performs during the implementation period, which usually lasts between three and ten years.
- Set out clearly the changes to the SUMP that result from the evaluation and get formal approval at the political level.

TIMING AND COORDINATION

- Review and update at least every five years.

CHECKLIST	✓
Necessary amendments in implementation of measures identified.	
Amendments discussed with actors concerned.	
Plan update concluded.	

ACTIVITY 11.2: REVIEW ACHIEVEMENTS – UNDERSTAND SUCCESS AND FAILURE

RATIONALE

Reviewing the achievements of the SUMP means assessing both the broader impact on urban transport and mobility and beyond (contribution to vision), as well as the effectiveness of the planning process itself to determine the degree of success of the development of the plan. You need both aspects in order to learn and improve your expertise, which, in turn, helps to provide a sound basis for the next planning cycle.

AIMS

- Analyse the planning process, the plan and the implementation with an eye to success stories and failures.
- Enhance the understanding of the sustainable urban mobility planning process and overall measure impact.
- Learn lessons to prepare for the next SUMP generation.

TASKS

- When a sufficient number of results are available:
- run a process evaluation (e.g. participatory observation, focus groups, interviews) and
- assess the broader impact of the measures implemented.
- Analyse what went well and what went badly. List objectives that could not be reached, but are still on the agenda.
- Document the "lessons learnt."
- Develop strategies to strengthen success stories and to avoid failure for the next round of planning.
- Communicate the "lessons learnt" to the project team and key stakeholders.

TIMING AND COORDINATION

- Review the effectiveness of the planning process during implementation phase.
- When a sufficient number of measures have been implemented, review the overall impact (i.e. did you get closer to the vision?).

CHECKLIST	
Ex-post evaluation of planning process and measure implementation concluded.	
Lessons learnt documented.	

EXAMPLES

TOULOUSE, FRANCE: STARTING POINT FOR DEVELOPING A NEW PDU

In 2008, Toulouse initiated the revision of its 2001 PDU. The plan covered the so-called public transport perimeter of Toulouse, which at that time covered 72 municipalities (Toulouse included). For the new plan, there was a proposal to take as a perimeter all municipalities that were also included in the urban development coherence plan (SCOT), plus an additional municipality. The new PDU intends to cover a total of 118 municipalities. The intention was to execute a multimodal evaluation and provide feedback on the results of the PDU observatory indicators in the first three months following the start of the work.


Source: Saada/ Schneider

The data of the PDU observatory were presented with a set of indicators, graphics and calculations.
The different actions agreed on in the previous PDU were assessed. An example related to the theme of public transport is presented in the following figure.

2 – An alternative offer in order to better control the use of the private car			
REINFORCE THE PUBLIC TRANSPORT OFFER, MAKE IT MORE ATTRACTIVE, AND MULTIMODAL			
Objective	**Actions**	**Toulouse**	**Suburban**
Increase the modal share of public transport from 12 to 16%	Develop a true intermodal transport network metro-bus-train from the city centre to the suburban areas		
	Study on the use of the star formed railnetwork		
	Improve the service of in the suburban area		
	Promotion of PT (performance of the bus and passenger confort)		
	Extention of the Mobibus (Call a bus)		
	New tariff system		
	Quality charter for public transport		
	Study the transport by boat		
Optimise the transport system	Create transfer stations along the extention of line A, Line B, C and D		
	Create P&R along the extention of line A, B and other HQBC axes		

■ Started ■ Finalised ■ Not started

The results of this evaluation were discussed in comparison with the objectives of the PDU, new legal obligations and local objectives in different thematic work groups. This resulted in a recommendation for the objectives of the PDU revision. These objectives formed the basis for the development of the content of the revised PDU.

Source: Rupprecht Consult

EXAMPLES

REVIEWING THE ACHIEVEMENTS OF A LOCAL TRANSPORT PLAN IN THE CITY OF ERFURT, GERMANY

The City of Erfurt in eastern Germany evaluated the results of the local transport plan output after ten years (also published in a special brochure). This was a sufficient time period to evaluate the outcomes of a complex and strategic concept like a local transport plan. The four essential points of the evaluation process were to:

Determine the long-term effects by conducting surveys with the same structure in 1991, 1994 and 1998.

Break down the evaluation to single measures so as to be able to see which successes or problems are due to which measure.

Consider 'classic' transport data (transport mode, etc.) and user travel behaviour data (modal split, trip rates, etc.).

Evaluate successes or disappointments of the project planning and decision-making process and consider these during implementation (e.g. strategic planning by the project leader, citizen participation, etc).

Source: Guidemaps Handbook, Volume 1: Concepts and Tools, p. 60. www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

ACTIVITY 11.3: IDENTIFY NEW CHALLENGES FOR NEXT SUMP GENERATION

RATIONALE

Before starting the work on the next generation of your SUMP, the lessons learnt so far should be reflected with an eye to new challenges ahead for urban transport and mobility. This can help to optimise the planning process and the measure selection in the future. Experience from countries where sustainable urban mobility planning has been obligatory for some years (LTP in the UK, PDU in France) shows that each planning cycle help to improve the expertise on sustainable urban mobility planning and to increase the effectiveness of the next planning round. A first analysis of challenges with the next SUMP generation can influence the design of the new planning process and close the circle between the current and the new SUMP.

AIMS

- Get prepared for the next planning round.
- Reflect on experiences with current planning cycle with a view to new challenges ahead.

TASKS

- Identify new challenges that have developed during the implementation phase (e.g. through discussion with key stakeholders, data analysis).
- Discuss with key stakeholders how lessons learnt in current planning cycle can help to better respond to these challenges.
- Get prepared to develop the next generation of your SUMP.

EXAMPLES

LILLE, FRANCE: PREPARING THE SECOND PDU

At the end of 2005, as prescribed by law, the conurbation of Lille evaluated its SUMP from the year 2000. As a result of this evaluation and new developments at the national level, such as, for example, the national Grenelle d'Environnement (Environment Debate) the conurbation decided to initiate a revision in 2006. The results of a general mobility survey in Greater Lille revived the thematic working groups of the first PDU. They were asked to revise and bring in new ideas for the second SUMP, which was to cover the period from 2010 to 2020. These thematic working groups met regularly over a four-year period from 2006 to 2010 to discuss the sub-themes and content of the new SUMP.

As a main event to include the opinions of the wider public and the main stakeholders, they organised a one-day débat de la mobilité (debate on mobility) in April 2009. During this day the members of the conurbation's council discussed the SUMP issues, themes and possible solutions with councillors of the region and county, as well as a number of invited individuals and experts.

A number of activities are envisaged and described in the new SUMP that should ensure cooperation with the different stakeholders during the implementation of the actions.

In the chapter "Realisation, monitoring and evaluation" of the SUMP of Lille, three groups of stakeholders are identified. They are: local institutional and associative partners, the general public and institutional stakeholders outside the territory of the conurbation.

The following activities were defined as part of the objective of sharing the SUMP values within and beyond the metropolitan area of Lille.

Source: Max Lerouge

Sub-theme 1: Coordination of the actions of the authority and the local institutions

1.1. Let the SUMP be a joint engagement of the authority Lille Métropole and different parts of the metropolitan area;

1.2. Develop micro-SUMPs and geographical corridor contracts that link to the contracts of the metropolitan areas;

1.3. Progress towards a situation in which realisation of the metropolitan transport projects is executed by teams that bring together multiple competences (e.g. technical, urban development, etc.) and, if necessary, specifically recruit those with the skills missing in the group, such as in the case of large public transport projects, such as tram-train, high quality bus lanes and the tram network;

1.4. Coordinate the aspects related to mobility and urban development in the different urban planning documents (i.e. PDU, PLU, SCoT, PLH);

1.5. Make use of the commission of disabled persons to develop the SUMP actions related to the mobility of disabled travellers;

1.6. Let the internal functioning of the Communauté Urbaine Lille Métropole be an example in terms of sustainable mobility;

1.7. Mobilise the institutional partners of Lille Métropole to act effectively and in a coordinated manner within the different planning activities.

EXAMPLES

Sub-theme 2: Raise awareness and coordinate activities in the promotion of sustainable mobility

2.1. Develop communication and make the general public aware of how the mobility system functions and its link with urban development;

2.2. Continue coordination within the SUMP during the realisation of the actions;

2.3. Engage a process of targeted coordination with the main generators of traffic and mobility;

2.4. Accompany local actors in their eco-mobility related efforts.

Sub-theme 3: Promote mobility-related reflection and action at a wider scale

3.1. Construct a mobility plan of the wider metropolitan area in collaboration with the relevant French and Belgian institutional actors;

3.2. Find a specific framework in which to catalyse the inter-metropolitan mobility-related initiatives and activities a) by creating a permanent cross-border mobility forum of the wider metropolitan area and b) by developing cross-cutting actions that involve several organising transport authorities within the framework of the Syndicat Mixte Intermodal de Transport (SMIRT) (e.g. on the development of joint ticketing or the tram-train initiative).

Source: Rupprecht Consult based on input from Lille (www.lillemetropole.fr)

TIMING AND COORDINATION

- Before starting development of a new SUMP (still within the period of implementing the current plan).

CHECKLIST	
New challenges ahead for urban transport and mobility identified.	
Lessons learnt from current planning cycle used to draw conclusions for development of next SUMP.	

Concept/Abbreviation	Explanation
Accessibility	The accessibility of an activity to an individual is the ease with which the individual can get to the places where that activity can be performed.
Alternative scenarios	Describe developments resulting from different choices of policies and measures.
Assessment	Judgement of project performance against milestones and required outputs, at various points during the SUMP process or after implementation.
Business-as-usual scenario	Describes development if actions that are already programmed are implemented.
Citizen participation	Encouraging and enabling citizens to join the debate and collective decision making via a range of tools.
Do-nothing scenario	Describes development if nothing is done at all (only prediction of exogenous trends).
Engagement	The process of identifying stakeholder groups and incorporating their concerns, needs and values at appropriate points in the planning process.
Ex-ante evaluation (appraisal)	A process of assessing how well a scheme or strategy will likely perform. It can assist in making efficient choices between options.
Ex-post evaluation	Reviews the sustainable urban mobility planning and implementation stages, and the overall results of the decision-making process.
Gender equity	Giving women and men the same opportunities, rights and responsibilities in the field of transport.
Indicator	A defined piece of data (usually quantitative) that is used to monitor progress in achieving a particular objective or target. For example, road accident numbers are one indicator of safety.
Integrated approach	Integration of practices and policies between transport modes, policy sectors, public and private agencies, authority levels, and between neighbouring authorities.
Land use	The function of a given area of land. Examples of types of land use include: residential, industrial, commercial, agricultural and recreational (also mixed use forms)
LTP	Local Transport Plan in England and Wales.
Model	A (mathematical) representation of the relationships within the transport system (also linked to land use); widely used to predict the outcomes of transport strategies.
Monitoring	An ongoing measurement of progress through the collection of new data and/or collation of existing data sources.
Objectives	A broad statement of the improvements which a city is seeking. Objectives specify the directions for improvement, but not the means of achieving it.

Concept/Abbreviation	Explanation
Outcome indicator	Measures the impacts, benefits and changes that are experienced by different stakeholder groups during or after the implementation of a project.
Participatory approach	Involving citizens and stakeholders from the outset and throughout the process of decision making, implementation and evaluation, building local capacities for handling complex planning issues, and ensuring gender equity.
PDU	Plan de Déplacements Urbains in France.
PMUS	Plan de Movilidad Urbana Sostenible in Spain.
PUM	Piano Urbano della Mobilità in Italy.
Skill management plan	A strategy that outlines and explains how the required skills will be made available and maintained throughout the sustainable urban mobility planning process. The plan should identify internal and external individuals or organisations that can be assigned to certain tasks.
SMART principles	Specific, Measurable, Achievable, Realistic and Time-related.
Social inclusion	Considering the needs of the whole community including vulnerable groups such as children, disabled people, elderly, low income households, minority groups, etc. Guarantees equal access to public services, affordability and availability of related mobility options. Develops an inclusive labour market and facilitates employment through transport-related measures.
Stakeholder	Any individual, group or organisation affected by a proposed project, or who can affect a project and its implementation. This term includes the general public, as well as a wide range of other groups (e.g. businesses, public authorities and special interest groups).
Stakeholder involvement/ engagement	The involvement of individuals, groups and organisations, to varying degrees, in aspects of the transport decision-making process through a variety of tools.
SUMP	Sustainable Urban Mobility Plan.
Target	The aimed-for value of an indicator. Targets are the material expression of the policy choices made. Focusing on selected topics (indicators), they define a development corridor between "now" and a future "then."
Vision	Provides a qualitative description of a desired urban future and serves to guide the development of suitable measures in sustainable urban mobility planning.
Work plan	A document setting out a detailed and realistic series of actions to be undertaken, with an indication of resource use and time scales, against which progress can be measured.

Source of Glossary: based on PILOT SUTP-Manual, GUIDEMAPS handbook and the PROSPECTS Decision-Makers' Guidebook.

SUSTAINABLE
URBAN MOBILITY
PLANS

www.mobilityplans.eu

Supported by
INTELLIGENT ENERGY
EUROPE