

European Commission
Executive Agency for Small and Medium-sized Enterprises

Intelligent Energy Europe
Contract Number IEE/12/696/SI2.644740

CH4ALLENGE
**Addressing Key Challenges of Sustainable Urban
Mobility Planning**

**D6.1 Documentation of roadmap
development in Follower Cities**

Deliverable	D6.1 Documentation of roadmap development in Follower Cities
Work Package	WP6 Training and exchange
Dissemination level	Public
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Submission date	20 March 2016
Status	Final
Project Start Date and Duration	21 March 2013, 36 months

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1 Introduction

1.1 About the CH4ALLENGE project

The EU co-funded project CH4ALLENGE addressed significant barriers for the wider take-up of Sustainable Urban Mobility Plans (SUMP) in Europe which was done through a joint effort of an international group consisting of eight supporting organisations and several European cities. Nine European cities at different stages of SUMP take-up shared their experiences as well as received guidance and support to tackle the four common challenges of SUMP preparation: participation, cooperation, measure selection, monitoring and evaluation (Figure 1). The project also supported 26 Follower Cities on their path towards starting or improving the SUMP preparation process.

Figure 1: The four SUMP challenges in the CH4ALLENGE project

-  **Participation:** Actively involving local stakeholders and citizens in mobility planning processes
-  **Cooperation:** Improving geographic, political, administrative and interdepartmental cooperation
-  **Measure selection:** Identifying the most appropriate package of measures to meet a city's policy objectives
-  **Monitoring and evaluation:** Assessing the impact of measures and evaluating the mobility planning process

1.2 Purpose and structure of this document

This document is part of WP6: “SUMP take-up, training and exchange activities of the CH4ALLENGE project” and comprises a description of all activities conducted for and with the Follower Cities throughout the project duration, and their outputs. It firstly describes the collaborating cities and the formation of two groups of Follower Cities. In Chapter 2 all implemented activities are presented and described. Overall findings and results are summarised in Chapter 3.

1.3 CH4ALLENGE Follower Cities

CH4ALLENGE supported a total of 26 cities from 20 European countries that committed themselves to become CH4ALLENGE Follower Cities and improve their mobility planning processes within the project duration. These cities did not only have the opportunity to closely follow the project's progress and results, but benefitted also from various training and exchange opportunities and received tailor-made advice on their mobility challenges. Follower Cities were thus included in three types of project activities (assessment of the situation regarding sustainable urban mobility planning, training workshops and roadmap development), which are described in detail in Chapter 2. Through these activities they were enabled to start and carry out sustainable urban mobility planning processes and to optimise their existing practices in this field.

At the beginning of the project, CH4ALLENGE Follower Cities were split into the following two groups with regards to their mobility planning situation (see also Table 1 and Section 2.1).

Starter Follower Cities (SFC), who have not yet started with the SUMP preparation process or are in an early stage and still need to establish the planning framework. Within the project's framework they have worked on the preparation for the successful start or further development of the SUMP preparation process. There were 14 Follower Cities in this group.

Advanced Follower Cities (AFC), who already have substantial experience in SUMP development and are currently developing a SUMP, or fine-tuning their mobility planning processes during SUMP delivery while already looking ahead to their next generation SUMP. Within the project's framework they have focused on the two for them most pressing challenges out of four project challenges. There were 12 Follower Cities in this group.

Figure 2: Follower Cities in CH4ALLENGE project

CH4ALLENGE FOLLOWER CITIES		
Antalya, Turkey	Kotka, Finland	Tartu, Estonia
Bielefeld, Germany	Ljutomer, Slovenia	Targu Mures, Romania
Chiaravalle, Italy	Lviv, Ukraine	Turku, Finland
Coimbra, Portugal	Madrid, Spain	Utrecht, Netherlands
Gdynia, Poland	Nova Gorica, Slovenia	Venice, Italy
Gostyn, Poland	Pardubice, Czech Republic	Vienna, Austria
Kalmar, Sweden	Razlog, Bulgaria	Warsaw, Poland
Kaunas, Lithuania	Riga, Latvia	Wermelskirchen, Germany
Koprivnica, Croatia	Skopje, Macedonia	

■ Starter Follower Cities
 ■ Advanced Follower Cities

2 Activities for CH4ALLENGE Follower Cities

CH4ALLENGE Follower Cities were enrolled into several types of activities throughout the project duration. Some activities were common for all involved cities while others were tailored to suit a specific group of Follower Cities. However, the final aim of all activities was preparation of so-called roadmaps, which are documents that give advice to the cities on how to overcome barriers in the field of sustainable urban mobility planning that they face at the moment. Roadmaps are in detail described in section 2.3.

The implemented activities were the following:

- Assessment of the situation regarding sustainable urban mobility planning:
 - Comprehensive online survey
- Training Workshops:
 - Four workshops dedicated to the project challenges
 - One additional workshop for Starter Follower Cities
- Roadmap development:
 - Checklist for Starter Follower Cities
 - SUMP Self-Assessment questionnaire for Advanced Follower Cities
 - 14 roadmaps for Starter Follower Cities
 - 12 roadmaps for Advanced Follower Cities

All activities are described in detail in Chapters 2.1, 2.2 and 2.3.

2.1 Assessment of the situation regarding sustainable urban mobility planning

CH4ALLENGE Survey¹

¹ The DoW describes the initial intention of applying existing results and self-assessment methodologies such as the BUSTRIIP peer review approach; QUEST, ADVANCE and/or CHAMP. The WP and task leader scrutinised the methodologies, and evaluated these as too extensive to carry out within the resources of the CH4ALLENGE project. The methodologies ask

In order to get to know the background situation and learn about the cities' specific planning challenges, Partner Cities as well as Follower Cities were asked to complete a comprehensive online self-assessment questionnaire on the status of sustainable urban mobility planning (CH4ALLENGE Survey, 2013), which was prepared by a group of CH4ALLENGE experts from ITS Leeds, POLIS, RC and UIRS and carried out in autumn 2013 (*Annex 1 - Survey template and analysis of the report*). The survey's aims were to understand cities' existing transport needs and priorities, to gain an overview of current consideration of sustainable urban mobility planning in all Partner and Follower Cities and to understand how the CH4ALLENGE project can most effectively contribute towards supporting cities in developing a SUMP. All 26 Follower Cities have completed it.²

The survey comprised 45 questions distributed into 6 thematic blocks (see Figure 3): general questions regarding information about the city, questions on the status of transport planning and four blocks dedicated to the four project challenges. Indicative questions as well as questions for gathering information on the need for support and barriers being faced were raised.

Figure 3: Structure of the CH4ALLENGE survey

Thematic block	Information gathered
General data about cities (Q 1-3)	<ul style="list-style-type: none"> - city name - role in developing city's transport documents of the person answering - contact details
Transport planning and SUMP status (Q 4-9 and 45)	<ul style="list-style-type: none"> - type/s of transport plan/plans in the city - problems caused by transport - problems that complicate transport planning - objectives addressed in urban transport policy/policies - policies that influence city's transport plan - other barriers in developing a SUMP/transport or mobility plan (Q 45)
Challenge: Institutional cooperation (Q 10-14)	<ul style="list-style-type: none"> - cooperation processes - need for support - barriers
Challenge: Participation (Q 15-24)	<ul style="list-style-type: none"> - involvement of stakeholders - involvement of citizens - need for support - barriers
Challenge: Measure identification & selection (Q 25-38)	<ul style="list-style-type: none"> - mobility behaviour policy instruments - infrastructure policy instruments - infrastructure management policy instruments - information-based measures - pricing-based policy measures - land use policy measures - means of identifying policy measures - assessment of effectiveness of policy measures - description of model/appraisal methods - need for support - barriers
Challenge: Monitoring & evaluation (Q 39-44)	<ul style="list-style-type: none"> - assessment of impact of implemented measures - barriers to conducting assessments - need for support - barriers

The information gathered through the survey represented the basis for individual expert advice to all participating cities throughout the project duration. It also helped to distribute Follower Cities into the two above mentioned groups: Starter (12) and Advanced (14) Follower Cities according to their

for a lot of local interaction, take several months to complete and are in the cases of QUEST and ADVANCE linked to accredited auditors who in most cases need to be paid for their services. This is why CH4ALLENGE decided to develop its own survey.

² In the CH4ALLENGE Survey report there are only 25 cities since the last one, Tallinn, has joined the project and completed the survey only in 2014.

mobility planning situation and thus allowed for each group to have a different focus within SUMP development and optimisation process (Figure 3).

Figure 4: Distribution of Follower Cities based on survey results



2.2 Training Workshops

Follower Cities were directly involved in the project's take-up and learning process through four project workshops, one per challenge, and one workshop dedicated solely to Starter Follower Cities. These events also allowed for a direct transfer of knowledge and experience between participating cities. The workshops took place as follows:

- 1st SUMP Challenge Training Workshop on **Participation** (Gent, 1-2 July 2013)
- 2nd SUMP Challenge Training Workshop on **Institutional Cooperation** (Leeds, 5-6 November 2013)
- 3rd SUMP Challenge Training Workshop on **Measure Selection** (Amiens, 1-2 April 2014)
- 4th SUMP Challenge Training Workshop on **Monitoring & Evaluation** (Dresden, 2-3 July 2014)
- 5th (additional) Challenge Training Workshop for **Starter Following Cities** (Brussels, 26 February 2015)

Each workshop consisted of three parts: common introductory lectures and presentations, a site visit and break-out sessions. Break-out sessions were organised for the different groups of cities. **Advanced Follower Cities** joined challenge-related groups together with Partner Cities regarding their most pressing challenges – as derived from the CH4ALLENGE survey.

The first workshop in Gent addressed the challenge of stakeholder participation and citizen engagement. The second workshop in Leeds addressed the topic of institutional cooperation. The third workshop was held in Amiens and dealt with measure identification and selection. The fourth workshop took place in Dresden and focused on monitoring and evaluation. Annex 5 presents minutes of the workshops for Follower Cities.

Starter Follower Cities had separate break-out sessions in all project workshops dedicated to the following topics: “Stakeholder participation and citizen engagement”, “What is a SUMP and its benefits”, “Activities of the first two steps of the SUMP preparation process in detail”, and “Relevant European projects covering SUMP preparation topics”. The additional workshop organised only for Starter Follower Cities covered in detail the following topic: “Roadmap development and generic barriers faced by all starter cities”.

2.3 Roadmap development

The roadmap development process was the focus of all activities for Follower Cities. It was a process of discovering and mapping the status, needs and barriers of the Follower Cities in the field of sustainable urban mobility planning which were then discussed among cities and experts and furthermore transformed into tailor-made documents with targeted expert advice for each of the Follower Cities. The aim of the roadmaps was to allow the cities to start or improve their SUMP preparation processes.

Through all of the previously described activities information for the composition of the roadmaps was gathered. The online survey gave initial information on the status, needs and barriers of the Follower Cities and the training workshops explored those in detail providing further input for the roadmaps. However, for the tailor-made advice experts had to gather more detailed information at city level. This is why the following two activities were carried out: “Checklist for Starter Follower Cities” (see Annex 2) and “SUMP Self-assessment questionnaire for Advanced Follower Cities”. Both activities as well as roadmaps development processes for each of the two Follower Cities groups are described in following sections.

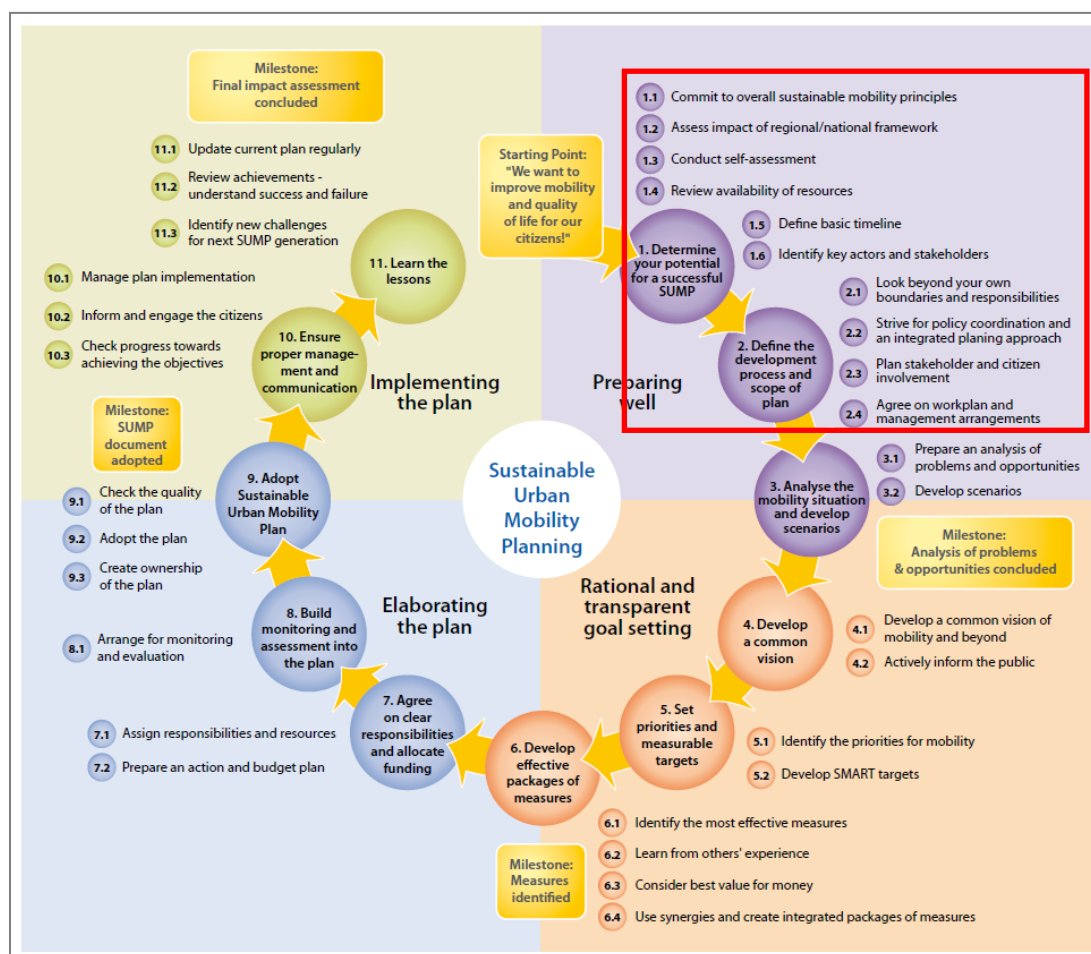
2.3.1 Roadmap development for Starter Follower Cities

Checklist for Starter Follower Cities

Since ‘preparing well for the planning process’ has been identified as a key aspect of SUMP preparation by those cities that have actually developed a SUMP, a checklist has been developed for them (see Annex 2). The document comprises a list of recommended activities to create an appropriate framework for the take-up of SUMP in specific local environments. ‘Appropriate framework’ refers to the understanding, support and early ownership of the SUMP preparation process by key decision makers and the preparation of an action plan on how to proceed. Only when cities and decision makers are ready to take-up the SUMP and decide to start with its preparation, it is reasonable to proceed with further steps of the SUMP preparation process such as a detailed analysis of mobility situation in the city.

This is why the document focused on the first two steps of the first quadrant of the SUMP planning cycle (see Figure 4). The two steps are explained and options presented to carry out the activities within these. Starter Follower Cities were asked to choose from given options according to their local situation and therefore formulate elements of their own action plan. They were also asked to identify any barriers and state other comments connected to the activities in question.

Figure 5: SUMP planning cycle with highlighted steps addressed in the checklist for Starter Follower Cities



Source: Guidelines. Developing and Implementing a Sustainable Urban Mobility Plan. Rupprecht Consult. January 2014

The checklist was prepared in spring 2014 and completed by the cities during summer 2014. The following 10 Starter Follower Cities have completed the Checklist: Bielefeld, Chiaravalle, Gostyn, Kaunas, Koprivnica, Nova Gorica, Pardubice, Riga, Tartu and Targu Mures. The four cities that have not completed the Checklists despite requests from the CHALLENGE project have received a general SUMP roadmap at the end of the project.

Roadmaps for Starter Follower Cities

SUMP steps and activities provide a logical rather than a sequential structure and should be adapted to the local situation and circumstances. The first two steps are essential for the successful SUMP preparation process and have to be considered, understood and implemented thoroughly. This is why the roadmap for Starter Follower Cities focused on the first two steps of the first quadrant of the SUMP planning cycle (see Figure 4). Activities within these two steps were explained and advice on how to carry them out successfully as well as examples and experiences from elsewhere were added.

During various project activities Starter Cities often face a number of generic barriers. These include:

- Selling the SUMP idea to politicians, decision makers and the public
- Lack of national framework for SUMP
- Development of a high-quality SUMP within limited resources
- Prevailing the traditional approach of transport planning and expansion of car traffic

The basic Roadmap addresses all the barriers listed above and other issues connected to starting the SUMP preparation process through theoretical background and case-study examples. The basic document therefore presents a template roadmap for starting the SUMP preparation process in any starter city while it already upgrades the basic Guidelines. This type of roadmap was prepared for the following cities: Antalya, Coimbra, Lviv and Razlog. However most of the Starter Follower Cities had further more specific needs. These cities are: Bielefeld, Chiaravalle, Gostyn, Kaunas, Koprivnica, Nova Gorica, Pardubice, Riga, Tartu and Targu Mures. City-specific roadmaps were prepared for them. This was done through boxes which provide advice that is specific to each city (see Annex 3). Data for the boxes was acquired through the project activities carried out with Starter Follower Cities.

2.3.2 Roadmap development for Advanced Follower Cities

SUMP Self-Assessment questionnaire for Advanced Follower Cities

In the first half of the project, the Advanced Follower Cities met four times at the SUMP Challenges workshops. They met in small groups discussing their most pressing challenges, coming to a kind of peer-to-peer advice, given the high level of experience and progress in the SUMP matter. After the workshops, the support was continued at a bilateral basis.

The Advanced Follower Cities (AFCs) were asked to complete the SUMP Self-Assessment questionnaire. The SUMP Self-Assessment³ has been designed to enable planning authorities to assess the compliance of their plan with the European Commission's SUMP concept. The SUMP Self-Assessment is based on a comprehensive set of 100 clear and transparent yes-no questions that follow the steps in the well-known SUMP preparation cycle. By working through the questionnaire during plan preparation, or once a plan has been finalised, planning authorities can gain feedback on the strengths and weaknesses of their approach.

The SUMP Self-Assessment questionnaire was completed by 6 out of 12 AFCs at the end of the CHALLENGE project and was used together with the initial survey and the results from the training workshops to assess their SUMP status and for which challenges they would need more support. These cities therefore received detailed roadmaps. Cities that had not completed the Self-Assessment questionnaire received roadmaps based on their answers to the initial CHALLENGE survey and the results from training workshops (see Annex 3). For three cities (Kalmar, Tallinn and Skopje), information and interaction was so minimal, that no additional support document could be provided.

Figure 6 shows the distribution of cities according to challenges. In the initial stages of the project it was decided that AFCs would receive support and a roadmap for two out of four project challenges and they have worked on two challenges during the training workshops accordingly. A few cities have even been provided with a roadmap for more than two challenges. This has been the case whenever the city explicitly asked for support on a specific challenge, even if the SUMP Self-Assessment questionnaire or the CHALLENGE survey results had not identified this support need.

Figure 6: Distribution of Advanced Follower Cities across the four challenges following the SUMP Self-Assessment questionnaire and CHALLENGE survey results

Advanced Follower city	Country	Participation	Institutional Cooperation	Measure Selection	Monitoring and Evaluation
Gdynia	Poland	x	x	x	x
Kalmar	Sweden				

³ The SUMP Self-Assessment is an online tool that has been developed in the context of CHALLENGE

Advanced Follower city	Country	Participation	Institutional Cooperation	Measure Selection	Monitoring and Evaluation
Kotka	Finland	x	x	x	x
Ljutomer	Slovenia		x	x	x
Madrid	Spain	x	x		
Skopje	Macedonia				
Tallinn	Estonia				
Turku	Finland	x		x	x
Utrecht	Netherlands	x			x
Venice	Italy	x	x	x	
Vienna	Austria		x	x	x
Warsaw	Poland			x	

Roadmaps for Advanced Follower Cities

As mentioned earlier in the document, the Roadmaps for AFCs concentrated on the two most pressing challenges for each city, identified by the SUMP Self-Assessment questionnaire or the initial CH4ALLENGE survey. Only in some cases, when a city has explicitly asked for an additional challenge, this was added in the document. Below, each SUMP challenge and its key tasks are described and cities that asked for expert advice in the respective challenge are listed.

CH4ALLENGE: Public Involvement

A Sustainable Urban Mobility Plan (SUMP) sets out a programme with goals and priorities for the long-term development of a city's transport system. A transition towards sustainable mobility requires active support from the public and stakeholders if successful, viable strategies are to be found. A dialogue-based participation process is crucial for example, for analysing mobility problems, developing common objectives, and selecting mobility measures. The engagement of citizens and stakeholders can create a positive foundation for collaborative planning, improve the knowledge base, consider new ideas and opinions and increase the overall quality and credibility of decision making.

There are also challenges to running an effective participation process. For example, lack of political support to conduct a SUMP process that takes lay and expert knowledge seriously, inadequate financial resources or limitations in staff capacities. If stakeholders and the public are insufficiently addressed during the SUMP development process, planners might face unexpected interventions and miss opportunities for cooperation. Furthermore a wide range of involvement tools are available from which each planning authority needs to find the most suitable combination. Finally, inputs from citizens and stakeholders need to be fed back into technical planning and political decision making.

Identified key tasks of public involvement:

- Identify clearly the stages in the SUMP cycle for which participation will be pursued
- Provide everyone with the opportunity to get involved
- Record and analyse the input received systematically and transparently
- Secure sufficient resources to prepare and carry out the participation process

Cities that received roadmaps for the public involvement challenge are: Kotka, Gdynia, Madrid, Ljutomer, Turku, Utrecht and Venice.

CH4ALLENGE: Institutional cooperation

The planning authority responsible for the development of a Sustainable Urban Mobility Plan (SUMP) usually takes the lead in the plan preparation process. However, it should also engage with other institutional actors as cooperation can bring value, knowledge and resources to the SUMP preparation process and plan implementation. Institutional cooperation can improve the acceptability of the SUMP, create ownership among institutional stakeholders and the public, and help to attract funding for measure implementation. Strengthening institutional cooperation can also positively influence the strategic development of transport networks and infrastructure towards sustainable mobility in the long-term.

A number of actors may be approached for SUMP cooperation, such as other departments within the local authority (e.g. environment, land use, health), municipal agencies, political bodies, neighbouring communities and higher level authorities.

Institutional cooperation is a topic to be treated with care. For example, composing a SUMP partnership is a challenge for many planning authorities. A lack of expertise in multi-stakeholder project management, incompatible timeframes and variances in transport planning approaches can add to the complexity. Accommodating conflicting views is a necessary but sensitive task to undertake. In addition, each local authority has to develop its own cooperation framework taking into account local structures and resources and respecting legal cooperation duties.

Identified key tasks of institutional cooperation:

- Preparing well for institutional cooperation
- Identifying the relevant partners
- Encouraging the relevant stakeholders
- Agreeing on responsibilities

Cities that received roadmaps for the institutional cooperation challenge are: Gdynia, Venice, Vienna, Madrid, Kotka and Ljutomer.

CH4ALLENGE: Measure selection

Measure selection is the process of identifying the most suitable and cost effective mobility and transport measures to achieve the vision and objectives of a Sustainable Urban Mobility Plan (SUMP) and to overcome the identified local problems. Even where vision, objectives and problems are defined, it may not be obvious what measures are most appropriate.

A wide range of measures are available, such as modifying development to reduce travel demands, providing new public transport services, managing networks differently, measures on behavioural change, building new infrastructure (footways, cycleway, rail and tram lines, and roads), or charging for use of the transport system. Nevertheless, it can be difficult to identify the most appropriate.

Stakeholders and politicians, and sometimes citizens, will have preconceived ideas as to what should be done. Moreover the most appropriate measures may not be the most easily implementable. For instance, split responsibilities, and lack of funding can limit what measures can be implemented.

A SUMP is likely to draw on several measures, but the SUMP's performance, and implementability, will depend on how these measures are packaged. A SUMP needs to be more than a wish-list of measures. Prior to implementation each measure needs to be defined in detail, assessed in terms of its likely impact, and appraised in terms of its potential contribution.

Identified key tasks of measure selection:

- Set the context and aim
- Decision-making and responsibilities

- How will measures work in a specific city?

Cities that received roadmaps for the measure selection challenge are: Gdynia, Warsaw, Turku, Venice, Vienna, Kotka and Ljutomer.

CH4ALLENGE: monitoring and evaluation

Monitoring and evaluation activities deliver data about the progress of the Sustainable Urban Mobility Plan (SUMP) development process and the impact of policy measures. They are carried out before, during and after implementation of transport measures. Providing regular information to decision makers, potential funding bodies and local stakeholders can help to demonstrate that a SUMP has delivered, or will deliver, benefits to the community, provides value for money, is worth continuing or requires modifications to be successful.

Systematic monitoring and evaluation increases the efficiency of the planning process and implementation of measures, helps to optimise the use of resources and provides empirical evidence for future planning and appraisal of transport measures.

Identified key tasks of monitoring and evaluation:

- Establish clear monitoring and evaluation procedures
- Determine the context for monitoring and evaluation
- Select clear indicators and targets
- Communicate results effectively
- Evaluate the SUMP process and plan

Cities that received roadmaps for the monitoring and evaluation challenge are: Utrecht, Gdynia, Kotka, Ljutomer, Turku and Vienna.

3 Conclusion and recommendations

CH4ALLENGE assisted 26 Follower Cities in developing roadmaps towards an own SUMP or towards tackling their most pressing challenges.

The Starter Follower Cities group: overall success

In the Starter Follower Cities group very positive impact of the CH4ALLENGE project was reported at the end of the project. 10 out of 14 Starter Follower Cities have reported that they have already started with the SUMP preparation process or are planning to do so in nearest future. Also the additional workshop dedicated solely to Starter Follower Cities proved to be a great success as it addressed the most pressing barriers to starting the SUMP preparation process and enabled participating cities to directly exchange experience with CH4ALLENGE partner cities.

Positive impact of the CH4ALLENGE project reported by SFCs at the end of the project:

- “Experience from the project was shared among experts working on the preparation of the new master plan.”
- “Due to CH4ALLENGE the SUMP became a relevant topic.”
- “Participating in the CH4ALLENGE project has helped our experts to better understand the importance of stakeholders’ involvement in SUMP preparation. Because of the knowledge received through project workshops and activities, technical requirements for public involvement were updated to include presentation of draft SUMP to various stakeholder groups and consultations about the document with them.”
- “CH4ALLENGE helped a lot in the process of SUMP preparation, confirmed our ideas and supported us in facing our challenges.”
- “The CH4ALLENGE project has influenced the work in our city. We held several meetings with our citizens at which we used some useful material from the project. We are currently

developing two important documents: ‘Integrated plan for urban regeneration and development’ and ‘Municipal Development Strategy’. The project contributed to development of these fundamental documents.”

- “The CH4ALLENGE project has broadened the minds and influenced general knowledge. We have used and will continue to use the knowledge and experiences in everyday work and in further planning process.”
- “The largest impact towards learning about SUMP was for us from the CH4ALLENGE project. Everyone who came in contact with the project is now decidedly committed to see a SUMP implemented in our city. The most important lesson that we have learned is about new ways of engaging stakeholders and the entire population and of co-creation of public strategies like SUMP.”

Advanced Follower Cities group: iterative process with mixed outcomes

The process with the Advanced Follower Cities has been iterative: in the beginning, the project was amazed that its support and experience exchange offers attracted several advanced cities, and had to establish a new approach for user group activities (for SFCs and for AFCs). Overall, the Advanced Follower Cities’ engagement was more challenging than the process with the Starter Follower Cities.

Some of the AFCs experiences actually equalled the level of excellence of the CH4ALLENGE optimising cities (Dresden, Gent, Amiens, WYCA), and some of these cities are European and global champions (e.g. Vienna). This group, who showed specific interest in peer-to-peer learning as this occurred in the SUMP challenges workshop in the first half of the project, was difficult to keep engaged after the workshop series ended and bilateral contact was introduced.

The initial approach was to continue interaction with the cities on the basis of challenge-related templates, linked to the kit and pilot development (e.g. the evaluation template was to be completed by Follower Cities as well). This process was too intensive for cities as they were not formal partners of the project and not reimbursed for the working time related to the activities.

In this regards, it has been of high importance for this group that the SUMP Self-Assessment Tool was introduced, first as a basic ‘paper’ questionnaire and later as an interactive online tool. This gave the cities the opportunity to explore – to their own convenience – their status with regards to SUMP, and gave the CH4ALLENGE Follower City team the opportunity to develop tailored advice for those topics where questions showed a negative performance within SUMP development (for those who shared the outcomes of the survey).

Recommendations

After three years of activities, the CH4ALLENGE’s Follower City team expresses the following recommendations:

- Peer-to-peer learning (in the form of Communities of Practice, or Urban Learning Alliances) will be crucial to address the needs of advanced cities. The challenge that CH4ALLENGE faced, addressing both the needs of starters as well as advanced cities, will only grow over the next years, in a European context where more and more cities are drafting and implementing SUMPs and less cities will have no knowledge about the topic. This means the working methodologies and tools will have to evolve over time with this trend. In the future, less

cities will start from zero, but will have to discuss ways to improve or alter complex, established planning procedures, and cultures.

- Sourcing additional expertise throughout SUMP projects might be necessary as newly found challenges and problems will occur. Ideally, there should be a cross-over element within SUMP projects, e.g. between roadmap development and training activities, where cities that are experienced could act as case studies for trainees, who from their end can bring in new, fresh (and provocative) ideas.
- The SUMP Self-Assessment Tool can be an important tool as a basis for further online offers for better SUMP development. Under-achieving topics could be linked to tailored learning and expert advice opportunities.

4 Annexes

Annex 1 - Survey template and analysis of the report

Annex 2 - Checklist for Starter Follower Cities template and completed checklists

Annex 3 - Roadmap towards SUMP for Starter Follower Cities - Compiled version with city-specific boxes

Annex 4 - Roadmap towards SUMP for Advanced Follower Cities - Compiled version with city-specific boxes

Annex 5 - Minutes of workshop for Follower Cities

Annexes are available as separate files.

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