CH4LLENGE

ADDRESSING KEY CHALLENGES OF SUSTAINABLE URBAN MOBILITY PLANNING

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Addressing Key Challenges of Sustainable Urban Mobility Planning

D6.6 SUMP Glossary

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	Sep 15, 2014	Draft Glossary containing term descriptions for half of the terms. Circulated to project partners for comment.
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CH4LLENGE – Addressing key challenges of sustainable urban mobility planning

Achieving sustainable, energy-efficient and environmentally-friendly transport systems is one of the key aims of the European Union (EU). Sustainable Urban Mobility Plans (SUMPs) are instruments which contribute to reaching the climate, energy and environmental targets set by EU leaders and the development of plans is promoted by the European Commission (EC) in relevant documents such as the Action Plan on Urban Mobility (EC, 2009), Transport White Paper (EC, 2011) and Urban Mobility Package (EC, 2013). In CH4LLENGE, nine European cities and eight supporting organisations have teamed up with the objective of overcoming the four most pressing challenges in sustainable urban mobility planning: stakeholder participation and citizen involvement; institutional cooperation between sectors and disciplines; the identification of the most effective policy measures; as well as monitoring and evaluation of progress in SUMP development.

Aim and structure of the Glossary

The aim of the SUMP Glossary is to provide a brief explanation of specialist words, terms and abbreviations relating to the subject of sustainable urban mobility planning.

A simple structure has been followed so that users can search for words, terms and abbreviations in a standard alphabetic format. For each Glossary term, the following information is provided:

- a general definition and, where available, a specific definition relating to transport and mobility planning;
- an explanation of why the term is relevant to sustainable urban mobility planning; and
- references to sources, which are listed here [include hyperlink].

The preparation of the Glossary, including the selection of terms and drafting of definitions, has been informed by a review of relevant reports, guidance documents and existing glossaries. The key reference is the European Union "Guidelines - Developing and implementing a Sustainable Urban Mobility Plan" prepared for the EC's Intelligent Energy Europe (IEE) programme by Rupprecht Consult (January 2014) and therefore this has not been identified as a source throughout the document.

Preparation of the Glossary was undertaken by Rupprecht Consult in the context of the CH4LLENGE project, with review undertaken by project partners. Further outputs of the CH4LLENGE project have informed Glossary preparation and the official documents can be found at www.sump-challenges.eu

Please note that not all the explanatory text is taken directly from the listed sources. The authors have sought to take established definitions and information as the basis and explain these in simple terms and relate them to the context of sustainable urban mobility planning where this was not previously the case.

Glossary terms

1.1 Accessibility

Definition: The differentiation between the terms accessibility and mobility is useful in the context of policy development. The accessibility of an activity for a person is the ease with which the person can get to places where that activity (e.g. education, work, leisure) takes place. The term accessibility therefore refers to the *ability* to reach activities and not movement itself using different modes of transport.

To illustrate this, it is possible to have good accessibility with poor mobility. For example, a community with severe highway congestion, but where residents live within walking distance of all desired activities has poor mobility but good accessibility. Policies to increase mobility generally also increase accessibility by making it easier to reach destinations and activities further away.

The term accessibility has the following different dimensions: the transport dimension (options for transport); the land use dimension (quality and spatial distribution of activity locations); the individual dimension based on the (different) needs, capabilities and perceptions of (different) individuals; and the temporal dimension, as activities/opportunities are often only available at particular times.

Relevance to SUMP: It is a SUMP objective to ensure that all citizens are offered transport options that enable access to key destinations and services. Accessibility can be improved by: reducing the distance between places where activities are undertaken through land use planning measures (i.e. high density development and mixed-use development); and by providing better mobility/transport options. When judging the accessibility of a destination or activity, attention should be paid to the needs of all social groups, including groups such as children, older people and disabled people.

Source: DfT, 2013; Handy, 2002; ITS Leeds KonSULT (online); Ricardo 2015

1.2 Accountability

Definition – Accountability refers to the act of using power responsibly. It is the process of taking into account the views of, and being held accountable by, different stakeholders, primarily the people affected by the actions of the person/body in power. Ideally there should be a process in place to ensure that officials in relevant organisations are answerable for their actions and that there is redress when duties and commitments are not met. Accountability and transparency are mutually reinforcing.

Relevance to SUMP – The SUMP guidelines set out steps that help to ensure that the plan is prepared in an accountable manner – i.e. participation, integration and monitoring & evaluation. Practitioners may also wish to refer to the 2010 Humanitarian Accountability Partnership (HAP) that sets out six benchmarks:

- Establishing and delivering on commitments
- Staff competency
- Sharing information
- Participation
- Handling complaints
- Learning and continual improvement

Although the HAP Standard was prepared by and for the use of organisations involved in poverty, disaster response and international development, there are clear similarities between the main benchmarks and the SUMP preparation stages.

Source: HAP, 2010; Transparency & Accountability Initiative, 2015 (online)

1.3   Action plan

Please see implementation plan.

1.4   Agglomeration (urban)

Definition – Urban agglomeration refers to the extended/contiguous built-up area of a city or town. This usually comprises a central city (municipality) and nearby towns and villages that have become linked into a continuous urban area. This often occurs as a result of "ribbon development" along main transport routes. The boundaries of an urban agglomeration do not necessarily reflect administrative boundaries or the entire region associated with the central city.

Relevance to SUMP – A SUMP should be prepared for the 'functioning city' (as defined by major commuter flows), which is likely to cover both the main urban area and surrounding peri-urban areas. In the majority of cases, the urban agglomeration and functioning city will extend beyond the administrative boundary of the central municipality, making collaboration with neighbouring public authorities necessary (see territorial integration).

Source: UN HABITAT, 2013

1.5   Active traffic management

See traffic management

1.6   Appraisal

Definition – An appraisal is the analytical process of judging the relative merits of strategies before they are implemented, using a structured methodology. Appraisals can involve both quantitative and qualitative approaches to analyse the likely effects of proposed policies and measures.

Multi-criteria appraisal refers to an appraisal of a scenario or measure looking at more than one SUMP target or policy sector (e.g. land use, health, safety etc.)

Relevance to SUMP – An appraisal (ex-ante evaluation – see evaluation) is typically conducted during SUMP development to test scenarios and assess options to understand whether potential measures will be effective and represent value for money, or whether they may need to be enhanced or adapted in some way. Appraisal methods typically include transport modelling, scenario building and multi-criteria appraisal.

In contrast to appraisal, evaluation (ex-post evaluation) takes place after implementation of a measure or an overall SUMP and is used to assess whether the measure (or SUMP) has been effective and represents value for money or whether it needs modification or enhancement.

Source: ITS Leeds KonSULT (online); CH4LLENGE 2014; EC SEA website, 2014; DfT (UK) WebTAG methodology (Transport Analysis Guidance Website).

1.7   Assessment

Definition – Assessment refers to the act of judging the value, quality or importance of something.

Relevance to SUMP – The term assessment is used in different contexts in relation to mobility planning.

Impact assessment refers to judging a project's performance (see also measure) against pre-established milestones and required outputs. It involves a formal, evidence-based procedure for judging the economic, social and environmental effects of public policy at the evaluation (ex-post) stage.

Assessment also refers to the process through which an organisation reviews its planning practices, strengths and weaknesses early in the process, in order to gauge its potential to prepare a SUMP. This should also include a review of how the process should be adapted to the local context.

A SUMP Self-Assessment Scheme has been established to enable local authorities to assess the compliance of their mobility planning process with the SUMP concept and guidelines.

See also audit and certification.

Source: KonSULT (online)

1.8   Attitudinal or behavioural measure

Please see measure.

1.9   Audit

Definition – An audit involves the evaluation of a person, organisation, system, process, project or product, often by an independent organisation. The term is most used in the field of accounting but similar concepts also exist in project management, quality management and energy conservation.

See also certification.

Relevance to SUMP – The EC Transport White Paper (EC, 2011) includes the initiative that regional development and cohesion funds should be linked to cities and regions that have submitted a current, independently validated Urban Mobility Performance and Sustainability Audit Certificate. Additionally, the SUMP Annex to the Urban Mobility Package (EC, 2013) states that local planning authorities should have mechanisms to ensure the quality and validate compliance of the Sustainable Urban Mobility Plan. These policy documents have led to the development of guidance, auditing and certification schemes relating to the development and implementation of Sustainability Urban Mobility Plans, including the following:

- ADVANCE Audit tool
- EcoMobility SHIFT Assessment and Audit scheme
- ENDURANCE Self-Assessment Questionnaire
- QUEST Quality Management method
- SUMP Impact Evaluation Guidance (prepared by the CiViTAS DYN@MO project)
- SUMP Self-Assessment Scheme (developed by Rupprecht Consult and disseminated through the CH4LLENGE project)

Source: EC, 2011

1.10   Authority

Definition – An authority is a person or organisation having political or administrative powers, controls and responsibilities.

Relevance to SUMP – Local public authorities, such as a city, county or metropolitan council/municipality, typically have the powers and responsibility to develop a SUMP. In some cases there is a legislative requirement for the public authority to prepare a SUMP, while in other cases the decision to prepare a SUMP and show leadership on mobility issues is made on a voluntary basis.

The SUMP process recognises that a range of authorities beyond the public authority leading SUMP preparation can be important stakeholders in the process. See also governance and integration.

Source: GUIDEMAPS, 2004

1.11   Awareness campaign

Definition – An awareness campaign is an approach that can be used to attract public attention to priority issues, such as congestion, air pollution or road safety, and to encourage the use of sustainable transport modes. Several studies have shown that it is only through active awareness campaigns that behavioural change

can be initiated. Campaigns can also be an important supplement to infrastructure development measures – see also measures (attitudinal and behavioural).

Relevance to SUMP – Awareness campaigns can either play a role in the context of the development process of a SUMP or in the implementation process of certain mobility measures. Campaigns can seek to overcome subjective barriers by providing positive information.

Source: Oxford Dictionaries (online); GUIDEMAPS, 2004

1.12 Barrier

Definition – Any obstacle which delays or prevents a project or activity from being implemented, or limits the ways it can be implemented.

Relevance to SUMP – Practitioners seek to identify potential barriers throughout SUMP preparation and implementation. Types of barriers include:

- Institutional and process barriers
- Legal barriers
- Financial barriers
- Political or cultural barriers
- Practical and technological barriers

Source: GUIDEMAPS, 2004; ITS Leeds KonSULT, Oxford Dictionaries (online)

1.13 Baseline

Definition - A comprehensive record of the current situation (e.g. existing infrastructure, modal split, congestion, air pollution levels, etc.) used to inform plan preparation. Establishing a baseline also allows for progress to be measured.

Relevance to SUMP - A Sustainable Urban Mobility Plan should provide a comprehensive review of the current situation and, through an urban mobility performance audit, establish a baseline against which future progress can be measured. This analysis should include a review of the institutional set-up, planning process and delivery mechanisms.

Sources: EC, 2013

1.14 Benchmarking

Definition – Benchmarking is a process widely used in management whereby organisations evaluate various aspects of their processes in relation to accepted good practice within their sector or field. This allows organisations to develop plans on how to adopt such good practices and improve their performance.

Relevance to SUMP – The SUMP Guidelines suggest benchmarking through a peer review process during the "preparing well" phase of SUMP preparation. Benchmarking should however be treated as an ongoing process in which organisations repeatedly seek to challenge and improve their practices. The process of identifying and learning from good practices in other organisations is a powerful tool in the quest for continuous improvement.

Source: ADVANCE, 2013

1.15 Capacity building

Definition – Capacity refers to the ability of an organisation to undertake the tasks for which it is responsible, expressed in terms of its: (i) human resources: their number, skills experience; (ii) physical and material resources: machines, land, buildings; (iii) financial resources: money, credit; (iv) information resources: pool of knowledge, databases; and (v) intellectual resources: copyrights, designs, patents, etc. Capacity building refers

to developing the skills of an organisation or group of people, to enable them to more effectively contribute to the engagement process, or to manage local projects.

Relevance to SUMP – Capacity building processes allow public authorities that are responsible for SUMP preparation to improve their ability to manage complex planning and implementation processes. This may involve, for example, staff training, the employment or contracting of additional staff, and the procurement of planning tools and equipment. Undertaking a review of organisational capacity for SUMP preparation relates to the first stage of preparation in the 2014 Guidelines: "Determine your potential for a successful SUMP", Activity 1.3 "Self-assessment".

Source: GUIDEMAPS, 2004; www.businessdictionary.com (online)

1.16 Certification

Definition – This refers to an official "stamp of approval" from a recognised outside body on the characteristics or capabilities of a plan, project, product, person or organisation. This approval is often based on some form of external review or audit.

Relevance to SUMP - Quality management schemes enable local authorities to improve their own SUMP development and implementation processes and performance. Implementation of a quality management scheme typically leads to audit and certification by an external organisation. Once certification is achieved, this enables the local authority to demonstrate the quality of the planning processes and SUMP to European funding institutions and to compare the practices with those of other cities.

The EC Transport White Paper (EC, 2011) includes an initiative requiring regional development and cohesion funds to be contingent upon cities and regions having submitted a current, independently validated Urban Mobility Performance and Sustainability Audit Certificate. Additionally, the SUMP Annex to the Urban Mobility Package (EC, 2013) states that local planning authorities should have mechanisms to ensure quality and validate compliance of the Sustainable Urban Mobility Plan with the requirements of the Sustainable Urban Mobility Plan concept. These policy documents have led to the development of auditing and certification schemes that relate to the development and implementation of Sustainability Urban Mobility Plans (see audit).

Source: EC, 2011

1.17 Citizen

Definition – A citizen is a legally-recognised subject of a nation, region or municipality. More generally the term is used to refer to an inhabitant of a particular town or city.

Relevance to SUMP – Citizens of the town or city for which the SUMP is being prepared as well as the citizens of neighbouring authorities that live within the 'functioning area' of the city (see territorial integration) are identified as stakeholders that should be informed and engaged in SUMP participation processes. The SUMP Guidelines (2013) emphasise that planning for the future of our cities "…must take citizens as the focus; citizens as travellers, as business people, as consumers, customers or whatever role one may assume, people must be part of the solution: Preparing an SUMP means Planning for People."

Source: Oxford Dictionaries (online)

1.18 Citizen advisory group (board)

Definition - citizen advisory groups are local government entities consisting of citizens who volunteer to represent the community they live in. Citizen advisory boards add to the deliberative quality of a democracy by involving everyday citizens in political processes that help shape the policies of a local government.

Relevance to SUMP – Activity 2.3 within the SUMP Guidelines (2013) involves the preparation of a plan for stakeholder and citizen involvement. The establishment of a citizen advisory group is an involvement tool that can be used by public authorities together with other tools.

Source: participedia.net (online);

1.19 Citizen jury

Please see participation.

1.20 City Logistics

Definition – City Logistics is the process for optimising the logistics and transport activities in urban areas considering the traffic environment, its congestion, safety and energy savings.

Relevance to SUMP – Urban logistics are essential for cities to function successfully and make up a significant share of urban traffic as part of regional, national and international supply chains. The movement of goods is expected to grow, further increasing the high external costs of logistics activities. A SUMP requires an integrated consideration of urban logistics issues and city logistics measures. For a range of different reasons (different actors, strong role of the private sector, data availability), the operation and needs of the logistics sector are often neglected in urban planning and management.

Source: EC, 2013

1.21 Collaboration

Definition – Collaboration refers to the process of two or more organisations or people working together towards a common aim. The term collaborative planning is about *why* urban regions are important to social, economic and environmental policy and *how* political communities may organise to improve the quality of their places. The importance of the city region is highlighted and the definition also indicates that governance and the relationships of organisations need to adapt to achieve collaborative planning.

Relevance to SUMP – Collaborative planning is a central concept of the SUMP process, which promotes communication and collaboration amongst organisations through both vertical integration and horizontal integration. As highlighted in the introduction of the SUMP Guidelines (2013), the planning process "…seeks to ensure the involvement of stakeholders at appropriate stages and collaboration between relevant policy areas [e.g. health, energy] and authorities.

Source: Oxford Dictionaries (online); Healey, 1997 cited by Harris 2002

1.22 Co-modality

Definition – Co-modality is a notion to achieve an optimum in the transport system by an efficient use of all modes (see also intermodality and multimodality).

Relevance to SUMP – see integration of modes

Source: www.epomm.eu

1.23 Community groups

Definition – A community can be defined as a group of people living in the same place, such as the people within a city district; or a group of people with a particular characteristic in common, such as a religious community or a special interest group (e.g. the local cycling community). In some cases a formal local community organisation or local interest group is formed, made up of interested individuals (often volunteers). Such groups may represent the wider community in the planning process.

Relevance to SUMP – Local community organisations, local interest groups and cycling/walking groups are identified in the SUMP Guidelines as typical stakeholder groups that should be involved through the SUMP participation process.

Source: Oxford Dictionaries (online)

1.24 Complementarity

Definition – Complementarity refers to a beneficial situation where the implementation of two measures results in greater total benefits than the implementation of either measure on its own:

- Benefits (A+B) > Benefits gain A, and

- Benefits (A+B) > Benefits gain B.

These total benefits may result across different policy sectors (e.g. environment, health), as a result of horizontal integration informing measure selection. See also synergies.

Relevance to SUMP – Careful measure selection during the SUMP development process can help to ensure the greatest possible benefit to all by looking for opportunities for complementarity and synergy.

Source: Mayeres et al, 2003; IEE, 2014

1.25 Consultation

Definition – Consultation is the act or process of formally requesting input and discussing a subject with a person or organisation.

Relevance to SUMP – Consultation is a core element of the SUMP approach to participation and integration. To achieve the SUMP objective of integration, the SUMP Guidelines advise that a high level of cooperation and consultation between the different levels of government and authorities is necessary. Consultation is typically also an integral component of a SUMP plan for stakeholder and citizen engagement, although it is important to understand some of its theoretical background. Arnstein's (1969) "ladder of citizen participation" is a recognised means for grading participation initiatives. Arnstein defined citizen participation as a redistribution of power and developed an eight-rung ladder representing various participation levels, starting from "non-participation" at the lower rungs to "citizen power" at the top. The rungs are entitled: therapy, informing, consultation, placation, partnership, delegated power and citizen control. Within this theoretical framework, consultation is described as inviting citizens' opinions, which can be a legitimate step towards full participation, but provides no assurance that citizens' ideas and concerns will be taken into account. It is therefore necessary to consider how ideas brought forward by citizens will be taken into account in the planning process and decision making.

Source: Oxford Dictionaries (online); Arnstein, 1969

1.26 Cost Benefit Analysis (CBA)

Definition – A Cost Benefit Analysis (CBA) expresses a project's or measure's direct and indirect costs and benefits, allowing the benefits and economic viability to be assessed and expressed in monetary terms. It is undertaken by weighing the predicted monetised costs and benefits of the strategy, policy or measure for a set time scale. Cost benefit analysis can include the consideration of both internal and external costs and benefits. One of the main advantages of a CBA is the relative ease of communicating its results through one or more indicators. CBAs are most frequently applied to large-scale infrastructure projects. For non-infrastructure measures, most cities lack a standardised assessment approach.

Relevance to SUMP – The selection of measures should be guided by value for money as well as by the effectiveness of the measures. It is recommended that proposed measures are appraised with an eye to realistic and timely implementation, and that all costs and benefits are taken into account, not just those that

can be easily measured or valued (see internal and external costs). In some instances, a full cost benefit analysis may be too costly and simpler approaches should be used especially for smaller measures.

Source: ITS Leeds KonSULT; Hüging et al., 2014

1.27 Costs: internal & external costs

Definition – Internal costs refer to the direct monetised costs (planning, construction, management, maintenance, disposal) for a person or organisation undertaking an activity. External costs (also known as externalities) refer to the economic concept of uncompensated social or environmental effects. For example, when people buy fuel for a car, they pay for the production of that fuel (an internal cost), but not for the costs of burning that fuel, such as air pollution. The aim of the "polluter pays" principle and environmental taxes is that these externalities are internalised (e.g. by putting an eco-tax on fuels).

Relevance to SUMP – When measures are appraised, both their internal and external costs and benefits should be considered. This process can strengthen horizontal integration by ensuring that the wider environmental, safety, security and health effects of transport measures can be considered and valued alongside benefits in terms of accessibility and mobility.

Source: OECD Glossary (online)

1.28 Credibility

Definition – Credibility refers to the quality of being trusted or believed. A person or organisation that does not keep its word will soon lose its credibility.

Relevance to SUMP – Maintaining the credibility of organisations leading the preparation of a SUMP is important to ensure citizen support for the plan. For example, where a measure is proposed within a SUMP, the credibility of the organisation proposing the measure will be enhanced where there is a detailed and realistic implementation plan confirming that finance and resources are available to deliver the measure in a reasonable time scale.

Source: Oxford Dictionaries (online)

1.29 Data

Definition – Data comprises facts and statistics collected together for reference or analysis in a quantitative and/or qualitative format.

Relevance to SUMP – A variety of data is required to inform SUMP preparation, implementation and evaluation. Examples include: market research in the transport sector; frequencies of public transport services and level of customer satisfaction; highway capacity and traffic volumes and highway safety information. During the implementation stage, SUMP monitoring will require ongoing data collection and analysis.

Source: Oxford Dictionaries (online); CH4LLENGE 2014

1.30 Decision making / Evidence-based decision-making

Definition – Decision making is the act or process of making decisions, by whatever means.

E**vidence-based decision-making** is intended to help policy makers maximise the benefits of their investments and to prevent investment in measures or projects that fail to address critical problems. Ideally, decisions should be based on the ex-ante appraisal of the predicted effects of a plan, measure or package of measures. There is a tendency in transport decision making to assess measures more narrowly, based on pre-conceptions and with a focus on direct economic effects, an approach which can favour traditional transport measures.

Relevance to SUMP – In SUMP, the decision maker is typically an organisation (e.g. a committee of the city council) or person in a high-level position (e.g. mayor or senior executive), with the responsibility to adopt a

SUMP or approve a measure. Decision making usually comes after the use of various project management and participation tools. The main characteristics of SUMP preparation, including participation, integration and consideration of external costs for all modes, should extend through to the decision-making stage. For example, engaging citizens and a wide range of stakeholders through a participation process in the preparation of a SUMP is viewed as fundamental to ensuring the legitimacy and quality of the decisions made. Moreover, public authorities should ensure maximum transparency and enable more democratic, participatory decision making processes. For example, a referendum vote could be held in relation to the approval of major transport measures.

Source: Oxford Dictionaries (online); Guidemaps, 2004

1.31 Delphi survey

Definition – The Delphi technique involves a wide range of stakeholders in a survey, usually to build knowledge about a contemporary issue or to support the forecasting of future conditions and developments. Originally developed in the 1950s, the Delphi technique has been widely used across research fields and is accepted as a method for achieving a convergence of opinion regarding real-world knowledge and for forecasting future changes.

The technique has several distinguishing characteristics:

- it is an iterative process, consisting of two or more rounds;
- analysis and feedback occurs at the end of each round, with the outcomes of the analysis informing subsequent rounds;
- there is a level of anonymity amongst the participants, which facilitates creative thinking outside of institutional norms; and
- it can give everyone a voice in the process.

A Delphi survey may be used as a tool for analysis rather than decision-making, aiding the development of potential solutions and helping researchers to identify the roots of consensus or disagreement.

Relevance to SUMP – For SUMP processes, the Delphi survey approach can be used in **integration** and **participation** processes. Web-based Delphi surveys can provide a cost-effective tool during SUMP preparation.

Source: Carter and Sheriff (2011)

1.32 Demand management

Definition – Transportation Demand Management (TDM), also called Travel or Traffic Demand Management, aims to reduce the need to travel by discouraging unnecessary private vehicle use and by promoting more effective, healthy and environmentally-friendly modes of transport (generally public transport and non-motorised transport). A TDM strategy typically involves a package of complementary measures that fall within two categories: "push" measures that make private vehicle use less attractive; and "pull" measures that make other modes of transport more attractive.

Relevance to SUMP – Many cities face the problem of congestion meaning the objectives of Transportation Demand Management (TDM) are likely to correspond with the objectives of their SUMP. In these cases, creating measure packages that include both "push" and "pull" effects provides a useful framework for measure selection.

Source: GTZ, 2009; www.plan4sustainabletravel.org

1.33 Diversity

Definition – Diversity is often described as cultural and ethnic variation among people. Recognising this kind of diversity is crucial in research, policy making and planning because culture and ethnicity affect our values,

beliefs and behaviours, including how we live as women, men, both or neither. At the same time, if we consider only visible differences when we think of diversity, we are likely to ignore important variations that are not always obvious, such as sexual orientation, education and religious beliefs. In the context of SUMP, the different needs of children, the elderly, physically fit and unfit people should also be considered.

Relevance to SUMP – Diversity within the population of towns and cities means that different communities or sub-cultures may respond differently to participation initiatives undertaken by the public authority. They may also have different mobility needs and preferences which need to be properly understood. Special participation formats and language accommodation may be required to engage different groups in the process and to ensure that appropriate measures are selected. See also 'hard to reach groups' and equity.

Source: www.UNESCO.org; http://sgba-resource.ca/en/

1.34 Efficiency (energy and economic)

Definition – Efficiency is defined as the ratio of output through input**.** Something can be described as more energy efficient if it delivers more services for the same energy input or the same service for less energy input.

Economic efficiency refers to maximising the benefits that users can gain from the use of a service after taking account of the costs of provision and operation. For example, an efficient public transport system facilitates fast and seamless movement within and between cities at an acceptable cost for the population, which in turn is essential for urban functionality and prosperity.

Relevance to SUMP – One of the five principal objectives of SUMP is to improve the efficiency and cost-effectiveness of the transportation of people and goods. Energy-efficient transport offers huge potential for reducing the demand for oil and for energy in general. Energy-efficient transport can be encouraged on three levels: (i) system efficiency - organise land use and social and economic activities in such a way that the need for transport and the use of fossil fuels is reduced; (ii) travel efficiency - make use of energy-efficient modes like public transport and non-motorised modes to reduce energy consumption per trip; and (iii) vehicle efficiency - consuming as little energy as possible per vehicle kilometre by using advanced technologies and fuels and by optimising vehicle operation.

Source: KonSULT (online); International Energy Agency (IEA); (online); GIZ, 2012

1.35 Engagement

See also participation

Definition – Community engagement is the process of working collaboratively with community groups to address issues that impact the well-being of those groups. This involves the identification of stakeholder groups and the incorporation of their concerns, needs and values at appropriate points in the planning process. A range of participation approaches can be adopted to foster this engagement (for examples see participation).

Relevance to SUMP – When preparing a SUMP, public authorities should develop a plan for stakeholder and community involvement that should include an overall strategy for public relations (PR) activities (including media involvement). This plan should strive to achieve pro-active engagement, including interactive involvement of the community.

Source: FT Lexicon (online)

1.36 Environment

Definition – The environment refers to the natural world, as a whole or in a particular geographical area, often in terms of how the environment is affected by human activity. At a local level, environment can also refer to the setting or conditions in which a particular activity is carried out, for instance "the urban environment is safe and attractive, which encourages walking."

Relevance to SUMP – SUMP objectives include the following (as defined in the Guidelines): reduce air and noise pollution, greenhouse gas emissions and energy consumption; and contribute to enhancing the attractiveness and quality of the urban environment and urban design for the benefits of citizens, the economy and society as a whole. The SUMP approach therefore seeks to protect and enhance the environment in both senses of the word.

Source: Oxford Dictionaries (online)

1.37 Equality

Definition – equality refers to the state of being equal, especially in status, rights or opportunities. The Declaration of Principles on Equality, formulated by the Equal Rights Trust, defines the Right to Equality as: "the right for all human beings to be equal in dignity, to be treated with respect and consideration and to participate on an equal basis with others in any area of economic, social, political, cultural or civil life. All human beings are equal before the law and have the right to equal protection and benefit of the law."

The terms **equality** and **equity** are sometimes used interchangeably, which can lead to confusion as there are important distinctions. Simply put, equality is treating everyone the same, while equity is giving everyone what they need to be successful. With **equality,** everyone gets the same things and is treated in the same way – but that does not necessarily acknowledge that people do not have the same needs. In contrast, **equity** acknowledges that people have different starting points and different needs and attempts to provide what each individual needs to be successful and to accelerate progress towards **equality** for all groups in society (see also diversity).

Relevance to SUMP – An overarching objective of SUMP development is to "ensure *all* citizens are offered transport options that enable access to key destinations and services" (emphasis added). To help achieve this objective, the principle of equality can be applied at different stages of the process, for example: equality of opportunity to participate in SUMP preparation; and using equality as a criterion during scenario appraisal and measure selection. See also equity.

Source: Oxford dictionaries (online); www.equalrightstrust.org; SGBA e-learning resource (online); Everyday Feminism Magazine (online)

1.38 Equity

Definition – Equity refers to being fair and impartial, ensuring that everyone has access to the resources, opportunities, power and responsibility they need to reach their full, healthy potential – acknowledging that different people have different needs.

The terms **equality** and **equity** are sometimes used interchangeably, which can lead to confusion as there are important distinctions. Simply put, equality is treating everyone the same. "Equity is giving everyone what they need to be successful." With **equality,** everyone gets the same things and is treated in the same way – but that does not necessarily acknowledge that people do not have the same needs. In contrast, **equity** acknowledges that people have different starting points and different needs and attempts to provide what each individual needs to be successful and to accelerate progress towards **equality** for all groups in society (see also diversity).

Relevance to SUMP – Applying the principle of equity acknowledges that special measures may be required to overcome existing problems of disadvantage and exclusion. To help overcome this problem, participation formats may be designed to ensure that disadvantaged groups are able to contribute their views and knowledge (see also hard-to-reach groups).

Source: Oxford dictionaries (online); SGBA e-learning resource (online); Everyday Feminism Magazine (online)

1.39 Evaluation

Definition – Evaluation is the systematic and objective assessment of an ongoing or completed plan, policy or measure, its preparation, implementation and results. The aim of evaluation is to determine the relevance and fulfilment of specified objectives and targets, i.e. evaluation reveals how well a plan, policy or measure has performed. Monitoring and evaluation activities are important in the planning and implementation process to provide credible and useful information, enabling the incorporation of lessons learned into the decision-making process.

Relevance to SUMP – In the context of SUMP development and implementation, the term evaluation is used in reference to both "ex-ante" evaluation and "ex-post" evaluation.

"Ex-ante" is a phrase meaning "before the event" and therefore the purpose of ex-ante evaluation is to improve the quality of the SUMP development process, the proposals of the plan and their implementation. Undertaking appraisal of future mobility scenarios and measures is a form of ex-ante evaluation.

The term evaluation is most commonly used to refer "ex-post" ("after the event") evaluation processes carried out during and after the implementation of a SUMP or individual measure. Ex-post evaluation is used to assess whether the SUMP or measure has been effective and represents value for money, or whether it needs modification or enhancement. Regular monitoring and evaluation are a main characteristic of the SUMP approach to mobility planning. Key activities in this respect are setting priorities and measurable targets, incorporating monitoring and assessment into the plan, checking progress towards achievement of the objectives and reviewing achievements to understand areas of success and failure.

Source: ITS Leeds KonSULT; OECD, 2014; www.socialresearchmethods.net

1.40 Focus group

Please see participation for a description.

1.41 Functioning area

Definition – In the context of SUMP development, the functioning area refers to the geographical area that should be covered by the plan. The functioning area is determined based on travel-to-work patterns of people travelling to and from the city from the surrounding area.

Relevance to SUMP – An important aspect of the SUMP concept is that the geographical area of the plan should reflect the pattern of journeys routinely made by people as opposed to administrative boundaries. Defining the functioning area of a city is a priority task early in the process as it determines which neighbouring authorities, as a minimum, should be engaged in SUMP development and implementation. In an ideal scenario, the city authority and neighbouring public authorities would agree to prepare and adopt a joint SUMP. Where this is not possible, neighbouring authorities within the functioning area of the city should be engaged in the process through horizontal/territorial integration to facilitate agreement to key aspects of the plan, such as the vision, objectives, targets, measures and monitoring and evaluation plan.

A functioning area would be expected to include, but not necessarily be limited to, the urban agglomeration.

1.42 Future Search workshops

See participation

1.43 Gender

Definition - Sociologists make a clear distinction between the terms sex and gender. Sex refers to one's biological identity of being male or female, while gender refers to the socially learned expectations and behaviours associated with being male or female. Sex is biologically assigned while gender is culturally learned.

Relevance to SUMP – In the context of SUMP, gender equity refers to giving women and men the same opportunities, rights and responsibilities in the field of transport and accessibility – recognising that different actions may be needed to enable equal access for different groups.

Source: http://sociology.about.com/od/Disciplines/a/Sociology-Of-Gender.htm;

1.44 Good practice example (best practice)

Definition – A good practice is a real world example (case study) of where a method or technique has been applied that has consistently shown results superior to those achieved by other means. The case study and related approach are therefore used as a benchmark against which other activities can be measured. Best practice is closely related to the term "state of the art", which is sometimes also used to refer to a collection of good practice examples.

Relevance to SUMP – It is beneficial to public authorities to look at good practice examples to see what other municipalities have been able to achieve. Different cities across Europe have achieved good practice in different aspects of SUMP development and implementation. http://www.eltis.org/discover/case-studies provides a useful collection of these. A different perspective can be gained by inviting representatives of a city with a good level of SUMP preparation experience to undertake a peer review of your city's SUMP process (see also benchmarking).

Source: www.businessdictionary.com; www.eltis.org; IEE, 2012

1.45 Governance

Definition – There are two distinct uses of the term governance: (1) One is the way decisions are made, and policies formulated and implemented within a state government and therefore the spotlight is on norms, institutions and procedures which regulate the actions of state, non-state and private-sector actors. (2) The second definition applies outside of formal government. This identifies non-governmental, non-commercial arrangements, which supplement institutions and support social self-organisation. According to Fürst (2015), governance has implicitly the task to solve concrete problems and not to make profit. In the SUMP context, the first definition would apply to local planning authorities, given their formal responsibilities and functions. The second is relevant to non-governmental organisations and interest groups, which are stakeholders in the SUMP process. **Good governance** (often used in the context of international development cooperation) is linked to a set of specific values: it embraces the rule of law and the realisation of democratic principles and procedures, as well as the freedom of the press and the opportunity to participate in political life.

Relevance to SUMP – The governance arrangements in place at a public authority directly affect the ability of the authority to achieve the main SUMP characteristics. A review by the public authority of the governance arrangements should involve the identification of institutional, legal or financial barriers and barriers in the management and communication process. Implementing governance arrangements may involve establishing formalised and agreed procedures for joint-working with other departments, neighbouring public authorities, organisations in other policy sectors and public transport operators. They may also include, for example, a commitment to undertake specific citizen participation initiatives. Such arrangements can help to determine an authority's potential to successfully prepare a SUMP, with special regard to whether horizontal and vertical integration and a participatory approach will be achieved.

Source: web.worldbank.org; pnd online 2015; giz 2015

1.46 Hard-to-reach group

Definition – A hard-to-reach group is a group within society that is typically under-represented in the planning process or has limited capacity for involvement. These groups may include ethnic or language minorities, disabled people, young people, the elderly, people with low literacy levels, those who are uninterested in civic

affairs and people who simply don't think their participation will make a difference. In some cases, there may be overlaps between these groups meaning some stakeholders have more than one disadvantage which needs to be accounted for when creating opportunities for their participation (see also equity). Conversely, there are groups of stakeholders which are disproportionately easy to reach. These are groups which are eager to participate and which tend to have a louder voice in group discussions.

Relevance to SUMP – To correct the balance of citizen participation, it is necessary to make greater efforts to hear the views of hard to reach people and groups. The tailoring of communication and activities for each specific audience is important, as is the range of involvement methods offered. These should include participation formats which ensure the involvement of hard-to-reach groups – and accept that they may involve greater time and resource requirements for the authority leading SUMP preparation. For example, discussions on a one-on-one or small group basis can be developed to assure representation. Organisations which represent the interests of these groups can also provide valuable insights into how to engage such citizens.

Source: RTPI, 2006

1.47 Horizontal integration

Please see integration.

1.48 Implementation plan

Definition – Implementation refers to the process of putting into practice a plan, policy or measure. An implementation plan, also referred to as an action and budget plan, sets out how the plan, policy or measure will be turned into reality. The following information is typically included within an implementation plan: established priorities; implementation schedules; responsibilities; budgets and funding sources and risks and contingency plans.

Relevance to SUMP – For a SUMP to be of value, it is essential that the plan (or at least significant elements of it) is (are) realistically implementable. An implementation plan (SUMP Action Plan) should therefore be developed in parallel with the SUMP as an integrated chapter or as a separate document to allow for more regular updates once the SUMP is adopted. Preparing an implementation plan alongside the SUMP can help to ensure that plan proposals are realistic and achievable (e.g. with respect to available funding) and that the commitment of partner organisations to the implementation of proposed measures is agreed upon.

Source: GUIDEMAPS, 2004

1.49 Indicator

Definition – Indicators enable us to measure the performance of a plan and therefore provide a basis for its evaluation. An indicator is a clearly-defined set of data that can be measured to allow for the monitoring of progress towards the achievement of a particular target. For example, "road accident numbers per kilometre and year" is one indicator of highway safety. Indicators can be qualitative or quantitative and absolute or relative. Based on the literature (e.g. DISTILLATE, 2005; AECOM, 2009), a distinction is made between the following categories of indicators, which help us to measure and monitor different aspects of SUMP implementation:

- **Input indicator -** resources required to provide a service or product (e.g. personnel and planning costs)
- **Process indicator -** the way the service is produced (e.g. public or private)
- **Output indicator -** the services, products or results (e.g. number of cycle lane km built)
- **Outcome indicator -** the impact or final results (e.g. clean air)
- **Efficiency indicator –** ratio of input/output
- **Effectiveness indicator –** ratio of input/goals

- **Context indicator** – reflecting the state of the economic, social or environmental situation of the SUMP area

- **Transport activity indicator –** transport indicators typically cover transport vehicles (types and age); modal split and quantities of freight transport; modal split and quantities of passenger transport; transport safety; transport infrastructure quantities and standards; and transport-related energy use and emissions.

Relevance to SUMP – During SUMP preparation it is necessary to identify an indicator set that enables both an analysis of the existing mobility situation and of progress towards achieving targets to be monitored during implementation. Where possible, indicators should be selected that enable integrated monitoring with other departments and organisations, as well as a comparison at the regional, national or European level.

Source: ADVANCE, 2013; CH4LLENGE 2014; DISTILLATE 2005; AECOM 2009

1.50 Information provision

Please see measure.

1.51 Infrastructure measures

Please see measure.

1.52 Institution

Definition – An institution is an organisation founded for a religious, educational, professional or social purpose and is typically a formal legal entity. In the context of SUMP, public authorities are the lead institutions with specific responsibilities, resources and powers to carry out planning and implementation activities.

Relevance to SUMP – A public authority takes the lead role in SUMP preparation, but should engage other institutions in plan preparation through participation and integration. In some cases, other institutions may be prepared to dedicate their own resources to SUMP development (see also governance). For example, charities/NGOs may assist with citizen participation processes and professional institutions may offer advice and technical support.

Source: Oxford Dictionaries (online)

1.53 Instrument (policy instrument)

Please see measure.

1.54 Integration (integrated planning)

Definition – Integrated planning, also referred to as institutional cooperation, refers to collaboration and joint working within and across organisations to develop and implement a plan. Such cooperation may involve the alignment of objectives and policies and the sharing of knowledge, data, resources, finance and powers between several organisations.

Different types of integration include:

- **Vertical integration** – this involves cooperation - and the alignment of relevant legislation, guidelines and supporting policies - between the different levels of government and other organisations operating at the European, national, regional and local levels.

- **Horizontal integration** – horizontal integration encompasses two types of cooperation:

    - **Policy/sectoral integration –** Policy/sectoral integration concerns the management of cross-cutting issues in policy-making that do not correspond to the institutional responsibilities of

individual departments. Consultation and cooperation to avoid "silo working" by departments and organisations in various policy areas (land use planning, social services, health, energy, education, enforcement and policing etc.) is important in the context of SUMP development.

- **Territorial integration –** Coordination of policies and activities between neighbouring local authority areas, ideally through the preparation of a single SUMP for the entire 'functioning area' of a city, as defined by major transport flows. Depending on government responsibilities at local, regional and national levels, it may be necessary to involve regional and national stakeholders (including transport network authorities).

Relevance to SUMP – Horizontal and vertical integration are core components and a main characteristic of the SUMP approach. The development and implementation of a SUMP should follow an integrated approach with a high level of cooperation and consultation between the different levels of government and relevant authorities.

Source: CH4LLENGE, 2015; Meijers & Stead, 2004

1.55 Integration of transport modes

Definition – This refers to the process of making journeys that use a range of transport modes more convenient and efficient. The integration of transport modes can facilitate intermodality (the completion of a single trip using two or more different modes of transport) and multimodality (the use of different transport modes for different trips).

Relevance to SUMP – Measures that improve the integration of transport modes can help to promote a shift to the use of sustainable transport modes and therefore contribute to achieving the overall objectives of a SUMP. For example: the implementation of integrated ticketing may broaden the transport options considered by a person when making different trips; and the provision of high quality cycle parking and storage facilities at train stations may encourage more people to make intermodal trips.

1.56 Intelligent Transport System (ITS)

Definition – An ITS is a system that helps to optimise the use of existing infrastructure through a variety of technical means such as traffic signals, journey planners, smart ticketing or cooperative systems (including vehicle-to-vehicle and vehicle-to-infrastructure communication systems). ITS fosters the coordinated management of road and public transport networks and eases the implementation of urban logistics and access restriction schemes. ITS falls within the measure category of management measures.

To ensure greater coherence and interoperability of ITS solutions across Europe, the Urban ITS Expert Group has developed a set of guidelines for deployment of key applications of urban ITS. Best practice and standardisation needs for urban ITS have been identified in this context.

Relevance to SUMP – The European Commission's Urban Mobility Package Annex 'A concept for Sustainable Urban Mobility Plans' identifies ITS as one the topics that should be addressed in a SUMP. It notes that ITS is applicable to all transport modes and mobility services, both for passengers and freight; and that ITS can support strategy formulation, policy implementation and monitoring processes.

Source: EC, 2013

1.57 Interdisciplinary

Definition – Interdisciplinary refers to a planning process, programme or project that relates to more than one branch of knowledge or sector (e.g. transport, health, environment, policy, engineering, psychology).

Relevance to SUMP – Working with partner organisations in interdisciplinary teams is an approach that can foster integrated planning and policy/sectoral integration in particular.

Source: Oxford Dictionaries (online)

1.58 Intermodality

Definition – Intermodality (not to be confused with multimodality) relates to improving the efficiency and attractiveness of a single trip made with more than one transport mode (e.g. walking, train and bus), with the aim of offering travellers a seamless journey. This requires the creation of integrated transport systems through the harmonisation of different transport services and the creation of organised connections between different transport modes, for instance as in park and ride. Five key measures that can foster improved intermodality are: 1) conveniently located transport stations and interchanges that offer a range of options for onwards travel (e.g. public transport services, bicycle-sharing, safe walking routes etc.); 2) a comprehensive public transport, cycling and walking network; 3) intermodal journey planning software; 4) integrated ticketing and e-ticketing; 5) and pricing and demand management schemes.

Relevance to SUMP – A SUMP should seek to foster the balanced development of all relevant transport modes, while encouraging a shift towards more sustainable modes. SUMP development should therefore involve a robust appraisal of the strengths, weaknesses, opportunities and constraints of different transport modes. In this respect, fostering intermodality has an important role in making public transport and non-motorised transport more competitive, efficient and attractive for users. The European Commission's Urban Mobility Package Annex 'A concept for Sustainable Urban Mobility Plans' identifies intermodality as one the topics that should be addressed in a SUMP. It notes that a SUMP should contribute to better integration of the different modes and should identify measures aimed specifically at facilitating seamless transitions between different modes of transport.

Source: EC, 2013; JRC, 2013; NODES, 2014; UN HABITAT, 2013

1.59 Interest group

Definition – Interest groups are organisations or groups of people with a common interest that seek to achieve special advantages, typically through political lobbying. There are groups with special interests like taxi driver associations, cycling associations and environmental protection groups or networks of businesses whose common goal is to represent and protect the interests of this particular group.

Relevance to SUMP – Interest groups should be engaged through the SUMP preparation process. See also community groups.

1.60 Key stakeholder

Definition – Key stakeholders are individuals or organisations having political, regulatory, functional or financial powers as well as relevant competencies.

Relevance to SUMP – The key stakeholders in transport and related domains (land use, environment, education, health, tourism, etc.) should be identified and engaged in the process. These are the organisations and individuals with the power and resources to drive forward SUMP development and implementation. Key stakeholders include organisations and individuals with political responsibility (mayors, councillors, other public authorities and government levels), financial resources (public and private funds), regulatory authority (by policy sector or territory), transport operating functions (public transport authorities, car sharing business) and relevant skills and expertise (public administrations, universities, private sector). During the course of SUMP preparation, the role and relative importance of stakeholders may change and therefore the involvement of different organisations should be reviewed.

1.61 Land use measures

Please see measure.

1.62 Leadership

Definition – Leadership refers to the act of leading a group of people/organisations, or the ability to do this. Reference is sometimes made to different styles of leadership, which could be e.g. either more democratic or authoritative.

Relevance to SUMP – The preparation and subsequent implementation of a SUMP requires political commitment and leadership.

Source: Oxford Dictionaries (online); Goleman, 2000

1.63 Liveability / liveable city

Definition – There is no single authoritative definition of liveability. Following is one of several proposed definitions submitted by participants of the 1st European SUMP conference in Sopot, Poland:

"A liveable city is one that works hard to maintain equity between its economic activity, the health of its environment/ecology and the quality of life of citizens. SUMP is a key ingredient in developing a liveable city as it allows all citizens to participate in strategic planning."

In general, a liveable city refers to a city that fulfils the desire for pleasant outdoor conditions that support and stimulate social, cultural and recreational activity in neighbourhoods.

Relevance to SUMP – SUMP objectives refer to a balanced range of environmental, social and economic issues, all of which can contribute to improved liveability and quality of life.

Source: CIFAL, 2014

1.64 Land use measures

Please see measure.

1.65 Leadership

Definition – Leadership refers to the act of leading a group of people / organisations, or the ability to do this. Reference is sometimes made to different styles of leadership.

Relevance to SUMP – The preparation and subsequent implementation of a SUMP often requires political commitment and strong (political) leadership.

Source: Oxford Dictionaries (online); Goleman, 2000

1.66 Liveability / liveable city

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"A liveable city is one that works hard to maintain equity between its economic activity, the health of its environment/ecology and the quality of life of citizens. SUMP is a key ingredient in developing a liveable city as it allows all citizens to participate in strategic planning." In general, a liveable city refers to a city that fulfils the desire for pleasant outdoor conditions that support and stimulate social, cultural and recreational activity in neighbourhoods.

Relevance to SUMP – SUMP objectives refer to a balanced range of environmental, social and economic issues, all of which can contribute to improved liveability and quality of life.

Source: CIFAL, 2014

1.67 Logistics

Definition – Logistics refers to the commercial activity of transporting goods to customers.

Relevance to SUMP – Urban logistics are essential for cities to function successfully and make up a significant share of urban traffic as part of regional, national and international supply chains. The movement of goods is expected to grow, further increasing the high external costs of logistics activities. A SUMP requires an integrated consideration of urban logistics issues. For a range of different reasons (different actors, strong role of the private sector, data availability), the operation and needs of the logistics sector are often neglected in urban planning and management.

Source: Oxford Dictionaries (online); EC, 2013

1.68 Measure

Definition - In the context of SUMP, the term measure refers to a policy, campaign or project that is implemented to contribute to the achievement of the SUMP's objectives and targets. The term "policy instrument" is sometimes used interchangeably with measure, to describe the specific means through which policies are implemented (e.g. lower bus fares, road pricing etc.). The range of measure types continues to expand and therefore categories have been devised to aid practitioners. To provide an illustration, the KonSULT Policy Guidebook and Measure Option Generator identifies six main categories of measures:

- Attitudinal and behavioural measures
- Information measures
- Infrastructure measures
- Management of the infrastructure
- Land use measures
- Pricing

In order to achieve greater benefits than could be achieved by implementing one measure alone, it is possible to create packages of measures so that complementarity and synergies occur.

Attitudinal and behavioural measures

Attitudinal and behavioural measures is a collective term for a range of measures that promote sustainable mobility through management and marketing approaches rather than the provision of physical "hard" infrastructure. They are also referred to as demand management, mobility management measures and "soft" measures.

Information provision

Information provision is a collective term for a series of measures that enable travellers to make more informed decisions about how, when, where and whether to travel.

Infrastructure measures

Infrastructure measures is a collective term referring to a series of "hard" infrastructure investments to provide new walking, cycling, public transport or road infrastructure.

Land use measures

Land use measures is a collective term referring to a series of policy measure that can be pursued within a SUMP (and within the public authority's related spatial/land use plan) that can contribute to the regular use and attractiveness of sustainable transport modes.

Management of the infrastructure

This category contains a broad range of measures relating to the physical modification and enhancement of existing infrastructure, as well as improvements to the way existing infrastructure is managed and operated.

Pricing instruments

Pricing instruments is a collective term for a series of policies and measures intended to influence transport choices through financial incentives and disincentives. The KonSULT tool provides information and guidance relating to the following pricing instruments: vehicle ownership taxes, fuel taxes, parking charges, road user charging, fare levels, fare structures, concessionary fares and integrated ticketing.

Relevance to SUMP - The development of an effective package of measures is at the core of the SUMP approach, which encourages a balanced development of all transport modes through actions that include technical, promotional and marketing-based measures as well as infrastructure. Well selected (packages of) measures are needed to ensure that the SUMP objectives and targets are met, but too often cities limit themselves to familiar solutions. It is therefore recommended that cities undertake a structured, but open-minded approach to appraising which measures will be most effective in a particular context. The measure categories and measures set out in the KonSULT Policy Guidebook and Measure Option Generator provide a good resource when identifying and weighing the advantages and disadvantages of possible solutions.

Source: ITS Leeds KonSULT (online)

1.69 Mediation

Definition – Mediation refers to the process of discussing a dispute in order to resolve it. In some cases, a neutral person may be employed as a 'mediator' who helps disputing parties work out a mutually acceptable solution.

Relevance to SUMP – Mediation can be designed into the plan-making process as an element of the approach to participation, so that the views of different stakeholders can be understood and addressed as the SUMP is developed. Where effective participation processes have not been undertaken, or important conflicts have not been resolved, it may be necessary to introduce a special mediation process towards the end of the SUMP preparation process.

Source: Oxford Dictionaries (online); ODPM, 2003.

1.70 Method

Definition – Procedure selected to approach a research or planning task.

Relevance to SUMP – The term method is used to distinguish between alternative approaches that can be applied at certain stages of the planning process. For example: a local authority can select from a range of different participatory methods when undertaking stakeholder and citizen involvement. Likewise, there is a range of qualitative and quantitative methods that can be applied when appraising mobility scenarios.

Source: Oxford Dictionaries (online)

1.71 Metropolitan areas

Definition – A group of urban municipalities or administrative units which are closely linked with respect to the provision of urban services and mobility.

Relevance to SUMP – A SUMP should be prepared for the entire 'functioning area' of a city (as defined by major commuter flows) and is therefore likely to cover both the main urban area and surrounding towns and villages within the commuter 'belt'/region. In most cases the 'functioning area' of the city will extend beyond the administrative boundary of the central municipality, so collaborative working with neighbouring public authorities is necessary. See also urban agglomeration and territorial integration.

Source: EEA, 2013

1.72 Mobility

Definition – The differentiation between the terms accessibility and mobility is useful in the context of policy development. Mobility is defined as the potential for movement and the ability to get from one place to another using one or more modes of transport to meet daily needs. As such, it differs from accessibility, which refers to the ability to access or reach a desired service or activity. To illustrate this, it is possible to have good mobility, but poor accessibility. For example, a community with a good highway network and low levels of congestion, but with relatively few employment, shopping and leisure opportunities, has good mobility but poor accessibility. Nevertheless, policies to increase mobility do generally increase accessibility by making it easier to reach destinations further away.

Mobility focuses on the satisfaction of needs, while transport (including vehicles, infrastructure and traffic rules) is the instrument which is required for the concrete realisation of mobility. Consequently, mobility is a direct result of social activities such as living, working, relaxing and production, trade and consumption (for goods). Due to spatial separation of activities, a demand for transport services arises. The type of transport services chosen to meet this need for mobility is the result of a political process.

Relevance to SUMP – In the context of SUMP, the term mobility can be interpreted as the ideal scenario wherein all citizens have environmentally sound, convenient, fast, comfortable and affordable means of transport, helping to improve accessibility across the functioning area of a city.

Source: Handy, 2002

1.73 Mobility management

Definition – Mobility management is a means to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of mobility management are "soft" measures like information and communication, organising services and coordinating the activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes). Mobility management measures (as compared to "hard" measures) often do not require large financial investments and may have a high benefit-cost ratio.

Relevance to SUMP – The SUMP approach encourages a balanced development of all transport modes through actions that include technical, promotional and marketing-based measures as well as infrastructure. Authorities developing a SUMP should therefore consider the role mobility management initiatives can play within their wider strategy during the process of measure selection.

Source: EPOMM (online) 2015

1.74 Modal share

Definition – Modal share can be defined as the share of people using a particular mode of transport (including cycling and walking) within the overall transport usage of an urban area. Modal share can be calculated for passenger and freight (logistics) transport based on different units, such as number of trips, volume, weight, passenger-km or tonne-km. The modal share of different modes of transport is typically displayed as a percentage value for each mode. Modal share can be measured for specific trip types (e.g. journeys to work) or for the total of all journeys taken in a city for a given period of time. A challenge that still needs to be addressed

is accurately counting intermodal journeys. Most journeys are simply attributed to the longest portion (e.g. a two km bike ride to the train station followed by a 15 km train journey and a 10-minute walk is often only counted as a train journey).

Relevance to SUMP – Modal share can be utilised as an **indicator** when a public authority preparing a SUMP is analysing the current mobility situation, developing targets and undertaking monitoring and evaluation.

Source: PEP (online); EEA, 2013;

1.75 Modelling (transport)

Definition – Transport modelling is a mathematical representation of transport demand and resulting trips, based upon economic, municipal, household and transport data and projections, and using formalised behaviour hypotheses and assumptions. Traffic models are used to analyse and forecast the traffic situation and to predict the outcomes of transport strategies. This can include the identification of potential congestion "hotspots" within the transport system.

Relevance to SUMP – Practitioners are advised to use both modelling and qualitative analysis to support scenario appraisal and measure selection. In doing so, however, transport modellers need to be sure that input parameters are appropriately set in the model to ensure the accurate measurement of all modes – including cyclists and pedestrians.

1.76 Monitoring

Definition – Monitoring is the systematic collection of data on specified indicators to provide authorities and stakeholders with an indication of the extent of the progress and the achievement of objectives in an ongoing plan. Monitoring provides information for potential adjustments and re-planning during the course of SUMP implementation in order to improve the final results. Monitoring is undertaken at shorter periodic intervals, in contrast to evaluation, which is more strategic in nature and provides information to learn from and improve future plans. As such, evaluation occurs less frequently and generally at the conclusion of one SUMP planning cycle, to inform preparation of the subsequent SUMP.

Relevance to SUMP – Regular monitoring, review and evaluation are a main characteristic of the SUMP approach to mobility planning.

Source: CH4LLENGE 2014; OECD 2004

1.77 Multi-criteria appraisal

See appraisal.

1.78 Multimodality

Definition – Multimodality (not to be confused with intermodality) refers to the selection of alternative transport modes for different trips over a certain period of time (e.g. a day or week). For instance, a person may cycle to work, walk to the shops and use public transport to visit friends. Multimodality (and also intermodality) requires integration of infrastructure and transport services across modes in both passenger and freight transport.

Multimodal Apps – The term multimodal is also used in the context of websites and mobile apps that provide a single source of information on several modes of transport. These may provide a comparison of the speed and cost of a single trip using one mode of transport mode or an intermodal trip that uses several modes.

Multimodal (freight and logistics) – In the context of freight and logistics, the term multimodal (or multi-modal) is often used to refer to situations where goods are transferred using several modes (e.g. ship, plane and lorry etc.). This is the equivalent of intermodality for passenger transport.

Relevance to SUMP – Multimodality is a key term in the SUMP context as it represents a modern intelligent approach to mobility, contrasting with the use of private motor vehicles for the majority of trips. A SUMP should foster multimodality by creating highly accessible, convenient, safe and fast connections for sustainable modes of transport.

Source: Oxford Dictionaries (online)

1.79 Neighbouring authority

Definition – In the context of SUMP development and implementation, a neighbouring authority refers to another borough, city, district or county authority located within the functioning area of the central city that is leading SUMP preparation.

Relevance to SUMP – An important aspect of the SUMP concept is that the geographical area of the plan should reflect the pattern of journeys routinely made by people, as opposed to administrative boundaries. The SUMP should therefore be developed for the functioning city, involving neighbouring authorities through the process of horizontal/territorial integration.

1.80 OpenSpace meeting or conference

See participation.

1.81 Objective

Definition – An objective is a broad statement describing the improvements a city is seeking. Objectives specify the directions for improvement, but not the means for achieving it.

Relevance to SUMP – Public authorities should formulate clear and measurable objectives, together with related targets and indicators that allow monitoring of progress towards the achievement of objectives and assessment of the efficiency and effectiveness of the SUMP measures taken. To provide an example, an objective of the SUMP could be to create a city where people feel safe riding their bikes. A related target would be to add 50km of cycle lanes during the total timeframe of the SUMP and an indicator would be the length (km) of new cycle lanes provided per year.

Source - ITS Leeds KonSULT (online)

1.82 Option generation

Definition – Option generation refers to the development of a range of strategies or packages of measures that represent different ways of meeting SUMP objectives. The options generated are typically subjected to appraisal processes, so that the most promising can be developed in further detail.

Relevance to SUMP – The SUMP process encourages the development of scenarios to help planners and stakeholders better understand the likely combined effects that different variables (e.g. economic growth, land use development patterns and SUMP measure packages etc.) could have. The KonSULT web tool developed by ITS Leeds incorporates an option generator which allows users to create a list of ranked policy instruments (measures) based on individual search criteria.

Source: ITS Leeds KonSULT (online)

1.83 Organogram / organisational chart

Definition – An organogram is a graphic representation of the structure of one or more organisations showing the relationships of the departments and staff positions.

Relevance to SUMP – In the context of SUMP, the preparation of an organogram could be useful at different stages of the planning process, for example: for the self-assessment of the lead public authority's potential to

successfully prepare a SUMP; to gain an overview of the organisations and departments involved and potential partnerships (see integration); to examine how governance and decision-making processes involving several organisations could function; and to clarify responsibilities and the resources available.

Source: Oxford Dictionaries (online)

1.84 Ownership

Definition – In the context of SUMP, ownership refers to a high degree of commitment and responsibility for a plan, policy or measure by stakeholders and citizens, resulting from their involvement in the formulation of plans and measures. A feeling of ownership among stakeholders would likely result in participants asking questions like "How can we solve this?" as opposed to "What are you [the public authority or transport operator] going to do about it?"

Relevance to SUMP – One of the reasons for promoting participation throughout the preparation of SUMPs is that it will lead to greater public ownership of the strategy and proposed measures. This should help to maintain political support and limit objections to SUMP measures during the implementation phase.

Source: Oxford Dictionaries (online)

1.85 Participation

Definition – Also sometimes referred to as public involvement or public engagement, participation refers to the involvement of **citizens** and other stakeholders in the process of preparing a SUMP, resulting in improved planning outcomes through:

- inclusion of new ideas and knowledge;
- increasing the range of options;
- testing evidence and positions;
- addressing uncertainty and conflict; and
- making public acceptance of the final plan more likely (see also ownership).

Participation processes contribute to the preparation of a high quality plan with locally appropriate mobility solutions, while minimising risks for decision-makers and facilitating implementation of the SUMP.

While there are clear benefits to participation, there are also challenges to running an effective participation process, including:

- there can be a lack of political will for carrying out an open and transparent participation process (sometimes due to a lack of experience with citizen participation processes);
- additional staff time and resources are required;
- it can be difficult to create a fair balance in the involvement of different stakeholder groups;
- the process needs to be open and honest, i.e. participants need to feel their input is valuable and their ideas will be taken seriously.
- clarity (with yourselves and your participants) about what you expect from them and what role their input will play in the process (i.e. you won't implement every idea they come up with);
- a low level of interest from some people (whose input could be valuable)
- poor coordination with other participatory processes or simply asking too much of participants can result in "consultation fatigue"; and
- potentially as a result of the points above, it can happen that public engagement only occurs in the form of objection when proposals are at a late stage of development or during implementation – the so-called "dilemma of participation".

Relevance to SUMP – Adopting a transparent and participatory approach to plan-making is a main characteristic of the SUMP approach. A plan for stakeholder and citizen involvement should be prepared at an early stage of the SUMP preparation. This should aim to ensure that the participation process is balanced and seeks input from groups and people with different backgrounds. See also diversity, equity and "hard-to-reach" groups.

A wide range of formats can be used to engage citizens in the planning process, some of which are described below. These approaches can also be used to facilitate integration, by inviting representatives from other stakeholder institutes and organisations.

Citizen jury

A citizen jury involves setting up a series of hearings about a proposed transport policy or strategy, to which a small number of inhabitants of a city or neighbourhood are invited to participate in discussions. The citizen jury is then asked to make recommendations to be taken into account in SUMP preparation.

Source: participedia.net (online)

Focus group

A small group of people, usually previously unknown to one another, are invited to discuss specific topics or issues relevant to a mobility project with the support of a facilitator. A focus group can be used to explore stakeholder perceptions and concerns, obtain detailed feedback, promote interaction and inform stakeholder opinion.

Source: Guidemaps, 2004

Future Search workshops

Future Search is a "learning laboratory" for getting everybody involved in improving the whole system. This kind of planning workshop enables organisations and communities to learn more together than any one person can discover alone. The meeting is task-focussed. By putting a focus on the whole system, participants are faced with the complexity and uncertainty of the situation, and can take more informed and clear decisions and actions.

Such workshops are typically three-day meetings which bring together 60 to 100 people from all stakeholder groups in one room (or hundreds in parallel rooms). People tell stories about their past, present and desired future and, through dialogue, discover their common ground. Only then do they begin making concrete action plans.

Source: www.futuresearch.net; www.poly-sump.eu

OpenSpace meeting or conference

OpenSpace is a methodology for running self-organising meetings and conferences, sometimes also referred to as "unconferences". Participants create and manage their own agenda of parallel working sessions around a central theme. The organiser prepares a notice board with a grid of parallel working sessions and time slots. Participants then fill out post-it notes with subjects they are interested in discussing and put them in free meeting slots on the grid. The emphasis is on conversation and not presentation. The process can take 1-2 days. The most important topics, insights, questions and recommendations are documented in a report.

Source: www.openspaceworld.org; www.mindviewinc.com

Planning for Real

Planning for Real is a trademarked participation tool that aims to allow local citizens and communities to have their say in the planning process. At Planning for Real events, a map or model of the urban area is provided and

people are invited to fill out cards with issues, suggestions and ideas, which are then laid out in the appropriate locations on the map or model. All suggestions are categorised under issue topics, such as health, crime or safety (using different coloured cards), so that the main issues for a particular area or place can be easily identified.

Source: www.planningforreal.org.uk

Workshop

A workshop is a participation event used to address a particular SUMP topic or activity which usually involves brainstorming or discussion to develop a series of conclusions, recommendations and/or actions. A workshop usually consists of a single event, lasting for one to four hours, and can be combined with other participation techniques.

Source: GUIDEMAPS, 2004

World Café

A world café is a meeting facilitation method that is intended to allow for introductions, information sharing and collaborative discussions amongst diverse groups of people in an informal setting. Three rounds of conversations are set up, each around 20-30 minutes long. Each "café" table has a topic and a host who remains at the table for all three rounds. Participants form groups around paper-covered tables. Pens are provided for writing/drawing on the table to record ideas. After each round, participants move to a different table. The host explains what was said (and recorded on the table) in the previous round(s) and the new group builds on the conversation at that table.

Source: www.worldcafe.com; IEE, 2014

1.86 Planning for Real

See participation.

1.87 Policy

Definition –Policy refers to a coherent set of ideas, proposals and measures addressing a particular situation or problem of a group of people, a business organisation, a government or a political party.

Relevance to SUMP – The SUMP itself is a policy document encompassing a coherent collection of policies and measures.

Source: Cambridge Dictionaires (online); Oxford Dictionaries (online)

1.88 Policy entrepreneur

Definition – Policy entrepreneurs are advocates (either inside or outside of government or other groups) for policy proposals with the defining characteristic of a willingness to invest their time, energy, reputation and/or money in the hope of future return. That return could come in the form of policies which they support, satisfaction from participation, or personal advantage in the form of job security or career promotion.

Relevance to SUMP – Public authorities should identify all relevant stakeholders as well as their objectives, their power, their capacity and planning resources. It is likely that policy entrepreneurs will have a particularly strong influence on the process, either positively or negatively, so this balance of power needs to be considered when planning stakeholder involvement. The Guidelines refer to the identification of local champions and key stakeholders, whose roles require an early strategic assessment.

Source: Kingdon, 1995

1.89 Policy integration

See integration.

1.90 Politics

Definition – Politics refers to the activities associated with the governance of a country, region or city, in particular the debate between different political parties, organisations and people who try to influence the way a country is governed.

Relevance to SUMP – SUMP practitioners should check with local decision makers and key stakeholders with a say in relevant policy fields to what extent SUMP objectives are in line with the current political agenda. Alignment between SUMP objectives and current high profile topics, e.g. traffic congestion or air pollution, can help secure political commitment to planning processes and the implementation of measures. This does not mean that other mobility related problems, as identified through a participatory approach to planning, should be neglected in SUMP preparation.

Source: Cambridge Dictionaires (online); Oxford Dictionaries (online)

1.91 Polity

Definition – Polity refers to the particular form of political or government organisation, or a condition of society in which political organisation exists.

Relevance to SUMP – The ability to carry out integrated planning, collaboration and joint working is determined by the specific institutional organisation. Therefore a review of governance structure is important to identify resources and barriers.

1.92 Pricing instruments

See measures.

1.93 Public involvement / Public engagement

See participation.

1.94 Public-private partnership

Definition – A public-private partnership is a service or venture which is funded and operated through a partnership of government and one or more private sector companies. These schemes are sometimes referred to as PPP, P3 or P[3]. PPPs involve a contract between a public sector authority and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project.

Relevance to SUMP: Private sector companies may be responsible for providing important mobility services for an authority preparing a SUMP, for example: constructing, operating and maintaining infrastructure such as railways and roads or operating public transport services. In these cases, the companies should be viewed as a primary stakeholder for the purpose of SUMP development as they can bring knowledge and experience to the process and may be involved in measure selection and implementation. Methods for involving private sector companies in the process should be reviewed with regard to tendering rules, for example where an existing contract is due for renewal.

Where no PPP arrangements are currently in place, a lead SUMP authority can appraise whether a PPP would be a suitable approach to future implementation of a SUMP measure.

1.95 Quality management

Definition – the activity of managing an organisation's systems and processes to make sure that every part of the company works to a high standard. It is standard practice for an organisation's quality management systems to be verified through an independent audit, leading to certification.

Quality management has evolved throughout the last decades from simple inspections, quality control and quality assurance to modern, comprehensive philosophies and approaches such as TQM (Total Quality Management), ISO 9000 (International Organisation for Standardization), EMAS (European Eco Management and Audit Scheme) and EFQM (European Foundation for Quality Management) / CAF (Common Assessment Framework – Europe). Today, quality is seen from an integral, organisational and consumer-oriented perspective: quality is a dynamic state associated with products, services, people, processes and environments that meets or exceeds expectations.

Quality is achieved through a systematic set of activities followed by the organisation in all its facets, aimed at maximising customer satisfaction. For example, a TQM-oriented organisation is characterised by a strong consumer-oriented approach, a commitment to the elimination of errors and steps that do not add value to products and services, a firm focus on prevention, long-term planning, teamwork, fact-based decision making, a continuous pursuit of improvement, horizontal and decentralised organisational structures and external partnering arrangements.

Originally developed to improve processes, various approaches have now been developed in order to support the public sector. Most of the tools used in the public sector today stem from instruments used in private organisations that have been adjusted for the specific characteristics of the public context.

Relevance to SUMP – Quality management schemes enable local authorities to assess their own SUMP development and implementation performance, demonstrate the quality of a SUMP to European funding institutions and compare practices with those of other cities.

The EC Transport White Paper (EC, 2011) included the initiative that regional development and cohesion funds should be linked to cities and regions that have submitted a current, independently validated Urban Mobility Performance and Sustainability Audit Certificate. Additionally, the SUMP Annex to the Urban Mobility Package (EC, 2013) states that Local Planning Authorities should have mechanisms to ensure the quality and validate compliance of the Sustainable Urban Mobility Plan with the requirements of the Sustainable Urban Mobility Plan concept. These policy statements have led to the development of auditing and certification schemes that relate specifically to the development and implementation of Sustainability Urban Mobility Plans including the following:

- ADVANCE Audit tool
- EcoMobility SHIFT Assessment and Audit scheme
- ENDURANCE Self-Assessment Questionnaire (SAQ)
- QUEST Quality Management method
- SUMP Impact Evaluation Guidance (prepared by the CiViTAS DYN@MO project)
- SUMP Self-Assessment Scheme (developed by Rupprecht Consult and disseminated through the CH4LLENGE project)

Further quality management schemes in the transport sector which have been adjusted to the needs of policy processes are, for example, BYPAD (Bicycle Policy Audit) and MaxQ (Quality Management System for Mobility Management). These schemes are similar in that they are all inspired by the general TQM tools ISO, EMAS and EFQM. These approaches describe actual situations and audit the working process in the relevant entity. All these tools aim to support progress by giving organisations tools for continuous improvement, based on the „Plan-Do-Check-Act" principle.

Source: QUEST 2012

1.96   Quality of life

Definition – Quality of life refers to the general well-being of a person or society, based on a range of criteria such as health and happiness, rather than only wealth.

For policy-makers and practitioners who wish to understand how quality of life can be gauged, a range of indices have been developed, including:

- Eurobarometer Quality of Life in Cities Survey: The last survey of 79 European cities was undertaken in 2013 and covered topics including satisfaction with public transport, air quality, noise level, public spaces, green spaces and the fight against climate change.

- Happy Planet Index: The index measures the extent to which countries deliver long, happy, sustainable lives for the people that live in them. The index uses global data on life expectancy, experienced well-being and ecological footprint to calculate this. The index ranks countries on how many long and happy lives they produce per unit of environmental input.

- Mercer Quality of Living Index: This has been developed for companies with internationally mobile workforces, to enable them to set hardship allowances. Within the category Public Services and Transport, scores are awarded for public transport and traffic congestion.

Relevance to SUMP - In the context of SUMP, quality of life has been expressed as "space for people, better air, less noise, improved health and reduced health cost, ecosystem health, less traffic, less pollution, time and cost savings of sustainable urban mobility solutions" (IEE, 2012). While transport impacts many aspects of quality of life, the comprehensive nature of quality of life assessments means that transport-specific indicators will only make up a small portion of all criteria used. Nevertheless, the development of sector-specific indices such as the Copenhagenize Index, which focuses on cycling, indicates how more complex mobility-related assessments could contribute to overall quality of life assessments in the future. As well as judging the quality of cycling infrastructure, the Copenhagenize index covers indicators of social and cultural progress for cycling, including the gender split of cyclists, perception of safety and social acceptance.

Source: JLL, 2013; IEE, 2012

1.97   RASCI matrix

Definition – The RASCI matrix is a project management tool which helps to clarify the roles and responsibilities of different organisations and people in complex structures. RASCI is an acronym derived from the five key criteria most typically used: Responsible, Accountable, Supporting, Consulted and Informed.

Relevance to SUMP – A RASCI matrix can be used to clarify responsibilities during the preparation and the implementation of a SUMP, for example, in the context of stakeholder mapping:

- Responsible: this partner is in charge of completing the task.
- Accountable: this partner endorses the result of the task.
- Supporting: this partner delivers input that can help the responsible body achieve the task completion.
- Consulted: this partner needs to be asked for feedback, and feedback needs to be taken into account.

- Informed: this partners needs to be kept up to date with the progress of the plan development.

Source: CH4LLENGE

1.98 Rationale

Definition – A rationale comprises a set of reasons or a logical basis for a course of action, strategy or measure.

Relevance to SUMP – An adopted SUMP should be based on a robust base of evidence and a rationale that supports the mobility strategy and the individual mobility measures proposed. The participation and appraisal processes will enable public authorities to construct this rationale as they work through the plan preparation stages.

Source: Oxford Dictionaries (online)

1.99 Referendum

Definition – A referendum is a general vote by the citizens of a city, region or nation on a single political question which has been referred to them for direct decision.

Relevance to SUMP – Public authorities may decide that decisions relating to the SUMP strategy or specific measures should be put directly in the hands of citizens by holding a democratic referendum. A referendum may therefore form part of a SUMP communication and engagement strategy, which would represent a powerful form of **participation**. Within the theoretical framework of levels of public participation (Arnstein, 1969), a referendum would be a form of citizen control. Examples of where referenda have been held in relation to a mobility planning issue are the Stockholm, Edinburgh and Manchester congestion charging proposals.

Source: Oxford Dictionaries (online); Arnstein, 1969

1.100 Resource

Definition – This refers to the money, materials, staff and other assets that can be drawn on by a person or organisation to undertake a task.

Relevance to SUMP – Public authorities should review the human and financial resources (including staff skills) available at an early stage of the plan development. This will help to ensure that sufficient resources are allocated to each of the stages of the SUMP development process.

Source: Oxford Dictionaries (online)

1.101 Scenario

Definition – A scenario is a description of possible actions or events in the future, such as a possible future set of demographic and economic conditions.

Relevance to SUMP – When developing a strategy, the planning authority should consider the changing context for mobility in the future. One problem when developing a SUMP for a long timeframe (e.g. 15 years) is that the context becomes less certain. The principal uncertainties typically relate to changes in economic and demographic factors, such as changes in population, household size and income levels. The direction and pace of technological change is a further uncertainty. Developing a range of scenarios based on population and economic projections enables planners to undertake an appraisal of the performance of alternative mobility strategies under different future conditions. Scenario appraisal normally involves consideration of a "business as usual" baseline case. This assumes that future economic and transport trends follow those of the past and that no changes in mobility policy take place.

Source: Cambridge Dictionaries (online); KonSULT (online)

1.102 Smart growth

Definition – Smart growth refers to urban development that is compact, resource-efficient and less dependent on the use of private cars. In contrast to urban sprawl, smart growth advocates higher density, mixed-use urban neighbourhoods that enable walking and cycling; the preservation of historic buildings; the provision of mixed income housing that helps reduce social and class segregation; and a diversity of housing and mobility choices that appeal to a range of lifestyle preferences.

The term smart growth is most commonly used in North America, while in Europe and Australia the term 'compact city' is often used to refer to similar ideas.

Relevance to SUMP – The notion of smart growth encapsulates a range of policy measures that a public authority may wish to implement within a SUMP and related land use plan. These include in particular the land use measures of influencing development density to avoid sprawl and encouraging mixed-use development to facilitate shorter trips to access basic services.

Source: UN HABITAT (2013)

1.103 SMART Target

See target.

1.104 Social inclusion

Definition – Social inclusion can be defined as the process of improving the conditions for individuals and groups to participate actively in society. Social inclusion seeks to empower poor and marginalised people in particular, to ensure that they have a voice in decisions which affect their lives and that they enjoy equal access to services and political, social and physical spaces. See also diversity, equity, hard-to-reach groups and participation.

Relevance to SUMP – Participation activities designed to involve poor and marginalised people in the SUMP preparation process are a form of social inclusion, and in turn these should help to ensure that the proposed SUMP measures also promote social inclusion. During the development of a SUMP, public authorities are also encouraged to cooperate with actors from other policy fields, including those that have a focus on improving social inclusion (see horizontal integration).

Source: World Bank, 2013

1.105 Special interest group

Definition – Special interest groups are organisations or groups of people with a common interest that seek to achieve special advantages, typically through political lobbying.

Relevance to SUMP – Examples of special interest groups that should be engaged through the SUMP preparation process include taxi driver associations, cycling associations and environmental protection groups. See also community group.

Source: Oxford Dictionaries (online)

1.106 Stakeholder

Definition – A stakeholder is an individual, group or organisation that is affected by a proposed plan or project or that can affect the proposal and its implementation. This includes the general public (see citizen and community groups), public authorities, businesses and research institutions.

Analysis of stakeholder constellations (also known as stakeholder mapping) helps to 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 certain project is implemented. Related terms include:

- **Influence-interest matrix –** A mapping tool that clusters stakeholders with regard to whether they have a low or high stake in the outcome of a proposal and whether they have a weak or strong influence on the proposal
- **Opponent –** A stakeholder that opposes a proposal or course of action
- **Proponent or supporter –** a stakeholder that approves of and encourages a proposal or course of action
- **Veto player –** a stakeholder with the power to stop a change from the status quo – e.g. block a new SUMP or measure from being implemented

Relevance to SUMP – Public authorities should identify key actors and stakeholders, which will inform the approach to participation and preparation of a stakeholder and citizen involvement strategy. Typical stakeholders are transport operators, traffic police and the emergency services, local businesses, retailers, utility providers, environmental NGOs, citizens, universities, etc. (see also key stakeholder).

Source: Oxford Dictionaries (online)

1.107 Strategic Environmental Assessment (SEA)

Definition – Strategic Environmental Assessment (SEA) is a mandatory appraisal process that should be applied for transport plans/programmes that set the framework for the future development of projects listed in the Environmental Impact Assessment (EIA) Directive (1985, as amended in 1997, 2003 and 2009). SEA was made mandatory under the EC SEA Directive 2001/42/EC, which has been in force since 2001 and should have been transposed into national legislation by 2004. The SEA procedure can be summarised as follows: an environmental report is prepared in which the likely significant effects on the environment and the reasonable alternatives of the proposed plan or programme are identified. The public and the environmental authorities are informed and consulted on the draft plan or programme and the related environmental report. The environmental report and the results of the consultations are taken into account before the adoption of the plan or programme.

Relevance to SUMP – The environmental report of the SEA and the results of the consultations should be taken into account before adoption of the SUMP. As the SEA involves the consideration of reasonable alternatives (e.g. alternative modes of transport) and their likely significant effects on the environment, this can inform the appraisal of different mobility scenarios and measure selection.

Source: EC SEA 2014

1.108 Strategy

Definition – A plan of action, comprising a combination of measures, designed to meet specified objectives. The selected measures should reinforce one another in meeting the objectives and overcoming barriers – see complementarity and synergy.

The term strategy is sometimes used interchangeably with the term plan.

Relevance to SUMP – A SUMP is essentially a strategy, in that it proposes a coherent set of measures that are designed to realise a long-term vision and specific objectives. The preparation of a SUMP should also involve the review of related strategies prepared by public authorities and other stakeholders. This exercise will help to foster collaborative planning processes with the organisations involved, with the aim of achieving consistency among objectives and proposed measures wherever relevant (see integration). Examples of strategies and plans that should be considered during SUMP preparation include energy, health, land use and city resilience strategies.

A SUMP may also include or be supplemented later by more detailed strategies relating to specific policy areas or measures. Examples could include a cycling or electro-mobility strategy.

Source: Oxford Dictionaries (online); Konsult (online); IEE, 2013

1.109 Sustainability

Definition – Sustainability is often used as a short form for sustainable development, for which the most commonly cited definition is: development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. A very widely established attempt to operationalise this term stipulates that sustainability requires a careful balance between social, economic and environmental goals (often referred to as the "three pillars").

Relevance to SUMP – As the term Sustainable Urban Mobility Plan itself makes clear, sustainability is a principle that is central to the SUMP concept. The SUMP Annex to the EC Urban Mobility Package states, "A Sustainable Urban Mobility Plan has as its central goal improving accessibility of urban areas and providing high-quality and sustainable mobility and transport to, through and within the urban area…"

In pursuit of this goal, a SUMP seeks to contribute to the development of an urban transport system which includes "…[meeting] the requirements of sustainability, balancing the need for economic viability, social equity, health and environmental quality."

With respect to the selection of transport measures and modes, the Annex advises that "a Sustainable Urban Mobility Plan fosters a balanced development of all relevant transport modes, while encouraging a shift towards more sustainable modes".

Source: UN, 1987; UN, 2015; EC, 2013

1.110 Sustainable Transport System

Definition – The EU Transport Council has defined a sustainable transport system as a system that:

- allows the basic access and development needs of society to be met safely and in a manner consistent with human and ecosystem health, and promotes equity within and between successive generations.
- is affordable, operates fairly and efficiently, offers choice of transport mode, and supports a competitive economy, as well as balanced regional development.
- limits emissions and waste within the planet's ability to absorb them, uses renewable resources at or below their rates of generation and uses non-renewable resources at or below the rates of development of renewable substitutes while minimising the impact on the use of land and the generation of noise.

Relevance to SUMP – The definition above was defined by the EU Transport Council in 2001, demonstrating the longevity of the principles that underpin the SUMP planning approach now promoted by the EU. See also sustainability.

Source: EU, 2001 cited in JRC, 2007

1.111 Sustainable Urban Mobility Plan

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.

Relevance to SUMP – The above definition is taken from the EC 'Guidelines – Developing and implementing a Sustainable Urban Mobility Plan.' As set out in the Urban Mobility Package, the European Commission has actively promoted the concept of sustainable urban mobility planning for several years and is committed to supporting national, regional and local authorities during the process of developing and implementing SUMPs, including through funding instruments.

1.112 Synergy

Definition – Synergies occur when the simultaneous use of two or more measures gives a greater benefit than the sum of the benefits of using either one of them alone:

- Benefit gain (A+B) > Benefit gain A + Benefit gain B

These total benefits may result across different policy sectors, as a result of horizontal integration informing measure selection. See also complementarity.

Relevance to SUMP – Careful measure selection and measure packaging should ensure that complementarity and synergy are achieved. Consultation and cooperation between departments at the local level facilitates consistency and complementarity with policies in related sectors (e.g. land use and spatial planning, social services, health, energy, education, enforcement and policing, etc.)

Source: May et al., 2012

1.113 Target

Definition – Targets are the expression of a goal or aim in relation to an indicator. For example, if the indicator 'CO$_2$ emissions from transport' is selected within a SUMP, a target could be to reduce the C0$_2$ emissions by 30% from the current level by 2025. Each target is therefore focussed on a specific topic (e.g. modal split; road safety) and defines what should be achieved by the end of the plan period in comparison to the current situation.

SMART Target – The concept of SMART targets provides a means for setting SUMP **targets** that enable robust **monitoring** and **evaluation** processes. SMART targets are:

- **S**pecific – precisely described using quantitative or qualitative terms that are understood by all stakeholders
- **M**easurable – the current situation has been measured and is known. Resources are also in place to measure the changes (qualitative or quantitative) that occur
- **A**chievable – based on the technical, operational and financial competencies available and stakeholder agreements/commitments that have been made
- **R**elevant – this stresses the importance of choosing targets that matter, that drive urban mobility forward and that support or are in alignment with other targets
- **T**ime-bound – key dates for the achievement of the target are clearly defined

Relevance to SUMP – Targets represent the most concrete form of commitment in a SUMP. Setting targets is necessary to ensure that a SUMP is transparent in terms of setting clear and measurable aims for mobility, and to enable robust monitoring and evaluation processes.

Source: IEE, 2013

1.114 Territorial cooperation / integration

See integration.

1.115 Threshold

Definition – In the context of SUMP, a threshold is the maximum or minimum value of an indicator which should not be exceeded. For example, where a public authority defines an air quality indicator and a target for the reduction of air pollution, it may also set a threshold for the maximum level of air pollutants that are acceptable.

Relevance to SUMP – Setting thresholds is relevant to the process of SUMP monitoring and evaluation and allows authorities to set maximum or minimum acceptable levels in relation to specific indicators.

1.116 Tool

Definition – In the context of SUMP preparation, tools are a series of work practices or processes that can be utilised by planning authorities.

Relevance to SUMP – Examples of tools and resources related to Sustainable Urban Mobility Planning are guidance documents and manuals, audit and assessment schemes and methodologies such as cost-benefit analyses or transport modelling. To make these resources and tools more accessible, some are available online, such as the EU co-funded KonSULT 'Knowledge Base on Sustainable Urban Land Use and Transport' tool, developed by ITS Leeds, or the Self-Assessment tool developed by Rupprecht Consult.

1.117 Traffic management

Definition – Conventional traffic management schemes are typically road design interventions such as: one-way streets; junction redesign; banned turns and controls for on-street parking. These schemes have often been implemented with the objectives of increasing traffic capacity and safety, although further objectives can include the reallocation of road space to improve public transport and provision for cyclists and pedestrians. Traffic management falls within the infrastructure management category of potential SUMP measures.

Active Traffic Management (ATM) refers to the real-time management of road traffic through a combination of hard-shoulder running, incident detection, variable speed limits, queue warnings and other measures that are integrated to form a single system for a particular section of road or geographical area. Electronic signs are used to provide information to drivers. ATM is a type of Intelligent Transport System (ITS).

Relevance to SUMP – Traffic management refers to a series of measures that are used to manage the capacity of the transport system. The SUMP approach encourages a balanced development of all transport modes, an objective that can be supported through traffic management approaches such as the reallocation of road space for public transport, cycling and walking.

Source: KonSULT (online)

1.118 Transferability (methodology)

Definition: A process of verifying the chances of the successful implementation of a measure that has been successfully implemented in one city (the pioneer city) to an adopting city at an operational or implementation level.

Relevance to SUMP: At this time, the implementation of innovative urban transport and mobility measures varies widely both within and across European Member States. Some cities are well advanced with leading infrastructure, technology and mobility management approaches, whilst others are less developed. The use of a transferability methodology provides an opportunity for cities to learn from the experience of a pioneer city to better exploit opportunities and avoid mistakes. Although the successful implementation of a measure by one city provides grounds for transferring the measure to other cities, the right conditions are needed to make sure the success can be repeated. The successful replication of measures in different urban contexts is challenging as cities differ in many aspects of transport and traffic conditions, geographical, environmental, demographic, socio–economic and cultural backgrounds as well as institutional and legal frameworks. The transferability methodology helps cities to identify those factors which are key to the successful implementation of a particular measure and which must be addressed in the new location. It also helps to identify factors that have created barriers so that they can either be overcome or the decision taken not to introduce the new measure.

Source: TIDE, not dated

1.119 Transit-oriented planning/development

Definition – Transit-oriented planning or development (TOD) is development that is physically oriented to a public transport station. TOD represents a compact, mixed-use, pedestrian-friendly development that is

carefully integrated with a public transport node, and not just adjacent to a rail, tram or bus station or interchange. In addition to being the point where people connect with public transport services, other community facilities and services may also be provided to take advantage of the accessible location and promote sustainable modes of travel.

Relevance to SUMP – Transit-oriented development relates to the SUMP land use measures of encouraging public transport through integrated spatial planning and adjusting development patterns, densities and mix.

Source: UN HABITAT, 2013; KonSULT (online)

1.120 Transparency

Definition – Transparency is a characteristic of governments, companies, organisations and individuals that are open in the clear disclosure of information rules, plans, processes and actions. But making information available is not alone sufficient to achieve transparency. Information should be managed and published so that it is:

- Relevant and accessible – information should be published in plain and readily comprehensible language and formats appropriate for different stakeholders.
- Timely and accurate – information should be made available in sufficient time to allow for analysis, evaluation and engagement by relevant stakeholders.

Relevance to SUMP – One of the aims of the plan for stakeholder and citizen involvement prepared to guide SUMP development should be to ensure a transparent planning culture that is, as a minimum, based on regular communication and consultation.

Source: www.transparency-initiative.org

1.121 Transport mode

Definition – A transport mode refers to the way in which passengers and/or goods can be transported. Transport modes include for example:

- Public transport
  - o rail
  - o tram
  - o bus/trolleybus
  - o maritime (sea or inland waterways)
- Bicycle
- Walking
- Powered private vehicles
  - o goods vehicles (e.g. trucks and vans)
  - o passenger cars
  - o motorcycles/mopeds

Sustainable transport modes are public transport, bicycling and walking, complemented by use of clean technology powered vehicles (e.g. electric mobility) for logistics and private passenger transport use in appropriate circumstances. Car-sharing schemes are an organisational measure, providing people with access to cars for trips that would not be practical using public transport, or by walking and cycling, while discouraging private cars as the default option for all trips.

Relevance to SUMP – A SUMP should encompass the idea of an integrated approach, fostering the balanced development of all relevant transport modes, while encouraging a shift towards more sustainable modes.

Source: Eurostat glossary (online)

1.122 Vertical integration

Please see integration.

1.123 Vision

Definition – In the context of SUMP, a vision is a qualitative description of a desired urban mobility future that serves to guide the development of targets and the selection of suitable measures throughout the SUMP preparation process.

Relevance to SUMP – The development of a common vision of mobility with stakeholders, in the wider context of urban development, is an essential step which should take place at an early stage of the process. Examples show that a powerful shared vision can be highly relevant for the success of the overall process (e.g. implementing the congestion charge in London or cycle infrastructure in the city of Copenhagen). It is important that each city decides about the balance between the level of the vision (and ambition) that is communicated in a plan and the level of realism of what can be implemented during the timeframe of the SUMP.

1.124 Voting

Definition – A formal indication of a choice between two or more electoral candidates or courses of action, typically expressed through a ballot or a show of hands.

Relevance to SUMP – Voting is a decision-making tool that can be used to enable decision-making by citizens during the SUMP preparation process – see referendum.

Source: Oxford Dictionaries (online)

1.125 Vulnerable Road Users

Definition - Vulnerable Road Users (VRU) are defined in the European Union Intelligent Transport Systems Directive as "non-motorised road users, such as pedestrians and cyclists as well as motor-cyclists and persons with disabilities or reduced mobility and orientation".

Relevance to SUMP – Throughout the planning process efforts should be made to engage interest groups and citizens to ensure that the needs and preferences of VRU including children, disabled people and older people are taken into account.

1.126 Web based involvement tools: social media, web based forums

Definition – Social media comprises a set of tools such as blogs, forums, wikis, social networking sites and open source software. These can be used as a component of the SUMP participation process, helping communities to think about and debate mobility problems and solutions.

A **web-based forum** is a dedicated web page associated with a project where stakeholders can view information and engage in online discussion with other stakeholders and where the project team can provide feedback.

Cross-media communication involves communicating with stakeholders using multiple media channels (e.g. internet, newspaper, TV, radio) while maintaining consistent content, design and editorial control of what is presented. This is a common practice for many public authorities.

Relevance to SUMP – The use of social media and web-based forums should be considered for all stages of stakeholder and citizen involvement within the planning process. These tools may provide a means for involving young people, often a hard-to-reach group. Web-based forums can be used alongside other participation tools and techniques as a cost effective means of involving stakeholders and citizens (see for example Delphi surveys) and can provide a forum for participation processes to continue between face-to-face meetings and events.

Source: Planning Pool, 2014; GUIDEMAPS, 2004

1.127 Windows of Opportunity

Definition – This expression refers to an opportunity to do something that will only last for a short time and needs to be taken advantage of quickly.

Relevance to SUMP – In the context of SUMP development and implementation, a window of opportunity is said to open when the political will and resources to accelerate planning or implementation of one or more measures are unusually high. The window of opportunity may be caused by external events that make sustainable mobility a high profile political topic, such as a period of very bad air quality caused by pollution. Windows of opportunity may also be created through events organised by a public authority, for instance a 'car free day' that raises awareness of sustainable modes of transport and proves to be very popular.

Source: Collins Dictionary (online)

1.128 Workshop

See participation.

1.129 World Café

See participation.

Appendix A - References

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List of source glossaries

Project Source	Document	Weblink
SUMP Guidelines	State-of-the-Art Report	http://www.eltis.org/docs/tools/eltisplus_state-of-the-art_of_sumps_in_europe_sep20110.pdf See page 10 for SUMP definition.
KonSULT		http://www.konsult.leeds.ac.uk/public/level0/l0_hom.htm
GUIDEMAPs	Successful transport decision-making – a project management and stakeholder engagement handbook	http://www.eltis.org/docs/studies/Guidemaps_Volume_1_colour.pdf See Glossary at page 83
SUMP related projects	ENDURANCE: National inventories and roadmaps	http://www.epomm.eu/endurance/index.php?id=2809
	PILOT – Sustainable Urban Transport Planning Manual 2007	http://www.pilot-transport.org/fileadmin/WP2/Pilot_EN_WEB.pdf See Glossary at page 49
	ADVANCE	http://www.fp7-advance.eu/content/publications
	QUEST	http://www.quest-project.eu/index.php?id=7
Urban Mobility Package	Incl. Annex	http://ec.europa.eu/transport/themes/urban/doc/ump/com%282013%29913_en.pdf and http://ec.europa.eu/transport/themes/urban/doc/ump/com%282013%29913-annex_en.pdf
UN HABITAT	Planning and Design Guide for Sustainable Urban Mobility Report	http://unhabitat.org/planning-and-design-for-sustainable-urban-mobility-global-report-on-human-settlements-2013/
EMBARQ	Quick guide 'Developing an Urban Mobility Plan'	
GIZ	Sourcebooks – Urban Transport and Energy Efficiency;	http://star-www.inwent.org/starweb/giz/pub/servlet.starweb#?
TERM reports of the European Environment Agency	'A closer look at urban transport - TERM 2013: transport indicators tracking progress towards environmental targets in	http://www.eea.europa.eu/publications/term-2013

Project Source	Document	Weblink
	Europe'	

Remark: These documents were reviewed to produce a "long-list" of potential Glossary terms and explanatory text.

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