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Sustainable Urban Transport Planning
SUTP Manual • Guidance for stakeholders •
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Contents

1 How to use this manual

The present document is a reference manual for putting Sustainable Urban Transport Planning (SUTP) into practice. It is intended to give a concise overview. An extended and more detailed version of each planning tasks and missions can be downloaded on the PILOT website (www.pilot-transport.org).

To help you make the best use of the manual, this introductory section specifies what the target group is, how the contents are structured, and where to start reading – depending on your specific needs and interests.

1.1 Target group

Responsible for driving SUTP: local authorities

In the first place, this manual addresses **local authorities**: municipalities, cities, urban agglomerations and their respective sectoral administrations. They are the key actors responsible for taking up the issue of SUTP and for driving the entire process. Moreover, being in charge of transport planning, local authorities are also the principal addressees when it comes to improving current practices.

Nevertheless, it is a requirement of the manual's very subject – SUTP - to address a much larger group of actors. It is therefore equally directed towards **all mobility stakeholders in urban agglomerations** since they need to become involved, providing a rich source of information to initiate local SUTP debates. Accordingly, potential readers may belong to the following stakeholder groups:

Addressing all urban mobility stakeholders

- **Politicians** – elected representatives with a high-level profile (especially mayors) or in charge of mobility-related policy portfolios (councillors, ministers, delegates, deputies, etc.);

- **Public authorities** – municipal, county, regional and national administrations and their different sectoral administrations (transport, spatial planning, environment, social affairs, economic development, …), as well as related agencies (e.g. highway authorities, railway or airport companies);

- **Civil society** – including public organisations such as chambers, universities, schools or hospitals as well as private sector actors e.g. infrastructure and service operators, industry, SME's, professional associations and unions;

- **Citizens** – addressing anyone living or working in an urban agglomeration, including their organised interest representations (citizen or neighbourhood associations);

1.2 Overall structure

The five main chapters 2-6 of this manual provide a gradual introduction to the complex issue of SUTP. They are divided into two parts:

PART I & II: Overview and description of SUTP

- **PART I (chapters 2-3)** - offers a definition and overview of the subject "SUTP", placing it also in the wider context of European policy developments;

- **PART II (chapters 4-6)** - contains a short description and explanation of the wide range of activities required to put a complete SUTP process into practice;

A brief synthesis of the individual chapters is provided below.

PILOT manual-Quick reference booklet

1　How to use this manual

2　Understanding & policy framework for SUTP What is SUTP? What is the policy context? **3　Basic elements of SUTP** What actions are needed? How do they relate to each other?	**PART I** Overview and introduction to SUTP
4　Running the SUTP process What information basis is needed? How to orientate the development of new policies? What ensures implementation? How to assess progress?	**PART II** Putting SUTP into practice
5　Building a strategic and operative framework How to initiate the process? Who is involved and how? What are fundamental success factors? How to organise the process?	

6　Plan adoption and approval

Annex

Figure 1: Overview of the PILOT manual – Part I and II

PART I - overview

Chapter 2: Understanding & policy framework for SUTP

Sketching the critical problems of urban transport planning in Europe today, this chapter underlines the urgent need for new approaches. It emphasises that to be successful, the focus should be on innovating planning processes before discussing new policies and measures.

Responding to this challenge, it introduces a concise definition of Sustainable Urban Transport Planning, specifying its aim, subject and key performance characteristics. The chapter concludes with an illustration of how SUTP is underpinned by EU policies and legislation in force, and with the example of national SUTP regulations in France and the UK.

Chapter 3: Basic elements of SUTP

A number of basic elements have been defined for the purpose of this manual that should be present in every SUTP process. Two types are distinguished:

*   **"Tasks"** - these are activities required for developing and implementing concrete urban transport policies, consolidated in a formally adopted and approved "action and budget plan". The sum of these Tasks is referred to as the "SUTP process".

*   **"Missions"** - underlying the Tasks, these are preparatory and accompanying activities that are crucial for the success of the SUTP process. They systemise the range of actions necessary to initiate new ways of thinking, to establish planning routines favouring SUTP and to provide a stable institutional framework within which innovative urban mobility policies can be developed.

Chapter 3 provides an overview of the Tasks and Missions defined for implementing SUTP.[1] Their main characteristics are synthesised in two check-lists for local stakeholders that enable a self-assessment of their own strengths and weaknesses in terms of SUTP. Finally, a synopsis is made of the overall schedule that binds together Tasks and Missions, spanning from initial considerations to measure implementation and evaluation.

1   You will find more information on each mission and task in the full version of the manual that is available on the PILOT website (www.pilot-transport.org).

PART II - overview

Chapter 4: Running the SUTP process

This chapter gives a description of the 5 SUTP Tasks required for drawing up an action and budget plan ready for implementation. This includes:

- An inventarisation of existing plans and policies, comprehensive status analysis and the development of different types of scenarios (Task 1);

- Development of a common stakeholder vision, definition of objectives and setting of targets (Task 2);

- Selection and design of measures that will figure in an action and budget plan (Task 3);

- Assignment of implementation responsibilities and resources for all measures agreed (Task 4);

- Set up of monitoring to assess the planning process as well as measure impacts (Task 5).

5 Tasks: From status analysis to policy design and implementation

Chapter 5: Building a strategic and operative framework

To achieve the specific qualities of the SUTP process and to facilitate its realisation, a range of closely interrelated activities need to be undertaken. Chapter 5 focuses on the following 10 Missions:

- Timing the entire process carefully (Mission 1);

- Meeting specific requirements in terms of strategic actor coordination (Mission 2) and an adequate geographical coverage (Mission 3);

- Realising targeted outreach and participation activities for citizens (Mission 4) and stakeholders (Mission 5);

- Undertaking particular efforts for cross-sector policy integration (Mission 6) and for achieving social inclusion and gender equity (Mission 7);

- Working with the media and developing an SUTP marketing strategy (Mission 8);

- Ensuring the availability of key staff skills (Mission 9) and performing a prudent technical management (Mission 10).

10 Missions:
Basic conditions and supporting actions

Chapter 6: Plan adoption and approval

The purpose of this chapter is to underline the crucial importance of formally adopting the action and budget plan and ensuring its approval through higher government tiers and/or an independent auditing body. This milestone concludes one cycle of the SUTP process and is fundamental to ensure the legitimate status of the policies defined in the plan, and to secure accountability and acceptance.

Make the plan a formal policy instrument

Annex

This final section contains a glossary of key concepts and abbreviations used in the document (chapter I), as well as definitions of relevance for SUTP (chapter II) and provides links to sources that provide further information on the complete SUTP process or specific Tasks and Missions (chapter III).

Glossary, definitions and links to further information

1.3   Where to get started?

Urban agglomerations are different - and so are their requirements in terms of SUTP. Apparently, this enormous variety cannot be taken into account when issuing guidance at European level: What is everyday practice in one place may represent a real revolution in another. Therefore, what this manual proposes is an **ideal case** – a complete SUTP process and the characteristics it should present.

Consequently, it is necessary for each reader to identify their own position within this ideal framework offered. Whether this entails starting at a "beginner's level" or fine-tuning existing practices at an "advanced level" needs to be decided in the light of the local situation. To quickly find what you need, the following use of the manual in three steps is recommended:

Figure 2: How to use this manual – recommended approach

Three-steps for using this manual

1 **What is SUTP?**
chapters 2 and 3

2 **Where do we stand now?**
chapter 3 (check lists)

3 **What needs to be done?**
chapters 4 and 5 (check lists)

Tasks   **Missions**

Quick reference description
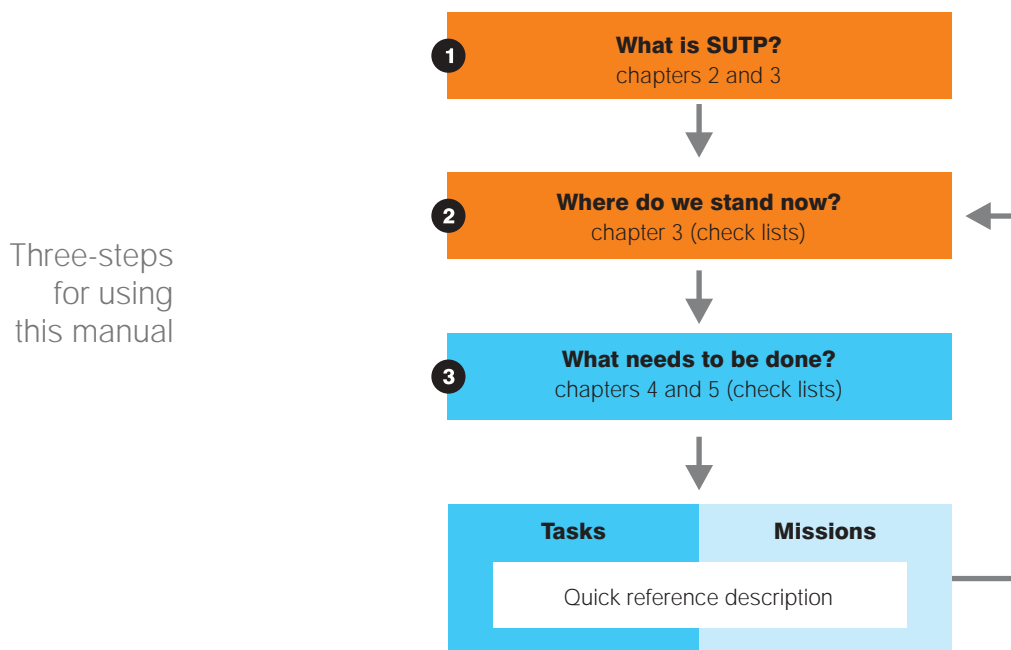
1 Get the idea of SUTP

Before diving into any detailed guidance in Part II of this manual, it is imperative to understand the full scope of the concept of "Sustainable Urban Transport Planning". The brief introduction to SUTP and the overview of Tasks and Missions in Part I should provide you with the necessary global comprehension. Reading these chapters first will enable you to understand how the panorama of activities is interrelated and therefore put the individual Tasks and Missions into perspective. It is misleading to pick only some of them – the complete spectrum is what characterises SUTP.

What is SUTP?

2 Assess your own status

By comparing this notion of SUTP with what is going on in your own urban agglomeration, strengths and weaknesses can be identified and priorities set for learning. The overview of Tasks and Missions and the checklists provided in chapter 3 enable you to assess where you stand in terms of SUTP. On this basis you can turn directly to those sections in Part II that appear to be of particular importance in your context. Alternatively, you may choose to continue reading more about the SUTP process (chapter 4) before broadening the view by addressing the Missions (chapter 5).

Where do we stand now?

3 Learn more about Tasks and Missions – Quick reference

Chapters 4 and 5 provide a concise idea of the respective Task/Mission on two pages each, specifying the aim, the main activities it comprises, and the timing within the overall SUTP process. The section also contains checklists of "success criteria" and "milestones" (main accomplishments in the process) to facilitate a self-assessment for each Task/Mission.

What needs to be done?

In the annex you will find links to sources that provide further information on the topics of the Tasks and Missions.

Once you feel you have fully appreciated a topic and its implications, it is recommended that you return to the checklists of Tasks and Missions and review the self-assessment made in the light of the insight obtained. You may find that for some Tasks/Missions your perception of local strengths and weaknesses has changed.

Self-assessment: Before and after

1.4　What this manual is not …

The effort made to achieve a systematic and comprehensive presentation of SUTP in this manual should not, as a side effect, raise false expectations among readers. The illustration of an ideal case scenario tends to suggest that, in order to successfully implement SUTP, this is exactly how practical implementation should look.

While this impression cannot be fully avoided, it is useful to underline beforehand that this manual provides not more – but also not less – than well-structured "food for thought", which still requires considerable "digestion work" done by the readers. The following reservations should thus make explicit what this manual does not and cannot offer:

Limits of this manual

- **No "cookbook"** - prescribing a sequence of moves to make. The information contained in this manual essentially needs interpretation within the local situation, which sometimes may lead to the conclusion that one should tread alternative paths in order to implement SUTP.

- **No "technical handbook"** – covering all operative undertakings required for SUTP in practice. The emphasis is on the complete picture, not on technical details.

- **No "success guarantee"** – insinuating that, by applying the principles described, every city will succeed in implementing SUTP. On the one hand, it is of course advisable to bring in complementary (local) expertise to obtain a more balanced idea of options and their suitability. On the other hand, national and regional policy contexts as well as the understanding and commitment of local actors are crucial conditions that actually govern the process – not the concepts proposed in this manual.

Petra Simon

Part I • Overview and introduction to SUTP

2 Understanding & policy framework for SUTP

Urban areas facing complex problems related to transport

Transport and mobility are vital for society. Socio-economic interaction requires the physical movement of people and goods, which condition people's quality of life.

Despite its crucial function, transport today has a wide range of negative impacts. And these impacts are particularly acute in urban areas: air pollution, noise, decreasing accessibility and mobility, congestion and safety problems are part of the spectrum. In addition, motorised urban transport also contributes substantially to global climate change.

Urban transport planning therefore implies making choices that strongly affect society as a whole: It actually shapes the environmental, economic, social and cultural future of our cities – not only transport infrastructures and services.

In practice, however, existing organisational divisions hamper an integrated perception of the challenges related to urban transport and the development of corresponding solutions. The most common types of organisational boundaries that affect transport planning usually exist between:

Organisational divides affect transport planning

- **Transport modes and carriers** – separated responsibilities for public transport and road traffic in particular, but also for walking and cycling, parking, rail, road, water and air transport;

- **Authority areas** – territorial divisions such as different municipal perimeters that cut across existing transport patterns (e.g. travel-to-work areas);

- **Policy domains** – different sectoral policy strands affecting transport and mobility more or less explicitly, such as urban planning, economic development or cultural heritage;

- **Public and private** – agencies in charge of planning and/or operation of infrastructures and services (e.g. public transport, railways, ports, airports);

- **Government tiers** – competencies and responsibilities distributed among various authority levels i.e. municipalities, counties, regional and national governments;

Last but not least, transport planning still tends to be regarded as a technical task, merely oriented at "eliminating bottlenecks" or providing "capacity" rather than achieving broader societal objectives. Consequently, it often lacks the necessary level of stakeholder participation, linking actors across the above-mentioned boundaries.

SUTP responds to the need for a new approach

This is precisely where Sustainable Urban Transport Planning (SUTP) comes in: Urban transport and mobility problems today urgently require a multifaceted policy response, based on a long-term strategy and developed in consultation with all pertinent authorities and civil society. At the same time, concrete and achievable targets need to be set in order to demonstrate real change. SUTP takes up this challenge and offers a structured approach to direct local transport planning practice towards the overall goal of a sustainable urban development.

2.1   Definition of SUTP

To quickly explain what Sustainable Urban Transport Planning is all about and how it differs from conventional transport planning approaches, it is necessary to specify three aspects: its actual aim, its subject, and its distinctive qualities as a planning process.

What is the aim of SUTP?

SUTP aims at achieving a sustainable urban transport system[2], by addressing at least the following objectives:

- Ensuring the accessibility offered by the transport system to all, in line with the objectives below;

- Reducing the negative impact of the transport system on the health, safety and security of the citizens, in particular the most vulnerable ones;

- Reducing air pollution and noise emissions, greenhouse gas emissions and energy consumption;

- Improving the efficiency and cost-effectiveness of the transportation of persons and goods, taking into account the external costs;

- Contributing to the enhancement of the attractiveness and quality of the urban environment and urban design.

Achieve a sustainable transport system

What does SUTP address?

The policies and measures defined through SUTP should comprehensively address all modes and forms of transport in the entire urban agglomeration:

- Public and private;

- Passenger and freight;

- Motorised and non-motorised;

- Moving and parking.

Address movements of people and goods comprehensively

2   e.g. as defined by the EU Transport Council in 2001 (see Annex for details)

How does SUTP work?

SUTP is a way of tackling transport-related problems in urban areas more efficiently and effectively. It builds on existing practices and regulatory frameworks in the Member States, and is developed through the interaction of local mobility stakeholders. Essential characteristics of SUTP are:

- **A participatory approach** - involving citizens and stakeholders from the outset and throughout the process of decision-making, implementation and evaluation, building local capacities for handling complex planning issues, and ensuring gender equity;

- **A pledge for sustainability** - balancing social equity, environmental quality and economic development;

- **An integrated approach** – of practices and policies between transport modes, policy sectors (e.g. spatial and urban planning, environment, economic development, social inclusion, health, safety), public and private agencies, authority levels, and between neighbouring authorities;

- **A focus on the achievement of measurable targets** - derived from short term objectives, aligned with a vision for transport and embedded in an overall sustainable development strategy;

- **A move towards cost internalisation** - reviewing transport costs and benefits also across policy sectors, i.e. taking into account the wider societal costs and benefits;

- **A cycle of policy-making and implementation** - comprising the following five tasks:

  1 Status analysis and scenario development;
  2 Definition of a vision, objectives and targets;
  3 Selection and design of policies and measures;
  4 Assignment of responsibilities and resources;
  5 Monitoring and evaluation.

It has to be underlined that SUTP does not simply mean developing a transport "master plan", embracing all the plans and programmes that local authorities are formally required to prepare. It is also not finished once a plan containing innovative transport measures has been adopted.

Rather, SUTP represents the direction in which current planning practices should be moving continuously in order to enhance sustainable urban transport development. SUTP – this is the bottom line – is a new planning approach that needs to grow from and within local authorities and existing practices.

2.2 Policy framework for SUTP

In January 2006 the European Commission adopted the **Thematic Strategy on the Urban Environment** - a policy milestone for enhancing sustainable urban development in Europe[3]. The strategy essentially promotes two interrelated local policy fields for which further guidance is also provided: Environmental management and SUTP. It also defines a range of EU support measures, including good practice exchange, information dissemination, training and funding of local activities through pertinent community programmes.

The European Parliament's resolution on the Commission's Thematic Strategy supports the objectives of the strategy and" the idea of SUTPs as an instrument for improving the urban environment." Similarly, the renewed **EU Strategy on Sustainable Development**[4] adopted by the Council recommends that "in line with the thematic strategy on the urban environment, local authorities should develop and implement urban transport plans."[5]

The Thematic Strategy on the urban environment is an important tool to achieve EU policy objectives, including the commitment of the EU to a reduction of at least 20% of GHG emissions by 2020 (compared to 1990 level), as agreed in the **conclusions of the European Council of March 2007**. More sustainable urban transport solutions will be required to reach this objective.[6]

The strategy underlines that SUTP represents a key policy response to current problems related to urban transport and mobility (see above). It also provides a suitable framework for complying with a range of EU directives issued over the past decade that address various aspects of urban planning and environmental management[7]:

- **Air quality directives** (1996 - 2004): Define limit values for a wide range of pollutants to be met by local authorities by 2010[8];

- **EIA and SEA directives** (1997, 2001): Require an environmental assessment and public consultation to be carried out for certain plans, programmes and projects[9];

- **Noise directive** (2002): Regulates the evaluation and management of ambient noise, and establishes limit values for aircraft, road and railway noise[10];

- **Biofuels directive** (2003): Requires a rise in the market share of biofuels in Member States to 5.75% by 2010[11];

- **Environmental information directive** (2003): Demands that environmental information is made fully accessible to the public[12];

- **Public service contract directives** (1997, 2001): Define procedures for awarding public service contracts[13];

Though some may still view European policy initiatives on urban issues as a violation of the principle of subsidiarity, this is clearly not the case: Addressing local policy-making and implementation through SUTP at a European level responds to the urgent need for shared quality standards in planning to cope with the urban transport and mobility problems affecting cities all over Europe. It is the purpose of this manual to help local actors adopt such standards, especially in the absence of national regulatory frameworks.

EU policy strategy strongly endorses SUTP

SUTP helps comply with relevant EU legislation

3 Http://ec.europa.eu/environment/urban/thematic_strategy.htm
   The notion of SUTP promoted by the Commission is essentially based on the recommendations of the 2004 SUTP expert working group, which equally formed the blueprint for this manual. See also: http://ec.europa.eu/environment/urban/experts_working_groups.htm
4 Council Presidency Conclusions 10117/06 (9 June 2006) on EU renewed SDS
5 Council Presidency Conclusions 10117/06 (9 June 2006) on EU renewed SDS
6 Council Presidency Conclusions 7224/1/07 (2 May 2007) on climate change
7 See http://europa.eu.int/eur-lex for details
8 Directives 1996/62/EC; 1999/30/EC; 2000/69/EC; 2002/03/EC; 2004/107/EC
9 EIA: Environmental Impact Assessment; SEA: Strategic Environmental Assessment; Directives 1997/11/EC; 2001/42/EC
10 Directive 2002/49/EC; COM (2004) 160 final
11 Directive 2003/30/EC
12 Directive 2003/4/EC
13 Directives 1997/52/EC; 2001/78/EC

SUTP regulation in Member States

Previous to the efforts of the European Commission, initiatives for a harmonisation of local transport planning approaches have of course been undertaken by some Member States. The examples of France and the UK may illustrate two alternative ways of endorsing SUTP through national regulation. While they differ regarding the type of instruments used and the topics emphasised, both coincide in providing quality standards and a new strategic orientation for local transport planning practice.

Plan de Déplacements Urbains (PDU) in France

PDU (France):
An obligation to plan for
sustainable mobility

The base for the French regulation in terms of SUTP has already been laid in the early 1980's by a national law defining the preparation of a Plan de Déplacements Urbains (PDU) through local authorities[14]. The characteristics of these plans and their preparation were further specified in 1996 and 2000, introducing the concept of sustainable development and strengthening the integration with sectoral policies - in particular spatial planning[15]. At the same time the PDU became obligatory for all 72 urban transport perimeters (based on a statistical definition) covering more than 100.000 inhabitants, which correspond to 58 urban agglomerations in total.

The local authorities responsible for PDU preparation and financing are the urban transport authorities (AOTU), voluntary co-operations between adjacent municipalities. Until 2003 there were also some financial incentives from the national government to facilitate take-up and public transport investments (especially tramway and light rail). At present, Regions and Departments co-finance the plans, while EU funds (ERDF) are sometimes involved in PDU-related public transport investments.

A first generation of plans has been elaborated by 2001 most of which are currently in the phase of evaluation, required after five years. The PDU has since become a well-established instrument for local planning that has shifted the focus from transport to mobility. It has widened the consideration of cross-sectoral transport implications and established consultation with stakeholders and citizens as common practice.

Local Transport Plans (LTP) in the UK

LTP (UK):
A strong incentive
to cooperate for
sustainable mobility

In the UK the current approach to the elaboration of Local Transport Plans (LTP) was defined by national government in 1998 and 2000[16]. With this regulation, particular emphasis was put on cross-sector policy coordination, efficient problem-solving and strategy-led implementation in the frame of high-level national policy goals.

The requirement for Local Transport Plans covers the whole country, based on the existing administrative structure. Local authorities responsible for elaboration are thus the County Councils and Unitary Authorities. In areas with important commuting relations they are encouraged to cooperate for joint plans. In the six main agglomerations other than London the duty rests with the Passenger Transport Authority jointly with the Unitary Authorities concerned.

14 LOTI – Loi d'Orientation des Transports Intérieurs
15 LAURE – Loi sur l'Air et l'Utilisation Rationnelle de l'Energie; SRU – Loi relative à la Solidarité et au Renouvellement Urbain
16 1998 transport white paper 1998; 2000 transport act

With the introduction of the LTP approach the overall national funding for local transport infrastructures has been more than doubled. This additional money provided an important incentive for the local authorities to follow the rules established for LTP preparation and implementation. Annual contributions of the government are made on the basis of progress reports and an independent audit. If an authority has performed well in one year, an increased allocation will be made for the next year. Besides, for major LTP schemes above £5 million, ring-fenced funding is provided after a bidding procedure.

Also in the UK, a second generation of LTP's is currently under preparation. Experience with the first round has led to minor modifications in the approach, but the main principles and orientations have been confirmed and are fully supported by stakeholders.

Voluntary commitments to SUTP

Beyond these examples, many cities and regions throughout Europe have already started to engage in SUTP - or at least important elements of this approach - on the basis of a voluntary commitment. The further dissemination and take-up of such good practice needs to be encouraged.

SUTP vanguard cities and regions

Sara Juhasz

3 Basic elements of SUTP

Taking the aim and subject of SUTP specified above as a starting point (see 2.1), this manual focuses on illustrating how SUTP could work in practice.

While the actual process will necessarily differ from city to city - responding to the specific local status and requirements - a number of basic elements have been defined for the purpose of this manual. These elements should be present in every SUTP process and offer an overall check list to assess each situation. Two types of elements are distinguished, reflecting their specific role in the overall process:

Tasks

- **5 "Tasks"** – these are activities required for developing and implementing concrete urban transport measures, finally consolidated in a formally adopted and approved "action and budget plan". The sum of these operative Tasks is referred to as the "SUTP process".

Missions

- **10 "Missions"** – underlying the Tasks, these are preparatory and accompanying activities that are crucial for the success of the SUTP process, although they may not contribute directly to designing the "action and budget" plan". The importance of the Missions resides in building the strategic and operative framework within which innovative policies can be developed.

Assess local strengths & weaknesses in terms of SUTP

To facilitate a **self-assessment** of the status of the different Tasks/Missions in current local transport planning (is it being considered fully, to a limited degree or not at all?), **two checklists** are provided below. They should help to identify strengths and weaknesses and to decide what actions need to be taken. This exercise should be repeated after reading the descriptions in chapter 4 and 5 to evaluate whether understanding of the Tasks and Missions has evolved.

3.1 SUTP Tasks – overview and checklist

There are 5 Tasks to be considered for elaborating an action and budget plan ready for adoption and implementation. Task 1 and 2 are also further subdivided into subtasks. The tasks provide a logical rather than a sequential structure. While there are obvious timing requirements, the process nevertheless resembles a cycle of activities, partially running in parallel.

no.	Task description [pages no.]	Current level of consideration (for self-assessment)			
		none	limited	fair	full
1	**Status analysis & scenario development [p.25]**				
1.1	Inventarisation of existing plans and policies [p.26] Identify and analyse the key planning documents, procedures and policies relevant to the local SUTP process. Create a reference point of pertinent information sources.				
1.2	Status analysis [p.27] Provide a comprehensive quantified baseline of the current status of mobility and transport development in the urban agglomeration. Prioritise key mobility problems and identify data gaps.				
1.3	Scenario development [p.28] Develop prospective scenarios that allow discussing complex strategies for future transport development. Inform and stimulate the discussion among stakeholders.				
2	**Vision, objectives and targets [p.29]**				
2.1	Common vision of stakeholders [p.30] Develop a common long-term vision for transport and mobility development between all local stakeholders and citizens. Create a qualitative description of the desired future status.				
2.2	Definition of objectives [p.31] Define clear and measurable objectives that can orientate and prioritise action. Specify what should be achieved through SUTP and when, building on the common vision.				
2.3	Targets for outcome indicators [p.32] Define a set of measurable, relevant and realistic targets that allow monitoring progress towards achievement of the objectives and assessing the efficiency and effectiveness of the measures taken.				
3	**Action and budget plan [p.33]** Define a broad set of policies and measures that helps to achieve the vision and objectives. Ensure realistic delivery and efficient and effective allocation of resources (human, knowledge, funds).				
4	**Assigning responsibilities and resources [p.34]** Formalise the responsibility of actors and provide the necessary means for implementing all policies and measures. Ensure the actual implementation of the action and budget plan.				
5	**Monitoring and evaluation [p.35]** Assess the planning and implementation process and facilitate anticipation of problems and verification of accomplishments. Inform the development of future improvements.				

3.2 SUTP Missions – overview and checklist

There are 10 Missions to be considered for establishing the strategic and operative framework for SUTP.

no.	Mission description [pages no.]	Current level of consideration (for self-assessment)			
		none	limited	fair	full
1	**Timing of the planning process** [p.37] Harmonise the timing of different technical and political decision-making processes and identify "windows" for coordination with SUTP. Define a realistic schedule for the process.				
2	**Strategic coordination & actor relations** [p.38] Assess all SUTP stakeholder positions and create a sound basis for co-operation and legitimacy. Broaden the resource basis and foster the steering capacity in planning and implementation.				
3	**Responsibility & geographical coverage** [p.39] Define an adequate territorial delimitation for SUTP, ensuring coverage of actual mobility patterns. Assign (a) suitable body/bodies for driving the process and obtain political approval.				
4	**Citizen participation** [p.40] Encourage citizens to partake in collective SUTP decision-making. Ensure maximum transparency, strengthen local political culture and create broad public ownership of SUTP.				
5	**Stakeholder involvement** [p.41] Ensure a well-structured involvement of public and private stakeholders in all stages of the SUTP process. Improve the quality, effectiveness, (cost-) efficiency, acceptance and legitimacy of SUTP.				
6	**Integration of policies for SUTP** [p.42] Establish the planning of mobility and transport as a shared policy domain, truly serving the different needs of society. Define concrete axes and issues of integration between SUTP and sectoral policies.				
7	**Social inclusion and gender equity** [p.43] Understand and address the role of gender and social status in urban mobility. Create awareness, balance participation and develop targeted measures for gender equity and social inclusion.				
8	**Information and public relations** [p.44] Manage relationships with the local media and encourage regular reporting. Manage the information release and dissemination channels to create public awareness and a lively SUTP discourse.				
9	**Skill management** [p.45] Ensure that the necessary (wide) range of skills for managing and driving the SUTP process are available in local authorities and among stakeholders to efficiently drive forward Tasks and Missions.				
10	**Management and organisation** [p.47] Clarify and formalise actor relations. Ensure accountability and transparency of the planning process. Facilitate an efficient planning process, making optimum use of resources and addressing risks.				

3.3 A complete SUTP process

Since this manual addresses a wide range of institutional contexts and stakeholders in cities all over Europe, it can only present an ideal type of SUTP process. Several of the components identified above may already be part of common practice in some places, while for others they still represent true innovations. Here, the aim is not to arbitrate for those responsible, but to provide a comprehensive overview of the variety of activities that characterise SUTP, so that local stakeholders can recognise what they lack.

When referring to the overall SUTP process and its embedding in other planning practices, however, abstract descriptions clearly reach their limits. The timing and structure of the process essentially depend on the local conditions and starting point, making general indications somewhat difficult. Nevertheless, for the components described in this manual, the following is understood as a complete SUTP process:

- **5 Tasks** – Running through the 5 SUTP Tasks from status analysis to assigning implementation responsibilities may require a period of 3-5 years, depending on previous SUTP experiences. Eventually, increasing routine with formerly novel activities and the results of earlier SUTP processes will reduce the time needed.

- **10 Missions** – These activities may partly precede and partly accompany the actual elaboration of an action and budget plan (5 Tasks), preparing the ground for lasting co-operations and an integration of sectoral activities. Obviously, they will also require more time when SUTP is approached for the first time (approximately 2-3 years).

- **Plan adoption and approval** – By formally adopting the action and budget plan and ensuring its approval through higher government tiers and/or an independent auditing body, one cycle of the SUTP process is concluded. This is an important step that ensures the legitimate status of the policies defined in the plan, but it equally secures accountability and acceptance.

- **Plan review** – A crucial mechanism to ensure flexibility and maintain the relevance of the policies implemented, a review needs to be performed every 1-2 years on the basis of the monitoring results. It should allow for modification but also for abandonment of measures to improve performance.

Most importantly, SUTP is not a stand-alone planning exercise. Process and action plan need to be fully embedded in an **overall and long-term sustainable development strategy** (20-30 years horizon) - existing or developed in parallel - for the entire urban agglomeration.

Basic structure and timing of a complete SUTP process
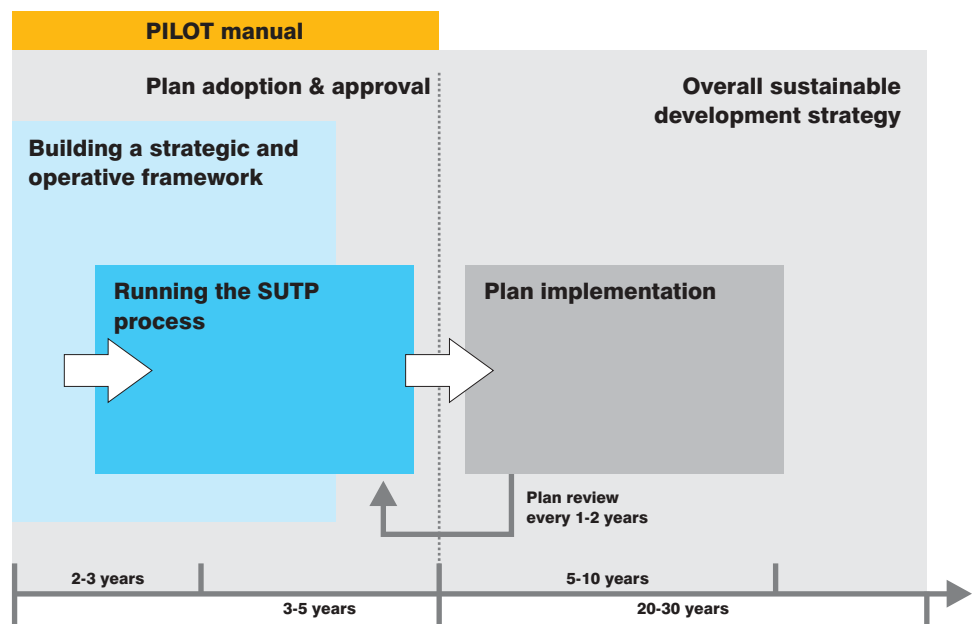
Figure 3: Overview of a complete SUTP process – Timing perspective

In practice there will be many factors influencing the actual timing and duration of SUTP: Elections, Agenda21 processes, other sectoral programmes and plans elaborated in parallel, as well as the extent of local deficits regarding an ideal case SUTP.

In Part II of this manual, the illustration of SUTP is therefore also not oriented at a particular chronological order. Instead, it starts off by describing the 5 Tasks required to elaborate the action and budget plan (chapter 4) which is the core of the SUTP process. Against this backdrop the 10 Missions are presented to differentiate key conditions for success (chapter 5), followed by highlighting the importance of plan adoption and approval (chapter 6).

Figure 4: Putting SUTP into practice – narrative structure Part II
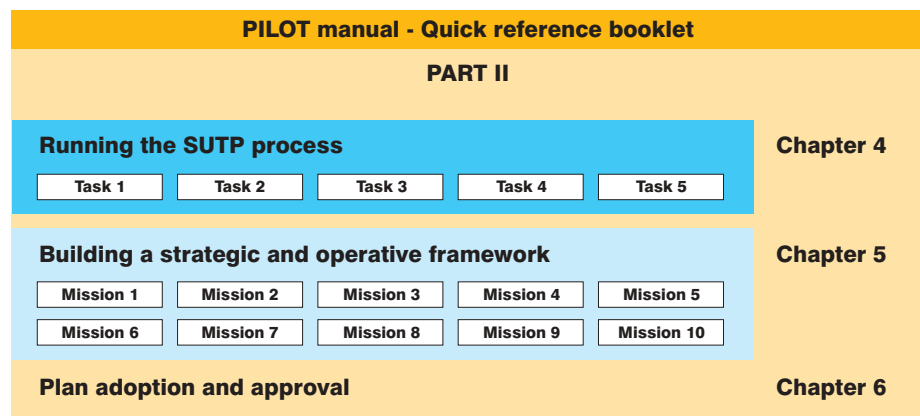
Part II • Putting SUTP into practice

4 Running the SUTP process-5 Tasks

The five operative Tasks (T) that should guide the SUTP process from initial analysis to policy implementation provide a logical rather than a sequential structure. This makes the following explanations easier to compare with your local situation. While there are obvious timing requirements (e.g. inventarisation of existing plans and policies must come first, assignment of responsibilities and resources must conclude plan design), the process nevertheless resembles a cycle of activities, partly running in parallel, and iteratively fleshing out the measures to be implemented. In short, this process can be described as follows:

Problems and policy options are identified, looking at the transport situation and current policies (T1). On this basis stakeholders set priorities as to what should be addressed, successively defining an overall vision, specific objectives and concrete targets (T2). Policies and measures are designed that promise to respond best to these orientations (T3). This implies identifying data gaps that need to be filled to substantiate decision-making, and thus arranging for a monitoring of measure implementation (T5).

At each level of detail, the likely impacts of the policy choices (priorities and measures) are (re-)discussed through developing alternative scenarios, seeking to improve effectiveness (T1). Moreover, efficiency and feasibility are assessed to narrow down the selection (T3). The entire planning process is evaluated independently to enable improvements in decision-making (T5).

Finally, responsibilities and budgets for implementing the agreed and well-defined package of measures have to be assigned (T4).

Figure 5: Overview of SUTP Tasks and their interrelation
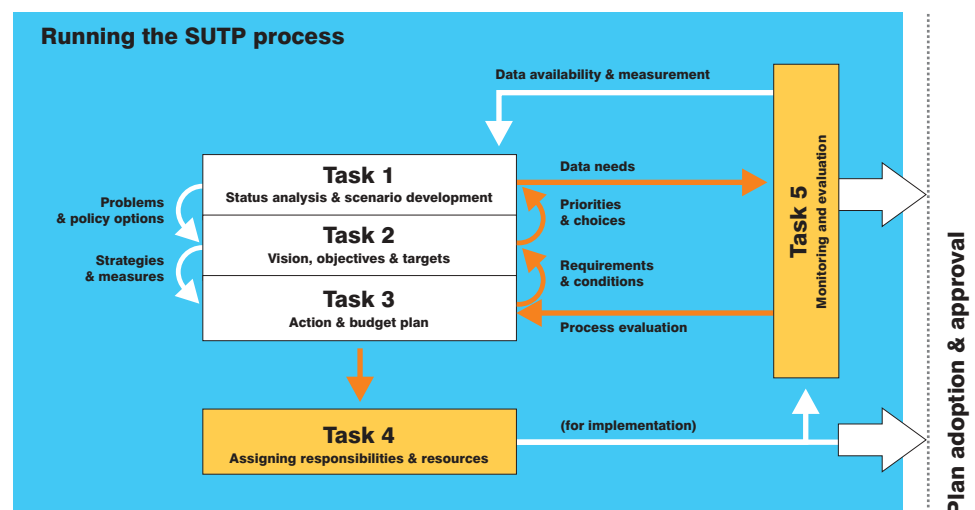
Task 1:
Status analysis and scenario development

This Task is composed of three interdependent activities, the third of which partly requires broader stakeholder involvement and citizen participation (alternative scenarios).

First of all, a systematic overview of existing plans and policies relevant for SUTP needs to be created. Second, the present status of transport and mobility in the urban agglomeration has to be assessed to obtain a baseline against which progress can be measured. Third, different types of scenarios have to be developed to examine and illustrate the future impacts of policies and measures. These three subtasks are described in more detail below:

T1.1: Inventarisation of plans and policies

T1.2: Status analysis

T1.3: Scenario development

"According to the strategic 'Tallinn Development Plan 2005-2014', the urban design should follow the principles of sustainable development. A sustainable transport system has a very important role to play in reaching this objective."

Mr Jaanus Mutli, Deputy Mayor of Tallinn

The growth of the number of vehicles seeking access to our historical city centre – a world heritage site since 1986 - creates a complex challenge in our local transport policy. Our SUTP can help us to maintain our national top position when it comes to quality of life.

Mr. José Ernesto d'Oliveira, Mayor of Evora

T1.1 Inventarisation of plans and policies

Knowing the policies currently in place and the measures already programmed for implementation is a necessary condition for the design of the SUTP action plan. Most importantly, this refers not only to transport policies but also to sectoral agendas and measures that affect future mobility in the urban agglomeration e.g. land use plans, economic development strategies or tourism concepts.

Aims

Identify and analyse policy cornerstones

- Identify the key planning documents, procedures and policies relevant to the local SUTP process;
- Create a comprehensive and systematic overview and reference point of pertinent policy documents and studies on the local transport and mobility status;
- Gain a clear perspective of what policy commitments are in place regarding the overall long-term development perspective as well as sectoral policies.

Main activities

Desk study and interviews

- Research, analysis and synopsis of policy documents or studies; interviews and/or meetings with key policy-makers;
- Creation of an easy-to-use open reference point (e.g. on-line document store).

Timing

Precondition

- Before initiating the process; to be finalised within a few months.

Checklist and milestones

Success criteria	Level
☐ Ensure close coordination with Mission 1 (timing), Mission 2 (strategic coordination), Mission 6 (policy integration) and Mission 10 (management and organisation)	Minimum
☐ Do not play down any inconsistencies identified between policy objectives or targets – make sure they are on the agenda for discussion	Minimum
☐ Draw on key actor knowledge to obtain an insight of sectoral policy developments (e.g. through interviews, meetings)	Advisable
☐ Be as comprehensive as possible in the review of policy documents	Advisable

Sequence of milestones to be achieved
1. Adopt a practical methodology to analyse and synthesise all references based on a common format
2. Prepare a state of the art synthesis of the current policy framework, highlighting objectives, instruments, budgets and responsible actors
3. Review synthesis together with stakeholders

T1.2 Status analysis

For making the right (policy) steps into the future, it is essential to know where you stand at present. In urban transport and mobility, this knowledge is usually very fragmented and incomplete. Like pieces of a puzzle, data and information need to be put together in order to describe what is going on, and to name the related problems. This analysis provides you with the necessary baseline against which progress can be measured.

Aims

- Provide a comprehensive quantified review of the current status of mobility and transport development in the urban agglomeration;
- Develop a better understanding of what you really need to know in this respect;
- Identify data availability, quality and accessibility and secure coverage of data requirements for SUTP;
- Prepare a baseline analysis to identify and prioritise key problems to be addressed by SUTP.

Improve description of mobility and transport status

Main activities

- Review of available urban transport and mobility studies, of the impacts of previous plans, as well as of related sectoral documents / plans;
- Retrieval of available data (meeting organisational and technical requirements) and data synthesis; complementary data collection;
- Selection of suitable analysis methods and interpretation of results (significant correlations and interdependencies).

Desk study, data management and analysis

Timing

- Start from the outset; Conclusion of main analysis conditions scenario development (T1.3) and participation activities (M4 and 5).

Conditions scenario development and consultation

Checklist and milestones

Success criteria	Level
☐ Focus indicator selection on the key policy objectives and targets and build on common definitions – avoid creating "data cemeteries"	Minimum
☐ Undertake a baseline analysis and systematic collection of baseline data material	Minimum

Sequence of milestones to be achieved
1. Select suitable indicators that describe the status
2. Ensure that all necessary data is made available by the agencies concerned
3. Carry out an external evaluation and develop a baseline scenario against which progress can be measured
4. Evaluate previous plans (urban transport and other) regarding their impacts and effectiveness
5. Make a development forecast as a general quantitative background to the plan

T1.3 Scenario development

Implementing a broad range of measures implies causing a variety of interactions. The scenario technique helps stakeholders to achieve better consciousness of the combined effects that the measures discussed in SUTP will have. By illustrating different future situations it allows them to separately assess the consequences of current trends, measures already programmed and new policy choices.

Aims

Illustrate the impact of policies on the future of cities

- Develop prospective scenarios that allow discussion about complex strategies for future development. Three scenario types are distinguished in SUTP:
  - "do-nothing scenario": describes development if nothing is done at all (only prediction of exogenous trends);
  - "business-as-usual scenario": describes development if actions that are already programmed are implemented;
  - "alternative scenarios": describe developments resulting from different choices of policies and measures.
- Stimulate discussion and deliberation of policy alternatives and their impacts;
- Enhance broad ownership and acceptance of the strategies that will be retained for implementation.

Main activities

Desk study, actor consultation and data modelling

- Elaborate linkages between development trends, programmed measures and current policy choices;
- Formulate hypotheses for scenario building together with stakeholders;
- Finalise data integration and modelling of different scenarios.

Timing

- Follows conclusion of status analysis (T1.2);

Parallel to vision, objective and target definition

- Development of alternative scenarios accompanies collective definition of vision, objectives and targets (T2).

Checklist and milestones

Success criteria	Level
☐ Ensure transparency throughout scenario development: All underlying assumptions and hypotheses need to be made explicit	Minimum
☐ Assess interdependencies between sectoral trends: transport, land-use, environment, economic development, demography, …	Minimum
☐ Take an incremental approach to modelling – interoperable modules are preferable to all embracing "mega-simulations"	Minimum

Sequence of milestones to be achieved
1. Describe a do-nothing scenario (in a qualitative and quantitative way)
2. Describe a business-as-usual scenario (in a qualitative and quantitative way) and use the impact assessment to discuss the common vision
3. Describe different alternative policy scenarios (in a qualitative and quantitative way) and choose which strategy serves the vision in the most efficient and effective way
4. Use appropriate techniques to support the scenario development and appraisal. Investigate the environmental impact.

Task 2: Vision, objectives and targets

This Task is composed of three interdependent activities, each requiring the full involvement of stakeholders as well as citizen participation (M4 and 5).

To start with, an overall vision for the urban agglomeration needs to be elaborated, addressing mobility as well as other sectoral developments. This rather qualitative and general picture then has to become specified through the definition of concrete objectives, indicating the type of changes desired for selected issues. Finally, these changes should become measurable by selecting a limited number of outcome indicators for which concrete target values have to be defined. These three subtasks are described in more detail below:

T2.1: Common stakeholder vision

T2.2: Definition of objectives

T2.3: Targets for outcome indicators

"In Braila, meetings of all key actors in the field of transport, education, and environment have lead to a common vision on sustainable transport for our city."
Ms Vasioiu, Vice - Mayor of Braila

"In Lancashire, we integrate our transport schemes with programmes that are traditionally associated with other policy domains. We are already working with programmes to renew housing, to review clinical health services and to bring people back to employment."
Councilor Jean Yates, Lancashire County Council

T2.1 Common vision of stakeholders

What kind of city do we want to live in? This is the central question that needs to be answered by a visionary exercise involving all stakeholders. It needs to place transport and mobility back in the wider context of urban and societal development. The vision provides a qualitative description of a desired urban future and serves to guide the development of suitable measures in SUTP. Its collective elaboration creates awareness and ensures broad acceptance.

Create orientation and
collective identity

Aims

- Develop a common stakeholder vision - a long-term goal for transport and mobility development in the urban agglomeration as a shared reference for the SUTP process;

- Strengthen the local community identity and collective ownership of the vision;

- Make clear the political value of SUTP and ensure the commitment of key actors and decision makers;

- Broaden the perspective for taking into account cross-sectoral implications of transport policy;

- Set priorities and orientate further decision-making.

Main activities

Information
and moderation

- Editing and provision of basic information to stakeholders (e.g. on policies, analysis results);

- Preparation, realisation and follow-up of stakeholder workshops and meetings (different formats and scale).

Timing

Good preparation,
compact elaboration

- Builds on status analysis and baseline scenarios ("do-nothing", "business-as-usual" – T1);

- Careful preparation over several months; vision elaboration within a few weeks.

Checklist and milestones

Success criteria	Level
☐ Ensure that a defined procedure is followed to develop the vision that includes a formal decision-making process and budget allocation	Minimum
☐ Establish a Vision Board (representative group), responsible for the development of the vision	Minimum
☐ Ensure that key actors, stakeholders and citizens take ownership of developing the vision and agree levels of participation	Minimum
☐ Establish a timescale for the delivery of the vision	Minimum
☐ Consult with a wider group of stakeholders to refine the vision	Advisable

Sequence of milestones to be achieved
1. Establish a group to develop and deliver the vision
2. Develop the draft of the vision
3. Debate and review the draft with stakeholders
4. Formalise the final draft of the vision to be used in the SUTP
5. Publish vision to citizens

T2.2 Definition of objectives

What should we aim for by priority? While the common vision offers a more synoptic picture, specific orientations are needed to guide the development of transport and mobility measures. Defining objectives means specifying what social, environmental or economic improvements are required, saying exactly what needs to be "reduced", "increased" or "maintained". They should therefore be detailed and agreed by all stakeholders.

Aims

- Specify what should be achieved through SUTP, building on the common vision;

- Formulate clear and measurable objectives that help to orientate measure selection and design.

Specify desired improvements

Main activities

- Analysis of vision in terms of sustainable mobility objectives and status;

- Preparation, realisation and follow-up of stakeholder working groups and meetings (different formats and scale).

Vision analysis and meeting moderation

Timing

- Builds on development of common vision (T2.1);

- Careful preparation and elaboration over several months.

Immediately after the development of the vision

Checklist and milestones

Success criteria	Level
☐ Ensure close coordination with Task 2.1 common vision of stakeholders	Minimum
☐ Assess overall themes to reflect the needs of stakeholders and citizens in the urban agglomeration	Minimum
☐ Joint organisational structure: for stakeholders to work together to develop objectives further	Minimum
☐ Review objectives against SMART criteria (Specific, Measurable, Action-oriented, Realistic, Time-related) and overall vision	Advisable

Sequence of milestones to be achieved
1. Review vision to guide the development of the objectives
2. Develop draft objectives
3. Debate and review the draft with stakeholders
4. Formalise the final draft of the objectives to be used in the SUTP
5. Reality-check objectives in early stages of development of targets

T2.3 Targets for outcome indicators

To assess whether the measures finally adopted actually achieve the desired outcomes, realistic target values have to be agreed for each objective. Targets are the material expression of the policy choices made. Focusing on selected topics (indicators), they define a development corridor between "now" and "then". Targets are therefore essential to identify a need for measure modifications at any stage of implementation.

Aims

Making progress measurable

- Define a set of measurable, relevant and realistic targets that allows monitoring of progress towards achievement of the objectives;
- Establish a key reference for assessing the efficiency and effectiveness of the measures eventually designed.

Main activities

Selection of indicators and moderation of meetings

- Adoption and/or development of indicators that are representative for the objectives set;
- Preparation, realisation and follow-up of focused indicator working group meetings.

Timing

Immediately after the development of objectives

- Builds on development of objectives (T2.2);
- Careful elaboration over several months.

Checklist and milestones

Success criteria	Level
☐ Ensure close coordination with Task 2.1 and 2.2 for continuity	Minimum
☐ Joint organisational structure for stakeholders to work together towards defining and agreeing targets	Minimum
☐ Ensure targets are SMART (Specific, Measurable, Action-oriented, Realistic, Time-related)	Advisable
☐ Review targets and amend if necessary	Advisable

Sequence of milestones to be achieved
1. Develop a suitable set of locally relevant targets
2. Develop trajectories to measure intermediate outcomes and assess progress in achieving targets
3. Formal adoption of targets and trajectories by all stakeholders as part of the action and budget plan

Task 3: Action and budget plan

The SUTP process leads to agreement of a wide array of measures for which diverse resources are required. To account for effectiveness and efficiency, as well as to ensure practical feasibility, a detailed synopsis of all measures is needed. Drawing up an action and budget plan means breaking down all activities, establishing implementation priorities and schedules. It also implies creating the transparency required to assess performance, including at smaller scales.

Aims

- Select and design measures that help to achieve the vision, objectives and targets;
- Ensure broad coverage of all policy approaches pertinent to the local situation;
- Assure that all measures are clearly prioritised and realistically deliverable;
- Secure efficient and effective allocation of resources (human, knowledge, funds);
- Contain important implementation risks.

Optimise cost/benefit ratio and sustainable impacts

Main activities

- Analysis and deliberation of policy options: strategies, instruments, tools;
- Technical and budgetary planning of measures;
- Preparation, realisation and follow-up of stakeholder meetings (different formats and scale).

Joint measure selection and design

Timing

- Evolves in parallel with development of alternative scenarios (T1.3) and targets (T2.1);
- Careful elaboration over 6-12 months.

Parallel to alternative scenario and target development

Checklist and milestones

Success criteria	Level
☐ Ensure transparency of allocated funds	Minimum
☐ Safeguard feasibility of the action plan, taking into account possible funding and assessing the risks	Minimum
☐ Assure good coordination between different funding sources	Minimum
☐ Ensure citizen and stakeholder participation wherever possible	Minimum
☐ Assure good cooperation between authorities and departments/levels	Minimum
☐ Be flexible in case new problems and issues emerge over the course of time	Advisable
☐ Include running costs and promotion of measures in budget planning	Minimum

Sequence of milestones to be achieved
1. Define integrated package of measures, based on problems and issues, objectives and targets identified previously
2. Ensure broad coverage of all policies pertinent to the local situation
3. Define possible funding sources and options
4. Secure efficient and effective allocation of resources
5. Clearly and realistically prioritise actions using multi-criteria approach of cost/benefit analysis
6. Assess policy, organisational and financial risks

Task 4: Assigning responsibilities & resources

A careful selection, assessment and description of measures does not yet mean that these will also be implemented. To make actors accountable and to ensure that all resources (human, knowledge, funds) will be available in a timely manner, a clear assignment should be undertaken. All responsible parties thus need to be related to the tasks and resources specified in the action and budget plan, laying open their respective contributions.

Aims

Assure liabilities and contributions

- Formalise the responsibility of actors;
- Provide the necessary means for implementing all policies and measures;
- Ensure actual implementation of the action and budget plan.

Main activities

Negotiation and agreement

- Negotiation and agreement of final stakeholder responsibilities and resource contributions;
- Preparation, realisation and follow-up of single stakeholder meeting to adopt the provisions of the action and budget plan.

Timing

Completing the action and budget plan

- After action and budget plan design (T3).

Checklist and milestones

Success criteria	Level
☐ Public access to measure sheets: Ensure transparency of who does what, and the resources allocated	Minimum
☐ Validate a realistic plan: Check the consistency between planned activities, targets aimed at and budgets allocated	Minimum

Sequence of milestones to be achieved
1. Prioritise the policies and measures
2. Describe who is responsible for the implementation of which measure
3. Create a technical sheet of each short-term measure

Task 5: Monitoring and evaluation

In order to enable local policy learning, both the SUTP process and the implementation of the action and budget plan need to be assessed by an independent body. This implies a monitoring of the different planning steps as well as measuring policy outcomes and impacts. The results of the evaluation should then feed back into the process regularly, be that for improving planning and deliberation procedures or to review the measures adopted.

Aim

- Identify barriers and drivers for measure design and implementation, and enable timely and effective responses;

- Assess the quality of the SUTP process and develop improvements;

- Regularly verify degree of measure implementation and target achievement;

- Check SUTP quality against criteria of higher authorities that approve the plan (if required).

Address barriers and drivers to improve SUTP

Main activities

- Process evaluation (e.g. participatory observation, focus groups, interviews);

- Data collection and analysis (e.g. measurements, surveys);

- Interpretation and publication of results.

Qualitative and quantitative analysis

Timing

- For process evaluation: continuous activity from the outset;

- For impact evaluation: after adoption of action and budget plan (implementation phase).

Continuous activity

Checklist and milestones

Success criteria	Level
☐ Well balanced selection of indicators	Minimum
☐ Clear responsibilities of well skilled staff members for monitoring and evaluation arrangements	Minimum
☐ Clearly defined budget and workplan for monitoring and evaluation arrangements	Minimum
☐ Focus of ex-post evaluation on outcome indicators	Minimum
☐ Clear assessment of costs and benefits of SUTP (as far as possible)	Minimum
☐ Stakeholder involvement in monitoring and evaluation	Minimum
☐ Involve peers from other cities for feedback process	Advisable
☐ Coordination on regional indicators	Advisable

Sequence of milestones to be achieved
1. Selection of suitable indicators finalised
2. Workplan and responsibilities for data collection and management agreed
3. Ex-ante evaluation finalised (scenario development, action and budget plan)
4. Ex-post evaluation of plan implementation and impact finalised
5. Ex-post evaluation of plan preparation finalised
6. Evaluation reports finalised

# 5 Building a strategic and operative framework - 10 Missions

While the five Tasks described above focus on the operative design of policies and measures, this section presents cross-cutting activities that actually condition a successful realisation of this process. These 10 Missions (M) are therefore not an "optional freestyle" for advanced cities only. Rather, they are equally basic elements of the SUTP approach, closely interwoven with each Task. Addressing the Missions separately is however justified due to their more general character, affecting not only SUTP but also other local planning practices and cultures.

This concerns first of all a strategic planning approach with a view to the overall timing (M1) and the relation between actors and their positions (M2). It is equally true for rethinking the role of stakeholders and citizens in planning (M4, M5). Moreover, integration and coordination between sectoral polices (M6) require adoption of a broader perspective, as well as paying particular attention to social inclusion and gender equity (M7). Last but not least, information and communication strategies (M8), managing staff skills (M9) and setting up a suitable process management structure (M10) are issues of broader concern, too.

Focus on management, content or outreach

Figure 6 below illustrates how the different Missions relate to the SUTP process, focusing primarily on management, content or outreach aspects.

Figure 6: Overview of SUTP Missions and relation to Tasks 1-5

M1 Timing of the planning process
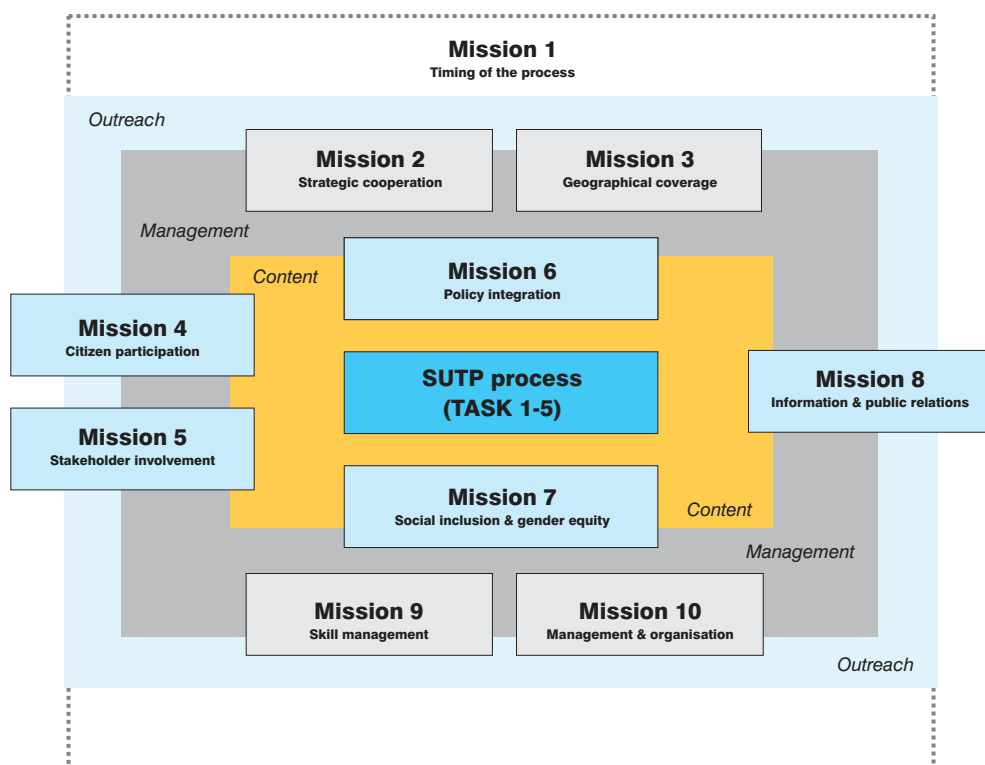
Ensuring the "right" timing is a key to success. This Mission therefore focuses on the time-sensitive aspects of SUTP, addressing the strategic dimension of timing as well as logical order, duration of activities and planning risks. In particular the need for a coordination of schedules between SUTP and related decision making processes is highlighted in order to place SUTP issues on pertinent agendas and increase the overall relevance of the approach.

Aims

- Build SUTP into current planning practice;
- Harmonise the timing of different technical and political decision-making processes (e.g. overall strategies, sectoral plans, elections) and identify "windows" for coordination with SUTP;
- Enable realistic planning of the duration of the SUTP process;
- Establish an overview of the general schedule of the SUTP process (preparation, drawing up, validity/horizon, implementation, review) and describe the temporal interdependencies between all tasks;
- Minimise risks related to timing.

Harmonised and
realistic timing

Main activities

- Screening and monitoring of relevant schedules e.g. elections, sessions of councils, advisory boards, etc., parallel planning processes, progress of relevant projects;
- Identification and prioritisation of coordination requirements.

Analyse and coordinate
schedules

Timing

- From the outset – a consideration of basic timing aspects needs to precede the initiation of the SUTP process;
- Continuous – fine-tuning of timing aspects (e.g. press release, meeting calendar) and adaptation to changes.

Prior to SUTP and
continuous

Check list and milestones

Success criteria	Level
☐ Full embedding of SUTP in the development and implementation schedule of existing policies and strategies (overall, sectoral)	Minimum
☐ Coordination focused on decision-making windows	Minimum
☐ Room for communication in the timeframe	Minimum
☐ Keep continuity in the process. Foresee sufficient but not too much time	Advisable

Sequence of milestones to be achieved
1. Preparation by SUTP Team of a realistic timeframe based on a preliminary screening of relevant strategic and operative issues and tasks
2. Detail and refine the timeframe through the discussions about the (relevant) strategic and operative issues.
3. Approval of the timeframe by decision-makers as a part of the management plan (see Mission 10)

M2 Strategic coordination & actor relations

Identifying urban mobility stakeholders and understanding their potential role and position in the process are important conditions to achieve the overall goals of SUTP. To avoid any naive "cooperative activism", this Mission underlines the need to systematically assess the strategic interests and resources of the different actors. Suitable responses thus have to be developed to deal with dominance and exclusion, as well as with intermediary positions.

Aims

Create a sound cooperation basis

- Create a sound basis for a durable cooperation between all stakeholder groups, based on mutual recognition and trust;
- Ensure the legitimacy of the SUTP process, broaden its resource basis, take advantage of synergies and anticipate or resolve conflicts, thus improving the overall and long-term impacts of SUTP;
- Enhance the steering capacity for SUTP preparation and implementation.

Main activities

Actor assessment, communication, strategy development

- Identification of and communication with stakeholders;
- Analysis of stakeholder objectives and planning resources;
- Preparation, realisation and follow up of stakeholder workshops;
- Develop an overall cooperation strategy and guiding principles for stakeholder involvement.

Timing

Before SUTP process

- From the outset – assessing actor positions needs to precede the initiation of the SUTP process;
- Reassessment after changes in the actor constellation (e.g. due to privatisation, new regulation, elections).

Check list and milestones

Success criteria	Level
☐ Coalition for SUTP including all key actors – avoiding substantial conflict with one or several powerful actors	Minimum
☐ Process ensuring empowerment and involvement of all weaker actors	Minimum
☐ Transparency of the communication process among stakeholders – but confidentiality regarding strategy formulation	Advisable

Sequence of milestones to be achieved
1. Stakeholder groups of SUTP identified: Primary stakeholders, key actors, intermediaries
2. Challenges for SUTP identified (together with the stakeholders)
3. Actor constellation analysed, including objectives and interdependencies
4. Stakeholder coordination strategy devised for optimising the scope and impacts of SUTP

M3 Responsibility & geographical coverage
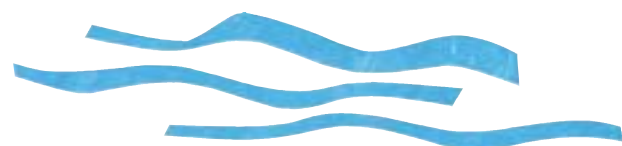
SUTP must relate to a specific territory for which it is being performed. Since a commonly accepted definition of the "urban agglomeration" will never exist, the most suitable spatial delimitation needs to be agreed by the stakeholders concerned. This implies consideration of the perimeter and remit of local authorities in order to appropriately allocate the overall responsibility. It is also necessary to account for actual mobility patterns in order to agree a suitable territorial coverage.

Aims

- Define an adequate territorial delimitation for SUTP that ensures coverage of actual transport and mobility patterns in the entire urban agglomeration;

- Assign (a) suitable body/bodies for driving the SUTP process that can provide the required leadership throughout the planning process;

- Obtain a decision at the political level to approve the geographical coverage and responsibilities.

Link SUTP to the "right" territory and organisation(s)

Main activities

- Analysis of transport patterns and organisational perimeters;

- Communication with stakeholders and negotiation of overall responsibility for SUTP.

Spatial analysis and negotiation with stakeholders

Timing

- From the outset – needs to be informed by plan inventarisation (T1.1), status analysis (T1.2) and actor assessment (M2);

- Agreement required before initiating SUTP process.

Conclude before starting SUTP process

Check list and milestones

Success criteria	Level
☐ Follow an open and transparent approach from the outset, securing the involvement of all authorities concerned (different municipalities as well as administrative departments)	Minimum
☐ Make unanimous agreements between authorities, or at least involve every authority in every decision	Minimum
☐ Achieve a political-level agreement	Minimum
☐ Create a strong cross-authority team of permanent staff, reporting regularly to all key decision-makers and politicians	Advisable
☐ Ensure coverage of all areas linked to major socio-economic and environmental transport impacts	Advisable

Sequence of milestones to be achieved
1. Most suitable SUTP area identified (based on status analysis)
2. Agreement achieved about geographical coverage
3. Agreement achieved about the basic roles and responsibilities of authorities and politicians
4. SUTP team created
5. Political agreement signed and adopted by all municipal councils

M4 Citizen participation

Involving citizens in planning is not merely a requirement stipulated by EU directives and international conventions:[17] It is a fundamental duty of local authorities to ensure the legitimacy and quality of decision-making. This Mission highlights the need to arrange for citizen participation in SUTP at various stages: vision and scenario development, definition of objectives and targets, selection and review of measures. It also proposes appropriate formats and techniques.

Aims

Secure the legitimacy and quality of SUTP

- Encourage and enable citizens to join the debate and collective decision-making;
- Ensure maximum transparency and enable a more democratic, participatory decision-making throughout the SUTP process (Aarhus convention);
- Design sustainable and supported solutions that will improve the quality of life for every citizen, and create a broad public ownership of SUTP;
- Improve the overall quality of SUTP by discussing the arguments of politicians, officials and technicians with citizens;
- Strengthen the vitality of civil society and local political culture.

Main activities

Plan and perform participation events

- Identify and schedule suitable decision-making stages, formats and methods for involving citizens;
- Prepare, perform and follow up participation activities.

Timing

Throughout the SUTP process

- Conclude planning of activities before initiating SUTP process;
- Perform during development of scenarios (T1), vision, objectives, targets (T2), measures (T3) and plan review.

Check list and milestones

Success criteria	Level
☐ Ensure citizen participation in all stages of the SUTP process	Minimum
☐ Consider the needs and participation capacity of different citizen groups	Minimum
☐ Provide sufficient and transparent information on SUTP in order to enable informed participation and to avoid negative perceptions ("secrecy" and corporatism)	Minimum
☐ Implement follow-up mechanism to ensure that the citizen's messages are "taken on board"	Minimum
☐ Consider different participation tools and techniques and select the most suitable ones for your local context	Advisable

Sequence of milestones to be achieved
1. Planning of different participation procedures finalised
2. Participation procedure for each SUTP Task realised
3. Outcomes of each participation procedure fed back into the decision-making process

17 See chapter 2.2

M5 Stakeholder involvement
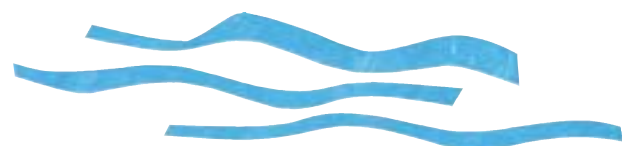
Working with stakeholders can be considered common practice – yet it is often only particular stakeholders that actually have a say in planning. This Mission therefore stresses the importance of involving all different types of stakeholders throughout the SUTP process, addressing their specific requirements. A dedicated strategy is needed, drawing on different formats and techniques when dealing with authorities, private businesses, civil society organisations, or all of them together.

Aims

- Ensure a well-structured involvement of all stakeholders throughout all stages of the SUTP process - also beyond the central city's boundaries;

- Create a planning culture based on regular communication, mutual consultation and cooperative decision-making;

- Improve the overall quality, effectiveness, (cost) efficiency, transparency, acceptance and legitimacy of SUTP.

Improve SUTP efficiency and legitimacy

Main activities

- Identify and schedule suitable decision-making stages, formats and methods for involving all different stakeholder groups;

- Establish involvement activities as part of common planning practice - prepare, perform and follow up.

Plan and perform involvement activities

Timing

- Conclude planning of main involvement activities before initiating SUTP process.

- Perform during development of scenarios (T1), vision, objectives, targets (T2), measures (T3) and plan review.

Throughout the SUTP process

Check list and milestones

Success criteria	Level
☐ Ensure a sound identification of all SUTP stakeholders and involve them in all stages of the SUTP process (see M2)	Minimum
☐ Take into account the different interests, resources and capacities of stakeholders (see M2)	Minimum
☐ Provide sufficient and transparent information on SUTP in order to enable informed stakeholder involvement and to avoid negative perceptions ("secrecy" and corporatism) – see M4	Minimum
☐ Implement follow-up mechanism to ensure that stakeholders' requirements are "taken on board" – see M4	Minimum
☐ Consider different involvement tools and techniques and select the most suitable ones for your local context – see M4	Advisable

Sequence of milestones to be achieved
1. Planning of different stakeholder involvement procedures finalised
2. Stakeholder involvement procedures for each SUTP Task realised
3. Outcomes of each participation procedure fed back into the decision-making process

M6 Integration of policies

A principal shortcoming of urban transport planning today is the lack of coordination between policies and organisations, far beyond an integration of transport modes.[18] **To address this deficit represents a major challenge for SUTP, but is also a main source for innovation and improvement. This Mission points up the different forms of integration and proposes a systematic approach to exploit their potentials by looking at a wide range of policies and practices.**

Aims

Maximise policy impacts and avoid contradictions

- Acknowledge the interactions between planned and unplanned changes in urban structures (density, functions, socio-economic patterns, ecosystems) and transport;

- Establish the planning of mobility and transport as a shared policy domain, truly serving the different needs of society – economic, social, environmental – and not as an end in itself;

- Define concrete axes and issues of integration between SUTP and other policies at local, regional, national and European level – in order to maximise synergy effects and prevent frictions or inconsistencies.

Main activities

Analysis and harmonisation of policies and practices

- Identify coordination requirements and potentials across all pertinent policy domains;

- Communicate among stakeholders and develop common actions;

- Modify all sectoral policies and practices concerned and/or create new strands of activity.

Timing

From initial considerations to implementation

- From the outset – continuous activity accompanying the entire SUTP process, especially the selection and design of measures.

Check list and milestones

Success criteria	Level
☐ Taking the initiative for integrating other policies and communicating pro-actively with the authorities concerned (different domains and levels)	Minimum
☐ Cooperative spirit among authorities and acknowledgement of common benefits of coordination	Minimum
☐ Existence of plans and programmes in other policy domains – allowing achievement of coordination	Minimum
☐ Avoiding a perception of SUTP as a new level of policy hierarchy, subduing others	Advisable
☐ Focus on common practices and decision-making processes, with the aim of building SUTP into these	Advisable

Sequence of milestones to be achieved
1. Relevant policy linkages identified (synergies and frictions)
2. Initial options for policy integration assessed (impacts and susceptibility to integration)
3. Dialogue established with all authorities about integration options
4. Initial prioritisation of integration options decided
5. Assessment and prioritisation specified according to advanced scenario building results

18 See chapter 2

M7 Social inclusion and gender equity

Transport and mobility have a strong bearing on social inclusion and gender equality, but in practice this is often insufficiently recognised. Making these issues a key concern and responsibility of planning again is the purpose of this Mission. It implies consideration of aspects as diverse as data collection or the balanced constitution of working groups, but also calls for the conception of dedicated policies to enhance the mobility of the disadvantaged.

Aims

- Consider the needs of the whole community including all vulnerable groups such as children, disabled people, elderly, low income households, minority groups etc;

- Give women and men the same opportunities, rights and responsibilities in the field of transport and mobility;

- Guarantee equal access to public services, affordability and availability of related mobility options;

- Develop an inclusive labour market and facilitate employment through transport-related measures.

Ensure social inclusion and gender equity in mobility

Main activities

- Assess social exclusion mechanisms and solutions in the framework of transport policies;

- Assess gender roles, family and household structures to understand their effects on mobility and travel patterns;

- Create suitable solutions through organisation and targeted measure development.

Assessment, organisation, policy development

Timing

- From the outset – critical for the constitution of the SUTP team (M10) and policy integration activities (M6).

Continuous activity

Check list and milestones

Success criteria	Level
☐ Regard people with special needs not only as beneficiaries but involve them as far as possible as members of the whole project	Minimum
☐ Ensure representation of social groups participating in the SUTP process	Minimum
☐ Provide platform for discussion and establish public-private partnerships	Minimum
☐ Provide sufficient information on SUTP in order to enable informed citizen participation	Advisable
☐ Assess needs and expectations of all target groups	Minimum
☐ Build on previous local initiatives and experiences	Advisable
☐ Set measurable targets (quantitative and qualitative)	Minimum
☐ Monitor outcomes adapting the evaluation tools to fit with social targets, draw conclusions and plan future policies	Advisable

Sequence of milestones to be achieved
1. Socio-economic evaluation
2. Survey on existing social measures
3. Establish link with transport policies
4. Consultation with stakeholders
5. Build a gender-equitable SUTP team
6. Launch a gender (or socially inclusive) auditing process

SUTP mission 8 | **M8 Information and public relations**

In view of societal changes driven by increasing levels of information and media influence, issues such as awareness and acceptance demand a new thinking in public policy making. This Mission therefore highlights the need for a more conscious approach to the use and distribution of information throughout the SUTP process. Two dedicated communication strategies should substantiate this approach, one towards the local media, the other for marketing SUTP among citizens and stakeholders.

Aims

Drive awareness and acceptance of SUTP

- Increase general public awareness, gather political and public support and prevent unnecessary opposition;
- Reduce the likelihood of inaccurate and/or counterproductive media coverage, respond effectively to "bad press" and minimise the related risks to the SUTP process;
- Make transparent information provision and pro-active communication an integral part of the process.

Main activities

Marketing and public relations management

- Devise and implement a marketing strategy for the SUTP process (as such), addressing all important collective steps and equally targeting citizens and stakeholders;
- Manage information dissemination through local media.

Timing

Continuous activity

- From the outset – important in the constitution of the SUTP team (M10), stakeholder coordination (M2), territorial coverage (M3) and policy integration activities (M6);
- Accompanying the entire SUTP process.

Check list and milestones

Success criteria	Level
☐ Choose the right person for liaising with the media (good technical understanding, communication skills and media contacts)	Minimum
☐ Work pro-actively on the information that will be circulated by the media – do not await their questions	Minimum
☐ Undertake sound market research to identify the perceptions of stakeholders and the general public regarding SUTP	Minimum

Sequence of milestones to be achieved
1. Media contact person and person responsible for marketing appointed or contracted
2. Planning of all regular media relations and marketing activities finalised (contacts, tools, schedule, budget)
3. Marketing activity A, B, C … finalised

M9 Skill management
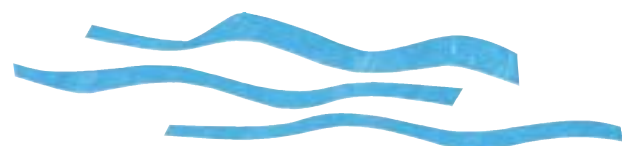
For most public authorities, the specific skills required for running the SUTP process will exceed the capacities of their staff. While it may be common practice to bring in external expertise for particular technical tasks, this Mission underlines that a long-term perspective should also be adopted, linked to enhanced stakeholder cooperation. The aim is to comply with temporary skill requirements and equally to manage a durable development of the necessary capacities among local actors.

Aim

- Ensure that the necessary (wide) range of skills for managing and driving the SUTP process are available in local authorities and among stakeholders;

- Balance short-term skill requirements and capacity-building for the local SUTP community.

Ensure feasibility and develop capacities

Main activities

- Assessment of skills available within the leading organisation(s) and among stakeholders;

- Develop and implement a common strategy to cover gaps, establish complementarities and build capacities (e.g. through training, cooperation, subcontracting).

Assess skills, perform training and cooperate

Timing

- From the outset – crucial in the constitution of the SUTP team (M10), but also for stakeholder coordination (M2), citizen participation (M4), stakeholder involvement (M5), policy integration (M6, M7) and information activities (M8);

- To be finalised before initiating SUTP process.

Complete before SUTP process

Check list and milestones

Success criteria	Level
☐ Development of skill management plan by person that is familiar with SUTP process (if applicable in cooperation with human resources manager)	Minimum
☐ Skill management as coordination topic for the SUTP-team and involvement of "skill manager(s)" from leading organisation(s)	Minimum
☐ Feedback loops between staff managers in responsible organisations and individual staff members to ensure that individual career planning is taken into account	Minimum
☐ Cooperation between responsible organisations to fill potential skill gaps	Advisable
☐ If applicable involvement of external partners (e.g. consultants, universities) to fill skill gaps	Advisable
☐ Recruitment: Consider "thinking outside the box" by hiring persons from a non transport-related background for specific tasks (marketing) or in case of skill shortages	Advisable

Szabo Bence

Sequence of milestones to be achieved
1.   Identification of skills required for each stage of the SUT-planning process finalised
2.   Identification of range of skills available within responsible organisations finalised
3.   Identification of motivations and strategic career development plans (level of organisation and individual staff members) finalised
4.   Assessment of skill management options finalised: Training, cooperation, recruitment, subcontracting
5.   Check of available financial resources for human resources and skill management finalised
6.   Check of schedule for SUTP against skill management options finalised
7.   Skill management plan agreed
8.   Assignment of responsibilities for specific tasks finalised
9.   Recruitment of additional staff (if needed) finalised
10.   Contract with external partners, e.g. consultants, universities (if needed) signed
11.   Development or buying in of training units (if needed) finalised/ agreed
12.   Regular review and amendments of skill management plan (finalised at different stages during the planning process)

M10 Management and organisation

SUTP requires all actors involved to enter uncharted territory in terms of policy-making. New tasks have to be tackled in addition to habitual ones, changing procedures and contents. Different communication lines have to be established and schedules modified. In short, working across boundaries and transforming established planning practices also requires creating a politically approved reference, clarifying for all parties who does what and when.

Aims

- Clarify and formalise actor relations and resource contributions;

- Ensure accountability of actions and transparency of the planning process for everyone;

- Secure a sound coordination between all activities undertaken (M1-10, T1-5);

- Facilitate an efficient planning process, making optimum use of the available resources;

- Address different types of planning risks.

Ensure overall feasibility, efficiency and consistency

Main activities

- Draw up an overall work plan for the SUTP process, indicating all necessary milestones; and ensure political approval;

- Assess risks and plan for relevant contingencies;

- Monitor progress, enforce work plan implementation and/or adapt to changes.

Technical and financial management across organisations

Timing

- From the outset – with the adoption of the work plan for the entire SUTP process as a key milestone.

Continuous activity

Check list and milestones

Success criteria	Level
☐ Agree management procedures and tasks with all stakeholders concerned (responsible for SUTP Tasks)	Minimum
☐ Ensure binding character of the management plan through political approval	Minimum
☐ Safeguard feasibility of the process (timing), assess planning risks and maintain the necessary flexibility to contain these	Minimum

Sequence of milestones to be achieved
1. Clearly describe the geographical and thematic coverage of the plan
2. Give an overview of the overall timing, linked to the decision-making process
3. Describe the relation with other ongoing policy processes
4. Define how the interaction between the stakeholders and citizens will be organised and specify all resource contributions
5. Describe media relations and marketing activities
6. Develop a strategy for risk management and quality management
7. Provide practical information to facilitate communication between stakeholders
8. Adoption of the plan by those politically responsible

6 Plan adoption and approval

The formal adoption of the action and budget plan is a key requirement of SUTP that has been stressed throughout this manual. It is the basis for ensuring the necessary long-term commitment, both through the process of collective deliberation that precedes it, and through establishing a binding reference for all actors.

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

- Those authorities responsible for drawing up the SUTP action and budget plan should also adopt it, ensuring compliance with national regulation regarding plan adoption and (where applicable) minimum SUTP requirements. The possibility for any party involved to take legal action against a plan that disobeys these rules should be foreseen.

- The SUTP action and budget plan has to be assessed regarding the impacts of policies and measures, procedural requirements and progress made, achieving compliance with the EC directive on Strategic Environmental Assessment (SEA). To guarantee a credible judgement, an independent body should be responsible for plan assessment.

- If the provision of national funds depends on the fulfilment of national quality criteria, the SUTP action and budget plan also needs to be approved by a higher level of government (linked to the results of the assessment).

Huszar Boroka

Annex

I　Glossary[19]

Concept/Abbreviation	Explanation
Accessibility	The accessibility of an activity to an individual is the ease with which the individual can get to the places where that activity can be performed.
Alternative scenarios	Describe developments resulting from different choices of policies and measures.
Assessment	Judgement of project performance against milestones and required outputs, at various points during the SUTP process or after implementation.
Business-as-usual scenario	Describes development if actions that are already programmed are implemented.
Citizen participation	Encouraging and enabling citizens to join the debate and collective decision-making via a range of tools.
Do-nothing scenario	Describes development if nothing is done at all (only prediction of exogenous trends).
Engagement	The process of identifying stakeholder groups and incorporating their concerns, needs and values at appropriate points in the SUTP process.
Ex-ante evaluation (appraisal)	A process of checking how well a scheme or strategy will perform. It can assist in making efficient choices between options.
Ex-post evaluation	Reviews the SUTP-planning and implementation stages, and the overall results of the decision–making process.
Gender equity	Giving women and men the same opportunities, rights and responsibilities in the field of transport.
Indicator	A defined piece of data (usually quantitative) that is used to monitor progress in achieving a particular objective or target. For example, road accident numbers are one indicator of safety.
Integrated approach	Integration of practices and policies between transport modes, policy sectors, public and private agencies, authority levels, and between neighbouring authorities.
Land use	The function of a given area of land. Examples of types of land use include: residential, industrial, commercial, agricultural and recreational.
LTP	Local Transport Plan in the UK (see Chapter 2.2).
Missions (as used in this manual)	Underlying the Tasks, these are preparatory and accompanying activities that are crucial for the success of the SUTP process. They systemise the range of actions necessary to initiate new ways of thinking, to establish planning routines favouring SUTP and to provide a stable institutional framework within which innovative urban mobility policies can be developed.
Model	A (mathematical) representation of the relationships within the transport system (also linked to land use); widely used to predict the outcomes of transport strategies.
Monitoring	An on-going measurement of progress, through the collection of new data and/or collation of existing data sources.
Objectives	A broad statement of the improvements which a city is seeking. Objectives specify the directions for improvement, but not the means of achieving it.
Outcome indicator	Measure the impacts, benefits and changes that are experienced by different stakeholder groups, during or after the implementation of a project.
Participatory approach	Involving citizens and stakeholders from the outset and throughout the process of decision making, implementation and evaluation, building local capacities for handling complex planning issues, and ensuring gender equity.
PDU	Plan de Déplacements Urbains in France (see Chapter 2.2).

Concept/Abbreviation	Explanation
Skill management plan	A strategy that outlines and explains how the required skills will be made available and maintained throughout the SUT-planning process. The plan should identify internal and external individuals/organisations that can be assigned to certain tasks.
SMART principles	Specific, Measurable, Action-oriented, Realistic and Time-related.
Social inclusion	Considering the needs of the whole community including all vulnerable groups such as children, disabled people, elderly, low income households, minority groups etc. Guarantee equal access to public services, affordability and availability of related mobility options. Develop an inclusive labour market and facilitate employment through transport related measures.
Stakeholder	Any individual, group or organisation affected by a proposed project, or who can affect a project and its implementation. This term includes the general public, as well as a wide range of other groups (e.g. businesses, public authorities and special interest groups).
Stakeholder involvement/ engagement	The involvement of individuals, groups and organisations, to varying degrees, in aspects of the transport decision-making process, through a variety of tools.
SUTP	Sustainable Urban Transport Planning (for comprehensive definition see chapter 2.1).
Target	An aimed-for value of an indicator. Targets are the material expression of the policy choices made. Focusing on selected topics (indicators), they define a development corridor between "now" and "then".
Tasks (as used in this manual)	Activities required for developing and implementing concrete urban transport policies, consolidated in a formally adopted and approved "action and budget plan". The sum of these Tasks is referred to as the "SUTP process".
Vision	Provides a qualitative description of a desired urban future and serves to guide the development of suitable measures in SUTP.
Workplan	A document setting out a detailed and realistic series of actions to be undertaken, with an indication of resource use and time scales, against which progress can be measured.

II   Definitions

"Sustainable Urban Transport Planning (SUTP)"

See chapter 2.1 for comprehensive definition from the PILOT project.

"Sustainable transport system" (EU Transport Council 2001)

- allows the basic access and development needs of individuals, companies and societies 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.

"Sustainable land use and transport system" (PROSPECTS 2005)

- provides access to goods and services in an efficient way for all inhabitants of the urban area

- protects the environment, cultural heritage and ecosystems for the present generation, and

- does not endanger the opportunities of future generations to reach at least the same welfare level as those living now, including the welfare they derive from their natural environment and cultural heritage

III   Further information

The following tables provide links to external documents that offer further information on the complete SUTP process, as well as specific tasks and missions.

General sources – more information on the complete SUTP process

PILOT – Sustainable Urban Transport Planning (SUTP) Manual. Guidance for stakeholders. (Full version)

The document is a longer and more detailed version of this manual. In addition to what you find in the present document it provides more details on tasks and missions, including examples of best practices and a short chapter on policies and measures.

Available on the PILOT website: www.pilot-transport.org

Expert Working Group on SUTP, D4 Final Report (2004)

The Expert Working Group on Sustainable Urban Transport Plans (SUTP) has been set up by the European Commission in the context of the preparation of the Thematic Strategy on the Urban Environment. The scope and objective of the Final Report was to specify the recommendations of the Expert Working Group on SUTP to the European Commission. It aims to reflect and summarise the group's views regarding the specific design of procedures, instruments and measures needed for SUTP, the contents of a potential EC directive and necessary support actions for enhancing SUTP in European urban agglomerations.

The report has been an important basis for the work in the PILOT project.
http://ec.europa.eu/environment/urban/pdf/final_report050128.pdf

More information on specific Tasks

No	Task	Source description
1	**Status analysis & scenario development** [p.25]	See subtasks
1.1	Inventarisation of existing plans and policies [p.26]	**SMILE** Towards Sustainable Urban Transport Policies – Recommendations for Local Authorities (2002-2004) The SMILE project aimed to contribute to identifying and finding common solutions to urban mobility problems. In its 'Integrated Approach / Urban Transport Plans' chapter it identifies a number of approaches including "Plan and Organise" (p.10), which relates to task 1.1. www.smile-europe.org/PDF/guide_recommendations_en.pdf
1.2	Status analysis [p.27]	**Expert Working Group on SUTP**, D4 Final Report (2004) (see also general sources above) The report highlights the importance of undertaking a status analysis and creating a baseline scenario (p.16 – 17). It also contains useful references to defining common lists of indicators (p.27). http://ec.europa.eu/environment/urban/pdf/final_report050128.pdf

1.3	Scenario development [p.28]	**Transport Analysis Guidance Website – WebTAG (DfT, UK)** Provides detailed guidance on the appraisal of transport projects and wider advice on scoping and carrying out transport studies. The source gives useful guidance on scenario development. www.webtag.org.uk
		PROSPECTS – A methodological guidebook The principal objective of PROSPECTS (2002-2003) was to provide cities with the guidance which they need in order to generate optimal land use and transport strategies to meet the challenge of sustainability in their particular circumstances. The Methodological Guidebook, designed for professionals provides information on predicting impacts (p.66-80). A separate chapter is dedicated to visualisation techniques (p.157-170). www.ivv.tuwien.ac.at/fileadmin/mediapool-verkehrsplanung/Diverse/Forschung/International/PROSPECTS/pr_del14mg.pdf
2	**Vision, objectives and targets** [p.29]	See subtasks
2.1	Common vision of stakeholders [p.30]	A good practice guide for the development of local transport plans (DfT, UK) November 2005 This guide highlights good practice from provisional LTPs so that authorities can learn from others. Chapter 4 provides good practice guidance on LTP Visions. www.dft.gov.uk/pgr/regional/ltp/guidance/fltp/agoodpracticeguideforthedeve3656
2.2	Definition of objectives [p.31]	**Transport Analysis Guidance Website – WebTAG (DfT, UK)** (see also task 1.3) WebTAG provides a special guidance unit on the topic of objectives, dealing with the UK government's objectives for transport; local and regional objectives; objectives and targets; and problems. www.webtag.org.uk/webdocuments/2_Project_Manager/2_Objectives_and_Problems/index.htm
2.3	Targets for outcome indicators [p.32]	**Full guidance on Local Transport Plans: Second edition (DfT, UK)**, 2006 This document sets out the UK government's guidance to local authorities on the approaches and methods they should adopt when drawing up their next Local Transport Plans (LTPs). www.dft.gov.uk/pgr/regional/ltp/guidance/fltp/fullguidanceonlocaltransport3657 Part two deals among other topics with 'Locally relevant targets' and 'Indicators and Trajectories'.
		Expert Working Group on SUTP, D4 Final Report (2004) (see also general sources) Contains useful references to defining common lists of indicators (p.27). http://ec.europa.eu/environment/urban/pdf/final_report050128.pdf
3	**Action and budget plan** [p.33]	**Transport Analysis Guidance Website – WebTAG (DfT, UK)** (see also task 1.3) Provides guidance on a range of issues related to task 3 (e.g. modelling, developing solutions, appraisal framework). www.webtag.org.uk
		Sustainable Urban Transport Plans (SUTP) and urban environment: Policies, effects, and simulations (Rupprecht Consult 2005) Review of available SUTP policy assessments, aiming to provide a structured overview of empirical outcomes. Focus on noise, air quality and CO2 emissions. http://ec.europa.eu/environment/urban/urban_transport.htm
		Greater Bristol Joint Local Transport Plan (UK 2006) Provides a good practice example of an LTP implementation programme (see chapter 11). www.westofengland.org/site/FinalJointLocalTransportPlan200607201011_2870.asp

4	**Assigning responsibilities and resources** [p.34]	**CERTU** is a French national research centre working on sustainable transport. CERTU has developed a report with the learning experiences from the national experiments with partnerships in urban road infrastructure projects (p.217-221). In French language. www1.certu.fr/catalogue/scripts/pur.asp?title_id=885&lg=0
5	**Monitoring and evaluation** [p.35]	**GUIDEMAPS Project** (2002-2004) Gives a practical overview of good practice in stakeholder engagement, public participation and project management for local and regional transport projects. Volume 1 of the handbook "Concepts and tools", addresses amongst others the topics of project monitoring (p.58 ff.) as well as outcome monitoring and evaluation (p.60 ff.). Volume 2 "Fact sheets" covers in more detail the topics of measuring indicators (p.70 f.), tracking progress (p.72 f.), data collection and storage (p.74 f.), measuring outcome indicators (p.76 f.), and post implementation evaluation (p.78 f.). www.civitas-initiative.org/cms_pages.phtml?id=349&lan=en **PROSPECTS (2000-2003)** (see also task 1.3) The **Decision-Makers' Guide-book** outlines the approach to decision-making, the policy options, and the support tools available. It also addresses appraisal and evaluation (p.32 f.). **The Methodological Guide-book** provides more extensive advice on the support tools for appraisal (p.33 ff.), evaluation (p.25 ff.), monitoring (p.27 ff.), forecasting and analysis. http://www.ivv.tuwien.ac.at/forschung/projekte/international-projects/prospects-2000.html

More information on specific Missions

No	Mission	Source description
1	**Timing of the planning process** [p.37]	**GUIDEMAPS Project (2002-2004)** (see also task 5) Volume 2 of the GUIDEMAPS handbook "Fact sheets" gives information on time management in open planning processes (p.22-23). www.civitas-initiative.org/cms_pages.phtml?id=349&lan=en
2	**Strategic coordination & actor relations** [p.38]	**TIPP project** (Transport Institutions in the Policy Process) The project has focused on analysing the role of institutional contexts in transport policy making and implementation. The project offers an analysis framework, introducing helpful concepts for a better understanding of transport policy processes (see deliverable D1). It equally formulates policy recommendations that can be inspiring for the local setup of an SUTP process (D7). Moreover, through in-depth case studies the TIPP project provides insight into a range of up-to-date transport policy implementation processes. www.strafica.fi/tipp/about.html **Laboratory for Investigation in Prospective Strategy and Organisation (LIPSOR)** Develops and refines tools for strategic analysis and decision support. While mainly focusing on businesses, most tools are equally useful in a policy-making context such as SUTP (e.g. the MACTOR method as well as other common approaches such as Delphi). Introductory information on most tools is synthesised in a "toolbox for scenario planning", available on-line in English, French and Spanish. www.3ie.fr/lipsor

3	**Responsibility & geographical coverage** [p.39]	**Expert Working Group on SUTP**, D4 Final Report (2004) (see also general sources) A background paper to the expert group report includes a chapter on "Spatial coverage and responsible authorities", which describes the practice regarding these aspects in France, Italy and the UK (see chapter 1.2, p.4 in background paper). http://ec.europa.eu/environment/urban/pdf/final_report050128.pdf
4 & 5	**Citizen participation** [p.40] & **Stakeholder involvement** [p.41]	**Common sources for Missions 4 & 5** **GUIDEMAPS Project (2002-2004)** (see also task 5) Volume 1 of the GUIDEMAPS handbook includes an introduction into the main issues of engagement (p.26ff). Volume 2 contains detailed factsheets for key aspects (pp.28, 32, 58) and for 32 different engagement tools, explaining their respective purpose, use and related practical issues (p.80ff). www.civitas-initiative.org/cms_pages.phtml?id=349&lan=en **PROSPECTS (2000-2003)** (see also task 1.3) The **Decision-Makers' Guidebook** includes a useful chapter on 'Participation" (p.8). www.ivv.tuwien.ac.at/forschung/projekte/international-projects/prospects-2000.html **Participatory methods toolkit** - A practitioner's manual (2003) - joint publication of the King Baudouin Foundation and the Flemish Institute for Science and Technology Assessment (viWTA). A practical publication with the ambition of creating a hands-on toolkit for starting up and managing participatory projects, including both citizen participation and stakeholder involvement. www.kbs-frb.be/code/page.cfm?id_page=153&id=361&lang=EN
6	**Integration of policies for SUTP** [p.42]	The topic of policy integration is of course fairly vast - and so is the range of possibly useful references, depending on the linkages one is looking for. However, there is a growing body of publications on the particular issue of sustainable transport, and these tend to treat policy integration aspects with increasing dedication. Here, one may refer to: **Banister, D. 2005. Unsustainable transport – city transport in the new century.** Routledge: London/ New York **Williams, K. ed. Spatial planning, urban form and sustainable transport.** Ashgate: Hampshire
7	**Social inclusion and gender equity** [p.43]	**MATISSE Project** (Methodology for Assessment of Transport ImpactS of Social Exclusion) The key objective of the project was to compile and validate an evaluation tool to assess the impact of transport-related policy interventions on social exclusion. The project produced a Manual for Assessing the Impacts of transport Policy on Social Exclusion. www.matisse-eu.com **Social inclusion website of the DfT (UK)** The Mobility and Inclusion Unit promotes socially inclusive transport, examining the links between transport and social exclusion, analysing social inclusion issues and the transport needs of different social groups, and liaising with other Government departments. www.dft.gov.uk/stellent/groups/dft_mobility/documents/sectionhomepage/dft_needs_page.hcsp

8	**Information and public relations** [p.44]	**GUIDEMAPS Project (2002-2004)** (see also task 5) Provides a wide range of tools related to information and public relations, e.g. in Volume 1 of the handbook Media strategy (p.48), Marketing strategy (p.50), and printed public information materials (p.66). www.civitas-initiative.org/cms_pages.phtml?id=349&lan=en **Making campaigns for smarter choices work, DfT (UK)** This guidelines report is based on the experience of the TAPESTRY EU project, covering issues such as campaign design, management and assessment. The document informs and encourages key decision makers in local authorities and other organisations of the benefits that result from promoting sustainable travel and providing them with the necessary tools. www.dft.gov.uk/pgr/sustainable/smarterchoices/campaign/
9	**Skill management** [p.45]	**GUIDEMAPS Project (2002-2004)** (see also task 5) Volume 1 of the handbook "Concepts and tools", addresses amongst others the establishment of project management teams (p.42 ff.) and the managing of skills as project resources (p.44 ff.). Volume 2 "Factsheets" deals in more detail with some aspects that relate to skill management (p.14 ff., 16 ff., 18 ff., 24 ff.). www.civitas-initiative.org/cms_pages.phtml?id=349&lan=en **Findings on skill management in LTP evaluation** (UK) A policy evaluation of the process of introducing Local Transport Plans (LTPs) for English local authorities highlights amongst others the importance of skill management for successful change management, meaning the organisational and cultural changes within authorities, which have resulted from the introduction of the LTP process (p.16 f., 151 ff.). www.dft.gov.uk/stellent/groups/dft_localtrans/documents/divisionhomepage/032391.hcsp
10	**Management and organisation** [p.47]	**GUIDEMAPS Project (2002-2004)** (see also task 5) Volume 1 of the handbook "Concepts and tools", provides a framework for good project management and decision-making (p.30-33). Volume 2 "Factsheets" deals in more detail with management of resources (FS 11 p.26-27) and how to overcome management process barriers (FS 31 p.66). www.civitas-initiative.org/cms_pages.phtml?id=349&lan=en **EFQM** The European Foundation on Quality Management is a non-profit membership foundation that developed a method for total quality management in organisations (also applicable to public bodies). ww.efqm.org