Planning for People

GUIDELINES

DEVELOPING AND IMPLEMENTING A SUSTAINABLE URBAN MOBILITY PLAN

Funded by the Intelligent Energy Europe
Programme of the European Union

For more information

European Platform on Sustainable Urban Mobility Plans
www.mobilityplans.eu
E-mail: info@mobilityplans.eu

European Commission
Directorate-General for Mobility and Transport
Unit C.1 - Clean transport & sustainable urban mobility
Rue J.-A. Demot, 24-28
B-1040 Brussels

Contract	ELTISplus, EACI/IEE/2009/05/S12.558822
Title	Guidelines. Developing and Implementing a Sustainable Urban Mobility Plan.
Version	January 2014 (revised foreword)
Authors	Frank Wefering, Siegfried Rupprecht, Sebastian Bührmann, Susanne Böhler-Baedeker Rupprecht Consult – Forschung und Beratung GmbH Email: info@rupprecht-consult.eu www.rupprecht-consult.eu
Contributors to case studies and tools	BKK Centre for Budapest Transport: László Sándor Kerényi; Centro - West Midlands Integrated Transport Authority: Steven Keeley; City of Helsinki: Mette Granberg, Johanna Vilkuna, Sakari Saarinen; Environmental Studies Centre, Vitoria-Gasteiz City Council: Juan Carlos Escudero, María de Santiago; European Federation of Inland Ports: Isabelle Ryckbost; Inland Navigation Europe: Karin de Schepper; Institut d'Estudis Territorials, Barcelona: Kerstin Burckhart; Lund University: Tom Rye; Mobiel 21: Sarah Martens, Jan Christiaens; Regional Environmental Center for Central and Eastern Europe: Gábor Heves; Rupprecht Consult: Wolfgang Backhaus, Sebastian Bührmann, Michael Laubenheimer, Miriam Lindenau, Siegfried Rupprecht, Patrick Vanegmond, Frank Wefering, Gabi Wegeler; Stockholm Environment Institute: John Forrester; TRT Trasporti e Territorio: Simone Bosetti, Patrizia Malgieri, Cosimo Chiffi.
Quality Control	Anthony D May, Institute for Transport Studies / University of Leeds; Peter Vansevenant, Head of Transport Department, City of Gent.
Layout	FGM-AMOR
Cover Photo	www.eltis.org / Harry Schiffer

CONTENT

FOREWORD

These guidelines are intended for urban transport and mobility practitioners and other stakeholders involved in the development and implementation of a Sustainable Urban Mobility Plan.

Urban mobility planning is a challenging and complex task. Planners need to manage many, sometimes conflicting demands and requirements on the local level and even beyond when it comes to contributing to European climate change and energy efficiency targets. The complexity increases in case of political change and, as is currently the case in many European countries, severe financial constraints.

A Sustainable Urban Mobility Plan contributes to reaching the European climate and energy targets set by EU leaders. It has been widely promoted by the European Commission, for example, via the Action Plan on Urban Mobility (2009) and the Transport White Paper (2011) as a new planning concept able to address transport-related challenges and problems of urban areas in a more sustainable and integrative way. It is expected that Sustainable Urban Mobility Plans remain on the policy agenda of the European Commission and the Member States.

In contrast to traditional transport planning approaches, the new concept places particular emphasis on the involvement of citizens and stakeholders, the coordination of policies between sectors (transport, land use, environment, economic development, social policy, health, safety, energy, etc.), between authority levels and between neighbouring authorities. Sustainable Urban Mobility Plans require a long-term and sustainable vision for an urban area and take account of wider societal costs and benefits with the aim of "cost internalisation" and stress the importance of evaluation.

The guidelines are the result of a thorough and European-wide expert consultation process organised between 2010 and 2013 as part of a service contract for the European Commission. They define a Sustainable Urban Mobility Plan as a strategic plan designed to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. Such a plan should not be considered as "yet another plan". Instead, a Sustainable Urban Mobility Plan should build on existing planning practices and take due consideration of integration, participation, and evaluation principles.

The guidelines are introducing the concept and the benefits of Sustainable Urban Mobility Plans as a new planning paradigm (Part I). They are describing and explaining the essential steps and activities to develop and ultimately implement such a plan (Part II). The guidelines are enriched by references to tools and sources of further information as well as more than 60 examples from all over Europe illustrating how individual activities of the plan development (and implementation) were carried out in practice. A complete compilation of the examples can be found in Annex C. Furthermore, Annex D offers urban transport and mobility planners a checklist of milestones to be achieved.

It is hoped that these guidelines will serve as a useful contribution to making urban areas more liveable today and in the future.

PART I – INTRODUCTION

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

But how do you realise such a vision? Planning has become an increasingly complex task, and planners (as well as policy makers) are faced with many, often contradictory demands: maintaining a high quality of life while also creating an attractive environment for businesses; restricting traffic in sensitive areas while not curbing the necessary movement of goods and people; ensuring mobility for all while being confronted with financial constraints. In addition there are wider issues to be addressed, with regards to public health, climate change, oil dependency, noise and air pollution, etc. Particularly in urban areas – centres of economic activity and home to an increasing share of Europe's population – addressing these issues is a complex matter.

Source: www.eltis.org / Harry Schiffer

The need for more sustainable and integrative planning processes as a way of dealing with this complexity and identifying an appropriate set of policies has been widely recognised.[1] A Sustainable Urban Mobility Plan encompasses this idea of an integrated approach; it fosters the balanced development of all relevant transport modes while encouraging a shift toward more sustainable modes.

At local and national level some progress has been made to strengthen urban mobility planning and establish transport planning frameworks with a definition and / or guidance on Sustainable Urban Mobility Plans. The UK with the Local Transport Plans (LTP) and France with the Plans de Déplacements Urbains (PDU) are renowned for their comprehensive urban mobility planning approaches. However, Sustainable Urban Mobility Plans are a new or non-existent idea in other parts of the EU.

Recognising the important role Sustainable Urban Mobility Plans can play, the European Commission proposed in its **Action Plan on Urban Mobility**[2] of 2009 to accelerate the take-up of Sustainable Urban Mobility Plans in Europe by providing guidance material, promote best practice exchange, and support educational activities for urban mobility professionals. In June 2010, the **Council of the European Union** stated its support for "the development of Sustainable Urban Mobility Plans for cities and metropolitan areas [...] and encourages the development of incentives, such as expert assistance and information exchange, for the creation of such plans".[3]

This guidance document on 'Developing and implementing a Sustainable Urban Mobility Plan' outlines the main steps of defining mobility policies in the context of a clear vision and measurable targets to address

1 The United Nations via its Human Settlements Programme (UN-HABITAT) and in cooperation with EMBARQ are preparing guidelines on establishing a multi-stakeholder forum on urban mobility. Another example is Brazil where the national government adopted a national policy on urban mobility in early 2012, making it obligatory for any municipality with more than 20,000 inhabitants to develop an urban mobility plan by 2015.

2 Action Plan on Urban Mobility, European Commission, 2009 (COM(2009) 490 final).

3 Council conclusions on Action Plan on Urban Mobility, Council of the European Union, 24 June 2010.

the long-term challenges of urban mobility. The process seeks to ensure the involvement of stakeholders at appropriate stages and collaboration between relevant policy areas and authorities.

At the same time, developing and implementing a Sustainable Urban Mobility Plan should not be seen as an additional layer of transport planning, but should be done in compliance with and by building on present plans and processes. Its concept has been designed with the best European examples in mind and it should become part of the daily planning practice in all European cities and municipalities.

Last but not least, planning for the future of our cities must take the citizens as the focus; citizens as travellers, as business people, as consumers, customers, or whatever role one may assume, people must be part of the solution: Preparing a Sustainable Urban Mobility Plan means 'Planning for People'.

A NEW WAY OF PLANNING URBAN MOBILITY

The table presents in a simplified manner some of the main differences between the planning process described in this guidance document and a more "traditional" planning process.

Traditional Transport Planning		Sustainable Urban Mobility Planning
Focus on traffic	→	Focus on people
Primary objectives: Traffic flow capacity and speed	→	Primary objectives: Accessibility and quality of life, as well as sustainability, economic viability, social equity, health and environmental quality
Modal-focussed	→	Balanced development of all relevant transport modes and shift towards cleaner and more sustainable transport modes
Infrastructure focus	→	Integrated set of actions to achieve cost-effective solutions
Sectorial planning document	→	Sectorial planning document that is consistent and complementary to related policy areas (such as land use and spatial planning; social services; health; enforcement and policing; etc.)
Short- and medium-term delivery plan	→	Short- and medium-term delivery plan embedded in a long-term vision and strategy
Related to an administrative area	→	Related to a functioning area based on travel-to-work patterns
Domain of traffic engineers	→	Interdisciplinary planning teams
Planning by experts	→	Planning with the involvement of stakeholders using a transparent and participatory approach
Limited impact assessment	→	Regular monitoring and evaluation of impacts to inform a structured learning and improvement process

WHAT IS A SUSTAINABLE URBAN MOBILITY PLAN?

These guidelines are based on a thorough consultation process with professional planners, policy makers and stakeholders from a very wide spectrum and from all over Europe. The following definition has emerged from this process:

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

OBJECTIVES

What turns a plan into a "sustainable" mobility plan? A Sustainable Urban Mobility Plan aims to create an urban transport system by addressing – as a minimum – the following objectives:

- Ensure all citizens are offered transport options that enable access to key destinations and services;
- Improve safety and security;
- Reduce air and noise pollution, greenhouse gas emissions and energy consumption;
- Improve the efficiency and cost-effectiveness of the transportation of persons and goods;
- Contribute to enhancing the attractiveness and quality of the urban environment and urban design for the benefits of citizens, the economy and society as a whole.

SCOPE

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

MAIN CHARACTERISTICS

A Sustainable Urban Mobility Plan tackles transport-related problems in urban areas more efficiently.

It is the result of a structured process that comprises status analysis, vision building, objective and target setting, policy and measure selection, active communication, monitoring and evaluation – and the identification of lessons learnt.

Building on existing practices and regulatory frameworks, the basic characteristics of a Sustainable Urban Mobility Plan are:

- Long-term vision and clear implementation plan;
- Participatory approach;
- Balanced and integrated development of all transport modes;
- Horizontal and vertical integration;
- Assessment of current and future performance;
- Regular monitoring, review and reporting;
- Consideration of external costs for all transport modes.

LONG-TERM VISION AND CLEAR IMPLEMENTATION PLAN

A Sustainable Urban Mobility Plan is based on a long-term vision for transport and mobility development for the entire urban agglomeration, which covers all modes and forms of transport: Public and private, passenger and freight, motorised and non-motorised, moving and parking.

It contains a plan for the short-term implementation of the strategy, which includes an implementation timetable and budget plan as well as a clear allocation of responsibilities and resources required for the implementation of policies and measures set out in the plan.

PARTICIPATORY APPROACH

A Sustainable Urban Mobility Plan focuses on people and meeting their basic mobility needs. It follows a transparent and participatory approach, which brings citizens and other stakeholders on board from the

outset and throughout the plan development and implementation process.

Participatory planning is a prerequisite for citizens and stakeholders to take ownership of the Sustainable Urban Mobility Plan and the policies it promotes. It makes public acceptance and support more likely and thus minimises risks for decision-makers and facilitates the plan implementation.

BALANCED AND INTEGRATED DEVELOPMENT OF ALL TRANSPORT MODES

A Sustainable Urban Mobility Plan fosters a balanced development of all relevant transport modes, while encouraging a shift towards more sustainable modes. The plan puts forward an integrated set of actions to improve performance and cost effectiveness with regard to the declared goals and objectives. These actions include technical, promotional and market-based measures and services as well as infrastructure.

The following topics are typically addressed in a Sustainable Urban Mobility Plan: public transport, non-motorised transport (walking and cycling), intermodality and door-to-door mobility, urban road safety, flowing and stationary road transport, urban logistics, mobility management, and Intelligent Transport Systems (ITS).

HORIZONTAL AND VERTICAL INTEGRATION

The development and implementation of a Sustainable Urban Mobility Plan follows an integrated approach with high level of cooperation and consultation between the different levels of government and relevant authorities.

Integrated planning and implementation encompasses:

a) A commitment to sustainability, i.e. balancing economic development, social equity and environmental quality.

b) Consultation and cooperation between departments at the local level to ensure consistency and complementarity with policies in related sectors (transport, land use and spatial planning, social services, health, energy, education, enforcement and policing, etc.).

c) Close exchange with relevant authorities at other levels of government (e.g. district, municipality, agglomeration, region, and Member State).

d) Coordination of activities between authorities of neighbouring urban and peri-urban areas (covering the entire 'functioning city' defined by major commuter flows).

ASSESSMENT OF CURRENT AND FUTURE PERFORMANCE

The development of a Sustainable Urban Mobility Plan focuses on achieving ambitious, measurable targets derived from short-term objectives, aligned with a vision of mobility and embedded in an overall sustainable development strategy.

A Sustainable Urban Mobility Plan builds on a thorough assessment of the current and future performance of the urban transport system. It provides a comprehensive review of the present situation and the establishment of a baseline against which progress can be measured.

The status analysis includes a review of the current institutional set-up for planning and implementation. Suitable indicators should be identified to describe the current status of the urban transport system.

A Sustainable Urban Mobility Plan identifies specific performance objectives, which are realistic in view of the current situation in the urban area, as established by the status analysis, and ambitious with regard to the objectives of the plan.

A Sustainable Urban Mobility Plan sets measurable targets, which are based on a realistic assessment of the baseline and available resources.

Specific indicators are used to measure progress towards targets.

REGULAR MONITORING, REVIEW AND REPORTING

The implementation of a Sustainable Urban Mobility Plan is monitored closely. Progress towards the objectives of the plan and meeting the targets are assessed regularly based on the indicator framework. To this end, appropriate actions are required to ensure timely access to the relevant data and statistics.

The review of the Sustainable Urban Mobility Plan and

its implementation could suggest revisions of targets and where necessary corrective actions.

A Monitoring Report transparently shared and communicated with citizens and stakeholders informs about the progress in developing and implementing the Sustainable Urban Mobility Plan.

CONSIDERATION OF EXTERNAL COSTS FOR ALL TRANSPORT MODES

The development of a Sustainable Urban Mobility Plan should contain a review of costs and benefits of all transport modes. This should take account of the wider societal costs and benefits, also across sectors, to inform the choice of actions.

BENEFITS

A common challenge for planners in local administrations is to convince decision makers of the added value of a Sustainable Urban Mobility Plan. Below are ten main arguments for this approach:

1. IMPROVING QUALITY OF LIFE

There is strong evidence that sustainable urban mobility planning raises the quality of life in an urban area. Well-coordinated policies, as defined by a Sustainable Urban Mobility Plan, result in a wide range of benefits, such as more attractive public spaces, improved road safety, better health, and less air and noise pollution.

2. SAVING COSTS – CREATING ECONOMIC BENEFITS

Mobility is a major enabler for a local economy. A healthier environment and reduced congestion helps to substantially reduce costs to the local community and attract new businesses. In the global and national competition of urban centres, a well organised and sustainable city is also a more attractive city for investors. A sustainable city simply has a much better "business case" than a city without a clear forward-looking mobility policy.

3. CONTRIBUTING TO BETTER HEALTH AND ENVIRONMENT

More sustainable mobility directly translates into better air quality and less noise. Travelling more actively (by walking and cycling more often) is good for citizens' health. For a city it clearly pays off to invest in less noise and better air quality in the medium to long term. Cities need to play their part in reducing greenhouse gases in the transport sector. Sustainable urban mobility planning is a core element of any climate policy.

4. MAKING MOBILITY SEAMLESS AND IMPROVING ACCESS

Sustainable urban mobility planning is an excellent tool to create multi-modal door-to-door transport solutions. Bringing different actors together ensures that particular access needs of citizens and businesses are effectively provided for.

Source: www.eltis.org / Harry Schiffer

5. MAKING MORE EFFECTIVE USE OF LIMITED RESOURCES

At a time when financial resources are limited, it is even more important to ensure that the solutions adopted make the most cost-effective use of the funds available. Sustainable urban mobility planning changes the focus from road-based infrastructure to a balanced mix of measures including lower cost mobility management measures.

Adopting the polluter-pays principle also introduces an additional revenue stream which can be used to finance alternatives to car use.

6. WINNING PUBLIC SUPPORT

Involvement of stakeholders and citizens is a basic principle of a Sustainable Urban Mobility Plan. A city government that shows that it cares about what its citizens need and want and that involves its stakeholders appropriately is in a much better position to obtain a high level of "public legitimacy" it reduces the risk of opposition to the implementation of ambitious policies.

7. PREPARING BETTER PLANS

Planners, especially when traditionally focused on developing infrastructure, can better understand the mobility needs of different user groups when receiving early feedback. Stakeholders sometimes come up with very effective solutions, because they may be more familiar with a specific situation.

An integrated and interdisciplinary approach to planning (with different departments bringing in their expertise) helps to put a mobility plan on a broader basis. It ensures that the plan fosters a balanced development of all relevant transport modes, while encouraging a shift towards more sustainable modes. It thereby caters for all users with regards to their access and mobility needs.

8. FULFILLING LEGAL OBLIGATIONS EFFECTIVELY

Cities have to meet many, sometimes competing legal requirements. The legal obligations for air quality improvement and noise abatement are only two examples of a range of national and European regulations. A Sustainable Urban Mobility Plan offers an effective way to respond through one comprehensive strategy.

9. USING SYNERGIES, INCREASING RELEVANCE

Urban mobility problems often span administrative boundaries, relate to multiple policy areas or concern a wide range of departments and institutions. Sustainable urban mobility planning seeks solutions for the "functioning city" with its connections to surrounding areas and the national and European transport network. A Sustainable Urban Mobility Plan inspires a collaborative planning culture across different policy areas and sectors and between different governance levels within the "functioning city". This cooperative planning culture supports the finding of solutions that reflect the connected nature of urban mobility.

10. MOVING TOWARDS A NEW MOBILITY CULTURE

As examples of many cities show, the outcome of continued sustainable urban mobility planning is a common vision of a new mobility culture: a vision, that is agreed by the major political groups and shared by the institutions and citizens of an urban society; a vision that goes beyond electoral cycles and that can include less attractive elements when they provide long-term benefits.

Source: www.eltis.org / Harry Schiffer

HOW THESE GUIDELINES WERE PRODUCED

These Guidelines are the outcome of the work carried out for the European Commission and the Executive Agency for Competitiveness and Innovation (EACI) under a service contract between May 2010 and August 2013. The objective of this work was to accelerate the large scale uptake of Sustainable Urban Mobility Plans in Europe, as proposed in the Action Plan on Urban Mobility, with the help of guidance, awareness raising activities and training workshops.

The guidelines presented here are based on a review of existing documents and expert inputs:

- Desk research of previous research and guidance (e.g. SUTP expert group report 2004, PILOT and BUSTRIP projects).
- Analysis of national and regional guidance documents on the preparation of local transport plans, especially the UK Local Transport Plan Guidance (second and third edition), and the French Plans de Déplacements Urbains (PDU) guidance and assessment documents. Investigation into the status of and approach to Sustainable Urban Mobility Plans in 31 European countries, i.e. the 28 EU Member States as well as Iceland, Liechtenstein, and Norway.
- A user needs assessment involving 49 stakeholder and expert interviews in 26 countries.
- Five stakeholder workshops on Sustainable Urban Mobility Plans between 2010 and 2013 (plus consultations organised previously by the SUMP Expert Group and the PILOT Project) attended by a total 168 participants from 26 countries.
- Responses to an online consultation on the revision of the 2011 working document version of these guidelines in January and February 2013.
- Numerous contributions from policy makers, planners and other practitioners, academia and other stakeholders received during awareness-raising presentations and training workshops arranged as part of the service contract across Europe between 2010 and 2013.

Overall, the present guidelines are based on a systematic knowledge consolidation and consultation process. Annex E contains a list of experts that were consulted in workshops and expert group meetings on the content of this guidance document.

These guidelines and a wide range of supporting material are available on www.mobilityplans.eu.

Source: András Ekés

PART II – THE PROCESS

These guidelines are aimed at practitioners in urban transport and mobility, as well as other stakeholders who would be involved in the development and implementation of a Sustainable Urban Mobility Plans.

The guidelines describe the process of how to prepare a Sustainable Urban Mobility Plan. This process consists of eleven main steps made up of 32 activities. They should be taken as part of a regular planning cycle in the sense of a continuous improvement process.

Each step and the associated activities are presented in detail in this guidance document, including information about:

- The rationale of the activity, i.e. the fundamental reasons for conducting the activity, issues to be addressed, and questions to which responses are needed;
- Specific aims of the activity to be performed;
- Main tasks to be completed;
- Activities beyond the essential requirements, for cities and regions that have already reached an advanced level of urban mobility planning;
- Timing and coordination requirements with other activities; as well as
- A checklist of milestones to be achieved.

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

The following page includes a graphical overview of the planning cycle followed by a detailed description of all steps and activities of developing and implementing a Sustainable Urban Mobility Plan.

The guidelines include good practice examples, tools and references to support users in the development and implementation of a Sustainable Urban Mobility Plan.

Good practice examples are taken from urban mobility plans from across Europe. They may not necessarily fulfil all requirements of a Sustainable Urban Mobility Plan as presented in these guidelines. However, they are useful to illustrate activities (e.g. citizen involvement when designing specific measures) that are part of the process of developing and implementing a Sustainable Urban Mobility Plan.

The aim is to provide a portfolio of examples from different European regions to show that good planning approaches are possible in different contexts. Many of the good practice examples also illustrate advanced planning activities. Additional examples of good practice can be found at www.mobilityplans.eu and www.eltis.org.

Source: András Ekés

PLANNING CYCLE FOR A SUSTAINABLE URBAN MOBILITY PLAN

Compiled with the input of experts on urban transport and mobility planning from across Europe, the guidelines reflect a wide range of experiences. The guidelines, however, need interpretation in the local context, which may lead to approaches that are somewhat different from those described in this document.

The guidelines do not give detailed technical guidance, but focus on the process of developing and implementing a Sustainable Urban Mobility Plan.

STEPS AND ACTIVITIES

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

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

Nevertheless real commitment is needed to make it a truly sustainable and effective plan. If there is no "champion" available on the local level, it can be hard work to convince the right politicians to become supporters of developing a Sustainable Urban Mobility Plan. This requires compiling good arguments.

A starting point could be to show the challenges and problems the city faces if nothing is changed, to stress the benefits generated by a Sustainable Urban Mobility Plan and to highlight the fact that good results are recognised by the voters (e.g. pointing to other cities that have applied sustainable urban mobility planning). This is particularly challenging as the full impact of a Sustainable Urban Mobility Plan only becomes visible after a longer time-span than the electoral cycle. It may be helpful to point to the option of including "quick win" solutions in the Sustainable Urban Mobility Plan, which may help to generate a positive response among citizens and other stakeholders in the short-term.

Source: András Ekés

STEP1: DETERMINE YOUR POTENTIAL FOR A SUCCESSFUL SUSTAINABLE URBAN MOBILITY PLAN

At the beginning of the sustainable urban mobility planning process, it is necessary to determine the potential to elaborate a successful Sustainable Urban Mobility Plan. This depends on many internal and external factors that provide an overall framework for the planning process and plan implementation.

The following describes the key activities in preparing the process of developing a Sustainable Urban Mobility Plan.

ACTIVITY 1.1: COMMIT TO OVERALL SUSTAINABLE MOBILITY PRINCIPLES

RATIONALE

An urban transport plan can only call itself sustainable if certain economic, social and environmental criteria are taken into account. An underlying understanding of, and commitment to, sustainability principles is an essential to direct the Sustainable Urban Mobility Plan development process at an overall strategic level.

AIMS

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

TASKS

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

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

EXAMPLES

CIVITAS FORUM NETWORK

Currently there are 216 member cities in the CiViTAS Forum Network that have signed the CiViTAS Declaration. The CiViTAS Forum is open to all cities that want to learn more about the usefulness of individual measures that support clean urban transport, and the best ways to combine and integrate them on a large scale. Participating cities must commit themselves to introduce ambitious, integrated urban transport strategies and:

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

This commitment must be politically endorsed in the CiViTAS Forum Declaration by the signature of a local politician who has executive power.

For details see: http://civitas.eu/cms_network.phtml?id=371

COVENANT OF MAYORS

The European Union (EU) is leading the global fight against climate change, and has made it a top priority. Its ambitious targets are spelt out in the EU Climate Action and Energy Package, which commits Member States to curb their CO2 emissions by at least 20% by 2020. Signatories of the Covenant of Mayors contribute to these policy objectives through a formal commitment to go beyond this target through the implementation of a Sustainable Energy Action Plan.

For details see: www.eumayors.eu

CHARTER: CONNECTING WITH WATERWAYS, A CAPITAL CHOICE

The five European capitals Brussels, Berlin, Budapest, Paris and Vienna and their inland ports signed up to the 'Connecting with Waterways: a Capital Choice' charter. The charter aims to realise the EU ambition of achieving carbon neutral logistics in major urban centres by 2030. In March 2011, the Italian city of Pisa decided to join the original five European cities.

For more details see Annex C.

ACTIVITY 1.2: ASSESS IMPACT OF REGIONAL/NATIONAL FRAMEWORK

RATIONALE

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

AIMS

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


Source: Bernd Decker, Florenz

TASKS

- Identify, document and assess:
  - Legal regulations and guidance for a Sustainable Urban Mobility Plan (if any)
  - Regional/ national funding criteria that relate to a Sustainable Urban Mobility Plan

- Higher level plans, strategies and objectives that might influence your Sustainable Urban Mobility Plan. For example, a National Road Authority's plans for new or improved roads could work against the objectives of a city's Sustainable Urban Mobility Plan by encouraging more driving into the city. The Sustainable Urban Mobility Plan will have to take this into account.
- Higher level influence on responsibilities or planning perimeter for a Sustainable Urban Mobility Plan
- Requirements or initiatives for coordination and integration of different policies, e.g. the integration of local and regional land use planning such as new housing developments or business parks in the region can decisively change mobility patterns on the local level.

- Create a synopsis of relevant regional/ national framework with suggestions as to how to address these points for the local Sustainable Urban Mobility Plan.

TIMING AND COORDINATION

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

CHECKLIST

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

EXAMPLE

FRANCE: NATIONAL FRAMEWORK AND LEGAL ASPECTS

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

For more details see Annex C.

ACTIVITY 1.3: CONDUCT SELF-ASSESSMENT

RATIONALE

A self-assessment at the beginning of the plan development process is needed to identify strengths and weaknesses of your current planning practices and to understand your own potential to successfully prepare a Sustainable Urban Mobility Plan. The assessment should determine how closely current transport planning practices align with the activities set out in this guidance document and identify the barriers and drivers that might influence the plan development process. This will help you to determine what the plan development process will look like in your own local context.

AIMS

- Get an honest and clear picture on the strengths, weaknesses and opportunities of current planning practices with regard to developing a Sustainable Urban Mobility Plan in your own local context (e.g. political, institutional, legal framework).
- Develop a tailored Sustainable Urban Mobility Plan development process that fits the local context.

TASKS

- Analyse the steps and activities of your current local transport planning process. You may use this document to check whether the Steps and Activities described are already incorporated in established planning processes of your city or region (are they considered fully, to a limited degree or not at all?). This way you can identify gaps that should be addressed in the new plan development process.

- Identify and analyse drivers and barriers to the plan development process in your urban agglomeration.
  - Determine institutional, legal and financial barriers that affect the whole planning process (for example, is the bus company private or controlled by another level of government?)
  - Process barriers that may arise in the course of planning (e.g. management, communication between different departments who will be involved in plan development and implementation).
  - Pinpoint drivers that can support the development process and the implementation of a Sustainable Urban Mobility Plan.
- Assess social exclusion aspects and solutions in the framework of transport policies. This means considering the needs of the whole community, including all vulnerable groups such as children, people with reduced mobility, the elderly, low income households, minority groups etc. Gender aspects, i.e. giving women and men the same opportunities, should also be looked at. Important questions are:
  - Does the transport system guarantee equal access, affordability and availability (or related mobility options)?
  - Do transport-related measures facilitate employment and support the development of an inclusive labour market?
- Carry out an honest self-assessment as a starting point for improving planning processes and policies. The outcome does not necessarily have to be made public.

Source: www.eltis.org, Schiffer

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Apply a peer-review methodology with external experts.
- Apply a quality management system.

TIMING AND COORDINATION

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

CHECKLIST

- Appropriate self-assessment carried out.
- Strengths and weaknesses with regard to developing a Sustainable Urban Mobility Plan identified.
- Results summarised as starting point to optimise local planning processes.

TOOLS

SELF-ASSESSMENT METHODOLOGIES INTERNAL MEETING AND REVIEW

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

Source: FGM

PEER REVIEW

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

USE OF QUALITY MANAGEMENT SYSTEMS AND LABELS

Quality management systems (QMS) are designed to assess organisational processes and offer guidance on how to improve them. When a certain level of organisational quality is judged to have been achieved, a label or certificate is awarded. The most well-known form of quality management system is ISO9001, which evolved out of quality management primarily in the manufacturing industry, and so was initially designed for production processes.

More relevant to sustainable urban mobility planning might be the Common Assessment Framework, which is available free of charge to all EU Member States and is particularly aimed at the public sector.

Finally, some specific quality management systems that deal with certain aspects of sustainable mobility are currently available: Bypad for cycling (www.bypad.org), and MaxQ for mobility management (www.epomm.eu). The City of Lund in Sweden has applied MaxQ to improve the mobility management policy that sits within the wider framework of its well-known Sustainable Urban Mobility Plan, LundaMaTs.

Approaches to assess the quality of a city's entire sustainable mobility policy are being developed in the IEE STEER projects Ecomobility SHIFT (www.ecomobility.org/shift/), QUEST (www.quest-project.eu/) and ADVANCE (eu-advance.eu/).

Source: Tom Rye, Lund University

EXAMPLES

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

Before promoting cycling and walking, the city of Koprivnica carried out a detailed status analysis. This analysis was based on a self-assessment carried out by the municipality itself, an extensive consultation process with a range of stakeholders as well as a public survey.

For more details see Annex C.

THE BUSTRIP PEER REVIEW METHODOLOGY

The Baltic Sea Region INTERREG IIIB project BUSTRIP (Baltic Urban Sustainable Transport Implementation and Planning) developed a methodology to assist cities in the development and implementation of Sustainable Urban Mobility Plans and actions. Building on a city's self assessment report, BUSTRIP peer reviews are conducted by experts from other cities who visit for about 3-5 days and hold interviews with local stakeholders, interest groups, politicians and civil servants.

For more details see Annex C.

ACTIVITY 1.4: REVIEW AVAILABILITY OF RESOURCES

RATIONALE

Closely linked to the self-assessment is the question of the available resources for carrying out the Sustainable Urban Mobility Plan development process and for implementing measures. This includes human resources (i.e. available staff and skills) as well as financial resources. Without sufficient resources it will be difficult to run a successful plan. For most public authorities, the specific skills required for running the Sustainable Urban Mobility Plan process will exceed the capacities of their staff. While it may be common practice to bring in external expertise for particular technical tasks, it is also important to think about building up expertise in your own organisation, and co-operating with other stakeholders over the long term.

The aim is to cover immediate skill requirements, by subcontracting if needed, but also to develop and keep expertise on sustainable urban mobility planning within your own organisation.

AIMS

- Ensure that the necessary (wide) range of skills for managing and driving the Sustainable Urban Mobility Plan process is available in your local authority and among stakeholders.
- Balance short-term skill requirements and build capacity within your own organisation and in the wider professional community.
- Assess the confirmed and potential financial resources for running the planning process and for implementing measures.

TASKS

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

Also consider combining the resources of different stakeholders to finance staff (see Aachen example following after the next 2 pages).

TIMING AND COORDINATION

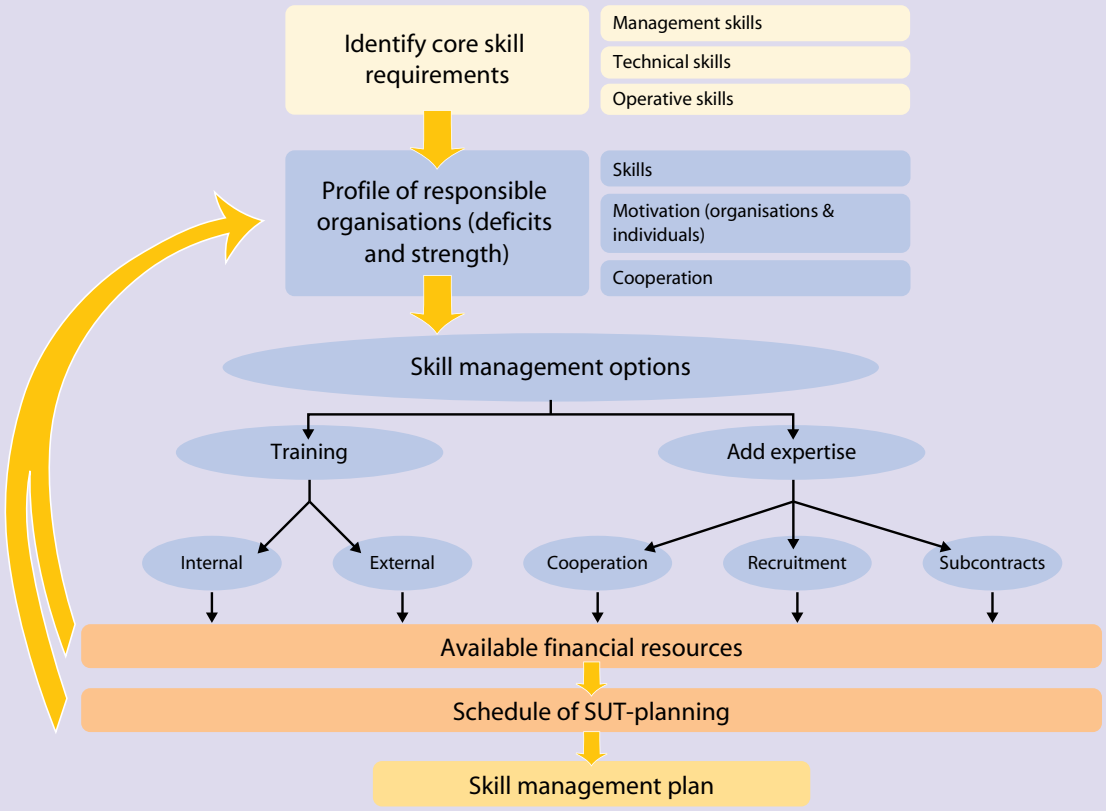
- To be considered from the outset as it is essential for the constitution of the team that will be involved in the actual planning process

CHECKLIST

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

DETAILS ON THE TASKS

DEVELOPING A SKILL MANAGEMENT PLAN



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

CORE SKILL REQUIREMENTS FOR SUSTAINABLE URBAN MOBILITY PLANNING

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

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

EXAMPLES

BRISTOL, ENGLAND: SKILL MANAGEMENT IN JOINT LOCAL TRANSPORT PLAN

The Councils involved in the development of the Joint Local Transport Plan for the Greater Bristol area value skill management via trainings and a multi-disciplinary work approach as a critical factor to ensure high quality transport planning.

For more details see Annex C.

ÖREBRO, SWEDEN: PROMOTING A NEW WAY OF THINKING

Örebro set up a special unit within its administration to facilitate the implementation of sustainable urban transport and raise awareness among fellow employees as well as politicians. Seminars focusing on the reduced need for cars through spatial planning were organised as just one means of introducing a new and more holistic way of thinking.

For more details see Annex C.

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

The Urban Transport Authority (AOTU) responsible by law for the development and implementation of a PDU often seeks assistance from a variety of stakeholders, including urban development agencies, private consultancies, and regional transport research centres (CETEs).

For more details see Annex C.

FRANCE: COSTS OF PDU DEVELOPMENT

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

Source: Rupprecht Consult, based on GART, 2010: Plan de Déplacements Urbains: Panorama 2009, Paris, avril 2010.

AACHEN, GERMANY: CHAMBER OF INDUSTRY AND COMMERCE FINANCES A MOBILITY MANAGER

In a unique effort (in Germany) of bundling financial resources to carry out mobility management, a part-time mobility manager is funded two-thirds by the City of Aachen's environment department and one-third by the chamber of industry and commerce.

For more details see Annex C.

ACTIVITY 1.5: DEFINE BASIC TIMELINE

RATIONALE

Ensuring the right timing is a key to success. The activities in the Sustainable Urban Mobility Plan development process partly depend on each other – interdependencies need to be carefully translated into a logical sequence of all the tasks necessary to complete the process (e.g. having identified problems before discussing objectives) and harmonised with the local conditions.

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

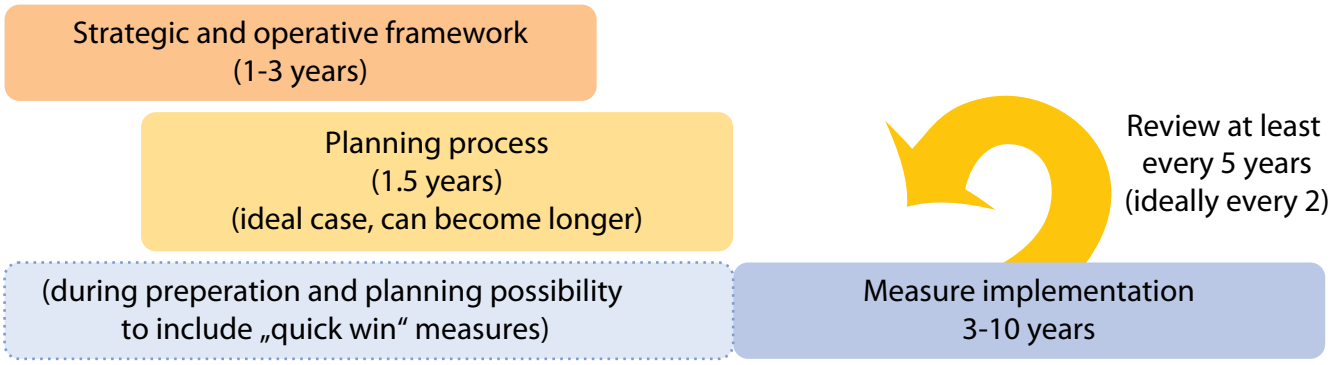
AIMS

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

TASKS

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

INDICATIVE TIMELINE FOR A SUSTAINABLE URBAN MOBILITY PLAN



ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

- Realistic basic timeline for sustainable urban mobility planning process and measure implementation prepared.
- Timeline approved by decision makers.

FOR MORE INFORMATION

GUIDEMAPS Project (2002 – 2004) Volume 2 of the GUIDEMAPS handbook "Fact sheets" gives information on time management in open planning processes (pp. 22-23).

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

EXAMPLES

FRANCE: TIMING EXAMPLE FOR PDU DEVELOPMENT

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

TABLE: HYPOTHETICAL CALENDAR FOR PDU PREPARATION IN FRANCE

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

Source: Rupprecht Consult based on GART, 2005b: Les Plans de Déplacements Urbains, Bilan et Perspectives, Paris, 2005.

ACTIVITY 1.6: IDENTIFY KEY ACTORS AND STAKEHOLDERS

RATIONALE

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

AIMS

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

TASKS

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

DETAILS ON THE TASKS – WHO ARE THE STAKEHOLDERS OF A SUSTAINABLE URBAN MOBILITY PLANNING PROCESS?

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

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

In addition, consider the role of existing local champions – key individuals who may play a significant role in mobilising resources, creating alliances, etc. because of their personal skills and the recognition they receive among local actors. In practice, such persons can have an extraordinary influence on the process, both positively and negatively, so their role requires an early strategic assessment. Obviously stakeholder identification is not a task that can be concluded once and for all at the beginning of the planning process. Rather, it needs to be taken up repeatedly when scenarios and policy options become more concrete, and implications for stakeholders can be assessed more accurately. Even for some key actors, a re-assessment may turn out to be necessary as a consequence of changing circumstances (e.g. privatisation of a national railway operator).

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

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

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

TIMING AND COORDINATION

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

CHECKLIST

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

TOOLS

ANALYSIS OF ACTOR CONSTELLATIONS

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

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

Influence-Interest Matrix

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

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

GUIDANCE ON PARTNERSHIP WORKING

The DISTILLATE Guide to Partnership Working (Forrester 2008) helps transport practitioners identify key actors and stakeholders whom they may need to consult or work with. The guide includes a useful list of 19 success factors to working with other groups. It makes the point that partnerships work best when and where there is political support and legislative backing, and where agencies and stakeholders can recognise shared goals and where there is a history of shared working to build upon. The Guide also provides some "decision trees" to allow practitioners think about how they want to work with others.

Source: John Forrester, The DISTILLATE Guide to Cross-sectoral and Intra-organisational Partnership Working for Sustainable Transport Decision Making, 2008, available from www.distillate.ac.uk/outputs/D1%20guide%20to%20partnership%20working%20(14-04-08).pdf

STEP2: DEFINE THE DEVELOPMENT PROCESS AND SCOPE OF PLAN

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

ACTIVITY 2.1: LOOK BEYOND YOUR OWN BOUNDARIES AND RESPONSIBILITIES

RATIONALE

A plan must relate to a specific territory for which it is performed. The most suitable spatial coverage needs to be agreed on by the stakeholders concerned. On the one hand, this should take account of the area for which the respective local or regional authorities are responsible. On the other hand, this should take account of the actual mobility patterns, ideally by covering the functioning agglomeration (i.e. the travel to work area) and by considering the importance of linking the local transport network to long-distance transport corridors. Ensuring a seamless integration of long-distance connections (e.g. Trans-European Networks – TENs) with the last urban mile is also crucial for the competitiveness of urban agglomerations. A political-level agreement on a suitable planning perimeter and responsibilities is an essential requirement for sustainable urban mobility planning.

AIMS

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

Source: Bernd Decker

TASKS

- Analyse transport patterns and organisational perimeters. Include also links to long-distance transport corridors.

- Involve key stakeholders and authorities within the envisaged planning perimeter and strive for formal agreements on geographical scope of planning activities.
- Take an open and transparent approach from the outset, securing the involvement of all authorities concerned.
- Ensure regular communication and exchange between relevant authorities.
- Negotiate overall responsibility for the plan.
- If it is not fully possible to define the planning perimeter oriented at the functioning urban agglomeration, at least strive for good co-operation with all actors on challenges that can only be dealt with at urban agglomeration level. This can build on existing cooperation or involve new practices (e.g. formal procedures such as joint land-use plans or informal procedures such as working groups).

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

- Most appropriate Sustainable Urban Mobility Plan area identified.
- Agreement achieved on geographical coverage.
- Agreement achieved on the basic roles and responsibilities of authorities and politicians.
- Planning team created.
- Political agreement signed and adopted by all municipal council

EXAMPLES

ENGLAND: JOINT LOCAL TRANSPORT PLANS

In England, the Local Transport Plan (LTP) is a statutory requirement established by the Transport Act 2000. The responsibility for production and delivery of the LTP falls to the Strategic Transport Authority which may be a County Council, Unitary Authority, London Borough Council or Integrated Transport Authority.

The West Midlands Local Transport Plan 2011-2016 as well as the West Yorkshire Local Transport Plan Partnership are vivid examples of institutional cooperation in sustainable urban mobility planning.

For more details see Annex C.

FRANCE: PLANS DE DÉPLACEMENTS URBAINS (PDUS)

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

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

BRUSSELS, BELGIUM: EXPERT HELPS COMPANIES TO THINK OUTSIDE THE BOX

The Port of Brussels hired an in-house transport expert to help companies using the waterway or wanting to use the waterway with advice and useful information in view of organising their transport flows differently and achieving a modal shift to more environmentally friendly modes of transport.

Source: www.portdebruxelles.be/fr/61/Expert-en-transport

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

RATIONALE

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

AIMS

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

TASKS

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

TIMING AND COORDINATION

- Start from the outset as a continuous activity

CHECKLIST

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

EXAMPLES

WEST MIDLANDS, ENGLAND: JOINT OFFICER GROUP WORKING

Centro, the West Midlands Integrated Transport Authority, led the development of the West Midlands Local Transport Plan (LTP) 2011-2026. A monthly LTP Committee was set up to oversee the development of the plan to ensure it was consistent with other local, regional and national policy agendas and responded to local citizens' needs. The Committee consisted of local politicians and district officers from all the West Midlands District Authorities. These District Authorities have responsibility for land use planning, highways and public health and provide therefore strong links with other sectors outside of transport.

Source: Steven Keeley, Centro - West Midlands Integrated Transport Authority

KOUVOLA REGION, FINLAND: INTER-SECTORAL WORKING GROUP

In the Kouvola Region, an inter-sectoral working group was established which bases its work on an agreement by all relevant parties to implement traffic policy in harmony with the regional transport system plan. The initial group with representatives from the Regional Council, the Finnish Road Administration, the Finnish Rail Administration, the State Office and all seven municipalities of the region was later expanded to also include the regional public health services and the regional public environment centre, as well as citizens and other relevant stakeholders.

For more details see Annex C.

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

The City of Budapest is developing a new Urban Mobility Plan based on sustainable urban mobility planning principles. The new plan is fully integrated into the wider policy framework and takes account of the recent changes in transport governance as well as the new development priorities in times of the economic crisis.

For more details see Annex C.

ÎLE-DE-FRANCE: CITY LOGISTICS - A PARTICULAR NEED FOR AN INTEGRATED APPROACH

During the development of the Île-de-France PDU, the region has set up a "concertation body" bringing together all relevant stakeholders: haulers, transport companies, chambers of commerce and industry, State departments, the City of Paris, regional planning office and the national environmental agency ADEME. The tasks of the "concertation body" are to encourage and finance innovative city logistic projects, to bundle transport means and to support multimodal distribution centres.

For more details see Annex C.

ACTIVITY 2.3: PLAN STAKEHOLDER AND CITIZEN INVOLVEMENT

RATIONALE

Working with stakeholders is generally considered common practice – but often only certain stakeholders actually have a say in planning. It is crucial to involve all different types of stakeholders throughout the planning process, addressing their specific requirements. This helps to legitimise the plan and enhance its quality. Stakeholder involvement supports the development of a more effective and (cost) efficient plan. A dedicated strategy is needed for the involvement of stakeholders, drawing on different formats and techniques when dealing with authorities, private businesses, civil society organisations, or all of them together. Citizens are a special sub-group of stakeholders. Involving them in planning is a fundamental duty of local authorities to ensure the legitimacy and quality of decision making. Involving citizens in planning is also a requirement stipulated by EU directives and international conventions[5].

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


Source: City of Odense

AIMS

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

TASKS

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

DETAILS ON THE TASKS - QUESTIONS TO BE ADDRESSED BY AN ENGAGEMENT STRATEGY

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

- **Why**? Why is the engagement process being undertaken? How will it influence the strategy/scheme?
- **Who**? Who should be involved in the decision-making process? How can such people be identified?
- **How**? How will engagement be undertaken? What tools and techniques should be used?
- **When**? When should different activities take place? When is it not appropriate to engage?

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Plan to involve stakeholders and citizens more actively with a wider range of participation tools throughout the whole process (e.g. study tours, stakeholder events, an internet forum, citizen panels).
- Consider working together with key stakeholders in a permanent 'steering group', giving them a thorough understanding of the planning process from the outset; this gives them a solid understanding on which to base their advice and help them reach the best decisions possible.

- Establish a (technical) 'sounding board' of important intermediary stakeholders (transport operators, interest representatives, private developers or external specialists/administrations). Regularly conduct formal and/or informal meetings or briefings to inform stakeholders or ask for feedback to set the framework for key decisions.
- Widen the scope of stakeholder involvement to more groups, including interest and lobby groups (but make sure that critical discussions are well moderated).
- Ensure maximum transparency and enable more democratic, participatory decision making throughout the planning process (Aarhus convention).
- For advanced cities: Involve stakeholders actively in steering and managing the Sustainable Urban Mobility Plan. Involve citizens actively in decision making.

TIMING AND COORDINATION

- Finish planning the main involvement activities before initiating the planning process.
- Involve stakeholders and citizens throughout the planning process, but especially in the identification of problems (> Activity 3.1), the development of scenarios (>Activity 3.2), the development of a vision (> Activity 4.1), objectives (> Activity 5.1), targets (> Activity 5.2), measures (Activities 6.1, 6.2, 6.4), the building of a monitoring plan (> Activity 8.1), the creation of ownership (> Activity 9.3), the management and communication of the plan implementation (> Activities 10.2 and 10.3) and the review of achievements as well as the identification of new challenges (> Activities 11.2 and 11.3).

CHECKLIST

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

FOR MORE INFORMATION

GUIDEMAPS PROJECT (2002 – 2004)

Volume 1 of the GUIDEMAPS handbook includes an introduction to the main issues of engagement (p. 26 ff.). Volume 2 contains detailed fact sheets on key aspects (pp. 28, 32, 58) and on 32 different engagement tools, explaining their respective purpose, use and related practical issues (p. 80 ff.).

Weblink: www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

Participatory methods toolkit – A practitioner's manual (2006)

Published by the King Baudouin Foundation and the Flemish Institute for Science and Technology Assessment (viWTA), this is a hands-on toolkit for starting up and managing participatory projects, including both citizen participation and stakeholder involvement.

Web link: www.kbs-frb.be/publication.aspx?id=178268&LangType=1033

EXAMPLES

GENT, BELGIUM: COMMUNICATION PLAN

The City of Gent had a "communication plan" which was written by the PR manager and approved by the College of Mayors and Aldermen (College van burgemeester en schepenen) at the beginning of each year, thus making clear what the communication strategy for the next coming year would be.

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

ABERDEEN, UK: WINNER OF SUSTAINABLE URBAN MOBILITY PLAN AWARD FOCUSSES ON CITIZEN AND STAKEHOLDER PARTICIPATION

Aberdeen became the first winner of the European Commission's Sustainable Urban Mobility Plans Award which, in the year 2012, had its thematic focus on citizen and stakeholder participation. Aberdeen deployed all possible tools to connect with stakeholders and citizens. Working with online and paper surveys, publications, web pages, and social media it offered an outstanding package of channels.

For more details see Annex C.

ODENSE, DENMARK: STAKEHOLDER AND CITIZEN COMMUNICATION

The City Council decided to make Odense's Traffic and Mobility Plan as visible as possible in the local press and at public events. It was given its own website which published all meeting minutes, political decisions and

relevant news and, on three occasions during the plan development, the Council displayed posters in the city informing citizens about it. Odense also produced a textbook on traffic planning directed at local stakeholders such as companies and organisations in the city and other large user groups (cycling associations, retailers, sports clubs and associations representing older people and the people with reduced mobility).

For more details see Annex C.

EINDHOVEN, THE NETHERLANDS: PLANNING STAKEHOLDER AND CITIZEN INVOLVEMENT

"Maak't mee!" or in English "Cooperate!" is an Executive Programme on Citizen Participation set up by the City of Eindhoven to improve interactive governance and strengthen active citizenship. It applies a mix of methods to improve cooperation with citizens and encouraging and empowering them to be actively involved in their city, boroughs and neighbourhoods.

For more details see Annex C.

ERFURT, GERMANY: CITIZEN INVOLVEMENT IN DEVELOPING LOCAL TRANSPORT PLAN

The first local transport plan (Verkehrsentwicklungsplan – VEP) of Erfurt was adopted in 1994 just four years after the German reunification. Efforts of the city administration to involve residents in the plan development – a new approach for the residents of the former German Democratic Republic – initially resulted in relatively little interest by citizens. However, Erfurt continued its efforts to involve citizens and stakeholders and did so with increasing success. The example shows that it takes time and a certain level of persistency to get citizens and other stakeholders involved.

For more details see Annex C.

Source: Robert Pressl

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

The 'Heart of Budapest' programme is a complex urban renewal programme which is aiming to revitalise the traffic-laden and deteriorating historic centre of the city. The initial phase of the project included the construction of a 1.7 km long traffic-calmed axis. Media coverage was intense and stakeholders were informed and consulted through various means of involvement – one example being that contributions to the project's development were facilitated through the 'Heart of Budapest Association', an NGO representing the interests of local residents.

For more details see Annex C.

TOOLS

SELECTED INVOLVEMENT TOOLS INFORMATION GIVING AND GATHERING

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

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

ACTIVITY 2.4: AGREE ON WORK PLAN AND MANAGEMENT ARRANGEMENTS

RATIONALE

Developing and implementing a Sustainable Urban Mobility Plan is a complex process. While a Sustainable Urban Mobility Plan is building on existing planning practices, these practices may have to be revised and optimised. It may also be necessary to take on new tasks, and to work across boundaries. These management arrangements need to be politically approved to create "security of the action". All actors with a role in developing and implementing the plan need to have a clear understanding of who does what and when. A work plan document should indicate all necessary milestones for developing the Sustainable Urban Mobility Plan.

AIMS

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

TASKS

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

TIMING AND COORDINATION

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

CHECKLIST

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

FOR MORE INFORMATION

GUIDEMAPS Project (2002 – 2004)

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

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

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

STEP 3: ANALYSE THE MOBILITY SITUATION AND DEVELOP SCENARIOS

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

ACTIVITY 3.1: PREPARE AN ANALYSIS OF PROBLEMS AND OPPORTUNITIES

RATIONALE

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


Source: www.eltis.org / Portal

AIMS

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

TASKS

- Identify and analyse the key planning documents, procedures and policies relevant to your local planning process. Where useful, the planning process can build on available plans and strategies.
- Identify all available data and assess their quality and accessibility and secure coverage of data requirements for your Sustainable Urban Mobility Plan. Keep in mind data requirements e.g. for scenario building, measure selection and monitoring and evaluation (> link to Activity 8.1 Arrange for monitoring and evaluation).
- Retrieve available data, synthesise their content and collect additional data to fill important gaps in your data. Data can be collected by a variety of means. For example, trends in the number of pedestrians can be determined by annual counts at key points in the city (a method used by the City of York, UK, for example), or by carrying out a household survey. The choice of method depends on the resources available, the size of the city and the level of reliability required.
- For cities that lack sufficient data: Collect a minimum set of data on urban transport and mobility as well as on other areas that influence your Sustainable Urban Mobility Plan. This data set needs to fit the local context to enable an honest status analysis.
- Select suitable indicators that describe the status of transport and mobility in your city, focused on key policy objectives (avoid creating "data graveyards"). For example, if a key objective is to improve road safety, then clearly data on the number and severity of crashes is required; some data on the level of exposure of road users to accidents would be desirable (e.g. is the number of pedestrians stable, increasing or falling – if it is falling, this, not safer roads, may explain a reduced number of crashes involving pedestrians).
- Identify possible expected and unexpected events that would require strengthening the resilience of the urban transport system. Events that can affect long-term decisions (e.g. shortage of fossil fuels) should be addressed in the planning process. Short term events (e.g. smog, floods) are better addressed in operational plans.
- Together with key stakeholders, prepare a baseline analysis to identify and prioritise key problems to be addressed by your plan. As far as possible, try to quantify the current status of mobility and transport.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

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

FOR MORE INFORMATION

England: LTP3 guidance on clarifying goals and specifying problems/challenges

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

Clarifying Goals

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

Having specified a set of goals, it will be helpful to choose a set of performance indicators and targets which enable progress towards these goals to be monitored and incentivised.

Specifying Problems/Challenges

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

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

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

Source: Department for Transport, Guidance on Local Transport Plans, July 2009 available from: http://webarchive.nationalarchives.gov.uk/20110509101621/http:/www.dft.gov.uk/adobepdf/165237/ltp-guidance.pdf /

FOR MORE IN FORMATION

Guidance on indicators for sustainable transport and planning

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

Guidance on methodology for the baseline review

BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans, http://www.moving-sustainably.net/

EXAMPLES

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

The Helsinki Region Transport System Plan (HLJ 2011) is a long-term strategic plan that considers the transport system as a whole. The preparation of the plan began with a thorough status analysis of the operating environment of the Helsinki region transport system (population, jobs etc.), the state of the transport system and people's travel behaviour, as well as the environmental impacts of traffic. The status analysis was complemented by a traffic survey and several studies. Major challenges and threats to the development of the transport system were identified based on the status analysis.

For more details see Annex C.

TURKU, FINLAND: BASELINE REVIEW METHODOLOGY IN BUSTRIP PROJECT

Turku carried out a self-assessment and organised a peer review exercise which helped local planners to better understand the state of the city and the challenges lying ahead. A local team collected, collated and drew conclusions on basic data from existing sources. The team developed a self-assessment report of 108 pages which was condensed into a summary of 17 pages for the use of internal communication and dissemination of the results to stakeholders and the media. The report was also submitted to a peer review team, which finally crystallised Turku's urban mobility challenges.

For more details see Annex C.

ACTIVITY 3.2: DEVELOP SCENARIOS

RATIONALE

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

AIMS

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

TASKS

- Describe different scenarios in a quantitative and qualitative way:
  - A business-as-usual scenario describes the development if actions that are already programmed are implemented.
  - Different alternative policy scenarios describe developments resulting from the choice of different policies and measures.
- Assess interdependencies between sectoral trends: Transport, land use, environmental, and economic development, demography, etc. Identify in a basic way synergies, potential for integration and negative effects of sectoral trends. An example for a reinforcing effect would be the use of a cleaner public transport fleet that could reinforce emission reductions for hot spots within a congestion-charging zone. A negative effect could be the isolated implementation of new "park&ride" locations that may trigger new urban development instead of reducing car traffic.
- Take into consideration the resilience of the transport system against expected or unexpected events.
- Use appropriate techniques such as modelling or purely qualitative analysis based on expert judgement or previous results to support scenario development and appraisal. Choose modelling techniques that are appropriate to the policy instruments being used in the plan, the stage of development of the plan's strategy and the size and geographical context of the covered area. Look at cost-effective solutions: complex high-cost models typically generate more accurate forecasts and can be justified for situations where the potential benefits for the plan are large; smaller schemes or plans can also be based on successful experiences from similar urban contexts, likely impacts from other modelling studies or network/street design solutions.
- Analyse to determine which strategy serves the vision (> Activity 4.1).
- Stimulate discussion of policy alternatives and their impacts with key stakeholders.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

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

FOR MORE IN FORMATION

Transport Analysis Guidance Website – WebTAG (DfT, UK)

The source provides detailed guidance on the appraisal of transport projects and wider advice on scoping and carrying out transport studies. It gives useful guidance on scenario development.

Web link: www.dft.gov.uk/webtag/

PROSPECTS – A methodological guidebook

The principal objective of PROSPECTS (2002-2003) was to provide cities with the guidance they need to generate optimal land use and transport strategies to meet the challenge of sustainability in their particular circumstances. The Methodological Guidebook, designed for professionals, provides information on predicting impacts (pp. 66-80). A separate chapter is dedicated to visualisation techniques (pp. 157-170).

Web link: www.ivv.tuwien.ac.at/forschung/projekte/international-projects/prospects-2000.html

TOOLS

OVERVIEW OF MODELLING TOOLS

A number of modelling tools and techniques are available to support scenario development and appraisal. Transport models are aimed at representing the interaction between demand and supply of transport, to forecast and compare something that does not yet exist (i.e. future scenarios) in quantitative terms. Qualitative estimates of the likely effects of tested mobility measures and design solutions in similar urban contexts can also be used for more immediate and small-scale applications.

Transport models are not necessarily the optimal solution for analysing scenarios. They require time, resources and data to be set up and used. Therefore, if conditions are not appropriate, qualitative or simpler quantitative techniques could be recommendable as developing a modelling tool could result in a waste of time and money. Nevertheless it should be kept in mind that a well-built model will produce more reliable responses. Founding policy decisions on a naïve assessment methodology to save money and time in the elaboration phase could result in wasting much more money if a wrong policy – especially when infrastructural policies are involved – is put into practice.

Transport models can be distinguished according to their operational capabilities:

- Uni-modal models: demand growth forecast is exogenous, as only one transport mode is considered (e.g. private transport) and the focus of the model is on route choice;
- Multi-modal models: several transport modes are considered (e.g. private cars, public transport, cycling etc.); demand growth forecast by mode is exogenous and the modelled interactions are limited to competition for using a common network (e.g. private cars and buses travelling on the same roads);

TOOLS

- Four-step models: overall transport demand growth is estimated endogenously and choice among alternative modes is also endogenously modelled. Modifications in the locations of demand generators (e.g. households) and demand attractors (e.g. jobs) are exogenously modelled;
- Transport and land use integrated models: in addition to the capability of four-steps models, the feedback between the transportation system and location choices is taken into account, such as the modifications in the locations of demand generators and demand attractors are exogenously modelled;
- Microsimulation models: instant simulation of every single vehicle taking into account behavioural elements, infrastructure's geometric layout and level of congestion.

Table: The choice of the most appropriate transport model requires evaluating several aspects, such as: the problem to be addressed, the scale of the policy-making environment, the degree of accuracy and level of detail (spatial, analytical) of expected results, the availability of data and the resources available for its development.

Aim/scope	Available modelling tool
Land-use and spatial planning (e.g. strategic plans, SUMPs)	• Transport and land-use integrated models • Four step models
Urban transport planning (e.g. SUMPs, traffic plans)	• Transport and land-use integrated models • Four step models • Multi-modal models
Public transport service planning (e.g. planning routes, frequencies, fares)	• Uni-modal models
Feasibility studies (e.g. traffic forecasts for a new highway infrastructure)	• Uni-modal models
Design (e.g. design of a roundabout)	• Microsimulation models

TOOLS

Multi-modal, transport and land-use integrated models on the one hand and microsimulation models on the other represent the two extremes of the range of the most commonly used modelling tools for urban transport planning.

Transport and land-use integrated models are the more comprehensive and powerful tools for strategic urban planning especially if longer term development is of interest. They allow the assessment of the interaction between a transport system and a socio-economic and territorial system within the strategic planning of policies and transport investments. Usually they can adapt to very different applications in terms of demand segments, economic sectors, transport modes and zoning system.

On the other hand, microsimulation models can reproduce the vehicular mobility at microscopic scale and its interaction with a detailed description of the geometric characteristics of the road network including roadway width, number of lanes, traffic signal timing, diameter of roundabouts, etc. The simulation of traffic demand, performed dynamically for a given period, allows the model to estimate the tailback and to calculate waiting times at crossroads, turning points, etc. This kind of modelling tool is therefore of particular interest for the evaluation of detailed design solutions for planning in limited portions of the urban network (> Activity 10.1).

In between uni-modal and multi-modal models are used to address issues related to road traffic assuming a given volume of demand. Measures like opening of new roads or traffic limitations are typically in the domain of uni-modal models.

Four-step models enlarge the scope of the analysis to mode shift and allow to study a wider range of policies including urban road pricing, public transport tariffs, park and ride schemes, additional transport alternatives (e.g. a new tramway line).

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

EXAMPLES

WEST YORKSHIRE, ENGLAND: SCENARIOS IN THE LOCAL TRANSPORT PLAN

For the Local Transport Plan (LTP) 2006-2011, the West Yorkshire Strategic Transport Model (STM) was used to forecast the outcomes arising from a number of potential core scenarios. The STM took into account forecast future changes in population, car ownership, employment, fuel prices and growth in households. These factors were applied globally or by zone where appropriate.

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

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

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

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

Zaragoza developed an integrated mobility plan called 'Plan de Movilidad Sostenible', aimed at increasing the public transport share as well as that of non-polluting individual mobility. One of the scenarios was based on a future focussing especially on suburban trains and tramways. Other scenarios referred to pedestrian areas, intermodal stations, parking management, integrated ticketing, cycling and quality of services. In the integrated ticketing scenario, impacts were evaluated from the point of view of users, operators and administrations. The scenarios were intended to help determine which actions should eventually be carried out within the plan.

For more details see Annex C.

Source: Zaragoza City Council

PARMA, ITALY: SCENARIO DEVELOPMENT

In 2005, the Municipality of Parma started an integrated urban transport and land-use planning process, made up of an Urban Mobility Plan (PUM) (similar to a Sustainable Urban Mobility Plan), an Urban Traffic Plan (PGTU) and a land use plan (PSC). Drafting the two transport plans (the PUM and the PGTU) together encouraged the authority to explore the connections between the short term actions promoted by the PGTU and the demand management policies and the infrastructure projects that are part of the PUM.

For more details see Annex C.

STEP 4: DEVELOP A COMMON VISION

4.1 Develop a common vision of mobility and beyond

4.2 Actively inform the public

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

ACTIVITY 4.1: DEVELOP A COMMON VISION OF MOBILITY AND BEYOND

RATIONALE

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

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

Source: City of Gent

AIMS

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

TASKS

- Establish a representative group responsible for the development of the vision (see Vision Board example on the next page).
- Compile and provide basic information to stakeholders (e.g. on policies, analysis results).

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

DETAILS ON THE TASKS

Establishing a Vision Board

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

This could include, for example:

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

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

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

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

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

EXAMPLES

CAMBRIDGESHIRE, ENGLAND: VISION STATEMENT

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

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

LILLE, FRANCE: VISION BUILDING

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

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

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

GENT, BELGIUM: "DE FIETS VAN TROJE" – BOTTOM-UP MOBILITY VISIONING

Developing fresh approaches to change urban mobility, public space and people's minds in order to make Gent a more liveable city for their children in 2050 – this is the aim of the "Transition Arena", a group of about 25 creative people from various backgrounds including young entrepreneurs, citizens, architects and transport professionals.

For more details see Annex C.

BRUSSELS, BELGIUM: STRATEGIC PLAN FOR THE TRANSPORT OF GOODS IN THE BRUSSELS CAPITAL REGION

A draft strategic plan for the transport of goods in the Brussels Capital Region is currently under discussion. The plan starts from the fact that 30% of urban greenhouse gases are coming from freight transport.

The main vision of the plan is to arrive at a more intelligent and sustainable supply chain for the Brussels Capital Region by 2020, providing "win-win" situations for all stakeholders. Working in partnership is one of the pillars of the vision for an improved urban supply.

This vision implies three points:

- limiting and optimising the road freight movements to and from the city;
- initiating a modal shift from the road to water and rail and a last urban mile with green lorries;
- facilitating the operations of haulers and freight companies.

The target is to eliminate - by 2050 - the greenhouse gas emissions of freight transport and reduce the number of movement of delivery vehicles by 30%.

Source: Bruxellesmobilité, 2012: Plan Stratégique pour le transport de marchandises en région de Bruxelles-Capitale – Projet de plan, Bruxellesmobilité, Bruxelles, 2012

www.bruxellesmobilite.irisnet.be/articles/la-mobilite-de-demain/plan-transport-de-marchandises

ACTIVITY 4.2: ACTIVELY INFORM THE PUBLIC

RATIONALE

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

AIMS

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


Source: Pascaline Chombart

TASKS

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

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

EXAMPLES

LILLE, FRANCE: STAKEHOLDER AND CITIZEN INVOLVEMENT

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

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

VALDEMORO, SPAIN: INFORMING THE PUBLIC

The municipality of Valdemoro accompanied the development of its local Sustainable Urban Mobility Plan ("Plan de Movilidad Urbana Sostenible") by a dissemination campaign and the organisation of an exhibition "Cada paso cuenta. Ven a verlo" ("Each step is important. Come to see it") with the aim of informing the population about the plan. The exhibition and the public information activities began at the same time.

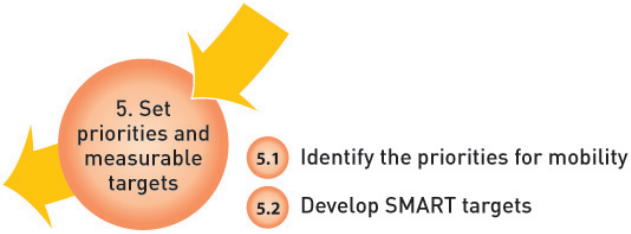
For more details see Annex C.

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

Koprivnica is implementing a variety of sustainable urban mobility measures. The city places a lot of emphasis on engaging and informing its citizens about the implementation status – not least to maintain the support of citizens and politicians – for example by (positive) media coverage and the organisation of events such a large annual cycling festival. One of the most effective messages communicated via the media is in fact politicians riding their bicycles in front of cameras.

For more details see Annex C.

STEP 5: SET PRIORITIES AND MEASURABLE TARGETS



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

ACTIVITY 5.1: IDENTIFY THE PRIORITIES FOR MOBILITY

RATIONALE

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


Source: www.eltis.org / Harry Schiffer

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

AIMS

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

TASKS

- Build on the vision by analysing its implications for the objectives.
- Assess the priorities for mobility together with key stakeholders. Not all objectives may be easy to achieve and there may therefore be a need to specify the most important objectives. Prepare, hold and follow up in stakeholder workshops and meetings.
- Agree on a set of priorities for overall themes that reflect the needs of stakeholders and citizens in the urban agglomeration (see example below).
- Define clear and measurable objectives that help to orientate measure selection and design. Specify what should be achieved and when.

TIMING AND COORDINATION

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

CHECKLIST

- ☑ Vision reviewed to guide the development of the objectives.
- ☑ Draft objectives developed.
- ☑ Draft discussed with key stakeholders.
- ☑ Final draft of the objectives formalised.

FOR MORE IN FORMATION

Transport Analysis Guidance Website – WebTAG (DfT)

WebTAG provides a special guidance unit on the topic of objectives, dealing with the UK government's objectives for transport; local and regional objectives; objectives and targets; and problems.

Web link: www.dft.gov.uk/webtag/documents/project-manager/unit2.2.php

EXAMPLES

FRANCE: OVERALL GENERAL OBJECTIVES FOR PDUS

The main objectives of a PDU are to assure coordination among all modes of transport, as well as promotion of the less polluting and more energy efficient modes.

In order to achieve these objectives – which are the outcomes of a local process - each PDU should at least consider addressing the following general themes:

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

Source: Rupprecht Consult based on "Plans de déplacements urbains PDU – guide", CERTU, Lyon, 1996."

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

The UK Local Transport Plan guidance mentions five key goals for the development of the country's future transport:

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

Source: Department for Transport (UK): Guidance on Local Transport Plans, 2009.

WEST YORKSHIRE: LOCAL TRANSPORT PLAN OBJECTIVES

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

An objective relating to each shared priority was developed:

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

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

ACTIVITY 5.2: DEVELOP SMART TARGETS

RATIONALE

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

AIMS

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

TASKS

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

SMART TARGETS

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

Based on: BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans, www.movingsustainably.net/

DETAILS ON THE TASKS

How many targets?

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

Be realistic!

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

- Develop a suitable set of locally relevant targets.
- Reality check of objectives (> see Activity 5.1) completed.
- Formal adoption of targets and trajectories by all stakeholders as part of the action and budget plan (> Activity 7.2)

FOR MORE IN FORMATION

DISTILLATE Project, UK

Improved Indicators for Sustainable Transport and Planning. Deliverable C1 Sustainable Transport Indicators: Selection and Use

www.its.leeds.ac.uk/projects/distillate/outputs/reports.php

EXAMPLES

THEORETICAL EXAMPLE: TARGET FOR TACKLING CONGESTION

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

To set realistic targets there are two main options:

a) Modelling – but this is costly and time consuming,

b) Consider what others have been able to achieve with packages of measures similar to those being considered for your own city.
Both the Eltis portal (www.eltis.org) and the Konsult database (www.konsult.leeds.ac.uk) are helpful starting points (further sources on good practice > see Activity 6.1 Identify the most effective measures).

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

Based on: Pilot Manual 2007 – full version, amended, www.pilottransport.org/index.php?id=48

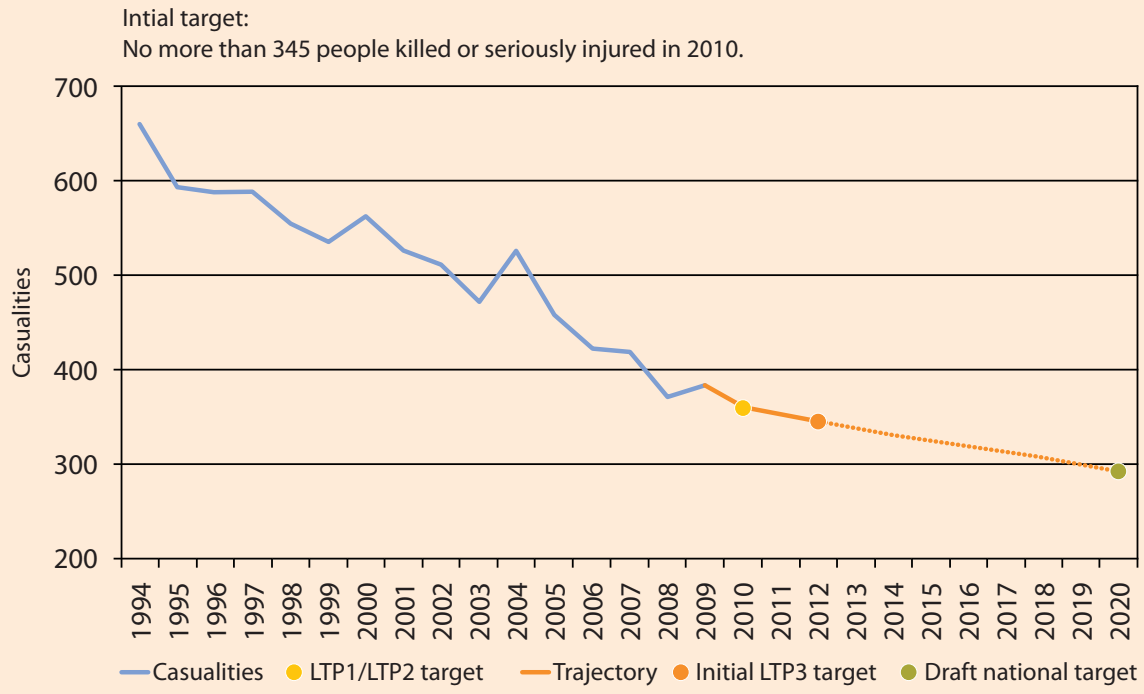
CAMBRIDGESHIRE, ENGLAND: TARGETS AND TRAJECTORIES

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

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

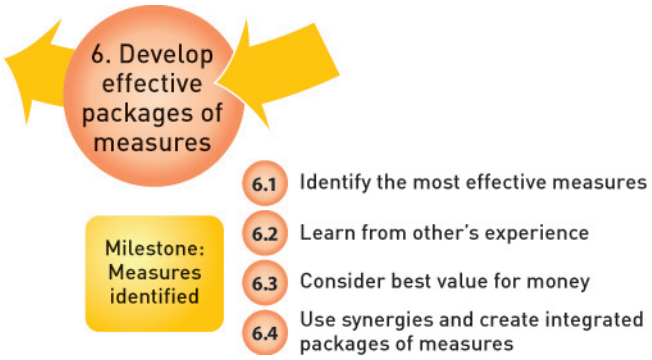
The proposed national road safety targets outlined by the Department for Transport in July 2009 sought a 33% reduction in casualties killed or seriously injured by 2020. Cambridgeshire therefore set initial targets for the period to 2012 for this indicator in line with this reduction. The figure bellow shows progress against this indicator since 1994 and the initial LTP3 target for 2012.

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



Source: Cambridgeshire County Council, Cambridgeshire Local Transport Plan 2011 – 2026, Implementation Plan.

STEP 6: DEVELOP EFFECTIVE PACKAGES OF MEASURES



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

ACTIVITY 6.1: IDENTIFY THE MOST EFFECTIVE MEASURES

RATIONALE

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

AIMS

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

TASKS

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

DETAILS ON THE TASKS

Policy challenges in urban transport and possible responses (from CiViTAS-CATALIST project)

The following typology of urban policy challenges and possible response measures was developed in 'A Guide for Urban Transport Professionals' by the CiViTAS-CATALIST project, which supports dissemination and best practice transfer of the European Commission's CiViTAS initiative.

Policy challenges

Health – How to create a healthy environment for citizens

Congestion – How to create an economically viable and accessible city

Safety and security – How to ensure a safe and secure urban environment and mobility

Participation – How to involve citizens and other urban mobility stakeholders

Strategic planning – How to achieve policy goals while ensuring that mobility needs of society and its citizens are met

Climate change – How to reduce climate change-related emissions from urban transport to contribute to achieving local, national and global climate change goals (as an additional and underlying global challenge to be considered in urban mobility policies.

Measure fields /Solutions:

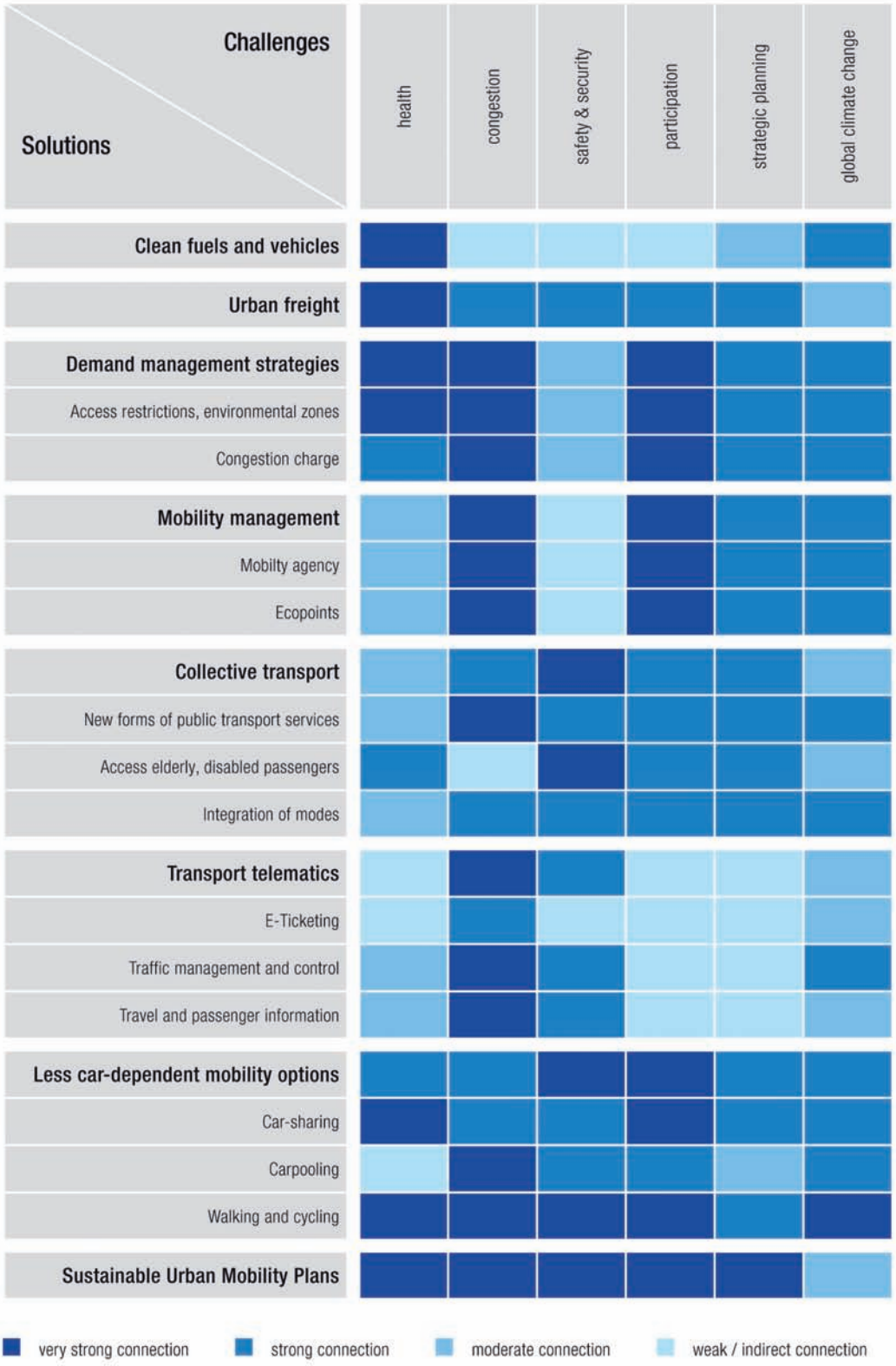
a. Clean vehicles and fuels
b. Urban freight
c. Demand management strategies (access restrictions, environmental zones, congestion charging)

d. Mobility management (mobility agencies, eco-points system rewarding the use of public transport and other sustainable mobility options instead of the private car)
e. Collective passenger transport (new forms of public transport services, access for elderly and disabled passengers, integration of modes)
f. Transport telematics (e-ticketing, traffic management and control, travel and passenger information)
g. Less car dependent mobility options (car sharing, carpooling, walking and cycling)

It is important to remember that addressing urban mobility challenges requires the implementation of integrated packages of measures (solutions) as opposed to single, isolated measures. The strongest connections between measure fields /solutions and urban mobility challenges are illustrated in the matrix in the next page.

Source: CiViTAS-CATALIST Project: CiViTAS Guide for the Urban Transport Professional – Results and Lessons of Long-Term Evaluation of the CIVITAS Initiative, 2012; www.civitas.eu/guide_ebook/index.php and www.civitas-initiative.eu/docs/2086/CIVITAS_Guide_For_The_Urban_Transport_Professional.pdf


Source: www.civitas.eu



Source: CiViTAS-CATALIST Project: CiViTAS Guide for the Urban Transport Professional – Results and Lessons of Long-Term Evaluation of the CIVITAS Initiative, 2012; www.civitas.eu/guide_ebook/index.php and www.civitas-initiative.eu/docs/2086/CIVITAS_Guide_For_The_Urban_Transport_Professional.pdf

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Discuss option selection with key stakeholders.

TIMING AND COORDINATION

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

CHECKLIST

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

FOR MORE INFORMATION

POSSIBLE MEASURES – USEFUL SOURCES

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

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

GOOD PRACTICE DATABASES

- BESTFACT portal of freight transport best practices, contacts and policies, www.bestfact.net
- Eltis portal on urban mobility, www.eltis.org
- CiViTAS website, www.civitas.eu
- EPOMM, European Platform on Mobility Management, www.epomm.eu
- SMILE, Sustainable Mobility Initiatives for Local Environment, www.smile-europe.org
- SUGAR, Sustainable Urban Goods Logistics Achieved by Regional and Local Policies, www.sugarlogistics.eu

DOCUMENTS WITH REFERENCE TO EFFECTIVE MEASURES FOR SUSTAINABLE URBAN MOBILITY PLANNING:

- European Commission, DG Environment, Sustainable Urban Transport Plans. Preparatory document in relation to the follow-up of the Thematic Strategy on the Urban Environment, 2006. Supplemented by an annex on best practice examples and useful references. 2007, http://ec.europa.eu/environment/urban/urban_transport.htm
- Department for Transport (UK), Guidance on Local Transport Plans, 2009. Final guidance to support local transport authorities in developing and delivering their transport plan. See Annex E – Possible Measures for Meeting Goals. (16 July 2009). http://webarchive.nationalarchives.gov.uk/20110509101621/www.dft.gov.uk/adobepdf/165237/ltp-guidance.pdf
- BUSTRIP Project 2007, Moving sustainably – Guide to Sustainable Urban Transport Plans (online tool, see section "Better mobility") www.movingsustainably.net/
- Sustainable Urban Transport Plans (SUTP) and urban environment: Policies, effects, and simulations. Review of European references regarding noise, air quality and CO2 emissions (October 2005), http://ec.europa.eu/environment/urban/urban_transport.htm
- BESTUFS - Best Urban Freight Solutions Project, BESTUFS Good Practice Guide on Urban Freight Solutions (2007), available in 17 languages under www.bestufs.net/gp_guide.html


Source: www.civitas-initiative.eu

TOOLS

A KONSULT-BASED STRATEGY OPTION GENERATOR

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

Within the Intelligent Energy Europe CH4LLENGE project, KonSULT is being further developed. It will be tested by project partner cities engaged in the development and elaboration of their Sustainable Urban Mobility Plans as a tool of inspiration and for narrowing down policy options.

Web link: www.konsult.leeds.ac.uk and www.sump-challenges.eu/

Source: ITS Leeds

EXAMPLE

DUNDEE, SCOTLAND: USE OF A SIMPLE MODEL

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

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

ACTIVITY 6.2: LEARN FROM OTHERS' EXPERIENCE

RATIONALE

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

Source: Kerstin Langer, KOMMA.PLAN

AIMS

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

TASKS

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

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

FOR MORE IN FORMATION

On the European level, the two most encompassing resources for implementations of urban mobility measures (and packages of measures) in cities throughout Europe are the case study sections of Eltis (www.eltis.org), i.e. the European Commission's urban mobility portal as well as its website of the CiViTAS Initiative for cleaner and better transport in cities (www.civitas.eu).

EXAMPLES

EUROPEAN NICHES PROJECT: EXCHANGE ON IMPLEMENTATION OF INNOVATIVE TRANSPORT CONCEPTS

The European NICHES+ Project (2008-2011) aimed at networking stakeholders that work on innovative urban transport and mobility solutions. In this context, it proved to be extremely valuable to arrange an exchange between practitioners interested in implementing a measure in their local context and others who had already implemented a similar concept elsewhere. An example is the exchange between the French Region Artois-Gohelle and the cities of Salzburg and Munich on accessibility measures. A French team visited both cities and learned about the extensive experiences of Salzburg on travel training and the Munich concept

of Neighbourhood Accessibility Planning. Another example is the exchange between the French cities of Nantes and Lorient with Worcestershire, UK, on bus rapid transit systems. The French cities have successful systems running that helped Worcestershire to learn more about specific challenges that need to be addressed for local implementation.

For details see: www.niches-transport.org

EUROPEAN SUGAR PROJECT - SUSTAINABLE URBAN GOODS LOGISTICS ACHIEVED BY LOCAL AND REGIONAL POLICIES

SUGAR focuses on addressing the problem of inefficient and ineffective management of urban freight distribution, a critical component of the overall urban transport system and a primary source of vehicle pollutant emissions.

To accomplish this goal, the project promotes the exchange, discussion and transfer of policy experience, knowledge and good practices through policy and planning levers in the field of urban freight management, between and among Good Practice and Transfer sites.

For details see: www.sugarlogistics.eu

ACTIVITY 6.3: CONSIDER BEST VALUE FOR MONEY

RATIONALE

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

AIMS

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

TASKS

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

TIMING AND COORDINATION

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

CHECKLIST

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

FOR MORE INFORMATION

Transport Analysis Guidance – WebTAG

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

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

Unit 2.5 of WebTAG gives a particularly useful introduction to the appraisal process.

For details see: www.dft.gov.uk/webtag

EXAMPLE

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

The Greater Nottingham LTP2 (a Sustainable Urban Mobility Plan in England) includes a section assessing its major scheme proposals against objectives to demonstrate that they all make a significant contribution to most LTP objectives.

It also explains how schemes are planned and integrated with others to maximise benefits and therefore value for money. Finally, lower-cost alternatives to major schemes are identified to show what could be achieved with less money. This can be seen at www.nottinghamshire.gov.uk/chapter12-implementationprogramme.pdf, pages 334-336.

Source: Tom Rye, Lund University

ACTIVITY 6.4: USE SYNERGIES AND CREATE INTEGRATED PACKAGES OF MEASURES

RATIONALE

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

AIMS

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

TASKS

- Identify measures which contribute to meeting multiple objectives.
- Group measures into packages of measures to benefit from synergies and increase their effectiveness (see CiViTAS-CATALIST typology in > Activity 6.3).
- Ensure that intermodality is taken into account. This includes links to the long-distance transport networks such as the TEN-T network. (See LINK Project on Passenger Intermodality for detailed recommendations on the "last urban mile connection": www.transport-research.info/web/projects/project_details.cfm?id=11355).
- Check proposed transport and mobility measures regarding integration with land-use planning.
- Integrate the measures where possible with further sectoral planning activities (e.g. environmental, health or economic measures).
- Make a proposal for final selection of measures and discuss with key stakeholders.

TIMING AND COORDINATION

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

CHECKLIST

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

EXAMPLES

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

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

For more details see www.tfl.gov.uk/roadusers/lez/default.aspx and www.cclondon.com

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

Source: www.eltis.org / Harry Schiffer

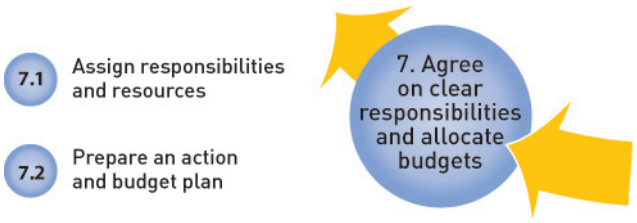
KRAKOW, POLAND: PACKAGING OF MEASURES IN CIVITAS

A Transportation Master Plan was approved by the City Council in 2005. Its main goal is efficient, safe, economic and environmentally friendly transport of passengers and goods. This policy requested the implementation of a bouquet of comprehensive and coordinated measures and activities. Within the CiViTAS CARAVEL project (2005-2009), 18 complementary measures were implemented in total, which brought an improved quality to Krakow's transport system.

For more details see Annex C.


Source: www.eltis.org / Harry Schiffer

STEP 7: AGREE ON CLEAR RESPONSIBILITIES AND ALLOCATE BUDGETS



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

ACTIVITY 7.1: ASSIGN RESPONSIBILITIES AND RESOURCES

RATIONALE

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

AIMS

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

TASKS

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

DETAILS ON THE TASKS

Possible funding sources

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

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- Involve citizens in discussion on final selection of measures.

TIMING AND COORDINATION

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


Source: PORTAL Project

CHECKLIST

- Final set of packages of measures proposed.
- Responsibilities and possible funding sources identified.
- Discussion with concerned stakeholders concluded.

ACTIVITY 7.2: PREPARE AN ACTION AND BUDGET PLAN

RATIONALE

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

AIMS

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

TASKS

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

TIMING AND COORDINATION

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

CHECKLIST

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

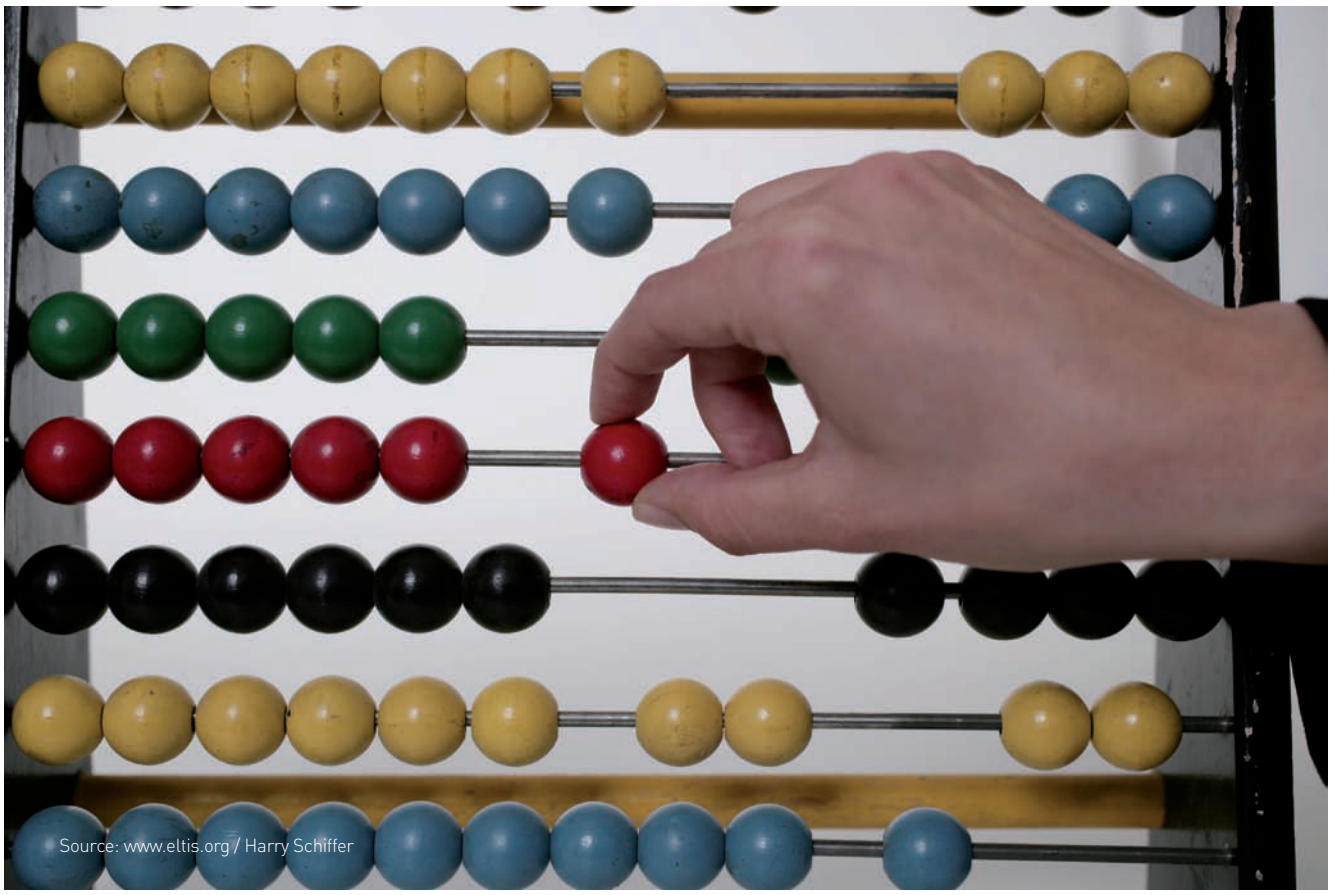
EXAMPLES

WEST OF ENGLAND: LTP2 – IMPLEMENTATION PROGRAMME

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

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

For more details and a breakdown of costs see Annex C.



Source: www.eltis.org / Harry Schiffer

STEP 8: BUILD MONITORING AND ASSESSMENT INTO THE PLAN

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

ACTIVITY 8.1: ARRANGE FOR MONITORING AND EVALUATION

RATIONALE

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

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

AIMS

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

TASKS

- Connect indicator selection for monitoring and evaluation to setting SMART targets (> Activity 5.2). Choose a few easily-measurable indicators and avoid information overload.
- The ex-post evaluation reviews the sustainable urban mobility planning and implementation stages, and the overall results of the decision making process. It should include the following areas:
  - Output (action taken): Newly constructed infrastructure (e.g. x km bicycle lanes) or new transport and mobility services in operation (e.g. x new buses) – using output indicators.
  - Outcome (impact of action): Real and measurable improvements in quality of life and the quality of transport services (outcome indicators) should be the main focus. Examples are congestion (vehicle delay) or the number of cycling trips. Include intermediate outcomes if possible; these represent milestones towards key outcome targets. The indicators should measure outcomes directly, or measure how outputs are demonstrably related to outcomes.
  - Planning process of the measure implementation: The efficient use of resources as an investment in measures; the process of implementation: e.g. timing of implementation, quality (process indicators).
- Include qualitative and quantitative indicators.

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

- Suitable indicators (based on indicators selected in Activity 5.2 Develop SMART targets) selected.
- Suitable monitoring and evaluation tools agreed on.
- Work plan and responsibilities for data collection and management agreed.

Source: Harry Schiffer

FOR MORE INFORMATION

Guidance tools and sources on monitoring and evaluation.

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

EXAMPLES

TOULOUSE, FRANCE: ARRANGING FOR MONITORING AND EVALUATION

The new transport plan of the agglomeration of Toulouse set up a number of initiatives that should assure an accurate monitoring of the realisation of the plan and regular evaluation of its results. In the framework of the "partnership monitoring commission", all institutions, associations and mobility-related organisations meet at least once a year to discuss the progress made.

For more details see Annex C.

Source: Saada/ Schneider

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

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

STEP 9: ADOPT SUSTAINABLE URBAN MOBILITY PLAN

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

ACTIVITY 9.1: CHECK THE QUALITY OF THE PLAN

RATIONALE

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

AIMS

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

TASKS

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

- ✓ Final draft of Sustainable Urban Mobility Plan compiled.
- ✓ Internal and stakeholder review completed.
- ✓ Final amendments completed.

EXAMPLE

LILLE, FRANCE: PLAN STRUCTURE

The Plan de Déplacements Urbains (PDU) of the agglomeration of Lille includes a total of 170 actions defined and structured along six axes:

1. An "intensive city" and mobility
2. A network of public transport
3. Sharing the street, alternative modes
4. Freight transport
5. Environment, health and the safety of citizens
6. Realisation, monitoring and evaluation
7. This action program is accompanied by a preliminary estimate of the costs.

For more details see Annex C.

ACTIVITY 9.2: ADOPT THE PLAN

RATIONALE

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

AIMS

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

TASKS

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

TIMING AND COORDINATION

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

DETAILS ON THE TASKS

Different framework conditions for plan adoption

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

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

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

CHECKLIST

- Sustainable Urban Mobility Plan adopted by elected representatives of pubic body/bodies responsible for planning.

EXAMPLE

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

Four councils (Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire) were working in partnership to plan and deliver transport improvements in the West of England area. This required adoption of a Joint Local Transport Plan by different committees and councils.

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

Source: www.travelplus.org.uk

ACTIVITY 9.3: CREATE OWNERSHIP OF THE PLAN

RATIONALE

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

AIMS

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

TASKS

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

TIMING AND COORDINATION

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

TIMING AND COORDINATION

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

CHECKLIST

- Public relations and involvement activities planned and carried out.
- Adoption of Sustainable Urban Mobility Plan celebrated with citizens and stakeholders.

EXAMPLE

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

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

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

Source: West of England Partnership

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

STEP 10: ENSURE PROPER MANAGEMENT AND COMMUNICATION (WHEN IMPLEMENTING THE PLAN)

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

ACTIVITY 10.1: MANAGE PLAN IMPLEMENTATION

RATIONALE

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

Source: City of Gent


Source: City of Gent

AIMS

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

TASKS

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

DETAILS ON THE TASKS

GUIDEMAPS: Project plan and management

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

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

1. Scheme definition

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

2. Option generation

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

3. Option assessment

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

4. Formal decision taking

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

5. Implementation

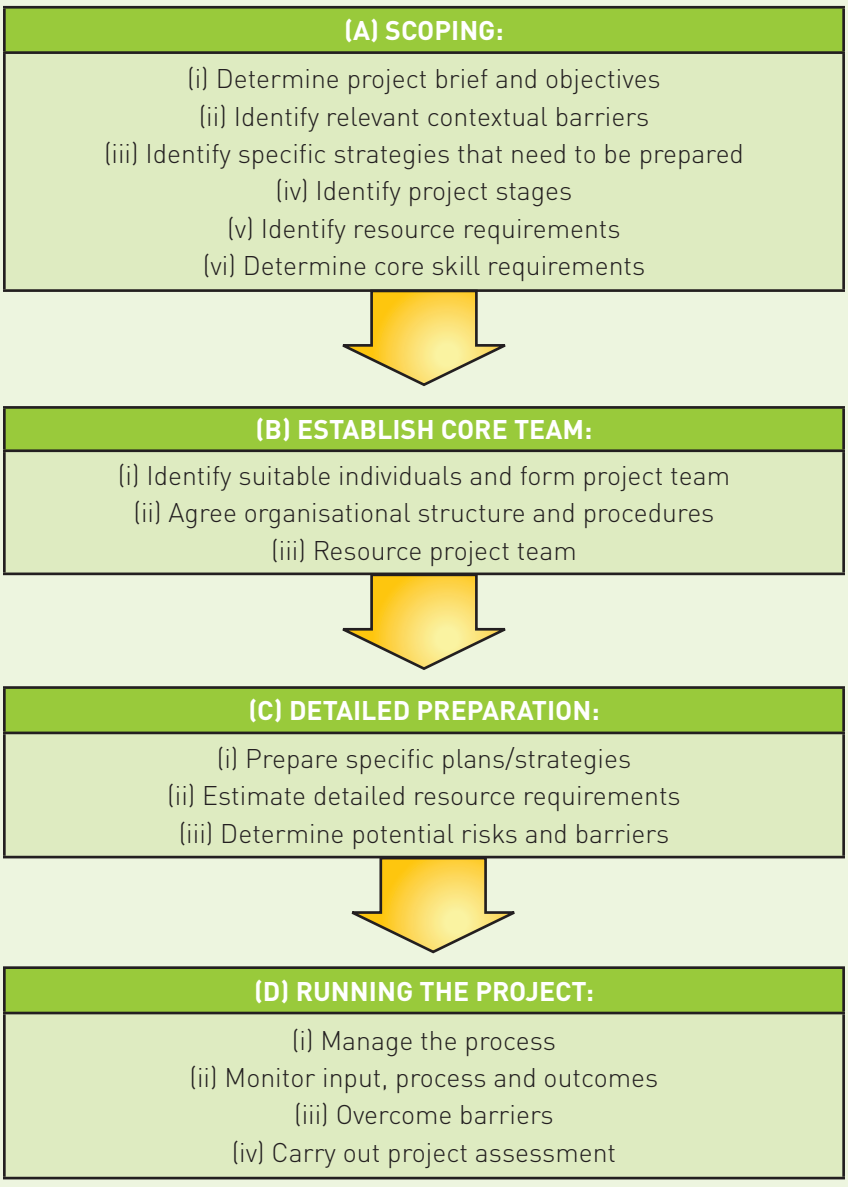
This includes all necessary preparatory and site work to bring the scheme to the point of operation. For infrastructure projects, final details regarding the phasing of construction must be agreed on and authorisation for construction obtained. This stage can also include other tasks, such as the recruiting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

6. Monitoring and evaluation (> see Activity 10.3)

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

Source: Portal

BROAD PHASES IN UNDERTAKING PROJECT MANAGEMENT



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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

- Throughout implementation phase.

CHECKLIST

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

EXAMPLE

BUDAPEST, HUNGARY: COORDINATION AMONG INVOLVED PARTIES

The Heart of Budapest Programme is a programme created in 2007 to revitalise the inner city through large-scale traffic calming. It was initiated and managed by the following key stakeholders: the Municipality of Budapest (as the ultimate project owner), the 'Heart of Budapest Urban Development Non-profit Company' (as the coordinator of project implementation), a private consultancy which developed the plan and the 'Aiming for a clean inner city' association (an NGO which channels citizen's input into the project). Apart from these main stakeholders, the importance of this Programme also attracted a range of other stakeholders, from the media, local businesses and various public authorities in charge of planning and approvals.

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

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

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

ACTIVITY 10.2: INFORM AND ENGAGE CITIZENS

RATIONALE

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

AIMS

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

TASKS

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

TIMING AND COORDINATION

- Throughout measure implementation phase.

CHECKLIST

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

FOR MORE INFORMATION

CiViTAS-VANGUARD Project, 2011: Involving Stakeholders: Toolkit on Organising Successful Stakeholder Consultations, CiViTAS Handbooks. See: http://www.eltis.org/docs/tools/Civitas_stakeholder_consultation_brochure.pdf

CiViTAS-ELAN, 2012: Citizen Engagement in the Field of Mobility – CiViTAS-ELAN Work and Lessons Learned Related to Citizen Engagement, See: http://civitas.eu/docs/file/citizen_engagement_in_the_field_of_mobility.pdf

EXAMPLES

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

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

For more details see Annex C.

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

Through its involvement in the CiViTAS-ELAN project, the City of Zagreb prepared a conceptual design for the new Sava-North intermodal passenger terminal. Due to its accommodation of five different transport modes and its anticipated impact on development, the city decided to involve different local stakeholders in its traffic and design study. The city used the different media channels as well as stakeholder meetings and presentations to involve stakeholders and citizens in the debate about the new interchange.

For more details see Annex C.


Source: City Office for Strategic Planning, Z

ACTIVITY 10.3: CHECK PROGRESS TOWARDS ACHIEVING THE OBJECTIVES

RATIONALE

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

AIMS

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


Source: www.active-access.eu

TASKS

- Regularly monitor the progress of the implementation and the impact, in terms of outputs and outcomes (> Activity 8.1)
- Include "hard" findings that show progress towards measurable objectives and indicators (e.g. reduction of particulate matter), as these will show you whether your measures have achieved what they were intended to.
- Include "soft" findings that refer to implementation experiences, fulfilment of overall goals, levels of awareness etc., as these will be invaluable if you wish to replicate or modify the measure in another location in the future.
- Regularly (every 1-5 years – depending on measures) evaluate the impacts of the measures or bundles of measures.
- Publish an evaluation report targeted at citizens and politicians.

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

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

TIMING AND COORDINATION

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

CHECKLIST

- ✓ Implementation of measures continually monitored.
- ✓ Impacts evaluated at regular intervals.
- ✓ Evaluation report prepared and published.

Further information on monitoring and evaluation

See Activity 8.1 Arrange for monitoring and evaluation

EXAMPLES

AACHEN, GERMANY: MONITORING IMPLEMENTATION THROUGH REGULAR STATUS MEETINGS

In the City of Aachen, different stakeholders meet quarterly as part of an ongoing monitoring process on the status of the implementation of measures in the field of environmentally-friendly mobility.

Source: City of Aachen

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

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

VITORIA-GASTEIZ, SPAIN: CHECKING PROGRESS TOWARDS ACHIEVING OBJECTIVES

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


Source: www.eltis.org / Harry Schiffer

In order to check the progress towards achieving the objectives, a survey on the city's urban mobility was carried out in 2011. This survey contributed to an understanding of the changes in the city since the introduction of the plan and to determining to what degree the mobility habits of the citizens have already changed. The survey consisted of two parts: in the first part, 4,000 telephone interviews were carried out to evaluate the Sustainable Mobility Plan. The second part of the survey focused on the aspect of mobility in relation to economic functionality (how do we get to work, etc.) and was carried out through direct interviews with 300 companies and 2,700 employees.

A survey performed in 2006 served as a reference point to compare how mobility has changed since the beginning of the Sustainable Mobility Plan. The data indicated that in the period between 2006 and 2011, the number of public transport users increased by 80%.

Sources: Kerstin Burckhart, IET Barcelona; Environmental Studies Centre, Vitoria-Gasteiz City Council www.vitoria-gasteiz.org/movilidad

STEP 11: LEARN THE LESSONS

ACTIVITY 11.1: UPDATE CURRENT PLAN REGULARLY

RATIONALE

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

AIMS

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

TASKS

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

TIMING AND COORDINATION

- Review and update at least every five years.

CHECKLIST

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

ACTIVITY 11.2: REVIEW ACHIEVEMENTS – UNDERSTAND SUCCESS AND FAILURE

RATIONALE

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

AIMS

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

TASKS

When a sufficient number of results are available:

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

TIMING AND COORDINATION

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

ACTIVITIES BEYOND ESSENTIAL REQUIREMENTS

- As an essential to policy learning, disseminate the results (both successes and failures) so that other cities can learn from your experience.

CHECKLIST

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

EXAMPLES

TOULOUSE, FRANCE: STARTING POINT FOR DEVELOPING A NEW PLAN

In 2008, Toulouse initiated the revision of its 2001 transport plan (PDU). The plan covered the so-called public transport perimeter of Toulouse, which at that time covered 72 municipalities (Toulouse included). The new plan intended to cover all municipalities that were also included in the urban development coherence plan (SCOT), bringing the total number to 118 municipalities.

A multimodal evaluation of the various PDU indicators was completed within the first three months of starting work on the new plan. The results of this evaluation were discussed in different thematic work groups in reference to the original objectives of the PDU, new legal obligations and local objectives. This resulted in a recommendation for the objectives of the PDU revision. These objectives formed the basis for the development of the content of the new PDU.

For more details see Annex C

Source: Saada / Schneider

ERFURT, GERMANY: REVIEWING THE ACHIEVEMENTS OF A LOCAL TRANSPORT PLAN

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

- Determine the long-term effects by conducting surveys with the same structure in 1991, 1994 and 1998.
- Break down the evaluation to single measures to be able to see which successes or problems are due to which measure.
- Consider 'classic' transport data (transport mode, etc.) and user travel behaviour data (modal split, trip rates, etc.).
- Evaluate successes or disappointments of the project planning and decision-making process and consider these during implementation (e.g. strategic planning by the project leader, citizen participation, etc.).

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

ACTIVITY 11.3: IDENTIFY NEW CHALLENGES FOR NEXT SUMP GENERATION

RATIONALE

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

A further motivation for considering the direction of the next generation Sustainable Urban Mobility Plan is to aim for stronger integration of other policy areas in future plans.

Source: Active Access / Harry Schiffer

AIMS

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

TASKS

- Identify new challenges that have developed during the implementation phase (e.g. through discussion with key stakeholders, data analysis).
- Discuss with key stakeholders how lessons learnt in current planning cycle can help to better respond to these challenges.
- Consider how policies in other areas could be used to create synergies with mobility policy (land use, energy, environment, economic development, social inclusion, health and safety).
- Get prepared to develop the next generation of your Sustainable Urban Mobility Plan.

TIMING AND COORDINATION

- Before starting development of a new Sustainable Urban Mobility Plan (still within the period of implementing the current plan).

CHECKLIST

- ✓ New challenges ahead for urban transport and mobility identified.
- ✓ Lessons learnt from current planning cycle used for development of next Sustainable Urban Mobility Plan.

EXAMPLE

LILLE, FRANCE: PREPARING THE SECOND PDU

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

For more details see Annex C.

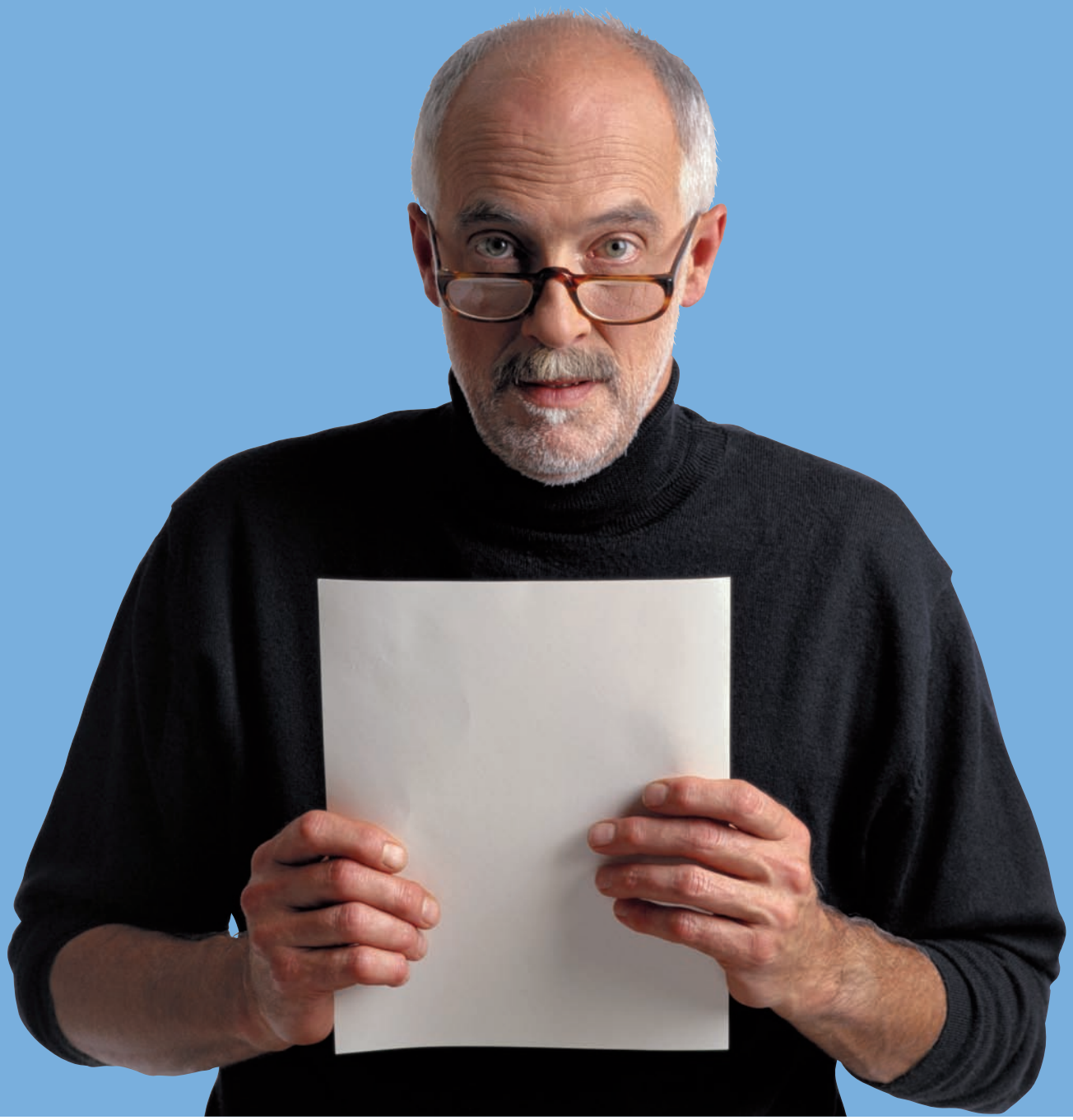
ANNEX A: GLOSSARY

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.
AOTU	Autorité organisatrice de transport urbain (Urban Transport Authority in France)
Assessment	Judgement of project performance against milestones and required outputs, at various points during the Sustainable Urban Mobility Plan process or after implementation.
Business-as-usual scenario	Describes development if actions that are already programmed are implemented.
Citizen participation	Encouraging and enabling citizens to join the debate and collective decision making via a range of tools.
Do-nothing scenario	Describes development if nothing is done at all (only prediction of exogenous trends).
Engagement	The process of identifying stakeholder groups and incorporating their concerns, needs and values at appropriate points in the planning process.
Ex-ante evaluation (appraisal)	A process of assessing how well a scheme or strategy will likely perform. It can assist in making efficient choices between options.
Ex-post evaluation	Reviews the sustainable urban mobility planning and implementation stages, and the overall results of the decision-making process.
Gender equity	Giving women and men the same opportunities, rights and responsibilities in the field of transport.
Indicator	A defined piece of data (usually quantitative) that is used to monitor progress in achieving a particular objective or target. For example, road accident numbers are one indicator of safety.
Integrated approach	Integration of practices and policies between transport modes, policy sectors, public and private agencies, authority levels and between neighbouring authorities.
Land use	The function of a given area of land. Examples of types of land use include: residential, industrial, commercial, agricultural and recreational (also mixed use forms).
LAURE	Loi sur l´air et l'utilisation rationelle de l´énergie. French law on clean air and rational use of energy of December 1996 that made it obligatory for all agglomerations with more than 100,000 inhabitants to develop a PDU.
LOTI	Loi des transports intérieurs. French law on domestic transport, adopted in December 1982.
LTP	Local Transport Plan in England and Wales.
Model	A (mathematical) representation of the relationships within the transport system (also linked to land use); widely used to predict the outcomes of transport strategies.

Concept/Abbreviation	Explanation
Monitoring	An ongoing measurement of progress through the collection of new data and/or collation of existing data sources.
Objectives	A broad statement of the improvements which a city is seeking. Objectives specify the directions for improvement, but not the means of achieving it.
Outcome indicator	Measures the impacts, benefits and changes that are experienced by different stakeholder groups during or after the implementation of a project.
Participatory approach	Involving citizens and stakeholders from the outset and throughout the process of decision making, implementation and evaluation, building local capacities for handling complex planning issues, and ensuring gender equity.
PDU	Plan de Déplacements Urbains in France.
PMUS	Plan de Movilidad Urbana Sostenible in Spain.
PUM	Piano Urbano della Mobilità in Italy.
Skill management plan	A strategy that outlines and explains how the required skills will be made available and maintained throughout the sustainable urban mobility planning process. The plan should identify internal and external individuals or organisations that can be assigned to certain tasks.
SMART principles	Specific, Measurable, Achievable, Realistic and Time-related.
Social inclusion	Considering the needs of the whole community including vulnerable groups such as children, disabled people, elderly, low income households, minority groups, etc. Guarantees equal access to public services, affordability and availability of related mobility options. Develops an inclusive labour market and facilitates employment through transport-related measures.
SRU	Loi solidarité et renouvellement urbains French solidarity and urban renovation law of December 2000 that reinforced the PDU as an urban mobility planning instrument.
Stakeholder	Any individual, group or organisation affected by a proposed project, or who can affect a project and its implementation. This term includes the general public, as well as a wide range of other groups (e.g. businesses, public authorities and special interest groups).
Stakeholder involvement/ engagement	The involvement of individuals, groups and organisations, to varying degrees, in aspects of the transport decision-making process through a variety of tools.
SUMP	Sustainable Urban Mobility Plan
Target	The aimed-for value of an indicator. Targets are the material expression of the policy choices made. Focusing on selected topics (indicators), they define a development corridor between "now" and a future "then."
Vision	Provides a qualitative description of a desired urban future and serves to guide the development of suitable measures in sustainable urban mobility planning.
Work plan	A document setting out a detailed and realistic series of actions to be undertaken, with an indication of resource use and time scales, against which progress can be measured.

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

ANNEX B: REFERENCE LIST



AUCAME (Agence d'étude d'Urbanisme de Caen-Métropole), 2010: Le Plan de Déplacements Urbains (PDU), Qu'en Savons-Nous ? N°27, AUCAME, Caen, octobre 2010.
Source: www.aucame.fr/web/publications/quen_savons_nous/fichiers/QSN027_PDU.pdf

Bruxellesmobilité, 2012: Plan Stratégique pour le transport de marchandises en région de Bruxelles-Capitale – Projet de plan, Bruxellesmobilité, Bruxelles, 2012.
Source: www.bruxellesmobilite.irisnet.be/articles/la-mobilite-de-demain/plan-transport-de-marchandises

BUSTRIP, 2007: Moving sustainably – Guide to Sustainable Urban Transport Plans.
Source: www.movingsustainably.net/

CENTRO - West Midlands Integrated Transport Authority, 2011: West Midlands Local Transport Plan (2011 - 2026) - 'Making the Connections'.
Source: www.centro.org.uk/LTP/LTP.aspx

CERTU, 1996: Plans de déplacements urbains PDU – guide, Lyon, 1996.
Source: www.certu-catalogue.fr/plans-de-deplacements-urbains-guide.html

CERTU, 2006: Transport et mobilité, les dossiers du CERTU n°146", La concertation dans les PDU: pourquoi? Avec Qui? Comment?, Lyon, janvier 2006.
Source: www.certu-catalogue.fr/concertation-dans-les-pdu-la.html

CERTU, 2012: PDU. The French urban mobility plan – integrating transport policies, CERTU Fact Sheet 2012/73, author Nicolas Merle, CERTU.
Source: www.certu-catalogue.fr/pdu-the-french-urban-mobility-plan-integrating-transport-policies.html

CERTU, 2013: 30 years of sustainable urban mobility plans (PDU) in France, CERTU Fact Sheet 2013/23, author Nicolas Merle, CERTU.
Source: www.certu-catalogue.fr/mobilites-et-transports-le-point-sur-n-27-30-ans-de-pdu-en-france.html

CiViTAS-CATALIST Project, 2012: CiViTAS Guide for the Urban Transport Professional – Results and Lessons of Long-Term Evaluation of the CIVITAS Initiative, 2012.
Sources: www.civitas.eu/guide_ebook/index.php and www.civitas-initiative.eu/docs/2086/CIVITAS_Guide_For_The_Urban_Transport_Professional.pdf

CiViTAS-ELAN, 2012: Citizen Engagement in the Field of Mobility – CiViTAS-ELAN Work and Lessons Learned Related to Citizen Engagement,
Source: http://civitas.eu/docs/file/citizen_engagement_in_the_field_of_mobility.pdf

CiViTAS-VANGUARD Project, 2011: Involving Stakeholders: Toolkit on Organising Successful Stakeholder Consultations, CiViTAS Handbooks.
Source: www.eltis.org/docs/tools/Civitas_stakeholder_consultation_brochure.pdf

Council of the European Union, 2006: Renewed EU Sustainable Development Strategy, 15/16 June 2006.
Source: http://register.consilium.europa.eu/pdf/en/06/st10/st10917.en06.pdf

Council of the European Union, 2010: Council conclusions on Action Plan on Urban Mobility, 3024th Transport, Telecommunications and Energy Council meeting, Luxembourg, 24 June 2010.
Source: http://ec.europa.eu/transport/themes/urban/urban_mobility/doc/2010_06_24_apum_council_conclusions.pdf

Department for Transport (UK), 2009: Guidance on Local Transport Plans, July 2009.
Source: http://webarchive.nationalarchives.gov.uk/20110509101621/http:/www.dft.gov.uk/adobepdf/165237/ltp-guidance.pdf

DISTILLATE Project, 2005: Improved Indicators for Sustainable Transport and Planning, Deliverable C1 Sustainable Transport Indicators: Selection and Use.
Source: www.its.leeds.ac.uk/projects/distillate/outputs/reports.php

Dundee City Council, 2000: Local Transport Strategy, October 2000.
Source: www.dundeecity.gov.uk/dundeecity/uploaded_publications/publication_1418.pdf

European Commission, 2006: Thematic Strategy on the Urban Environment (includes Annex, see European Commission, 2007).
Source: http://ec.europa.eu/environment/urban/urban_transport.htm

European Commission, 2007: Sustainable Urban Transport Plans - Preparatory Document in relation to the follow-up of the Thematic Strategy on the Urban Environment, Annex, 25 September 2007.
Source: http://ec.europa.eu/environment/urban/pdf/transport/2007_sutp_annex.pdf

European Commission, 2009: Action Plan on Urban Mobility COM (2009) 490/5.
Source: http://ec.europa.eu/transport/themes/urban/urban_mobility/action_plan_en.htm

European Commission, 2011: WHITE PAPER. Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system. COM(2011) 144 final.
Source: http://ec.europa.eu/transport/themes/strategies/2011_white_paper_en.htm

European Parliament and Council of the European Union, 2003: Directive 2003/35/EC on providing for public participation in respect of the drawing up of certain plans and programmes relating to the environment and amending with regard to public participation and access to justice. Council Directives 85/337/EEC and 96/61/EC, 26 May 2003.
Source: http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:156:0017:0024:EN:PDF

Expert Working Group on Sustainable Urban Transport Plans, 2004: Final Report, Deliverable 4, author Marc Wolfram, Rupprecht Consult.
Source: http://ec.europa.eu/environment/urban/pdf/final_report050128.pdf

GART 2005a: Transport public et déplacement dans les schéma de Cohérence territoriale», Actes du colloque organise le 13 septembre 2005, Paris, 2005.
Source: www.fnau.org/file/news/Actes20GARTFNAU.pdf

GART, 2005b: Les Plans de Déplacements Urbains, Bilan et Perspectives, Paris, 2005.

GART, 2010: Plan de Déplacements Urbains: Panorama 2009, Paris, avril 2010.
Source: www.gart.org/S-informer/Nos-publications/Plans-de-deplacements-urbains-panorama-2009-resultat-d-enquete-et-perspectives/(language)/fre-FR

Gemeente Eindhoven 2009: Maak't mee!, Jaarverslag Uitvoeringsprogramma Burgerparticipatie 2009.

GUIDEMAPS Project, 2004: Successful transport decision-making – A project management and stakeholder engagement handbook.
Source: www.osmose-os.org/documents/316/GUIDEMAPSHandbook_web[1].pdf

Helsinki Region Transport, 2011: Helsinki Region Transport System Plan HLJ 2011.
Source: www.hsl.fi/EN/hlj2011

King Baudouin Foundation and Flemish Institute for Science and Technology Assessment (viWTA), 2006: Participatory Methods Toolkit – A Practitioner's Manual.
Source: www.kbs-frb.be/uploadedFiles/KBS-FRB/Files/EN/PUB_1540_Participatoty_toolkit_New_edition.pdf

Lille Métropole, 2011: PDU – Plan de Déplacements Urbains 2010-2020 – Eléments clés, adopté en avril 2011.
Source: www.lillemetropole.fr/index.php?p=1502&art_id

Ministère délégué à la Sécurité sociale, aux Personnes âgées, aux Personnes handicapées et à la Famille, 2006: Loi Handicap : 1 an après; Communiqué de presse, Ministère délégué à la Sécurité sociale, aux Personnes âgées, aux Personnes handicapées et à la Famille, Paris, février 2006.
Source: www.autisme-france.fr/offres/file_inline_src/577/577_P_21066_1.pdf

PILOT Project, 2007: Sustainable Urban Transport Plans – SUTP Manual, Guidance for Stakeholders.
Source: www.pilot-transport.org/fileadmin/WP2/Pilot_EN_WEB.pdf

PROSPECTS Project, 2005: A Decision Makers' Guidebook - Developing Sustainable Urban Land Use and Transport Strategies, revised version.
Source: www.ivv.tuwien.ac.at/fileadmin/mediapool-verkehrsplanung/Diverse/Forschung/International/PROSPECTS/DMG_English_Version_2005.pdf

Rupprecht Consult, 2005: SUTP Efficiency Study": Sustainable Urban Transport Plans (SUTP) and urban environment: Policies, effects, and simulations – Review of European references regarding CO2 emissions, Final Report, 10 October 2005.
Source: http://ec.europa.eu/environment/urban/pdf/sutp.pdf

Rupprecht Consult and Edinburgh Napier University, 2012: State-of-the-Art of Sustainable Urban Mobility Plans in Europe, revised version, September 2012.
Source: www.eltis.org/docs/sump_library/eltisplus_state-of-the-art_of_sumps_in_europe_sep2011_FINAL.pdf

UN-Habitat, 2001: Tools to Support Participatory Urban Decision Making, Nairobi, 2001.
Source: www.unhabitat.org/pmss/listitemdetails.aspx?publicationID=1122

West of England Partnership, 2006: West of England Final Joint Local Transport Plan 2006/07-2010/11.
Source: www.westofengland.org/transport/joint-local-transport-plan/final-joint-local-transport-plan-200607-201011

West Yorkshire Local Transport Plan Partnership, 2006: West Yorkshire Transport Plan 2006/7 to 2010/11.
Source: www.wyltp.com/Archive/

West Yorkshire Local Transport Plan Partnership, 2011: MyJourney - West Yorkshire Local Transport Plan 2011 - 2026.
Source: www.wyltp.com/NR/rdonlyres/1CF40EA9-62D8-4611-964E-C6D1B663628E/0/20121003LTPFullStrategy.pdf

ANNEX C: GOOD PRACTICE EXAMPLES

This annex contains examples that are either introduced or fully included in the main text.

Phase 1: Preparing well

Step 1: Determine your potential for a successful Sustainable Urban Mobility Plan

Step 2: Define the development process and scope of plan

Phase 3: Elaborating the plan

Step 7: Agree on clear responsibilities and allocate budgets

Step 8: Build monitoring and assessment into the plan

Step 9: Adopt Sustainable Urban Mobility Plan

Phase 4: Implementing the plan

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

Step 11: Learn the lessons

ACTIVITY 1.1: COMMIT TO OVERALL SUSTAINABLE MOBILITY PRINCIPLES

CIVITAS FORUM NETWORK

Currently there are 218 member cities in the CiViTAS Forum Network that have signed the CiViTAS Declaration. The CiViTAS Forum is open to all cities that want to learn more about the usefulness of individual measures that support clean urban transport, and the best ways to combine and integrate them on a large scale. Participating cities have to prove their political and technical commitment to introduce ambitious, integrated urban transport strategies. Specifically, this means that the city plans to

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

Each city must commit itself to the introduction of an ambitious, sustainable urban transport policy. This commitment must be politically endorsed in the CiViTAS Forum Declaration by the signature of a local politician who has executive power (Councillor or (Vice) Mayor).

For details see: http://civitas.eu/cms_network.phtml?id=371

Source: www.civitas-initiative.eu

COVENANT OF MAYORS

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

Details see: www.eumayors.eu

Covenant of Mayors
Committed to local sustainable energy

CHARTER: CONNECTING WITH WATERWAYS, A CAPITAL CHOICE

Five European waterborne capitals want to prove that they play their role as primary node in a sustainable co-modal transport network. They want to be front-runners not only in organising sustainable passenger transport, but also in achieving green and CO_2 free freight supply, distribution and logistics.

In September 2011, Brussels, Berlin, Budapest, Paris and Vienna, five waterborne European capitals, have decided to further "activate" their connection with the waterway flowing through their city. They realised that the inland waterway in their town can offer a sustainable and efficient solution for bringing goods in and out of their city, avoiding as such the congestion barrier surrounding these big agglomerations. Moreover, by using the water more, these cities hope to contribute to achieving CO_2 free logistics, one of the goals of the European Transport Policy for the years to come. To enhance the role of waterway transport, the political authorities of these European capitals will step up the dialogue with the inland port authorities and take the necessary decisions in view of tackling the growing challenges in terms of urban freight supply and distribution.

To mark their engagement, the five European capitals and their inland ports signed up to the 'Connecting with Waterways: a Capital Choice' charter. The charter, an initiative of Minister Brigitte Grouwels of the Brussels-Capital Region in cooperation with the European Federation of Inland Ports (EFIP) and Inland Navigation

Europe (INE), aims to realise the EU ambition of achieving carbon neutral logistics in major urban centres by 2030. In March 2011, the Italian city of Pisa decided to join the original five European cities.

Being at the same time one of Italy's most important tourist attractions and hosting one of its oldest universities, Pisa is faced with seasonal variations in population and thus fluctuations in the need for freight supply. This motivates the city and port authorities of Pisa to reflect on ways to enhance the potential of the Navicelli Canal and the river Arno linking Pisa with the port of Rovigo and the sea.

Source: Isabelle Ryckbost (European Federation of Inland Ports) and Karin de Schepper (Inland Navigation Europe)

Transport authorities in agglomerations with less than 100,000 inhabitants may choose to develop a PDU on a voluntary basis. Several such authorities have chosen to do so; others have developed similar documents, although they were not legally obligated to do so (e.g. Schéma de Déplacement Urbain, or Politique Globale de Déplacement). CERTU – the French Centre for the Study of Urban Planning, Transport and Public Finances states that in 2012, 60 out of 90 compulsory PDUs were approved. In addition, in smaller agglomerations (< 100,000 inhabitants), 30 voluntary PDUs and another 50 simplified plans have been drafted.

The Loi solidarité et renouvellement urbains (solidarity and urban renovation law; SRU) of December 2000 reinforced the PDU as an urban mobility planning instrument. This legislation enlarged the number of mobility issues to be dealt with, and also made it a reference document for mobility, urban development, social cohesion and environmental protection. Therewith, the PDU changed from a "simple" forward-looking document into an integrative programming document of infrastructures and accompanying measures.

The law also imposed the inclusion of a more detailed financial plan and a calendar for the integrated actions and activities. Finally, the law requires an evaluation and review of the PDU at the latest five years after the final approval of the plan. Most metropolitan authorities have set up a PDU observatory that annually evaluates the progress made in the realisation of different PDU activities. The PDU should also be compatible with a

ACTIVITY 1.2: ASSESS THE IMPACT OF REGIONAL/NATIONAL FRAMEWORK

FRANCE: NATIONAL FRAMEWORK AND LEGAL ASPECTS

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

range of other plans and strategies such as those on urban development, on air quality and climate protection, on territorial development, on higher level transport and road development schemes, on access for the disabled and the equality act and on mobility management/commuter plans. An interesting new development is that the "Law Grenelle 2" (2010) imposed the requirement to measure CO_2 levels before the implementation of a Sustainable Urban Mobility Plan and again after five years. This evaluation supplements the 2005 regulation that obliges an environmental impact assessment to be carried out during the elaboration of a PDU.

Source: Rupprecht Consult, based on: Plan de Déplacements Urbains: Panorama 2009, GART, Paris, April 2010. Les Plans de Déplacements Urbains, Bilan et Perspectives, GART, Paris, 2005. Transport public et déplacement dans les schéma de Cohérence territoriale, Actes du colloque organisé le 13 septembre 2005, GART, Paris, 2005. Loi Handicap: 1 an après, Conférence de presse, Phillippe Bas, Ministère délégué à la Sécurité sociale, aux Personnes âgées, aux Personnes handicapées et à la Famille, 9 February 2006. AUCAME, le Plan de Déplacement Urbain (PDU), Que savons nous, N°27, Caen, October 2010. PDU. The French urban mobility plan – integrating transport policies: CERTU Fact Sheet 2012/73, author Nicolas Merle, CERTU. 30 years of sustainable urban mobility plans (PDU) in France: CERTU Fact Sheet 2013/23, author Nicolas Merle, CERTU.

ACTIVITY 1.3: CONDUCT SELF-ASSESSMENT

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

At the very beginning of the Active Access project (www.active-access.eu) in which Koprivnica participated to promote cycling and walking, a detailed status-analysis was carried out. This was based on a self-assessment carried out by the municipality itself, an extensive consultation process with a range of stakeholders as well as a public survey. The public survey was conducted repeatedly, targeting those who walk and cycle regularly, as well as those who primarily drive their cars. The self-assessment revealed that the city has excellent conditions to promote sustainable mobility. The urban structure is level, compact and has enough space to install an extensive bicycle network. Already now, 30% of the population walk or cycle regularly. 70% of school children go to school using public transport, cycling or going by foot. In the summer vacation period, the number of pedestrians and cyclists even outnumbers that of cars. The city's mobility plan attempts to eliminate weaknesses by focusing on these strengths. When car drivers were asked in the public survey whether they would change their mobility patterns if there was a proper infrastructure in place, there was overwhelming support. All in all, a solid self-assessment was crucial in choosing the right focus for Koprivnica's mobility planning and assured great public acceptance also during the implementation phase.


Source: City of Koprivnica photo gallery

Eltis case studies with more information on Koprivnica:
www.eltis.org/index.php?id=13&lang1=en&study_id=3118

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

THE BUSTRIP PEER REVIEW METHODOLOGY

The BUSTRIP methodology was designed to assist cities in the development and implementation of sustainable urban transport plans and actions.

BUSTRIP peer reviews are conducted by experts from other cities on the progress made by a municipality towards an agreed benchmark of sustainable urban transport. The 'BUSTRIP SUTP Benchmark' was adapted from the final report of the EU Expert Working Group on Sustainable Urban Transport Plans 2004. The benchmark described the characteristics that should be evident within Sustainable Urban Transport Plans.

As a first step of the peer review process the cities prepared self-assessment reports describing the progress being made in the municipality towards sustainable urban transport. The self-assessment reports included the municipality profile, the drivers

and impacts related to urban transport, and the gap analysis describing the processes the city had used in preparing its existing transport related plans, strategies, actions and targets. This description was compared to the 'ideal' characteristics of the benchmark for preparing SUTPs. The self-assessment served as background information for a peer review team that was nominated specifically for each partner city.


Source: Sakari Saarinen

The peers desk-reviewed the self-assessment report. Then they visited the city for 3–5 days and interviewed stakeholders, interest groups, politicians and civil servants. After the visit, the team wrote its peer review report for the city. The self-assessment report and the peer review team's report were used by the city in the next steps of the planning process and during the preparation of the city's Sustainable Urban Mobility Plan.

BUSTRIP peer review methodology document available from: www.movingsustainably.net/

Author: Sakari Saarinen, Finland (City of Helsinki)

ACTIVITY 1.4: REVIEW AVAILABILITY OF RESOURCES

ÖREBRO, SWEDEN: PROMOTING A NEW WAY OF THINKING

The common view of sustainable transport was not so strong in Örebro when the sustainable urban mobility planning process started. To change the situation, the city used various measures. A capacity-building assessment was carried out in a working group as part of the self-assessment, identifying the knowledge gaps among the employees. The finding was that the municipality has a good detailed knowledge of transport-related issues, but mainly within narrow fields. "For many professionals a more holistic way of thinking can be a bit of a revolution," says Per Elvingson, who started as a process manager for sustainable transport soon after the assessment.


Source: City of Örebro

To facilitate the implementation of sustainable urban transport, a special unit – also responsible for raising awareness among employees and politicians – was set up. The unit has, among other things, planned seminars focusing on the reduced need for cars through spatial planning. In general, a new way of thinking is the key. "It must be established, especially among key persons, to make the process more powerful.

An important part of capacity building has been getting all key staff to agree on a common analysis of the current situation. In this respect, the Sustainable Urban Mobility Plan template has been a very good tool." Meanwhile, it is important to look around at what others are doing beyond municipal borders. "It is very important to provide our decision-makers with

very practical, good examples that have already been tested." International cooperation has become more important in this process.

Over the past few years, Örebro has focused on exchanging experiences. Study visits are an important part of that work. "On a national level, we are trying to build up an informal network for sustainable transport among cities of our own size in the region," Elvingson says.

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

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

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

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

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

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

FRANCE: COSTS OF PDU DEVELOPMENT

The costs of the development of a PDU differs widely and depends on the scope of the PDU, the availability of existing plans and studies, the nature of the envisaged PDU, and the external assistance required. In France, the authority generally spends between 200,000 and 400,000 EUR on the development of a PDU.

These accounts, however, are not always complete and some hidden costs, or costs covered by external subsidies are not included in these figures.

Source: Rupprecht Consult, based on GART, 2010: Plan de Déplacements Urbains: Panorama 2009, Paris, avril 2010.

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

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

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

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

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

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

In France, the Urban Transport Authority (AOTU) is responsible, by law, for the development and implementation of a PDU (=SUMP). The responsible authority is often assisted both in the preparation of the work plan and in the development of the PDU itself.

Some authorities delegate part of the work to the urban development agency of which they are a member, or which they select through a call for tender. Others manage the development of the plan themselves while tendering part of the intellectual work to private consultancies.

The regional transport research centres (CETEs) are in general also involved in the elaboration of the PDUs. A number of stakeholders are involved in PDU development. At a minimum, the following stakeholders should be involved during the different development steps:

Table: The PDU development stages and stakeholders involved

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

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

ACTIVITY 1.5: DEFINE BASIC TIMELINE

FRANCE: TIMING EXAMPLE FOR PDU DEVELOPMENT

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

Table: Hypothetical calendar for PDU preparation in France

HYPOTHETICAL CALENDAR FOR PDU PREPARATION IN FRANCE

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

Source: Rupprecht Consult based on GART, 2005b: Les Plans de Déplacements Urbains, Bilan et Perspectives, Paris, 2005.

ACTIVITY 2.1: LOOK BEYOND YOUR OWN BOUNDARIES AND RESPONSIBILITIES

ENGLAND: JOINT LOCAL TRANSPORT PLANS

In England, a Local Transport Plan (LTP) is a statutory requirement established by the Transport Act 2000. The responsibility for production and delivery of the LTP falls to the Strategic Transport Authority which may be a County Council, Unitary Authority, London Borough Council or Integrated Transport Authority (ITA). Integrated Transport Authorities serve the six largest Metropolitan Areas outside of London (Greater Manchester, Merseyside, South Yorkshire, Tyne and Wear, West Midlands and West Yorkshire). Joint LTPs do not need to follow administrative boundaries but may take economic areas into account and reflect commuter flows and travel patterns. The West Midlands Local Transport Plan 2011-2016 as well as the West Yorkshire Local Transport Plan Partnership are vivid examples of institutional cooperation in sustainable urban mobility planning.

ENGLAND: WEST MIDLANDS LOCAL TRANSPORT PLAN

The West Midlands Local Transport Plan 2011 - 2026 is a statutory document centred on the city of Birmingham which looks at the transport needs of the Metropolitan Area and sets out a way forward to deliver them through short, medium and long-term transport solutions. The LTP sets out how the transport network can play its part in the transformation of the West Midlands economy. The LTP was developed by Centro, the West Midlands Integrated Transport Authority in partnership with the seven West Midlands Local Authorities, Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton.

For details see: www.centro.org.uk/LTP/LTP.aspx

ENGLAND: WEST YORKSHIRE LOCAL TRANSPORT PLAN

The West Yorkshire Local Transport Plan Partnership developed a 15-year LTP covering the period 2011 to 2026. The plan has been produced by the West Yorkshire Integrated Transport Authority and West Yorkshire Passenger Transport Executive, operating under the name Metro, in partnership with the five West Yorkshire District Councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield totalling about 400 politicians. Each district's highway, land use and economy department advises the Councils on the LTP. The plan reflects national policy from Central Government, but also the Leeds City Region Transport Strategy and regional geographical and economic priorities. The plan was also shaped by transport operators, the Highways Agency, Network Rail, businesses, members of the public and others that were consulted during the preparation phase.

For details see: West Yorkshire Local Transport Plan 2011-2026, www.wyltp.com/NR/rdonlyres/1CF40EA9-62D8-4611-964E-C6D1B663628E/0/20121003LTPFullStrategy.pdf

FRANCE: PLANS DE DÉPLACEMENTS URBAINS

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

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

BELGIUM: EXPERT HELPS COMPANIES TO THINK OUTSIDE THE BOX

The Port of Brussels hired an in-house transport expert to help companies using the waterway or wanting to use the waterway with advice and useful information in view of organising their transport flows differently and achieving a modal shift to more environmentally friendly modes of transport.

Source:www.portdebruxelles.be/fr/61/Expert-en-transport

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

WEST MIDLANDS, ENGLAND: JOINT OFFICER GROUP WORKING

Centro, the West Midlands Integrated Transport Authority, led the development of the West Midlands Local Transport Plan (LTP) 2011-2026. A monthly LTP Committee was set up to oversee the development of the plan to ensure it was consistent with other local, regional and national policy agendas and responded to local citizens' needs. The Committee consisted of local politicians and district officers from all the West Midlands District Authorities. These District Authorities have responsibility for land use planning, highways and public health and provide therefore strong links with other sectors outside of transport.

Source: Steven Keeley, Centro - West Midlands Integrated Transport Authority

KOUVOLA REGION, FINLAND: INTER-SECTORAL WORKING GROUP

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

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

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

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

Source: Hannu Koverola, Kouvola

The group bases its work on an agreement, a letter of intent signed by all relevant parties to implement traffic policy in harmony with the Kouvola region transport system plan," Koverola says.

The challenge is to get all parties to stick to this agreement. To date, policy coordination has been useful in planning land use. The target is to promote sustainable modes of transport by making them realistic all the way from cooperating on policies to implementing joint actions with sufficient resources.

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

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

The General Assembly of the Municipality of Budapest accepted the first transport development plan in 2001. It was revised in 2009 in order to reflect the rapidly changing environment. However, these plans were mainly project-oriented documents with limited involvement of stakeholders in their preparation. In 2012, mainly because of the changes in transport governance, development priorities and the economic crisis, a new revision was needed.

During this on-going task the new urban development strategy of Budapest and the available financial resources are taken into account. The integrated transport organising authority, BKK Centre for Budapest Transport, plans to develop a new Urban Mobility Plan based on these guidelines and the results of the revision.

Source: www.eltis.org

Besides the development plans, the "Heart of Budapest" programme (which was created to revitalise the inner city of Budapest through large-scale traffic calming in 2007) bears most of the characteristics of a Sustainable Urban Mobility Plan as described in these guidelines – for example, stakeholders (e.g. local residents and shop owners) were consulted during the development process. The programme is clearly committed to sustainability by prioritising non-motorised local transport and it integrates traffic calming with other issues, most importantly that of local business development and enhancement of the quality of life.

More information on the Heart of Budapest programme: www.eltis.org/index.php?id=13&study_id=2961

Source: Gábor Heves, Regional Environmental Center for Central and Eastern Europe and László Sándor Kerényi, BKK Centre for Budapest Transport

ÎLE-DE-FRANCE: CITY LOGISTICS - A PARTICULAR NEED FOR AN INTEGRATED APPROACH

While passenger transportation is mainly an activity of public organisations or operators which are controlled by the public service, freight logistics are performed by private organisations; this concerns distribution centres, which are more and more located within the greater belts of cities due to favourable land prices, and it concerns as well the inner-city delivery services. Nevertheless, the population suffers from the emissions, the noise and the congestion generated by many deliveries as well as from the consequences of accidents with vans and trucks.

In view of the conflict of interests and negative impacts and image of city logistics, the Île-de-France region has set up a body that brings together all relevant stakeholders: haulers, transport companies, chambers of commerce and industry, State departments, the City of Paris, regional planning office and the national environmental agency ADEME. The tasks of this body are to encourage and finance innovative city logistic projects, to bundle transport means and to support multimodal distribution centres.

New distribution centres respond to the particular needs of a capital such as Paris while considering the city framework and quality of life of the population. The organisation of rail transport is getting more flexible. The advantage of a navigable waterway – the river Seine – is used to have freight access to the city centre. Distribution centres are connected better to the rail and river network. On a regulation level, road charging is being set up on other roads than highways and a special parking system is being developed, delivery regulations are harmonised within the region in order to avoid ongoing infringement of different incoherent regulations, companies are invited to combine deliveries with the aim of using smaller lorries instead of uncountable delivery vans.

All these projects, and their impacts on emissions and congestion, are only possible if the different stakeholders, in particular the private ones, are fully involved in the planning procedures.

Source: STIF (Syndicat des Transports d'Île-de-France), 2012: Plan de déplacements urbains, Défi 7 : Rationaliser l'organisation des flux de marchandises et favoriser l'usage de la voie d'eau et du train, Conseil Régional d'Île-de-France, février 2012, http://ile-de-france.ademe.fr/Plan-de-deplacements-urbains-PDU.html

ACTIVITY 2.3: PLAN STAKEHOLDER AND CITIZEN INVOLVEMENT

GENT, BELGIUM: COMMUNICATION PLAN

The City of Gent had a communication plan which was written by the PR manager and approved by the College of Mayors and Aldermen (College van burgemeester en schepenen) at the beginning of each year, thus making clear what the communication strategy for the next coming year would be.

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

ABERDEEN, UK: WINNER OF SUSTAINABLE URBAN MOBILITY PLAN AWARD FOCUSSES ON CITIZEN AND STAKEHOLDER PARTICIPATION

Aberdeen became the first winner of the European Commission's Sustainable Urban Mobility Plans Award which, in the year 2012, had its thematic focus on citizen and stakeholder participation.

While this is not compulsory for Scottish authorities, Aberdeen is part of the Local Transport Plan group and currently preparing a full Sustainable Urban Mobility Plan to follow-up its local transport strategy of 1993.

Aberdeen shows an outstanding participatory approach on how to involve stakeholders and citizens in this process. The Communications plan indicates the appropriate stages at which stakeholders could be consulted as well as frequency, method and format of communication with stakeholders and citizens. The draft Sustainable Urban Mobility Plan has its key elements drawn from the problems and solutions that Aberdeen City and Shire citizens and stakeholders have identified in workshops followed by online questionnaires as well as in street surveys.

Source: Courtesy of Aberdeen City Council

The City Council understands that its role in this exercise is to present the views of the population to the Local Members and then coordinate a viable and realistic strategy. The jury of the Sustainable Urban Mobility Plan Award states that "Aberdeen clearly demonstrates that it deploys all possible tools to connect with stakeholders and citizens. Working with online and paper surveys, publications, web pages, etc. it offers an outstanding package of channels. Especially its successful use of social media demonstrates the Council's ambition for innovation and connecting to citizens. Good response rates from citizens prove the appropriate application of the chosen tools."

In addition to the workshops and surveys, Aberdeen issued press releases, radio interviews, posters at libraries and community centres encouraging individuals to respond to surveys, as well as a dedicated webpage (www.aberdeencity.gov.uk/SUMP) and information on Aberdeen's Twitter and Facebook accounts and the new Sustainable Urban Mobility Plan specific Twitter and Facebook accounts.

Source: http://dotherightmix.eu/documents/2012%20SUM%20campaign%20finalist%20factsheet%20-%20Aberdeen.pdf

ODENSE, DENMARK: STAKEHOLDER AND CITIZEN COMMUNICATION

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

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

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

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

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

Source: CIVITAS VANGUARD (2011). Involving Stakeholders: Toolkit on Organising Successful Stakeholder Consultations, CiViTAS Handbooks, www.eltis.org/docs/tools/Civitas_stakeholder_consultation_brochure.pdf.

ERFURT, GERMANY: CITIZEN INVOLVEMENT IN DEVELOPING LOCAL TRANSPORT PLAN

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

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

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

Source: GUIDEMAPSHandbook, www.osmose-os.org/documents/316/GUIDEMA PSHandbook_web[1].pdf

EINDHOVEN, THE NETHERLANDS: PLANNING STAKEHOLDER AND CITIZEN INVOLVEMENT

The City of Eindhoven established an Executive Programme on Citizen Participation called "Maak't mee!" (Freely translated: "Cooperate!"), drafted and approved by the City Council in 2008 for a two-year period (2008-2010). Its main strategic objectives were improving interactive governance and strengthening active citizenship through

improving cooperation with citizens and encouraging and empowering citizens to be actively involved in their city. Citizens were approached via various ways and means, sometimes only informing, sometimes giving citizens actual decision-making rights. The executive programme defined every step and determined which method needed to be used at what time.

The city also trained its employees at regular intervals, organising an internal course on how to deal with participation and citizen communication, supported by an internal website with good practices, tips and tricks and a helpdesk.

The programme made extensive use of existing city-wide or area-based networks. Every borough also had its own supporting point, run by volunteers (supported by a manual) and targeting all citizens.

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

Citizens were activated via projects such as 'The Street Decides' and 'Healthy in the Neighbourhood', in which citizens were encouraged to take responsibility for their own living area. Via the project 'Code of Conduct', the city investigated ways to increase the feeling of responsibility and involvement amongst citizens (e.g. in apartment buildings, on neighbourhood squares, or in stairways).

Last but not least, the city worked with neighbourhood contracts, formalising various agreements between citizens, stakeholders and the administration, setting concrete objectives and time schedules.

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

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

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

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

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

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

Besides local citizens and NGOs a third stakeholder group, local businesses were also involved in the planning phase. In contrary to the expectations, this stakeholder group was much more difficult to partner with than local citizens, NGOs or the media. They were so concerned about the loss of customers that they rejected the initial plans to co-finance the measures. What's more, they even sued the local municipality to attempt to derail the planned measures.

As it often happens after the implementation of such mobility measures, after the successful completion of Phase I of the Heart of Budapest programme the concerns of opposing stakeholders were found unjustified. In fact, the new traffic-calmed axis in the centre of town has definitely revitalised urban life in its vicinity. In this situation – as the benefits were self-explanatory – no further stakeholder consultations were held after the completion of Phase I. Instead, the Municipality has decided to start preparing for stakeholder consultations for the next phases of the Heart of Budapest programme, learning from the encountered difficulties during Phase I.

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

Source: Gábor Heves, Regional Environmental Center for Central and Eastern EuropeErfurt, Germany: Citizen involvement in developing local transport plan

Source: Harry Schiffer

ACTIVITY 3.1: PREPARE AN ANALYSIS OF PROBLEMS AND OPPORTUNITIES

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

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

Source: HSL/Lauri Eriksson

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

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

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

Website: www.hsl.fi/EN /hlj2011

Source: Mette Granberg and Johanna Vilkuna, City of Helsinki

TURKU, FINLAND: BASELINE REVIEW METHODOLOGY IN BUSTRIP PROJECT

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

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

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

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

A positive finding was the fact that Turku has a relatively compact structure and every possibility to further develop sustainable urban transport. At the time of the report, about 50 percent of the trips were made by sustainable modes. "The city needs to recognise these strengths. If Turku followed its strategies, it would be a model city of sustainable transport. Implementation should be as ambitious as the strategies".

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

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

Source: Mikko Laaksonen

ACTIVITY 3.2: DEVELOP SCENARIOS

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

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

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

West Yorkshire Local Transport Plan: www.wyltp.com/currentplan
Source: PILOT manual 2007 – full version:
www.pilot-transport.org/index.php?id=48

Source: West Yorkshire Metro

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

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

Link to the video of presentation of the plan "Dejate Llevar -Movilidad Urbana" (Let's get carried – Urban Mobility) (5 minutes, in Spanish):

www.zaragoza.es/ciudad/movilidad/detalle_Video?id=PcVjWY2Qibg

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

PARMA, ITALY: SCENARIO DEVELOPMENT

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

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

The drafting of the PUM was addressed in three phases.

Phase 1 was aimed at understanding the urban area and its transport system and was carried out consulting the wide data base provided by the municipality. The outcomes of phase 1 were:

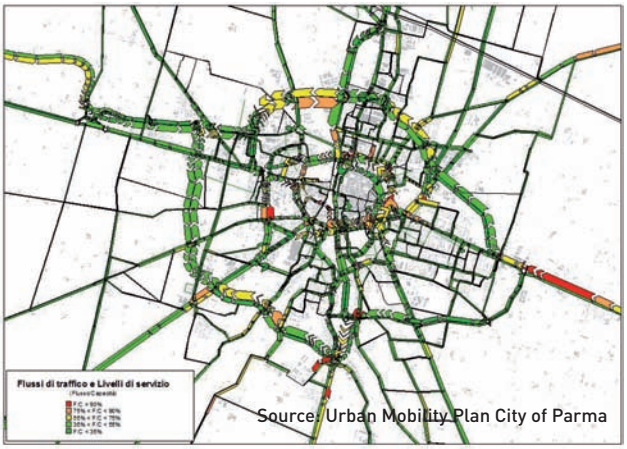
- highlighting the most important critical points of the transport system (congestion, environmental impacts and road casualties);
- defining a transport and land use reference scenario (consisting of the interventions which come at a late stage in the decision-making process).

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

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

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

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



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

ACTIVITY 4.1: DEVELOP A COMMON VISION OF MOBILITY AND BEYOND

CAMBRIDGESHIRE, ENGLAND: VISION STATEMENT

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

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

LILLE, FRANCE: VISION BUILDING

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

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

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

GENT, BELGIUM: 'DE FIETS VAN TROJE' – BOTTOM-UP MOBILITY VISIONING

Developing fresh approaches to change urban mobility, public space and people's minds in order to make Gent, Belgium, a more liveable city for their children in 2050 – this is the aim of the 'Transition Arena', a group of about 25 creative people from various backgrounds including young entrepreneurs, citizens, architects and transport professionals.

The project was initiated by the city's Environmental Department and Mobility Department, however, it was the Transition Arena participants who developed the ideas. After one year of brainstorming ten icon projects were devised showing what Gent could look like in 2050. One of the visions is "The Living Street" which has already been tested by citizens in two streets. For one month the streets were cut from the road network and turned into a car-free zone allowing temporary street furniture and creating places for residents to meet. New forms of mobility were tested such as e-bikes, cargo bikes as well as car sharing and home

delivery. All activities were solely organised by the residents themselves. The icon project caught high interest of regional and national media.

'On Wheels' is another of the ten icon projects and refers to a Belgium law stating that a car park may be occupied by any object that stands on wheels. This inspired the Transition Arena to think one step further: why not use car parks for resident-friendly activities and set up objects such as barbecues, picnic tables or urban gardens? Each based on a chassis with four wheels like a conventional car.

Ideas from the Transition Arena might appear futuristic at first but are growing bottom-up providing a sense of direction for mobility in the long-term.

Sources: Stad Gent, Klimaatverbond, 2012: De fiets van Troje - Transitie naar een duurzame mobiliteitscultuur voor Gent en omgeving, http://issuu.com/defietsvantroje/docs/fiets_van_troje_web.

See also: www.gentsklimaatverbond.be/study/de-fiets-van-troje and www.leefstraat.be.

BRUSSELS, BELGIUM: STRATEGIC PLAN FOR THE TRANSPORT OF GOODS IN THE BRUSSELS CAPITAL REGION

A draft strategic plan for the transport of goods in the Brussels Capital Region is currently under discussion. The plan starts from the fact that 30% of urban greenhouse gases are coming from freight transport.

The main vision of the plan is to arrive at a more intelligent and sustainable supply chain for the Brussels Capital Region by 2020 providing "win-win" situations for all stakeholders. Working in partnership is one of the pillars of the vision for an improved urban supply.

This vision implies three points:

- limiting and optimising the road freight movements to and from the city;
- initiating a modal shift from the road to water and rail and a last urban mile with green lorries;
- facilitating the operations of haulers and freight companies.

The target is to eliminate - by 2050 - the greenhouse gas emissions of freight transport and reduce the number of movement of delivery vehicles by 30%.

Source: Bruxellesmobilité, 2012: Plan Stratégique pour le transport de marchandises en région de Bruxelles-Capitale – Projet de plan, Bruxellesmobilité, Bruxelles, 2012, www.bruxellesmobilite.irisnet.be/articles/la-mobilite-de-demain/plan-transport-de-marchandises

ACTIVITY 4.2: ACTIVELY INFORM THE PUBLIC

LILLE, FRANCE: STAKEHOLDER AND CITIZEN INVOLVEMENT IN PDU DEVELOPMENT

Lille can be considered a typical example of stakeholder and citizen involvement in France. In the year 2000 the conurbation of Lille, today a grouping of 85 municipalities, adopted its first Plan de Déplacement Urbain (PDU= Sustainable Urban Mobility Plan).

Before the adoption of a draft plan by its political council, it set up several thematic working groups joining local stakeholders, the relevant authorities (e.g. local representation of the state, region, department, local municipalities, and local chamber of commerce). The general public was involved through the organisation of a mobility forum (Forum des déplacements), as well as a set of so called "mardi du PDU" ("SUMP Tuesdays"). During these open debate sessions the general public and different associations had the opportunity to discuss the different themes and parts of the Sustainable Urban Mobility Plan with the political representatives of the conurbation and involved technicians. The final Sustainable Urban Mobility Plan was adopted after the legally required public enquiry and integration of the resulting small improvements in the plan.


Source: Pascaline Chombart

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

VALDEMORO, SPAIN: INFORMING THE PUBLIC

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

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

Moreover, three different flyers were created, each detailing aspects of the Sustainable Urban Mobility Plan, or dedicated to a particular target audience. One flyer focused on the content of the plan, one flyer informs people about actions to be taken in the urban centre and the third one is for children.

plan de movilidad sostenible de Valdemoro

Link to exhibition:
www.valdemoro.es/exposicion-cada-paso-cuenta

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

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

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

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

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

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

Eltis case study with more information: www.eltis.org/index.php?id=13&lang1=en&study_id=3255

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

ACTIVITY 5.1: IDENTIFY THE PRIORITIES FOR MOBILITY

FRANCE: OVERALL GENERAL OBJECTIVES FOR PDUS

The main objectives of a PDU are to assure coordination among all modes of transport, as well as promotion of the less polluting and more energy efficient modes.

In order to achieve these objectives – which are the outcomes of a local process - each PDU should at least consider addressing the following general themes:

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

Source: Rupprecht Consult based on "Plans de déplacements urbains PDU – guide", CERTU, Lyon, 1996."

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

The UK Local Transport Plan guidance mentions five key goals for the development of the country's future transport:

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

Source: Department for Transport (UK): Guidance on Local Transport Plans, 2009.

WEST YORKSHIRE: LOCAL TRANSPORT PLAN OBJECTIVES

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

An objective relating to each shared priority was developed:

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

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

ACTIVITY 5.2: DEVELOP SMART TARGETS

THEORETICAL EXAMPLE: TARGET FOR TACKLING CONGESTION

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

To set realistic targets there are two main options:

a. Modelling – but this is costly and time consuming,

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

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

Based on: Pilot Manual 2007 – full version, amended, www.pilottransport.org/index.php?id=48

CAMBRIDGESHIRE, ENGLAND: TARGETS AND TRAJECTORIES IN LTP

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

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

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

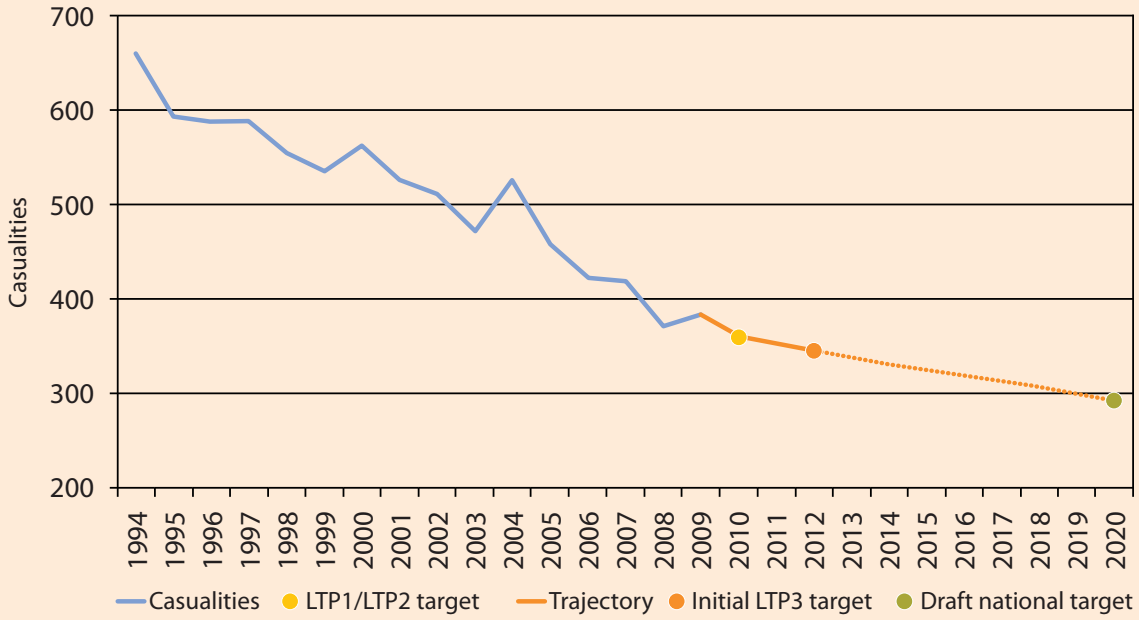
The figure shows progress against this indicator since 1994 and the initial LTP3 target for 2012.

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

Source: Cambridgeshire County Council, Cambridgeshire Local Transport Plan 2011 – 2026, Implementation Plan.

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

Intial target:
No more than 345 people killed or seriously injured in 2010.



ACTIVITY 6.1: IDENTIFY THE MOST EFFECTIVE MEASURES

DUNDEE, SCOTLAND: USE OF A SIMPLE MODEL

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

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

ACTIVITY 6.2: LEARN FROM OTHERS' EXPERIENCE

EUROPEAN NICHES PROJECT: EXCHANGE ON IMPLEMENTATION OF INNOVATIVE TRANSPORT CONCEPTS

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

For details see: www.niches-transport.org

EUROPEAN SUGAR PROJECT - SUSTAINABLE URBAN GOODS LOGISTICS ACHIEVED BY LOCAL AND REGIONAL POLICIES

SUGAR focuses on addressing the problem of inefficient and ineffective management of urban freight distribution, a critical component of the overall urban transport system and a primary source of vehicle pollutant emissions.

To accomplish this goal, the project promotes the exchange, discussion and transfer of policy experience, knowledge and good practices through policy and planning levers in the field of urban freight management, between and among good practice and transfer sites.

For details see: www.sugarlogistics.eu

ACTIVITY 6.3: CONSIDER BEST VALUE FOR MONEY

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

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

Source: Tom Rye, Lund University

ACTIVITY 6.4: USE SYNERGIES AND CREATE INTEGRATED PACKAGES OF MEASURES

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

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

For details see: www.tfl.gov.uk/roadusers/lez/default.aspx and www.cclondon.com

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

KRAKOW, POLAND: PACKAGING OF MEASURES IN CIVITAS

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

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

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

Source: Rupprecht Consult based on CiVITAS, www.civitas-initiative.org/city_sheet.phtml?lan=en&id=2

Source: Urzad Miasta Krakowa

ACTIVITY 7.2: PREPARE AN ACTION AND BUDGET PLAN

WEST OF ENGLAND: LTP2 – IMPLEMENTATION PROGRAMME

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

The £126.9m worth of measures (£61.173m for investment and £65.745m for maintenance) contained within the plan were based on the financial planning guidelines set out by the Department for Transport in December 2005.

They were focused on delivering value for money through making best use of existing infrastructure. The following table provides an overview of the investment programme (total £61.173m).

INVESTMENT PROGRAMME: INTEGRATED TRANSPORT SPENDING PROGRAMME (£MILLION)

Scheme Type	2006/07	2007/08	2008/09	2009/10	2010/11	TOTAL
Bus showcase routes and other infrastructure	**3.60**	**2.50**	**1.20**	**1.90**	**3.30**	**12.50**
Number of schemes	180	160	100	150	180	770
Rail	**0.10**	**0.10**	**0.12**	**0.14**	**0.14**	**0.60**
Number of schemes	2	2	2	2	2	10
Park and ride	**0.60**	**1.15**	**1.10**	**1.00**	**1.10**	**4.95**
Number of schemes	0	1	1	1	0	3
Managing traffic congestion:						
a) UTMC, signals	**0.90**	**1.10**	**1.15**	**1.30**	**1.00**	**5.45**
Number of schemes	25	30	30	35	30	150
b) Parking	**0.45**	**0.35**	**0.05**	**0.05**	**0**	**0.90**
Number of schemes	1	1	1	1	1	5
Walking	**0.85**	**1.20**	**1.70**	**1.35**	**1.35**	**6.45**
Number of schemes	50	65	80	65	65	325
Cycling	**0.65**	**0.90**	**1.20**	**1.25**	**1.20**	**5.20**
Number of schemes	40	60	75	75	75	325
Local safety schemes	**1.75**	**2.44**	**2.69**	**2.73**	**2.77**	**12.38**
Number of schemes	40	45	50	50	50	235
Safer routes	**0.90**	**1.10**	**1.35**	**1.45**	**1.40**	**6.20**
Number of schemes	30	35	40	45	45	195
Local area / smarter choices	**1.25**	**0.85**	**1.35**	**1.30**	**0.75**	**5.50**
Number of schemes	100	70	100	100	60	430
Miscellaneous schemes	**0.23**	**0.13**	**0.34**	**0.21**	**0.12**	**1.03**
Number of schemes	10	5	15	10	5	45
TOTAL	**11.28**	**11.82**	**12.25**	**12.68**	**13.13**	**61.16**
Dec 2005 allocations + Feb 2006 additional road safety allocations	**11.281**	**11.827**	**12.247**	**12.683**	**13.135**	**61.173**

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

ACTIVITY 8.1: ARRANGE FOR MONITORING AND EVALUATION

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

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

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

TOULOUSE, FRANCE: ARRANGING FOR MONITORING AND EVALUATION

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

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

The revision of the PDU permitted the agglomeration to engage a large number of public and private stakeholders. In the framework of the "partnership" monitoring commission, all institutions, associations and

mobility-related organisations meet at least once a year to discuss the progress made, if possible making use of the intermediate evaluation results provided by the PDU observatory, which follows the progress made in Toulouse's Urban Mobility plan. In addition, the observatory will investigate whether the impacts of these actions are in accordance with the envisaged effects. It will also observe whether the general objectives are fulfilled as described in the respective PDU laws. Every year, an intermediate evaluation update will take place. A full evaluation of progress and results is obligatory 5 years after the official approval of the PDU.

Source: Saada/ Schneider

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

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

The urban development/mobility commission was established to assure coherence between the urban development options within the perimeter of the PDU and the organisation of the transport infrastructure. Both the AOUT (authority with transport competences responsible for the PDU) and the SMEAT (authority responsible for the SCOT, urban development coherence scheme) are participating in this commission. The mobility cost account is a tool made obligatory by the law SRU, which imposes the creation of a number of tools that assist public and private decision making which has an impact on mobility practices. The mobility cost account is one of these tools. It permits the agglomeration to visualise the costs to the users and to society. A balanced score card will be set up that integrates all actions of the PDU. It will provide periodic updates on the precise content of the measure, the progress made and the envisaged timing of realisation.

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

ACTIVITY 9.1: CHECK THE QUALITY OF THE PLAN

LILLE, FRANCE: PLAN STRUCTURE

The Plan de déplacements urbains (PDU) of the agglomeration of Lille includes a total of 170 actions defined and structured along the following six axes:

1) An "intensive city" and mobility

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

2) A network of public transport

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

3) Sharing the street, alternative modes

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

4) Freight transport

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

5) Environment, health and the safety of citizens

To better integrate environmental issues in urban planning documents, an environmental impact assessment became obligatory for all PDUs after the adoption of the European Directive 2001/42/ CE in French law in 2005. Following this assessment, a number of direct objectives and actions were defined that are combined in the 5th axis of Lille's PDU, environment, health and safety of citizens. It intends first to reduce energy consumption and the atmospheric impacts of mobility and transport on the environment and on health. It will also take a number of actions to reduce road noise pollution, will adopt a cross-cutting environmental strategy in the development of its metropolitan policies, and will create a safe environment for the users of the mobility services.

6) Realisation, monitoring and evaluation

Evaluating and measuring the impact of transport policies implemented via the Lille Métropole PDU requires appropriate observation and evaluation tools. The aim is to share the values of the PDU within the territory and beyond and to monitor and evaluate the implementation of the different actions and mobility strategies. The scheduled actions will be transferred into all other local urban planning documents; the public will be kept involved via "action committees"; company travel plans agreed with major local travel generators will reduce the rush-hour congestion problems; via mobility observations a PDU monitoring committee will analyse evolving travel behaviour and monitor the implementation of the PDU.

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

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

Table of Contents (Project de PDU Lille)

Preface

The objectives of the PDU

The PDU in actions

Axis 1: An "intensive city" and mobility

Axis 2: A network of public transport

Axis 3: Sharing the street, sustainable modes

Axis 4: Freight transport

Axis 5: Environment, health and the safety of citizens

Axis 6: Realisation, monitoring and evaluation

Planning and financial estimates

Glossary

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

ACTIVITY 9.2: ADOPT THE PLAN

WEST OF ENGLAND: TIMETABLE FOR ADOPTION OF A JOIN LOCAL TRANSPORT PLAN

Four councils (Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire) were working in partnership to plan and deliver transport improvements in the West of England area. This required adoption of a Joint Local Transport Plan by different committees and councils.

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

Source: www.travelplus.org.uk

ACTIVITY 9.3: CREATE OWNERSHIP OF THE PLAN

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

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

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

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

ACTIVITY 10.1: MANAGE PLAN IMPLEMENTATION

BUDAPEST, HUNGARY: COORDINATION AMONG INVOLVED PARTIES

The Heart of Budapest Programme is a programme created in 2007 to revitalise the inner city through large-scale traffic calming. It was initiated and managed by the following key stakeholders: the Municipality of Budapest (as the ultimate project owner), the 'Heart of Budapest Urban Development Non-profit Company' (as the coordinator of project implementation), a private consultancy which developed the plan, and the 'Aiming for a clean inner city' association (an NGO which channels citizen's input into the project). Apart from these main stakeholders, the importance of this Programme also attracted a range of other stakeholders, from the media, local businesses and various public authorities in charge of planning and approvals.

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

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

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

ACTIVITY 10.2: INFORM AND ENGAGE THE CITIZENS

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

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

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

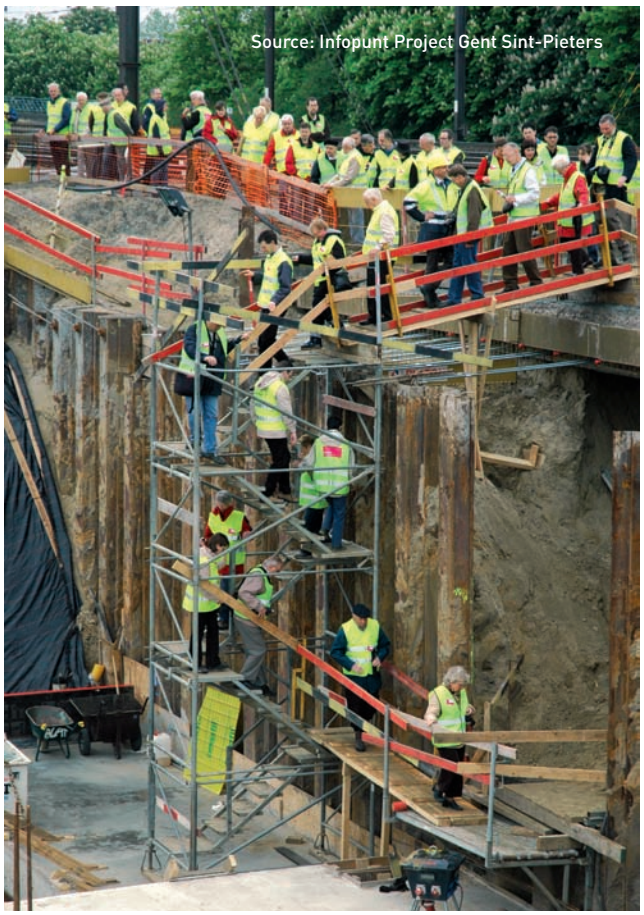
Twice a year, the public is invited for a visit to the construction site to see the work close up and to receive more explanation from the information point, the project partners and the engineers. On each visit, 400 to 800 people participate in small groups. These visits are tremendously popular.

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

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

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

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


Source: Infopunt Project Gent Sint-Pieters

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

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

Articles about the study were published in professional, daily and fortnightly newspapers. The "zagreb.hr" newspaper printed 300,000 copies and delivered them to households free of charge. TV and radio stations covered the study and a leaflet was printed and distributed. Media coverage included six newspaper articles which encouraged readers to send remarks and suggestions by post and e-mail. The city replied to all of them. Two presentations were made to citizens: one at the CiViTAS ELAN forum, another at a retirement home.

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

Source: CIVITAS VANGUARD (2011). Involving Stakeholders: Toolkit on Organising Successful Stakeholder Consultations, CiViTAS Handbooks, www.eltis.org/docs/tools/Civitas_stakeholder_consultation_brochure.pdf.

ACTIVITY 10.3: CHECK PROGRESS TOWARDS ACHIEVING THE OBJECTIVES

AACHEN, GERMANY: MONITORING IMPLEMENTATION THROUGH REGULAR STATUS MEETINGS

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

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

VITORIA-GASTEIZ, SPAIN: CHECKING PROGRESS TOWARDS ACHIEVING OBJECTIVES

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

In order to check the progress towards achieving the objectives, a survey on the city's urban mobility was carried out in 2011. This survey contributed to an understanding of the changes in the city since the introduction of the plan and to determining to what degree the mobility habits of the citizens have already changed.

The survey consisted of two parts: in the first part, 4000 telephone interviews were carried out to evaluate the Sustainable Mobility Plan. The second part of the survey focused on the aspect of mobility in relation to economic functionality (how do we get to work, etc.) and was carried out through direct interviews with 300 companies and 2,700 employees.

A survey performed in 2006 served as a reference point to compare how mobility has changed since the beginning of the Sustainable Mobility Plan. The data indicated that in the period between 2006 and 2011, the number of public transport users increased by 80%.

Sources: Kerstin Burckhart, IET Barcelona; Environmental Studies Centre, Vitoria-Gasteiz City Council, www.vitoria-gasteiz.org/movilidad

ACTIVITY 11.2: REVIEW ACHIEVEMENTS – UNDERSTAND SUCCESS AND FAILURE

TOULOUSE, FRANCE: STARTING POINT FOR DEVELOPING A NEW PLAN

In 2008, Toulouse initiated the revision of its 2001 transport plan (PDU). The plan covered the so-called public transport perimeter of Toulouse, which at that time covered 72 municipalities (Toulouse included). The new plan intended to cover all municipalities that were also included in the urban development coherence plan (SCOT), bringing the total number to 118 municipalities.

A multimodal evaluation of the various PDU indicators was completed within the first three months of starting work on the new plan.

Data of the PDU observatory were presented in the form of indicators, graphics and calculations to assess all actions agreed on in the previous PDU. An example related to the theme of public transport is presented in the following figure.

Table: Review of agreed PDU actions

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

Started Finalised Not started

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

Source: Rupprecht Consult

ERFURT, GERMANY: REVIEWING THE ACHIEVEMENTS OF A LOCAL TRANSPORT PLAN

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

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

- Break down the evaluation to single measures to be able to see which successes or problems are due to which measure.
- Consider 'classic' transport data (transport mode, etc.) and user travel behaviour data (modal split, trip rates, etc.).
- Evaluate successes or disappointments of the project planning and decision-making process and consider these during implementation (e.g. strategic planning by the project leader, citizen participation, etc.).

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

ACTIVITY 11.3: IDENTIFY NEW CHALLENGES FOR NEXT SUSTAINABLE URBAN MOBILITY PLAN GENERATION

LILLE, FRANCE: PREPARING THE SECOND PDU

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

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

A number of activities was envisaged and described in the new Sustainable Urban Mobility Plan that should ensure cooperation with the different stakeholders during the implementation of the actions.

In the chapter "Realisation, monitoring and evaluation" of the Sustainable Urban Mobility Plan of Lille, three groups of stakeholders were identified: local institutional and associative partners, the general public and institutional stakeholders outside the territory of the conurbation.

The following activities were defined as part of the objective of sharing the Sustainable Urban Mobility Plan values within and beyond the metropolitan area of Lille.

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

1.1. Let the Sustainable Urban Mobility Plan be a joint engagement of the authority Lille Métropole and different parts of the metropolitan area;
1.2. Develop micro Sustainable Urban Mobility Plans and geographical corridor contracts that link to the contracts of the metropolitan areas;
1.3. Progress towards a situation in which realisation of the metropolitan transport projects is executed by teams that bring together multiple competences (e.g. technical, urban development, etc.) and, if necessary, specifically recruit those with the skills missing in the group, such as in the case of large public transport projects, such as tram-train, high quality bus lanes and the tram network;
1.4. Coordinate the aspects related to mobility and urban development in the different urban planning documents (i.e. PDU, PLU, SCoT, PLH);
1.5. Make use of the commission of disabled persons to develop the Sustainable Urban Mobility Plan actions related to the mobility of disabled travellers;
1.6. Let the internal functioning of the Communauté Urbaine Lille Métropole be an example in terms of sustainable mobility;
1.7. Mobilise the institutional partners of Lille Métropole to act effectively and in a coordinated manner within the different planning activities.

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

2.1 Develop communication and make the general public aware of how the mobility system functions and of its link with urban development;
2.2. Continue coordination within the Sustainable Urban Mobility Plan during the realisation of the actions;

2.3. Engage a process of targeted coordination with the main generators of traffic and mobility;
2.4. Accompany local actors in their eco-mobility related efforts.

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

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

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

ANNEX D: CHECKLIST

PHASE 1: PREPARING WELL

STEP 1: DETERMINE YOUR POTENTIAL FOR A SUCCESSFUL SUSTAINABLE URBAN MOBILITY PLAN

ACTIVITY 1.1: COMMIT TO OVERALL SUSTAINABLE MOBILITY PRINCIPLES	• Overall commitment to sustainability principles from key stakeholders achieved. • Analysis concluded on the extent to which sustainability principles guide current policies relevant to urban mobility.	○ ○
ACTIVITY 1.2: ASSESS THE IMPACT OF REGIONAL/NATIONAL FRAMEWORK	• Opportunities and potential problems identified that might result from regional and national framework conditions. • Relevant documents from national and regional level reviewed and results summarised.	○ ○
ACTIVITY 1.3: CONDUCT SELF-ASSESSMENT	• Appropriate self-assessment carried out. • Strengths and weaknesses with regard to developing a Sustainable Urban Mobility Plan identified. • Results summarised as starting point to optimise local planning processes.	○ ○ ○
ACTIVITY 1.4: REVIEW AVAILABILITY OF RESOURCES	• Required skills and financial resources for planning process analysed. • Skill management plan compiled • Budget for running sustainable urban mobility planning process politically approved. • Likely budgetary framework for measure implementation assessed.	○ ○ ○ ○
ACTIVITY 1.5: DEFINE BASIC TIMELINE	• Realistic basic timeline for sustainable urban mobility planning process and measure implementation prepared. • Timeline approved by decision makers.	○ ○
ACTIVITY 1.6: IDENTIFY KEY ACTORS AND STAKEHOLDERS	• Stakeholder groups identified: Primary stakeholders, key actors, intermediaries. • Analysis of actor constellations carried out. • Basic stakeholder coordination strategy developed.	○ ○ ○

STEP 2: DEFINE THE DEVELOPMENT PROCESS AND SCOPE OF PLAN

ACTIVITY 2.1: LOOK BEYOND YOUR OWN BOUNDARIES AND RESPONSIBILITIES	• Most appropriate Sustainable Urban Mobility Plan area identified. • Agreement achieved on geographical coverage. • Agreement achieved on the basic roles and responsibilities of authorities and politicians. • Planning team created. • Political agreement signed and adopted by all municipal councils.	○ ○ ○ ○ ○
ACTIVITY 2.2: STRIVE FOR POLICY COORDINATION AND AN INTEGRATED PLANNING APPROACH	• Relevant policy linkages identified (synergies and conflicts). • Initial options for policy integration assessed. • Dialogue established with all concerned actors about integration possibilities. • Initial prioritisation of integration options decided. • Assessment and prioritisation specified according to advanced scenario building results (> Activity 3.2).	○ ○ ○ ○ ○

PHASE 1: PREPARING WELL		✓
ACTIVITY 2.3: PLAN STAKEHOLDER AND CITIZEN INVOLVEMENT	• Planning of different involvement strategies finalised.	○
	• Communication plan elaborated and approved.	○
ACTIVITY 2.4: AGREE ON WORK PLAN AND MANAGEMENT ARRANGEMENTS	• Political mandate and support for your plan concluded.	○
	• Coordinator of the planning process determined.	○
	• Strategy for risk management and quality management devised.	○
	• Work plan for your planning process developed and politically approved.	○
STEP 3: ANALYSE THE MOBILITY SITUATION AND DEVELOP SCENARIOS		
ACTIVITY 3.1: PREPARE AN ANALYSIS OF PROBLEMS AND OPPORTUNITIES	• Suitable indicators selected to describe the status.	○
	• All necessary data made available by the actors concerned. (If sufficient data is not available, start with what you have, but draft a plan on how to close the data gaps.)	○
	• Review and analysis concluded. Baseline scenario developed against which progress can be measured.	○
	• Key problems to be addressed by Sustainable Urban Mobility Plan prioritised.	○
ACTIVITY 3.2: DEVELOP SCENARIOS RATIONALE	• Do-nothing scenario elaborated (qualitatively and quantitatively).	○
	• Business-as-usual scenario elaborated (qualitatively and quantitatively).	○
	• Different alternative policy scenarios described (qualitatively and quantitatively). Choose which scenario serves the vision in the most efficient and effective way.	○
	• Appropriate techniques applied to support the scenario development and appraisal.	○
MILESTONE: ANALYSIS OF PROBLEMS & OPPORTUNITIES CONCLUDED		☐

PHASE 2: RATIONAL AND TRANSPARENT GOAL SETTINGS

STEP 4: DEVELOP A COMMON VISION

ACTIVITY 4.1: DEVELOP A COMMON VISION OF MOBILITY AND BEYOND	• Vision board established. • First draft of vision developed. • Draft discussed with stakeholders. • Agreement on final draft of vision. • Vision outcomes published in attractive format.	○ ○ ○ ○ ○
ACTIVITY 4.2: ACTIVELY INFORM THE PUBLIC	• Notes from stakeholder meetings made public. • Attractive information material about vision building and its outcomes elaborated and disseminated. • Media involved.	○ ○ ○

STEP 5: SET PRIORITIES AND MEASURABLE TARGETS

ACTIVITY 5.1: IDENTIFY THE PRIORITIES FOR MOBILITY	• Vision reviewed to guide the development of the objectives. • Draft objectives developed. • Draft discussed with key stakeholders. • Final draft of the objectives formalised.	○ ○ ○ ○
ACTIVITY 5.2: DEVELOP SMART TARGETS	• Develop a suitable set of locally relevant targets. • Reality check of objectives (> Activity 5.1) completed. • Formal adoption of targets and trajectories by all stakeholders as part of the action and budget plan (> Activity 7.2)	○ ○ ○

STEP 6: DEVELOP EFFECTIVE PACKAGES OF MEASURES

ACTIVITY 6.1: IDENTIFY THE MOST EFFECTIVE MEASURES	• Framework of resources re-assessed. • Options of possible measures defined and summarised.	○ ○
ACTIVITY 6.2: LEARN FROM OTHERS' EXPERIENCE	• Identified interesting places that have implemented a measure. • Exchange with implementers established. • Key results summarised.	○ ○ ○
ACTIVITY 6.3: CONSIDER BEST VALUE FOR MONEY	• Suitable measures (and packages of measures) assessed with an eye to costs and benefits as well as value for money. • Results summarised for discussion on final measure selection.	○ ○
ACTIVITY 6.4: USE SYNERGIES AND CREATE INTEGRATED PACKAGES OF MEASURES	• Effective packages of measures and possible synergies identified. • Packages of measures checked with an eye to integration with land-use planning and other sectoral planning activities. • Set of packages of measures selected as input for discussion on final selection and action and budget plan (> Activity 7.2).	○ ○ ○

MILESTONE: MEASURES IDENTIFIED ☐

PHASE 3: ELABORATING THE PLAN		✓
STEP 7: AGREE ON CLEAR RESPONSIBILITIES AND ALLOCATE BUDGETS		
ACTIVITY 7.1: ASSIGN RESPONSIBILITIES AND RESOURCES	• Final set of packages of measures proposed. • Responsibilities and possible funding sources identified. • Discussion with concerned stakeholders concluded.	○ ○ ○
ACTIVITY 7.2: PREPARE AN ACTION AND BUDGET PLAN	• Action and budget plan drafted. • Formal agreement from decision makers and key stakeholders.	○ ○
STEP 8: BUILD MONITORING AND ASSESSMENT INTO THE PLAN		
ACTIVITY 8.1: ARRANGE FOR MONITORING AND EVALUATION	• Suitable indicators (based on indicators selected in Activity 5.2 Develop SMART targets) selected. • Suitable monitoring and evaluation tools agreed on. • Work plan and responsibilities for data collection and management agreed.	○ ○ ○
STEP 9: ADOPT SUSTAINABLE URBAN MOBILITY PLAN		
ACTIVITY 9.1: CHECK THE QUALITY OF THE PLAN	• Final draft of Sustainable Urban Mobility Plan compiled. • Internal and stakeholder review completed. • Final amendments completed	○ ○ ○
ACTIVITY 9.2: ADOPT THE PLAN	• Sustainable Urban Mobility Plan adopted by elected representatives of pubic body/bodies responsible for planning.	○
ACTIVITY 9.3: CREATE OWNERSHIP OF THE PLAN	• Public relations and involvement activities planned and carried out. • Adoption of Sustainable Urban Mobility Plan celebrated with citizens and stakeholders.	○ ○
MILESTONE: SUSTAINABLE URBAN MOBILITY PLAN ADOPTED		☐

PHASE 4: IMPLEMENTING THE PLAN		✓
STEP 10:ENSURE PROPER MANAGEMENT AND COMMUNICATION		
ACTIVITY 10.1: MANAGE PLAN IMPLEMENTATION	• Work plan on management procedures and actor responsibilities agreed on.	○
	• Risk contingency plan elaborated.	○
	• Reporting formats agreed on.	○
ACTIVITY 10.2: INFORM AND ENGAGE THE CITIZENS	• Citizens and stakeholders who are directly affected by measure implementation involved.	○
	• Solutions for mitigation of negative effects during implementation elaborated.	○
	• General public informed about progress of measure implementation.	○
ACTIVITY 10.3: CHECK PROGRESS TOWARDS ACHIEVING THE OBJECTIVES	• Implementation of measures continually monitored.	○
	• Impacts evaluated at regular intervals.	○
	• Evaluation report prepared and published.	○
STEP 11: LEARN THE LESSONS		
ACTIVITY 11.1: UPDATE CURRENT PLAN REGULARLY	• Necessary amendments in implementation of measures identified.	○
	• Amendments discussed with actors concerned	○
	• Plan update concluded.	○
ACTIVITY 11.2: REVIEW ACHIEVEMENTS – UNDERSTAND SUCCESS AND FAILURE	• Ex-post evaluation of planning process and measure implementation concluded.	○
	• Lessons learnt documented.	○
ACTIVITY 11.3: IDENTIFY NEW CHALLENGES FOR NEXT SUSTAINABLE URBAN MOBILITY PLAN GENERATION	• New challenges ahead for urban transport and mobility identified.	○
	• Lessons learnt from current planning cycle used for development of next Sustainable Urban Mobility Plan.	○
MILESTONE: FINAL IMPACT ASSESSMENT CONCLUDED		☐

ANNEX E: EXPERTS CONSULTED IN WORKSHOPS AND EXPERT GROUP MEETINGS

	Expert	Organisation	Country	Event / Project (Date)
1	AHERNE Michael P.	Dublin Transportation Office	Ireland	SUTP Expert Group (2004) PILOT Project (external expert)
2	ALEXANDER Melanie	Bristol City Council	UK	PILOT Project Partner
3	ALLCORN Patrick	Transport for London	UK	SUTP Expert Group (2004, DG ENV)
4	ALVES Mário	Transitec Engenheiros – Consultores	Portugal	ELTISplus Trainer Workshop, Nov. 2011
5	ANASTASE Doina	The Romanian Union of Public Transport	Romania	PILOT Project Partner
6	ANASTASIADIS Stephanos	Policy Officer, European Federation for Transport and Environment	Belgium	SUTP Expert Group (2004, DG ENV)
7	ARCELLI Andrea	Commune Bologna	Italy	PILOT Project Partner
8	ARENTS Paul	European affairs officer, Vlaamse Vervoermaatschappij VVM DeLijn	Belgium	SUTP Expert Group (2004, DG ENV)
9	AUWERX Patrick	Mobiel 21	Belgium	PILOT Project Partner
10	BALANT Mojca	Urban Planning Institute of the Republic of Slovenia	Slovenia	ELTISplus Trainer Workshop, May 2011
11	BASTIAENS Jeroen	VECTRIS	Belgium	PILOT Project Partner
12	BASTON Ana-Maria	Association for Urban Transition	Romania	ELTISplus Trainer Workshop, Nov. 2011
13	BECKER Udo	Technical University of Dresden	Germany	ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Validation Workshop, Mar 2011 ELTISplus Trainer Workshop, Nov. 2011 ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
14	BERNARD Valerie	Eurocities	Belgium	PILOT Project Partner
15	BONIFERT Marta	Regional Environmental Center	Hungary	ELTISplus Trainer Workshop, May 2011
16	BOSSAERT Elke	Mobiel 21	Belgium	PILOT Project Partner
17	BREMERE Ingrida	Baltic Environmental Forum – Latvia	Latvia	ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
18	BUCKETT John	Hampshire County Council	UK	PILOT Project Partner PILOT Project (external expert)
19	BÜHRMANN Sebastian	Rupprecht Consult	Germany	PILOT Project Partner SUTP Efficiency Study Workshop, Sept 2005 ELTISplus Expert Workshop, Sep 2010 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011 ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
20	BUI Vhin	Amiens Métropole	France	ELTISplus Expert Workshop, Sep 2010
21	BURCKHART Kerstin	Institut d'Estudis Territorials, Barcelona	Spain	ELTISplus Trainer Workshop, Nov. 2011
22	BYERS Alastair	Transport & Travel Research	UK	PILOT Project Partner

	Expert	Organisation	Country	Event / Project (Date)
23	BRIGATI Elisa	TRT TRASPORTI E TERRITORIO, Milan	Italy	SUTP Efficiency Study Workshop, Sept 2005
24	CHIFFI Cosimo	TRT TRASPORTI E TERRITORIO, Milan	Italy	ELTISplus Trainer Workshop, May 2011
				ELTISplus Trainer Workshop, Nov. 2011
25	CHRISTIAENS Jan	Mobiel 21, Leuven	Belgium	ELTISplus Trainer Workshop, May 2011
				ELTISplus Trainer Workshop, Nov. 2011
26	COVET Julien	Amiens Métropole	France	ELTISplus Expert Workshop, Sep 2010
27	COX Alastair	Bristol City Council	UK	PILOT Project (external expert)
28	CRASS Mary	Organisation for Economic Co-operation and Development	France / International Organisation	PILOT Project (external expert)
29	CRÉ Ivo	POLIS	Belgium	PILOT Project Partner ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Trainer Workshop, Nov. 2011 ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
30	CREEDY Allen	Union of Baltic Cities	Network	PILOT Project (external expert)
31	CRIDLAND-SMITH Lucy	Bristol City Council	UK	PILOT Project Partner
32	DAVIES Barbara	Bristol City Council	UK	PILOT Project Partner PILOT Project (external expert)
33	DE BAETS Yves	City of Ghent	Belgium	PILOT Project (external expert)
34	DE HAAN Jurgen	Transport Knowledge Resources Centre (KPVV)	The Netherlands	ELTISplus Expert Workshop, Sep 2010
35	DE SCHEPPER Karin	Inland Navigation Europe (INE)	Association (Belgium)	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
36	DELCAMPE David	DG Environment	European Commission	SUTP Efficiency Study Workshop, Sept 2005
37	DELLA LUCIA Luca	University of Padova, Department of Structural and Transport Engineering	Italy	ELTISplus Expert Workshop, Sep 2010
38	DELY Kristina	Covenant of Mayors	Network/ Belgium	ELTISplus Knowledge Consolidation Workshop, June 2010
39	DÖREN Béla	Transport Commissioner, City of Cologne & TTI URBAN NET	Germany	PILOT Project Partner PILOT Project (external expert) SUTP Expert Group (2004, DG ENV)
40	DRAGUTESCU Ana	Association for Urban Transition	Romania	ELTISplus Trainer Workshop, May 2011
41	DUQUENNE Thierry	Brussels Capital Region	Belgium	ELTISplus Expert Workshop, Sep 2010
42	EKÉS András	Metropolitan Research Institute	Hungary	ELTISplus Validation Workshop, Mar 2011 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
43	ELVINGSON Per	City of Öreborg	Sweden	ELTISplus Expert Workshop, Sep 2010
44	ENACHE Mircea	University of Architecture & Urbanism, Bucharest	Romania	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013

	Expert	Organisation	Country	Event / Project (Date)
45	FIEDLER Matthias	Rupprecht Consult	Germany	ELTISplus Knowledge Consolidation Workshop, June 2010
46	FIRTH Alan	Lille Metropole Communauté urbaine	France	PILOT Project Partner PILOT Project (external expert)
47	FISCHEROVÁ Gabriela	Energy Centre Bratislava, Local Technical Coordinator of UNDP-GEF Project "Sustainable Mobility in the City of Bratislava"	Slovakia	ELTISplus Expert Workshop, Oct 2010
48	FREIRA Mauro Daniel	Municipality of Evora	Portugal	PILOT Project Partner
49	GAUCE Kristina	Statybos Strategija	Lithuania	ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
50	GERME Sabine	Lille Metropole Communauté urbaine	France	PILOT Project Partner
51	GERTHEIS Antal	Metropolitan Research Institute	Hungary	ELTISplus Trainer Workshop, May 2011
52	GIMÉNEZ I CAPEDEVILA Rafael	Institut d'Estudis Territorials - Institute for Regional Studies (Catalonia), Consultant	Spain	ELTISplus Expert Workshop, Oct 2010
53	GRANBERG Mette	Council of European Municipalities and Regions City of Helsinki	Network / Finland	ELTISplus Validation Workshop, Mar 2011
54	GRANT Murray	Merseytravel	UK	PILOT Project (external expert)
55	GUDMUNDSSON Henrik	Vlaamse Vervoermaatschappij VVM DeLijn	Denmark	SUTP Expert Group (2004, DG ENV)
56	HAON Sylvain	Polis	Belgium	PILOT Project Partner ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
57	HAVLIK Kvetoslav	KORDIS JMK, Brno	Czech Republic	ELTISplus Expert Workshop, Sep 2010
58	HECIMOVIC Helena	City of Koprivnica	Croatia	ELTISplus Expert Workshop, Oct 2010
59	HEVES Gábor	Regional Environmental Center for Central and Eastern Europe	Hungary	ELTISplus Expert Workshop, Oct 2010 ELTISplus Trainer Workshop, May 2011
60	HOLVE Vanessa	EUROCITIES	Belgium	ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Validation Workshop, Mar 2011
61	HOOLI Lauri	Union of Baltic Cities	Finland	ELTISplus Trainer Workshop, May 2011
62	IACOVINI Carlo	Mo.Ve	Italy	SUTP Expert Group (2004, DG ENV)
63	ILIEVA Lucia	Club Sustainable Development of Civil Society, General Manager	Bulgaria	ELTISplus Expert Workshop, Oct 2010 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
64	JANSSEN Ulrike	Climate Alliance	Germany	SUTP Efficiency Study Workshop, Sept 2005
65	JEAN Maxime	CERTU - Centre d'études sur les réseaux, les transports, l'urbanisme et les constructions publiques	France	PILOT Project Partner PILOT Project (external expert)

	Expert	Organisation	Country	Event / Project (Date)
66	JORDOVA Radomira	Transport Research Centre, CDV	Czech Republic	ELTISplus Trainer Workshop, May 2011
67	JOUVE Nicolas	CETE Nord Picardie, Département Transport et Mobilités	France	ELTISplus Validation Workshop, Mar 2011
68	JÜSSI Mari	Stockholm Environment Institute Tallinn	Estonia	ELTISplus Trainer Workshop, May 2011
69	KALANJ Nebojsa	City of Koprivnica	Croatia	ELTISplus Expert Workshop, Oct 2010
70	KALDA Anu	Tallin Transport Department	Estonia	PILOT Project Partner ELTISplus Expert Workshop, Sep 2010
71	KAYERS Annette	City of Copenhagen	Denmark	ELTISplus Trainer Workshop, Nov. 2011
72	KEELEY Steven	CENTRO (West Midlands Passenger Transport Executive and Authority) / UITP	UK	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
73	KERENYI Laszlo	Centre for Budapest Transport	Hungary	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
74	KLATKA Sylwia	ConVoco sp.zo.o.	Poland	PILOT Project Partner
75	KOLLAMTHODI Sujith	AEA Technology	UK	SUTP Efficiency Study Workshop, Sept 2005
76	KRAJEWSKI Markus	Deutscher Städtetag/ German Association of Cities and Towns	Germany	SUTP Expert Group (2004, DG ENV)
77	LEE Peter	Department of Transport	UK	SUTP Expert Group (2004, DG ENV)
78	LESNE Jacques	Ministry of Transport	France	SUTP Expert Group (2004, DG ENV)
79	LIGHTFOOT Graham	Mendes Limited	Ireland	ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
80	LÓPEZ LAMBAS María Eugenia	Polytechnical University of Madrid	Spain	ELTISplus Knowledge Consolidation Workshop, June 2010
81	LUTS Hannes	Stockholm Environment Institute Tallinn	Estonia	ELTISplus Trainer Workshop, Nov. 2011
82	LUTZ Martin	City of Berlin	Germany	SUTP Efficiency Study Workshop, Sept 2005
83	MARSDEN Greg	University of Leeds, Institute for Transport Studies	UK	ELTISplus Expert Workshop, Sep 2010
84	MARTINO Angelo	TRT Trasporti e Territorio	Italy	SUTP Efficiency Study Workshop, Sept 2005 ELTISplus Knowledge Consolidation Workshop, June 2010

	Expert	Organisation	Country	Event / Project (Date)
85	MARX Christof	Executive Agency for Competitiveness and Innovation (EACI)	European Commission	ELTISplus Expert Workshop, Sep 2010 ELTISplus Validation Workshop, Mar 2011 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
86	MATHON Sylvie	CERTU (Centre d'études sur les réseaux, les transports, l'urbanisme et les constructions publiques) – CETE Nord Picardie	France	ELTISplus Knowledge Consolidation Workshop, June 2010
87	MCGEEVER Jim	London European Partnership for Transport, European Projects Manager	UK	ELTISplus Expert Workshop, Oct 2010
88	MEERSCHAERT Vincent	traject – mobility management	Belgium	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
89	MEKERS Coen	Provincie Gelderland	The Netherlands	SUTP Expert Group (2004)PILOT Project (external expert)
90	MERLE Nicolas	CETE (Centre d'Etudes Techniques de l'equipment) Nord Picardie, Département Transport et Mobilités	France	ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Validation Workshop, Mar 2011
91	METZ Friso	Transport Knowledge Resource Centre KPVV	The Netherlands	ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
92	MEZEI Csaba	The Regional Environmental Center for Central and Eastern Europe, Project Manager Green Transport Topic Area	Hungary	ELTISplus Expert Workshop, Oct 2010
93	MIETZSCH Oliver	Council of European Municipalities and Regions		ELTISplus Knowledge Consolidation Workshop, June 2010
94	MÖHLENDICK Barbara	City of Cologne	Germany	PILOT Project Partner
95	MONZÓN Andrés	Transyt - Centro de Investigación del Transporte	Spain	PILOT Project (external expert)
96	MORAIS Ines	Municipality of Evora	Portugal	PILOT Project Partner
97	MOTMANS Luc	Mobiel 21	Belgium	PILOT Project Partner
98	MUSSO Antonio	Federmobilità	Italy	PILOT Project Partner
99	NEGRENTI Emanuele	ENEA Roma - Italian National Agency for New Technologies, Energy and Sustainable Economic Development	Italy	SUTP Efficiency Study Workshop, Sept 2005
100	NORD Ola	City of Malmö	Sweden	PILOT Project (external expert)
101	ONGJERTH Richárd	Hungarian Urban Knowledge Centre, Managing Director	Hungary	ELTISplus Expert Workshop, Oct 2010
102	OOSTVEE Peter-Paul	City of the Hague	The Netherlands	PILOT Project Partner
103	OREVICEANU Monica	Ministry of Regional Development and Housing	Romania	ELTISplus Expert Workshop, Sep 2010

	Expert	Organisation	Country	Event / Project (Date)
104	PARKER Tom	TTR	UK	PILOT Project Partner
105	PAPADIMITRIOU Stratos	University of Piraeus	Greece	ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
106	PLEVNIK Aljaž	Urban Planning Institute of the Republic of Slovenia	Slovenia	ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Expert Workshop, Oct 2010 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
107	PLIESOVSKA Lenka	City of Bratislava, Department of Transport Management and Planning	Slovakia	ELTISplus Expert Workshop, Oct 2010
108	PRESSL Robert	Austrian Mobility Research, FGM-Amor	Austria	ELTISplus Trainer Workshop, Nov. 2011
109	RAJKIEWICZ Andrzej	Association of Polish Regional Energy Agencies, SAPE	Poland	ELTISplus Trainer Workshop, May 2011
110	REEVE Iain	Hampshire County Council	UK	PILOT Project Partner
111	REITER Karl	Austrian Mobility Research, FGM-Amor	Austria	ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
112	RILEY Steven	Bristol City Council	UK	PILOT Project Partner
113	ROGIEST Gisèle	City of Gent, Mobility Manager	Belgium	ELTISplus Validation Workshop, Mar 2011
114	ROMMERTS Marcel	European Commission	International Organisation	ELTISplus Knowledge Consolidation Workshop, June 2010
115	ROONA Bert	The North-Netherlands Provinces (SNN)	The Netherlands	SUTP Expert Group (2004, DG ENV)
116	RUPPRECHT Siegfried	Rupprecht Consult	Germany	SUTP Expert Group (2004, DG ENV) SUTP Efficiency Study Workshop, Sept 2005 PILOT Project Partner ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Expert Workshop, Sep 2010 ELTISplus Expert Workshop, Oct 2010 ELTISplus Trainer Workshop, Nov. 2011 ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
117	RUSINOIU Emil-Mihai	SC BRAICAR SA - BRAILA	Romania	PILOT Project Partner
118	RYCKBOST Isabelle	European Federation of Inland Ports (EFIP)	Association (Belgium)	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013

	Expert	Organisation	Country	Event / Project (Date)
119	RYE Tom	Edinburgh Napier University / Lund University	UK	ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Validation Workshop, Mar 2011 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011 ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
120	SAARINEN Sakari	City of Helsinki/ Union of Baltic Cities	Finland	ELTISplus Knowledge Consolidation Workshop, June 2010
121	SANDULESCU Cornel	SC BRAICAR SA - BRAILA	Romania	PILOT Project Partner
122	SANGEN Rob	Former Director of the traffic region "The Hague"	The Netherlands	SUTP Expert Group (2004, DG ENV)
123	SANTEL Alberto	Commune Genova	Italy	PILOT Project Partner PILOT Project (external expert) SUTP Expert Group (2004, DG ENV)
124	SAUVAGE Evelyne	VECTRIS	Belgium	PILOT Project Partner
125	SEHIER Jean-Louis	Lille Metropole Communauté urbaine	France	PILOT Project Partner PILOT Project (external expert)
126	SIMPSON Jerome	The Regional Environmental Center for Central and Eastern Europe	Hungary	ELTISplus Expert Workshop, Oct 2010
127	SOLTYSIAK Agnieszka	Sylwia Klatka - ConVoco	Poland	PILOT Project Partner
128	SORIN Olivier	City of Nantes	France	PILOT Project (external expert)
129	STACEY Stewart	Birmingham City Council, Councillor	UK	SUTP Expert Group (2004) PILOT Project (external expert)
130	STAHLSPETS Ake	Linköping	Sweden	PILOT Project (external expert)
131	STEPAN Octavia	Association for Urban Transition	Romania	ELTISplus Knowledge Consolidation Workshop, June 2010
132	STOYANOVA Zoya	City of Burgas	Bulgaria	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
133	STRATIL-SAUER Gregor	Vienna City Administration, Urban Development Planning	Austria	ELTISplus Expert Workshop, Sep 2010 ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
134	STRAUCH Claudia	Cities Region / District of Aachen (StädteRegion Aachen)	Germany	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
135	STRNADOVÁ Danuse	Transport Research Centre, CDV	Czech Republic	ELTISplus Trainer Workshop, Nov. 2011
136	SUCHORZEWSKI Wojciech	Suchorzewski Konsulting; Warsaw University of Technology - Transportation Engineering Division, Emeritus Professor	Poland	ELTISplus Expert Workshop, Oct 2010
137	SUNDELL Lisa	City of Göteborg	Sweden	ELTISplus Knowledge Consolidation Workshop, June 2010

	Expert	Organisation	Country	Event / Project (Date)
138	SUNESON Torbjörn	Swedish National Road Administration	Sweden	SUTP Expert Group (2004, DG ENV)
139	TEUBNER Wolfgang	ICLEI – Local Governments for Sustainability – European Secretariat	Network (Germany)	ELTISplus Validation Workshop, Mar 2011
140	THEVENON Jean	CERTU	France	SUTP Expert Group (2004, DG ENV)
141	THIEMANN-LINDEN Jörg	German Institute of Urban Affairs (DIFU), Scientific Officer - Field of Mobility and Infrastructure	Germany	ELTISplus Expert Workshop, Oct 2010
142	TOMASSI Maurizio	STA SpA Rome	Italy	SUTP Efficiency Study Workshop, Sept 2005
143	VALLET Julie	Grand Lyon	France	SUTP Efficiency Study Workshop, Sept 2005
144	VAN DER JAGT Mark	City of the Hague	The Nether-lands	PILOT Project Partner PILOT Project (external expert)
145	VAN DER KLAAUW Cor	Province of Groningen	Netherlands	ELTISplus Validation Workshop, Mar 2011
146	VAN DYCK Sara	Mobiel 21	Belgium	PILOT Project Partner
147	VAN EGMONT Patrick	TISSEO-SMTC	France	PILOT Project (external expert)
148	VAN RIET Joop	Ministry of Transport, The Netherlands	The Nether-lands	SUTP Expert Group (2004)
149	VAN LIESHOUT Marcel	Goudappel Coffeng	The Nether-lands	ELTISplus Trainer Workshop, Nov. 2011
150	VANCLUYSEN Karen	Polis	Belgium / Network	PILOT Project Partner ELTISplus Validation Workshop, Mar 2011
151	VANSEVENANT Peter	Stad Gent, Head of the mobility department	Belgium	SUTP Expert Group (2004) PILOT Project (external expert) ELTISplus Expert Workshop, Sep 2011
152	VASCONCELOS Ana	IST Lisbon - Evora	Portugal	PILOT Project Partner
153	VASIOIU Daniela	City of Braila	Romania	PILOT Project Partner
154	VERDACCHI Cristina	Commune Genova	Italy	PILOT Project Partner PILOT Project (external expert)
155	VILLALANTE I LLAU-RADÓ Manel	Ferrocarrils de la Generalitat de Catalunya (FGC)	Spain	SUTP Expert Group (2004)
156	VILLANI Valeria	Commune Bologna	Italy	PILOT Project Partner PILOT Project (external expert)
157	VIORICA Sarman	URTP publications Editor & Marketing	Romania	PILOT Project Partner
158	WEBER Ulrich	UITP-Euroteam Union Internationale des Transport Publics	Belgium	SUTP Expert Group (2004)

	Expert	Organisation	Country	Event / Project (Date)
159	WEFERING Frank	Rupprecht Consult	Germany	ELTISplus Expert Workshop, Oct 2010 ELTISplus Validation Workshop, Mar 2011 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011 ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
160	WEGEFELT Susanne	DG Environment	European Commission	SUTP Efficiency Study Workshop, Sept 2005
161	WEINREICH Marianne	VEKSØ Mobility	Denmark	ELTISplus SUMP Guidelines Validation Workshop, Mar 2013
162	WILD Dieter	PTV - Planung Transport Verkehr AG	Germany	SUTP Efficiency Study Workshop, Sept 2005
163	WITTE Andreas	Technical University of Aachen (RWTH)	Germany	ELTISplus Expert Workshop, Sep 2010
164	WOLEK Marcin	University of Gdansk	Poland	ELTISplus Knowledge Consolidation Workshop, June 2010 ELTISplus Trainer Workshop, May 2011 ELTISplus Trainer Workshop, Nov. 2011
165	WOLFRAM Marc	Rupprecht Consult	Germany	PILOT Project Partner
166	WORTHINGTON Ray	Lancashire County Council	UK	PILOT Project Partner
167	WRIGLEY Stuart	Lancashire County Council	UK	PILOT Project Partner
168	ZWOLINSKI Tomasz	City of Krakow	Poland	ELTISplus Validation Workshop, Mar 2011

Funded by the Intelligent Energy Europe
Programme of the European Union