

IT'S TIME FOR ACTION

Guidelines for an effective and cooperative SUMP implementation process



Implemented by



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Guidelines for effective and cooperative SUMP implementation process

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Introduction

Background

This document has been developed for the service »Provision of guidance and capacity building for implementation of SUMP for nineteen supported Municipalities/Cities in Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia«, within the framework of the project SUMSEEC II, co-funded by the European Union and the Federal German Ministry for Economic Cooperation and Development (BMZ). The guidelines describe the process of implementing a SUMP.

It is based on two documents:

- Slovenian national guidelines for developing local SUMP »We will travel more comfortably, we will live better. National guidelines for the preparation of the Municipal Sustainable Urban Mobility Plan (UIRS, 2021) and
- Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan (Rupprecht Consult, 2019)¹.

It was prepared to support local communities and consultancies in partner countries with information about, and best practice examples of, approaches and methods for successful and effective implementation of SUMP. It also offers additional insight into practical examples of past cases, where the common barriers with SUM planning and implementation were successfully overcome

These guidelines are aimed at practitioners in urban transport working in local administrations and consultancies, as well as other stakeholders who are involved in the implementation of a SUMP.

What is a SUMP?

The following definition of a Sustainable Urban Mobility Plan, which has been widely accepted in Europe and internationally, is used in this guidance:

“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.” (Rupprecht Consult, 2019).

As formulated in the EU guidelines on SUMP, Sustainable Urban Mobility Planning is a strategic and integrated approach for dealing effectively with the complexities of urban transport. Its core goal is to improve accessibility and quality of life by achieving a shift towards sustainable mobility. SUMP advocates fact-based decision making guided by a long-term vision for sustainable mobility. As key components, this requires a widely supported common vision with strategic objectives, a thorough assessment of the current situation and future trends, and an integrated set of regulatory,

¹ Rupprecht Consult (editor), Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan, Second Edition, 2019.

promotional, financial, technical and infrastructure measures to deliver the objectives – whose implementation should be accompanied by systematic monitoring and evaluation.

In contrast to traditional planning approaches, SUMP places particular emphasis on the involvement of citizens and stakeholders, the coordination of policies between sectors (especially transport, land use, environment, economic development, social policy, health, safety, and energy), and broad cooperation across different layers of government and with private actors. The concept also emphasises the need to cover all aspects of mobility (both people and goods), modes and services in an integrated manner, and to plan for the entire “functional urban area”, as opposed to a single municipality within its administrative boundaries (Rupprecht Consult, 2019).

Steps in preparation of the SUMP²

According to the EU guidelines, the SUMP cycle consists of four phases with twelve main steps that are further broken down into numerous activities. All steps and activities should be taken as part of a regular planning cycle in the sense of a continuous improvement process.

The last, fourth phase of the SUMP cycle in the EU Guidelines focuses on implementing the measures and related actions defined in the SUMP, accompanied by systematic monitoring, evaluation and communication. (Rupprecht Consult, 2019).

The document is divided into 6 chapters according to the 6 phases of SUMP implementation. For each phase, challenges in the region are presented, a description of the phase and its steps, and good practices of SUMP implementation from elsewhere in Europe are described.

² Taken from the Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan (Rupprecht Consult, 2019)

Good practice examples are taken from SUMP across Europe which were useful to illustrate activities of implementing a SUMP. The initial aim was to focus on the countries which are taking part in this project; however, there is very limited experience of the SUMP implementation phase in the region. As a result, a portfolio of examples from different European regions was collected to show good implementing approaches in different planning and cultural contexts. Additional examples can be found at www.eltis.org.



This symbol indicates points of political involvement during the SUMP process

Figure 1: The 12 Steps of Sustainable Urban Mobility Planning (2nd Edition) – A decision maker’s overview

How to implement a SUMP?

This last phase of the SUMP cycle focuses on implementing the measures and related actions defined in the SUMP, accompanied by systematic monitoring, evaluation, and communication. The adoption of the SUMP initiates two simultaneous processes – the process of implementing the Action plan (a short-term perspective) and the process of regularly updating and upgrading the SUMP (a long-term perspective) based on systematic monitoring and evaluation. Implementation of the Action plan requires responsible departments and institutions to coordinate, plan and undertake their actions and procure goods and services. Systematic monitoring and evaluation will regularly check whether implementation is performed according to plan, allowing corrective action to be taken if needed. As implementation of SUMP measures can cause disruption for transport users, continuous work with the public is crucial for a successful implementation process. Learning the lessons about what has worked (and what has not), based on the monitoring and evaluation activities, is the last phase of the SUMP cycle. These lessons should already be considered in the implementation process, and then again in subsequent versions of the SUMP.

This phase consists of six steps:

1. Assess the SUMP framework
2. Involve citizens and stakeholders
3. Manage implementation
4. Monitor and adapt
5. Cooperate with neighbouring municipalities and higher levels of government
6. Review and learn the lessons

1. Assess the SUMP framework

For a successful SUMP implementation process, several prerequisites must be met:

- the SUMP document must be well prepared and have a realistic action plan,
- It must have continuous political support,
- the municipality must have sufficient capacities for implementation, both in terms of personnel and budget.

Approaches to the production of SUMP vary considerably across Europe and the region. The differences are expressed in the length and accuracy of the preparation, as some documents are prepared in a very shortened form, in a short time, with external experts who do not participate locally enough. Some SUMPs still have too many traditional elements of planning, they are too focused on the flow of motor traffic and the capacity of the road infrastructure. Some SUMPs also do not have a connection between the vision and goals and the selection of measures in the action plan. Therefore, the first step of SUMP implementation is to check the quality and adequacy of the implementation document. The audit can be carried out internally within the municipality's working group, or external experts can be hired for it.

The main source for the implementation process is the Action plan which contains an overview of all those activities with which the municipality will realize its SUMP. It is normally prepared for a period of five years and considers the longer period only in general terms. The Action plan summarizes the goals, targets and strategies and provides a detailed list of selected measures, grouped into packages. Each measure listed in the action plan is normally provided with information such as responsibility for implementation, complexity of implementation, costs of the municipality, sources of funding and timing with the deadline for implementation. These specifications provide a solid foundation for an efficient implementation of SUMP.

Continuous ownership of the SUMP by the key stakeholders is crucial for the success of implementation of SUMP. Sometimes a political change in the management of the municipality causes the SUMP to be associated with the former political party and therefore loses support for implementation. Continuous involvement of political and institutional stakeholders helps them to keep ownership and makes it more likely that they will support the implementation process.

An assessment of capacities and resources at the beginning of implementation is also needed to be able to successfully manage the process. This helps you to identify barriers and drivers that might influence the implementation. This activity includes assessment of human resources (i.e., available staff and skills) as well as financial resources. Without sufficient resources it will be difficult to carry out a successful implementation process.

Activities

- Apply an internal assessment or peer-review by external experts to assess the quality of SUMP document.
- Strive for a broad coalition that supports implementation of your SUMP and feels ownership. Achieving the support not only of the governing party but also of the opposition helps to ensure continuity.

- Promote the SUMP implementation to politicians and colleagues in all relevant departments, for example by organising visits to the construction sites of the SUMP measures.
- Assess skills available within the local administration and among stakeholders. Ensure that all core skills for SUMP implementation are considered and covered.
- Define the required budget for the SUMP implementation process and ensure political approval.
- Re-assess the likely budgetary framework for measure implementation. Consider local, regional, national, EU and external funding opportunities.

Peer review method for assessing the quality of SUMP

A quick and effective way of assessing the quality of a SUMP is peer review. This means that one or more experienced experts in the field are invited to review your SUMP. The revision should consider the quality of the document, also benchmarking it against the 'best in class'. They can contribute a useful external perspective and feedback on how to best organise the implementation of a Sustainable Urban Mobility Plan.

Source: Tom Rye, ENU, 2017 (Source: European SUMP Guidelines 2.0)

SUMP quality assurance - experience from Slovenia

The analysis of the first generation of Sustainable Urban Mobility Plans (SUMPs) in Slovenia showed significant differences in the preparation process and quality of the final documents. Also, a mismatch between the objectives and the measures selected within the SUMPs was observed, as was too much focus on road motorised transport. This pointed to the need to increase the quality of SUMPs and consequently their effectiveness. Even though the existing national quality assurance process was already in place, it focused primarily on the preparation process and not on the content. Therefore, the need to overcome this barrier was recognized and a toolkit to address it was prepared.

The Slovenian SUMP quality assurance toolkit focusing on the content of the documents was designed to ensure better quality of the next generation of SUMPs in Slovenia. It was developed within two European projects - CIVITAS PROSPERITY and LIFE IP CARE4CLIMATE and was inspired by Flanders's "[Quick scan](#)" process. The central part of the toolkit is expert assessment of the coherence and content of the document. Within it the links between the key elements of the SUMP – vision, goals, key challenges and opportunities, strategic guidelines, measures, and action plan are checked. Based on the assessment, advice to the group preparing the new SUMP is provided early, at the time of document preparation. Its aim is to raise the quality of documents and their compliance with national guidelines, but not to give a score or award the document a "pass" or a "fail" grade.

SUMP quality assurance became mandatory in October 2022 following the adoption of the national Law on sustainable urban mobility planning.

Source: Mojca Balant, UIRS, 2022

2. Manage implementation

A good SUMP does not automatically mean good results. In addition to a high-quality document, it is also necessary to ensure high-quality implementation management, capacity building, control over the implementation of measures and risk management (for example, in case of deviations in the available sources of financing, change of key personnel, change of political leadership and support, etc.). The condition for this is the understanding and cooperation of all those involved in the implementation of a certain measure.

The process of implementing SUMP is a complex process that requires good coordination and dedicated human resources. Therefore, a responsible team within the municipal administration must be formed first. Its role is the effective coordination of the SUMP implementation, while also taking care to strengthen the knowledge and experience necessary for efficient SUMP planning. In this way, the capacity of the municipality to carry on implementing the SUMP, and to revisit the document in its second and third cycles, will be strengthened. Throughout the process of implementation, the key personnel at the municipality should be the coordinators of the process and the core working group (CWG). For some of the activities CWG should consult with members of a wider working group (WWG) consisting of key stakeholders outside the municipal administration. This division of roles and responsibility should continue the SUMP preparation process and should enable the majority of the stakeholders from the previous phase to stay involved in the SUMP process.

The coordinator of the implementation of the SUMP, who has, ideally, also coordinated the preparation of the document, plays a central role, as s/he leads the implementation and monitoring of the effects of SUMP at the municipality. S/he communicates both with the management of the municipality, possible co-financiers, as well as with relevant municipal departments, CWG and WWG. Ideally, the coordinator would have experience with SUMP implementation, but this is unlikely to be feasible. His/her leadership skills and political support are more crucial. The decision regarding the selection of a coordinator must be approved by the municipality's management at the beginning of the SUMP implementation process.

After the (re)distribution of tasks, the SUMP action plan should be revised and jointly approved, which will ensure transparency and good coordination of all steps. In this way, the optimal use of available funds will be encouraged. The action plan should be flexible enough to adapt it to reality. Regular meetings of the process coordinator and working groups should be planned, which also include reviews of the implementation of measures and the achievement of set goals.

The activities of the SUMP implementation process, defined in the Action plan of the SUMP, depend on each other, so the municipality must plan their optimal duration and sequence. In doing so, the municipal calendar should be rechecked and the processes of the local political and planning context considered before the start of implementing phase - pre-election periods, the adoption of the budget and the procedures for the preparation of spatial planning documents can have a decisive influence on the process of implementing the SUMP.

An important part of the implementation of the SUMP is the procurement of products and services that are necessary for the implementation of the planned measures. Public procurement is otherwise a legally defined procedure that is usually supported by specialized staff in municipal administrations. Nevertheless, ordering innovative products or services also requires the cooperation of the SUMP

working group to minimise negative social and environmental impacts. Municipalities might consider joint procurement with other municipalities in order to achieve a more favourable price.

Municipalities allocate relatively high amounts to measures in the field of transport. If municipalities use these amounts to order innovative green products or services (such as low-emission vehicles or ride-sharing services), they can stimulate a development breakthrough and enable innovative products and services to penetrate the market.

In the case of public procurement, municipalities can benefit from EU guidelines that guide municipalities in green public procurement procedures for the areas of "[Planning, construction and maintenance of roads](#)", "[Road lighting and traffic signalling](#)" and "[Road transport](#)". More detailed European guidelines for sustainable public procurement are also available as part of the preparation of the SUMP.

Activities

The management of the SUMP implementation process should be established with the following activities:

- Agree on the management of procedures and responsibilities achieved with all participating stakeholders.
- Assess the risks of implementation and prepare an adaptation activities.
- Start implementing the action plan, coordinate stakeholders and communicate to the general public about achievements.
- Arrange regular meetings dedicated to managing the SUMP implementation process, at which the coordinator of the process and members of the CWG and WWG participate.
- Assess the needs for products or services resulting from the measures, define technical specifications of each product or service, the type of ordering procedures and the required time for carrying out the procedures.
- Include green procurement criteria (either as minimum standards or as an option to earn additional points).

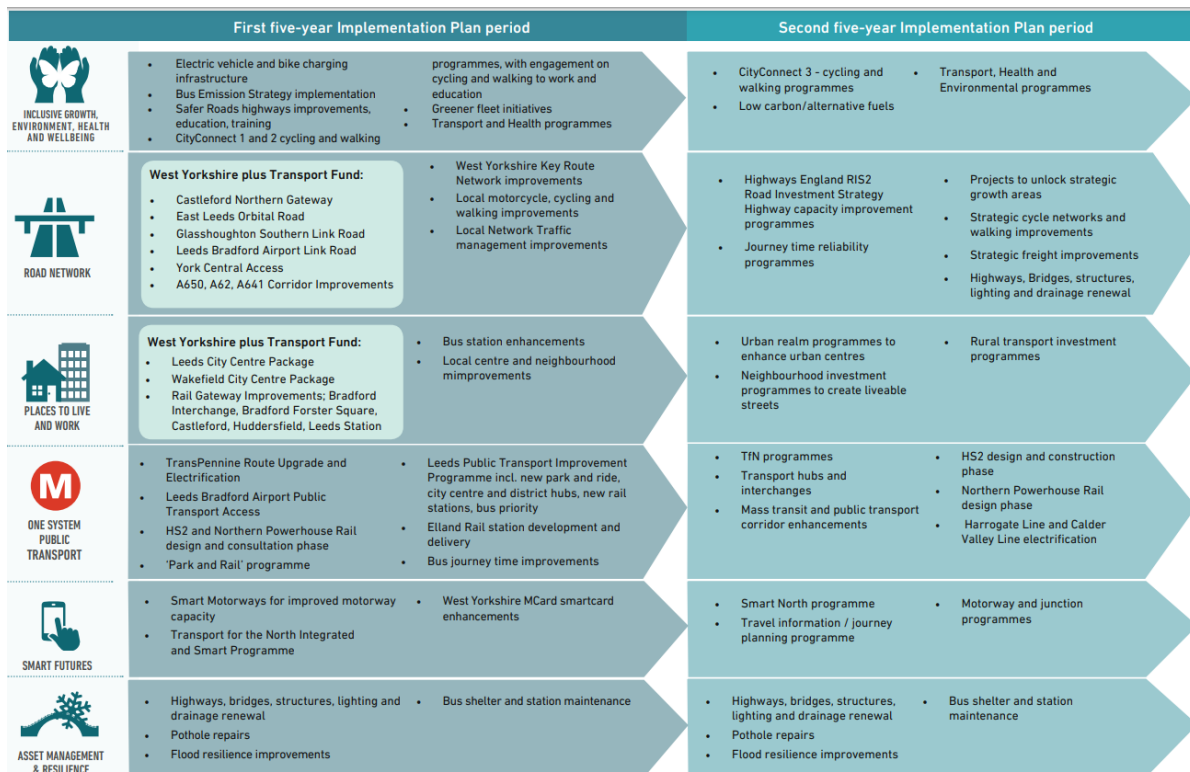
Brno, Czech Republic: Monitoring tool for action implementation and communication

The SUMP monitoring tool is a spatial database (GIS) application for both experts and citizens. It contains information about all investments from the Action plan (budget, year of realization, etc.) and allows detailed analysis of this data. Experts (mostly stakeholders) use the tool for managing SUMP implementation. The tool allows cooperation for all the stakeholders over one platform simultaneously, so there is significant time saving and improved coordination of the implementation. Citizens can use the application as a source of information about the SUMP implementation. Its utilisation as a public participation tool is currently under development.

Author: Lukáš Báča , City of Brno, collected by Rupprecht Consult (Source: European SUMP Guidelines 2.0)

West Yorkshire, United Kingdom: Project management to ensure a constant dialogue

In West Yorkshire (WYCA), the structure for SUMP preparation and implementation is defined in an organogram: The executive prepares the SUMP and implementation programmes. Decisions are made by politicians. A Transport Committee acts as a project board; it oversees preparation and implementation of the SUMP. A separate Investment Committee makes decisions on funding for implementation of SUMP projects. Project Management (WYCA) is responsible for the implementation with thematic work package leads in charge of developing elements of the SUMP. Coordination is done through monthly meetings of technical staff, and through bi-monthly meetings with the political board and consultations with public and stakeholders.



Author: Steve Heckley, WYCA, collected by Polis (Source: European SUMP Guidelines 2.0)

Mobility Company of the City of Gent, Belgium

The City of Gent decided to create a Mobility Company by merging their Parking Company and Mobility Department, as it was clear that the two units had to work together very often. The new company can now use the revenue from parking to work at a strategic level. Thanks to the merger, the Mobility Company has now all the experts, funding (from parking), and tools to install and execute their SUMP. At the same time, they can more efficiently integrate parking policy with the

wider mobility strategy. Now they are able to work as one entity at the strategic planning stage, through implementation, to the monitoring of the traffic situation in the field. In this way, the mobility company is one of the key players in implementing the SUMP for the city of Gent.

The Mobility company in Gent has the following objectives:

- Researching, implementing, and evaluating mobility measures in the context of the optimization of the mobility policy of the city of Ghent.
- Managing and further development of the (bicycle and car) parking infrastructure.
- Further development of management in collaboration with both city departments and third parties.
- Supporting projects to improve mobility in Ghent.
- Taking care of the communication and awareness raising with respect to parking and mobility.

Author: Peter Vansevenant, Mobility Company of Ghent. (Source: push-pull-parking.eu)

Piedmont region, Italy: Joint Procurement of 19 urban electric buses

The Piedmont Region applied a joint procurement approach to introduce electric buses into the fleets of regional transport operators. Five steps were taken:

- Project proposals requested from public transport operators.
- Market survey to identify suppliers.
- Pre-qualification phase with a call for offers from suppliers.
- Suppliers selected.
- Proposals requested from selected suppliers.

The tender was awarded to BYD EUROPE B.V. who signed independent contracts with each of the involved public transport companies. The Region financed 90% and operators 10% of the bus purchasing cost. The expected savings of the Region are approx. € 50.000 over a period of 10 years and 769 tonnes of CO₂ /year.

Author: Chiara Ferroni, Fondazione Torino Wireless, collected by ICLEI (Source: European SUMP Guidelines 2.0)

3. Monitor and adapt

The foundations for process monitoring and evaluation should be laid down at the very beginning of SUMP preparation. Then, during the implementation of the SUMP, the municipality should monitor the activities using a limited set of previously selected indicators, which should be used to check progress in achieving the set objectives.

Monitoring activities, where data on the performance of measures is collected and reported, are carried out frequently during the implementation of SUMPs in order to identify whether resource inputs, project outputs and intermediate outcomes comply with the original plan or whether corrective action is required. By measuring progress, municipalities would identify challenges, "bottlenecks" and other potential obstacles to timely implementation of measures. They should pay just as much attention to success stories as to those of failure. In this way, they would improve the understanding of the SUM planning process, while at the same time establishing the foundations for the preparation of the next Strategies. Experience shows that sometimes measures are not implemented as planned, or at all. It is very important to understand why this is and in particular to ensure that certain categories of measure (for example, parking management, or new cycle lanes) do not suffer disproportionately or systematically from implementation problems.

The measures and effects of the SUMP in practice will not always be the way they were envisioned in the document. Sometimes they will be implemented and/or function more smoothly than anticipated, and at other times worse. Some things that are impossible to predict (a new pandemic or unexpected rise in fuel prices, for example) will arise. The implementation of the SUMP therefore needs to be reviewed and if necessary modified every year, and thoroughly revisited every five years. In order for regular adaptation to be successful, the municipality has to be able to respond to developments. By reporting on the progress identified, they will ensure that the results become subject to public discussion so that the stakeholders in the working groups can make appropriate modifications if necessary.

The way monitoring and evaluation data is presented can have a significant influence on how the information is perceived. Decision makers in local authorities as well as business and local stakeholders often have limited experience with statistical analysis or evaluation and little time to read detailed reports or listen to extended presentations. Information needs to be clear and condensed; it should include a succinct summary but offer the option to find more detailed data. Data needs to be presented in an easily understandable form. The key data presentations need to establish a clear link to objectives and values for the society and local administration.

Activities

While monitoring progress, the municipality will have to carry out the following activities:

- Analyse the implementation of measures and the achievement of the SUMP objectives at the regular meetings, based on the monitored indicators.
- Use the measure-level indicators to monitor progress of individual measures or measure packages towards their targets, use the strategic indicators to monitor progress towards the general SUMP targets.
- Compare measurements to the baseline values before the start of implementation - while also considering other contributing factors - to estimate the impact of your measures.

- Be flexible about updating your measures and making changes to implementation activities.
- Build up expertise for data collection and technical staff, SUMP officers, team leaders and decision makers and by pairing local knowledge with external support from evaluation specialists.
- Gather experience, which will be used in the implementation of similar measures in the future.

Examples of M&E questions in the implementation phase

- Was the SUMP implemented as planned?
- Did the city or targeted parts of the population benefit from the SUMP?
- Was the delivery of the SUMP cost-effective? Did it provide value for money?
- Can improved economic, environmental or social outcomes be attributed to the SUMP's efforts?
- Which SUMP measures were more and which less effective?
- Is continued support required?
- Can the SUMP measures be transferred or scaled up?

Author: Adapted from Frankel & Gaga, 2007, p. 6, Davidson & Wehipeihana, 2010

Lund, Sweden: Yearly monitoring reports summarising the status of target attainment

The city of Lund monitors the actions of their SUMP closely and evaluates them against the targets set by the politicians in the planning process. The number of pedestrians, the use of bicycles, motor vehicles and public transport are therefore measured annually. A survey among citizens collects information on attitudes and mobility behaviour every 4th year. When the targets are not met, the actions are intensified or changes are proposed for the following year. To visualize and communicate the results of the monitoring process, Lund uses a "traffic light" system: if actions are proceeding well and reach the targets (green), if they need adjustment (yellow) or if they need to be re-planned/ changed/ replaced (red).

Author: Anders Söderberg, City of Lund, collected by UBC (Source: European SUMP Guidelines 2.0)

4. Cooperate with neighbouring municipalities and higher levels of government

Urban mobility problems often span administrative boundaries, relate to multiple policy areas or concern a wide range of departments and institutions. Even though local SUMP primarily addresses transport-related topics within the municipality, it also considers a functioning area based on commuter flows and logistic routes. Its aim is firstly to ensure that all citizens and businesses are offered transport options that enable them access to key destinations and services, and secondly to manage through traffic that does not originate or has a destination within the municipality. Two most common challenges that reflect this and cannot be solved by municipality alone are regional or national public transportation services and traffic regulations on national roads that cross cities within the municipality.

Consequently, SUMP action plan usually also includes measures that go beyond the administrative border of the municipality. Bigger and more central municipalities tend to attract larger numbers of commuter and freight trips from wider area while this aspect is also important for smaller municipalities on the periphery as they tend to be reliant on regional and national public transport connections to get to educational, employment and business centres. Implementation of measures that would improve the situation is therefore not in the hands of local authorities alone.

Since the SUMP is also embedded in a wider regional and national planning framework several (potential) impacts of the regional and/or national level on the SUMP can be identified. They include regulations, funding streams, higher level strategies, initiatives and plans for spatial and transport development (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). This wider planning framework must be considered and included in the implementation of measures at the local level.

Municipalities can play an important role in addressing the above-mentioned challenges. They can start the activities on their end (e.g., by specifying the challenges and providing detailed insight into the situation) and encourage action by the regional and national levels. The effect can be further increased by the joint action of several municipalities. The aim is to establish close exchange and cooperation with and between different governance levels and other municipalities in order to make them part of the implementation process (e.g., neighbouring municipalities, regional authority, and national authority).

To achieve this exchange and cooperation representatives of neighbouring municipalities and higher levels of government should be invited as key stakeholders within the implementation process. Their cooperation will enable implementation of measures that go beyond municipality's border and decision-making power and help to improve travel conditions and patterns at a regional or national scale. This kind of cooperative planning culture is instrumental in supporting solutions that reflect the connected nature of urban mobility.

Activities

- Identify measures that extend beyond the municipality's borders and direct responsibilities.
- Identify relevant neighbouring municipalities, regional and national authorities and their representatives.
- Define the wider regional and national planning framework.
- Set up activities to support implementation of identified measures.
- Set up a consultation group including representatives identified above and hold regular meetings during the SUMP implementation process.
- Record successes and drawbacks to inform step 6 below.

Cross-border planning cooperation for a trinational agglomeration

The SUMP of the Canton of Basel-Stadt, Switzerland, contains various cross-border measures (across Switzerland, France and Germany). A lot of effort was put into facilitating multimodality in the entire cross-border functional urban area, while also promoting sustainable, eco-friendly and space-efficient ways of travelling. The clear aim was to reduce car commuter traffic and limit congestion during peak hours. The most effective measure proved to be the creation of a fund collecting revenue from parking management within the Canton (called 'Pendlerfonds'). This fund is now used to finance projects - within the whole trinational agglomeration - that have a proven positive effect on commuter traffic to and from Basel. Most of the financed projects are Bike and Ride and Park and Ride facilities at important stations within the regional railway network. Since the establishment of the fund in 2012, a total of 394 bicycle and 966 car parking spaces have been co-funded at many different railway stations. The possibility to receive funds this way is a strong factor in making such projects attractive for smaller municipalities with tight budgets while the impacts benefit both the urban core and the surrounding areas. In addition to infrastructure improvements adaptation, coordination and integration of different ticketing systems was recognized as urgent. Moreover, the costs linked to the development of a tramline between Switzerland and France are shared between all partners involved.

Author: Martin Dolleschel, Canton of Basel-Stadt, collected by EURO CITIES (Source: Annex to European SUMP Guidelines 2.0)

Regional public-private partnership for coordination and cooperation of actions

For coordinating the implementation of the SUMP, Groningen has formally established the enabling body called “Groningen Bereikbaar”, a public-private partnership organisation for promoting sustainable accessibility in Groningen. A partnership agreement document was signed in 2012, including arrangements on budget contributions and personnel. The purpose of this body is to ensure that all parties cooperate effectively and coordinate their work on the various transport-related projects at a city and provincial (regional) level. The body consists of a management team that coordinates the work, a steering group, and several advisory groups. All administrative levels (city, province and state) and business community are represented. So far, 84 of the largest employers are involved. In addition, student experts are involved through the Student Advisory Council. The steering group (which consists of elected politicians, department managers from the city and provincial level, and representatives from the national ministry for mobility and the national railway infrastructure organisation) makes decisions on actions based on discussions with the other groups. All decisions must be formally ratified in the respective parliaments (city and province). The establishment of the organisation proved to be a successful way to gain political support and increase commitment.

Author: Groningen Bereikbaar, collected by UBC (Source: Annex to European SUMP Guidelines 2.0)

5. Involve citizens and stakeholders

Communication and engagement with the local population should not end at the planning stage. It is an essential ingredient during all stages of the SUMP process. As implementation is carried out, it is necessary to publicly communicate the progress of the implemented actions, articulating their contribution to the SUMP's vision and objectives. Citizens and stakeholders who are directly affected by certain actions should be particularly addressed in the process. That way, citizens can realise the connection between their earlier input at a strategic and detailed level and the real changes in their city or neighbourhood. This requires honest, ongoing and respectful communication from the city administration to the public - but also vice versa: citizens, who experience the actual performance of measures in real life, should be encouraged and should have convenient opportunities to share constructive views about ways to improve and fine-tune measures. Taking such views on board sincerely and responding to them fosters a sense of trust and provides opportunities for improving the implementation process and the final outcomes of measure implementation.

To date in the region it has been normal practice to, at best, treat citizens and stakeholders only as passive recipients of information about new transport measures. Often even this level of public involvement is omitted, and citizens and stakeholders know nothing about planned schemes until implementation starts. For a SUMP and its measures to be effective, there needs in contrast to be frequent consultation with, and involvement of, the public, to ensure that the reasons for the scheme are well understood, local knowledge is taken into account, and for citizens and stakeholders to have a chance to influence the design of measures and schemes. Doing this will improve acceptance of the SUMP and its measures, therefore making it much more effective.

The role of communication will be important throughout the preparation and implementation of the SUMP, as the implementation of some measures can have a direct impact on the daily life of residents for quite some time, depending on the complexity of the measure. With communication, we must also connect the period of preparation of the SUMP and the period of changes that the public notices in the area. By informing the public, we strengthen public support, raise awareness of opportunities or limitations, and promote a sense of shared responsibility for actions.

With those segments of the public that will be directly affected by the planned measure (positively or negatively), we should establish a dialogue even before the start of the implementation of the measure and make sure that we address their concerns with solutions and make them aware of the purpose and goals of the SUMP. We take care of mitigating the negative effects due to the implementation of a certain measure (for example, support to caterers affected by the long-term construction of a new bus station).

We should also ensure regular communication of the progress of the implementation of the SUMP, adapted to different publics, such as the general public or politicians. We emphasize the milestones of the implementation of measures, and we celebrate the implementation of more demanding measures together with the residents (for example, a street festival after the establishment of a pedestrian zone).

Once the entire participation process is completed, it is time for a final self-critical reflection – the evaluation. If only limited resources and capacities are available for evaluating participation, a planning authority should at least conduct an internal review session at the end of the process to reflect on the overall lessons learned; the most successful and unsuccessful aspects; and the most

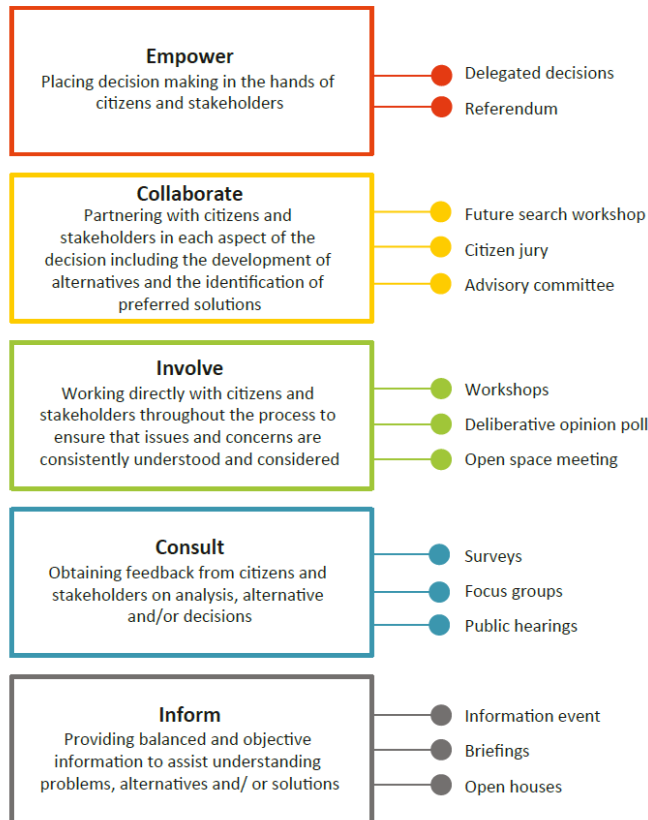
significant changes the process had on the planning authority, citizens and stakeholders and of course the SUMP itself. Such an approach might produce less evidence-based results, though, and could be limited in terms of diversity of viewpoints.

Activities

The municipality will have to carry out the following activities related to informing and engaging citizens and stakeholders:

- Establish platforms for continuous 2-way communication with the public on issues related to sustainable urban mobility
- Organise the participation of the general public and stakeholders when implementing or maintaining measures that will permanently change life in the local community. This strengthens cooperation and trust.
- During continuous work with the public, take care of the following aspects:
 - o target individual segments of the public,
 - o include recognizable stakeholders from the municipality in communication activities,
 - o regularly inform the public about the progress of implementing the measures,
 - o organize appropriate events at important milestones.
- Talk to citizens or stakeholders who are directly affected (positively or negatively) by a planned measure before starting the implementation and respond to their concerns.
- Mitigate negative effects that accompany implementation (e.g. offer support to businesses affected by long-term construction of a new tram route).
- Keep the wider public well informed about the progress in measure implementation. Publish evaluation results targeted at citizens and politicians.
- Evaluate the participation process.

Levels of involvement and exemplary tools, adapted from IAP2



Source: International Association for Public Participation (IAP2), adapted by Rupprecht Consult, CH4ALLENGE Participation manual

Greater Manchester, UK: Continually updated online evidence base

The Greater Manchester transport strategy 2040 and the new Greater Manchester Delivery Plan (2020-2025) are supported by a comprehensive evidence base structured around six societal trends and issues which drive transport demand in Greater Manchester. The evidence base is being continually updated to capture future challenges and trends, but also to ensure that the intentions and aspirations featured within the SUMP are grounded in trends and data that are locally and time relevant. It is important for a city to have enough resources to ensure regular, systematic updates of the data/ information, and thus the lasting significance of the evidence gathered.

Author: Ben Brisbane, Traffic for Greater Manchester Authority, collected by EUROCITIES (Source: European SUMP Guidelines 2.0)

Dresden: Participatory evaluation of SUMP process and engagement activities

Dresden evaluated participation in the SUMP development process by distributing a questionnaire to partners of the Round Table, Round Table Region, Scientific Advisory Board and internal municipal working group. Participants were asked to evaluate the:

- Diversity of committees and levels of involvement

- Coverage of stakeholders
- Satisfaction with SUMP phases and related outputs
- Information management and communication
- Process and results of citizen participation
- Monitoring and evaluation planned for SUMP delivery
- Impact of SUMP participation scheme on planning practices in Dresden
- Overall lessons learned
- Future cooperation opportunities

The process evaluation identified lessons that need to be taken into account in future public engagement exercises and showed that SUMP is a learning process.

Source: CH4ALLENGE Participation manual

6. Review and learn the lessons

Since the SUMP process is a continuous process, the implementation of a current SUMP always leads to the preparation of the subsequent version. The gap between generations of SUMPs is ideally five to seven years and before the new preparation process is started, it is important to review and learn the lessons of the current implementation process. This step maps all the important details about what went well and what did not, why some measures were not implemented, and what were the impacts of the current SUMP. It also includes sharing and exchanging this experience with stakeholders and citizens.

The current implementation process can be best reviewed using an in-depth assessment within the municipality's SUMP implementation team. As part of this activity, the municipality first reviews the measures implemented and activities carried out so far and collects data on the impacts of SUMP implementation. It is important to evaluate the successes and drawbacks of all phases and steps of the SUMP process. The topics for discussion typically include transport planning system and vision, available staff and skills, cooperation between different sectors, political support, action plan implementation, availability of funding for different modalities, public participation activities, monitoring and evaluation activities, and changes achieved in the transport system and in travel habits.

When the municipality has prepared results of the review, key stakeholders and the general public need to be informed about its key outcomes and invited to provide their insights. This activity has a dual purpose. On the one hand it informs the interested (and general) public and on the other hand it can add an additional layer of understanding of the SUMP outcomes. The overview results and feedback gathering can be implemented through focus groups, interviews or articles in daily news. Also, a communication link back to the municipality should be communicated along with these activities.

Activities

- Review the current implementation process and assess experience gathered.
- Assess impacts of existing and previous SUMPs focusing on successes and drawbacks.
- Communicate review results and lessons learned to key stakeholders and general public and gather feedback.
- Compose lessons learned to prepare for the next generation of the SUMP.
- Review capacities needed to prepare for the next generation of the SUMP.

Lessons learned for the new generation of SUMP in Vienna

The Vienna City Administration is dedicated to strategic urban and transport planning for several decades. Monitoring of the performance and development of patterns in travel behaviour have been a part of Vienna's "Transport Master Plan 2003". The method of choice was recurring in-depth evaluations with 5 years between the publications. The full reports were published and are available for free on the city's website. Vienna considers this an important component of a transparent planning process. The latest evaluation was finalised in 2013. Findings and conclusions provided the basis for the new "Urban Mobility Plan Vienna" which was adopted in December 2014 and sets the vision and tasks until 2025. This way Vienna addressed the SUMP cycle's essential steps "learn the lessons" and "prepare well/self-assessment".

Source: CH4ALLENGE; Monitoring and Evaluation manual

Nantes Métropole, France: Comprehensive evaluation of previous SUMP before starting plan development

The Métropole de Nantes has evaluated the main successes and failures of the previous plan (2010-2015) to improve the new SUMP. For this evaluation, the metropolitan region carried out qualitative and quantitative surveys (addressed respectively to 1,000 and 20,000 people) to understand how mobility behaviour has changed and how the population experienced and observed the different mobility measures implemented since 2010. Additionally, an expert group conducted a qualitative analysis and drew conclusions and recommendations for the next SUMP development. In this process, the consultation of the population and the participation of experts and stakeholders were crucial for the good preparation of the new SUMP.

Author: Lamia Rouleau-Tiraoui, Métropole de Nantes, collected by Polis (Source: European SUMP Guidelines 2.0)

Ljubljana, Slovenia: Temporary street closure leading to permanent redesign of urban space

The city of Ljubljana took advantage of the European Mobility Week in 2013 to start a four-month temporary closure of the central Slovenska Street for all motorised vehicles. This was a step towards transforming the urban space into a new public pedestrian street, which is only accessible by public transport, cycling and walking. It includes new urban furnishing and green space. Four months later, at the end of January 2014, the CO₂ level had dropped by 70%, improving the quality of life, air quality and level of noise. Based on the positive results and feedback from the general public, Ljubljana made the closure permanent in September 2015.

Author: Matic Sopotnik, City of Ljubljana, collected by EUROCITIES (Source: European SUMP Guidelines 2.0)