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Collection of Results



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Dear readers,

during the past two years I had the pleasure to coordinate the URBACT action planning network CityMobilNet. We started as almost strangers to each other coming with most different conditions and backgrounds from 10 countries and 11 specific locations. But we all had a common problem and interest: to design mobility development in our areas more sustainably creating a pathway to attractive and liveable towns, cities and regions. Jointly, we took up the challenge well familiar to many cities and regions in Europe of transport networks suffering from congestion, emission loads, exclusion of population groups, harming our environment and ultimately decreasing the quality of life.



The key we selected to tackle these challenges were Sustainable Urban Mobility Plans (SUMP), a concept for mobility planning that revolutionises traditional planning structures by placing people's needs, integrated thinking and sustainability at the centre of future developments. Step by step, we shared and addressed the challenges of our mobility reality, created visions and objectives on how our cities and regions should be to identify suitable measures and actions for delivering the possible future getting reality in the coming years and decades. Thanks to the plurality of ideas and experiences we offered each other, out-of-the box thinking and the use of unconventional methods to work on our SUMPs, we all grew richer in terms of knowledge and capacities and became friends by our joint work. Challenging aspects like "how to involve all stakeholders and citizens to achieve a real co-production approach" or "how to create development scenarios without sophisticated transport modelling tools at hand" were tough nuts to crack and we have to admit that we could not solve all problems. But at the end of our project life time, we take a proud look at what we achieved and would like to offer you a glimpse at our learning results and the local planning stories we developed for each of our locations.

The CityMobilNet Collection of Results tells on aspects and full stories of our local Case Studies and presents the findings and conclusions to our integrated planning process. They address our experiences and suggestions on how to foster the take-up of Sustainable Urban Mobility Plans globally as well as in the frame of our respective countries and regions. I hope you will find the Collection of Results useful and would like to invite you to continue investigating what integrated planning approaches offer to towns, cities and regions by visiting the [URBACT programme website](#).

Sincerely yours,

Olaf Lewald, Coordinator for CityMobilNet





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CASE STUDIES



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List of Case Studies

1. Agii Anargyri & Kamatero, Greece
2. Bielefeld, Germany
3. Braga, Portugal
4. Burgos, Spain
5. Gdansk, Poland
6. La Ciotat, France
7. Morne-a-l'Eau, France
8. Palermo, Italy
9. Slatina, Romania
10. South East Region of Malta, Malta
11. Zadar, Croatia



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The strategy of the City of Agii Anargiri – Kamatero in developing its Sustainable Urban Mobility Plan (SUMP)

In brief

The SUMP roadmap implementation of Agii Anargiri – Kamatero has reached an important milestone by developing the Integrated Action Plan (IAP). The IAP presents the current mobility situation of the Municipality, highlighting the most significant problems as well as the potential for future developments. The main mobility related problems of the Municipality include road network layout restrictions / insufficient infrastructure, traffic jams, inadequate pedestrian and disabled infrastructure (walkways, crossings, signs, etc), non-integrated cycling infrastructure, limited statutory / designated parking spaces and no specific freight management plan. Dealing with a diverse municipality in terms of mobility characteristics, the aim of developing a unified mobility plan was a rather challenging yet successful task. The main SUMP objectives include, an internal reorganization, like the establishment of a Mobility Group in the municipality, the intensifying of the promotion of non-motorized mobility like walking and cycling and the improvement of the freight mobility in the city. The mix of the proposed measures is composed of both soft and hard measures.

Context

The team initially created a Local Action Plan (LAP), where the city of Agii Anargiri – Kamateron focused on assessing its mobility policy and planning procedures. This plan, with a duration of 7 months, enabled the Municipality executives to assess the mobility situation against which the URBACT Local Action Group was called to mitigate. The project was challenging, including several restrictions, such as:

- Significant traffic congestion not only during peak hours, but also during most hours of the day due to increased number of private vehicles, heavy commercial vehicles as well as local and sub-local bus lines that cross the city (through traffic as well as endpoint traffic);
- Insufficient infrastructure, relating to both the conditions of the pavements and the shape of the crossings, leading to traffic jams and lowering the safety of the pedestrians;
- Inadequate infrastructure for people with reduced mobility that produces further limitations due to arbitrary constructs laid throughout the city;
- Absence of parking management mainly due to lack of space;
- Difficulty in the cargo movements due to an unspecified freight management plan, which results into overburdened main axes.

Several efforts have been made by the city to address the above problems, but they were mainly non-coherent actions and were not part of a broader mobility strategy. Indicatively, the partial submerging of the Athens-Thessaloniki railway tracks, the reconstruction of the municipal pavements, the creation of footpaths, the introduction of green elements at certain squares and the partial closure - pedestrianization of streets. Although those measures had a positive effect at the





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mobility situation of the city, there was an emerging need to create a SUMP based on the real needs of citizens that would address those problems in the entire area.

It has to be noted that the citizen are very keen towards motorized traffic. More precisely, regarding the behavioural practices of the residents, the results of a local survey about the modal split showed that the use of public transport was almost 12%, while the private vehicle share was almost 61%. The modal shares of walking was about 19% and of cycling was 1,7%. In terms of infrastructure, there are limited bicycle lanes mainly in recently refurbished public areas. To this extent, although the city has a culture to discuss mobility measures (prior to adoption) with local citizens, this is not formally incorporated in the procedures.

In action

The development process of the Municipality’s Integrated Action Plan (IAP) started with the collection and the evaluation of primary data through an extensive survey with the support of local groups and researchers. The main objective was to propose mobility improvement interventions which, based on the targets, will successfully resolve in a sustainable way the existing mobility issues. The URBACT Local Action Group aimed at improving mobility, protecting vulnerable users, while at the same time facilitating commercial traffic as well as through-traffic. The following figure (Figure 1) shows the basic approach followed by the URBACT Local Action Group:

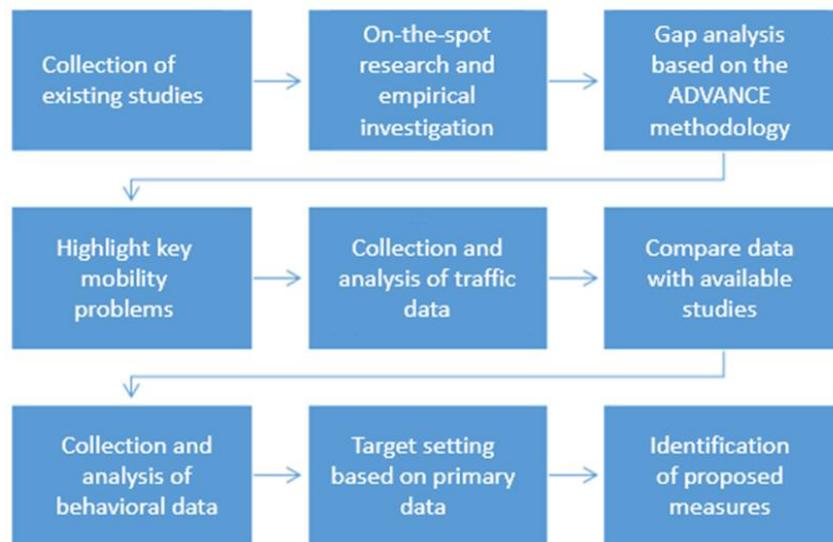


Figure 1 – The approach followed by the URBACT Local Action Group for developing the Integrated Action Plan.

Based on the Gap Analysis as well as on the feedback collected through the survey, the IAP proposed measures targeted at boosting pedestrian traffic, integrating bicycle and pedestrian pathways, as well as developing designated parking spaces. The main vision of the Local Action Group was that by upgrading the level of service of the existing transport system, it would be possible to significantly improve the quality of life of the residents, of the visitors and of those passing through in the context of sustainable urban development and sustainable urban mobility. The data were collected through a fit for purpose survey with the purpose of examining the daily movements and the





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mobility behavior of the citizens. The collected data improved significantly the IAP and acted as a basis for the further development of sustainable mobility policies. At this phase, the most important stakeholders were also consulted, including governmental officials and municipal employees as well as local citizen action groups and local interest groups (parental associations, elder people activity groups, etc).

Indicatively, one of the implemented projects was the "Reconstruction and creation of green areas in Papandreou Street and the adjacent public spaces". Papandreou Street is a major road axis of the municipality, as part of a wider residential area with only some shops and offices located adjacently. Along the street open spaces, squares, playgrounds, sports grounds and schools are also located. In one section of the street, the sidewalks were upgraded, constructing ramps for the movement of people with advanced mobility requirements and improved the greenery to provide comfortable and safe movement of pedestrians.





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Papandreou Street | BEFORE



Papandreou Street | AFTER

Image 1 – SUMP Interventions in Papandreou Street.



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Results

In the context of the IAP's preparation and development, the Local Action Group gained a broader understanding of participatory processes and techniques. The most important and useful experience was gained through the transnational seminars, to which input from the other partners of the project was shared and discussed. The city of Agii Anargiri & Kamateron has used this experience in during the meeting sessions, where several brainstorming and communication methods were used. Participants were exposed to and engaged within a participatory process where idea generation, problem solving, and discussion of best practices. Taking on the experiences shared in CityMobilNet workshops and seminars were instrumental in leading the way forward. As a result, the drafting of the IAP, a core part of the city's SUMP, was completed based on successful solutions from other European cities and through consensus with local citizen groups.

One of the major lessons that the city learned, with respect to the technical aspects is that a SUMP goes beyond traditional transport or traffic studies. A SUMP needs to understand the behavioural patterns and propose measures to actively change them, however with a vision not to affect the mobility of the citizens. Additionally, working closely with local groups as part of a participatory process helped the city understand different angles in problems that remained unheard until then. Considering all voices is expected to help significantly the mobility actions that will be implemented.

Challenges, opportunities and transferability

The main challenges that the Local Action Group was called to address were the complex legal framework that doesn't easily allow for changes in the procedural side. More precisely the lack of statutory procedures including participatory feedback, monitoring and evaluation of implemented and completed projects in the Municipality has been a significant barrier to improve the mobility situation. In addition to that, it has to be noted that the restrictive financial and economic environment induces significant problems in successfully addressing mobility problems. This problem starts from the reduced budgets (co-financing as well as support) from the central government and continues to reduced financing from the banking sector as well as financing from private stakeholders.





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The road of partner location in developing its Sustainable Urban Mobility Plan in Bielefeld

In brief

The city of Bielefeld is committed to sustainable and integrated urban development. Bielefeld is convinced that the impending change in the mobility sector will not stop at Bielefeld in the replacement of fossil fuels, but go far beyond. That's why a strategy for future mobility in Bielefeld is our goal, in which we critically scrutinize our previous habits and develop or refine new forms of cooperation as well as new approaches of planning in order to address the big issues of the future such as climate change, growing population, economic and social changes. Since there are no uniform solutions for all cities, Bielefeld wants to learn more from others, meet international experts and exchange knowledge and good practices with other organizations from across Europe.

Context

Bielefeld is a city with an area of 258 square kilometers and 340,000 inhabitants, it is the 18th most populated city in Germany. A special structural feature of Bielefeld is the division into two parts by the Teutoburg Forest, which is both green lung and "traffic needle". The Bielefeld city center, with its high proportion of jobs, is the nerve center of the path links. Important traffic generators outside the city center continue to be "Bethel" in the Gadderbaum district, with around 8,500 employees the largest employer in the city, and the University and University of Applied Sciences Bielefeld with around 38,000 Students located west of the center.

As the regional center of the region Ostwestfalen-Lippe, with strong regional connections to the surrounding cities, many employees commute from the surrounding area to Bielefeld; in 2016 there were around 80,000 people every day. Bielefeld is also an urban node in the core network of TEN-V (Trans-European Transport Network) and the North Sea - Baltic Corridor, which extends from Rotterdam via Berlin and Warsaw to Tallinn. As for all the other 88 European "urban nodes", the organization of freight and goods traffic is particularly important in this policy area.

Car traffic is the most used type of transport in Bielefeld. More than half of all daily journeys are made by car. This value has been consistently high for many years. The Bielefeld road network is characterized by a freeway-like federal highway, the Ostwestfalendamm (OWD), which leads from the south at the lowest point of the Teutoburg Forest to the center and has an average daily traffic volume (DTV) of up to 69,000 vehicles.

Public transport is offered by several companies in the city of Bielefeld, of which the city's own transport company is the most important one. Bielefeld has a light rail system ("Stadtbahn") with currently four lines, all of which run via the central junctions of the main railway station, the "Jahnplatz" and the town hall. The Stadtbahn operates predominantly above ground, with underground routing in the city center. There is also a comprehensive bus system of 77 lines with





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over 1,000 stops. In total, moBiel currently operates a fleet of 81 light rail vehicles and around 180 buses and transported more than 60 million people.

Since 2014, the Bielefeld cycling situation was subjected to a thorough analysis and evaluation with the Bicycle Policy Audit (BYPAD). In the standardized procedure, the strengths and weaknesses of Bielefeld cycling promotion were discussed with all transport policy groups and different fields of action evaluated. In the field of framework conditions, the absence of an overall cycling strategy and slow implementation of policy or priority lists have been identified as major weaknesses associated with insufficient financial support for cycling promotion.

Although Bielefeld is offering many options for walking and hiking in the urban parks and the Teutoburg Forest, there has been no strategic planning for walking and thus also a weak data situation. This is not unusual as pedestrian traffic is neither explicitly encouraged nor analyzed in many German cities. However, the development of a pedestrian traffic plan for the city center area is important for the future.

The comparison of existing data has shown that there is a lot of information on road safety, environment and economics, but there are gaps in the areas of transport efficiency, urban quality and social sustainability. The most important challenges are the improvement of the high level of nitrogen dioxide pollution in the center at "Jahnplatz" and in "Stapenhorststraße". As required in the Passenger Transport Act it is important to achieve "full accessibility" for disabled people in public transport by 2022 and to reduce the number of people exposed to problematic road traffic noise levels, especially in socially deprived areas.

The city of Bielefeld is committed to sustainable and integrated urban development. Globalization also has important implications for the local level. Citizens and businesses are becoming more cosmopolitan and mobile, and at the same time people are always moving to the cities. This brings new and enormous challenges for the growing cities.

Mobility is an essential part of our daily life and it will be an important part of the further development of our city, so that Bielefeld can remain as a dynamic and prosperous city with a high quality of life in the future. The impending change in the mobility sector will not stop in the replacement of fossil fuels, but go far beyond. Since there are no uniform solutions for all cities, it was clear to Bielefeld to find solutions for exchanging experiences with other European cities. The openness to new approaches and the curiosity for new strategies are the basis for a vibrant and liveable city and this is the focus of the URBACT program, which includes the big topics of the future such as climate change, growing numbers of inhabitants, economic and social changes. To Bielefeld this appears as an ideal base to manage the challenges.

In 2016, the City of Bielefeld Council decided to develop a sustainable mobility concept according to the SUMP standard. The main objective is to change the mobility behavior of the population in order to use the positive effects of the various types of traffic and to ensure healthy living and housing conditions. The aim of the mobility strategy is to develop a consensus and implementable overall concept, including the relevant groups and associations in Bielefeld. Likewise, a culture of communication and work should be created in order to make future planning and decision-making





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processes comprehensible and binding for all stakeholders. Following the decision of the mobility strategy, this will be further developed in the subsequent process into a complete mobility plan according to the SUMP standard.

In action

At the beginning, existing planning documents, statistics and maps were analyzed in order to get a comprehensive impression of the mobility situation and to identify the strengths and weaknesses of Bielefeld (January to April 2017). The data in the transport, environment and urban development documents compiled by the project management team has been aligned with a list of core mobility plans. Thereafter, the existing core data were compared with those of comparable German cities to identify the strengths and weaknesses of Bielefeld.

After presenting the results of the document analysis, the mobility working group identified the most important traffic challenges for Bielefeld in its first meeting and in the preparatory online survey (May 2017). The challenges were then complemented by an expanded group of people of Bielefeld and regional actors at the “Future Workshop” (June 2017), and finally validated by interviews with four high-level political representatives (August 2017). The problem areas identified by the actors underline and concretize the findings of document analysis, and locate them in part. A weighting was not made.





Working structure

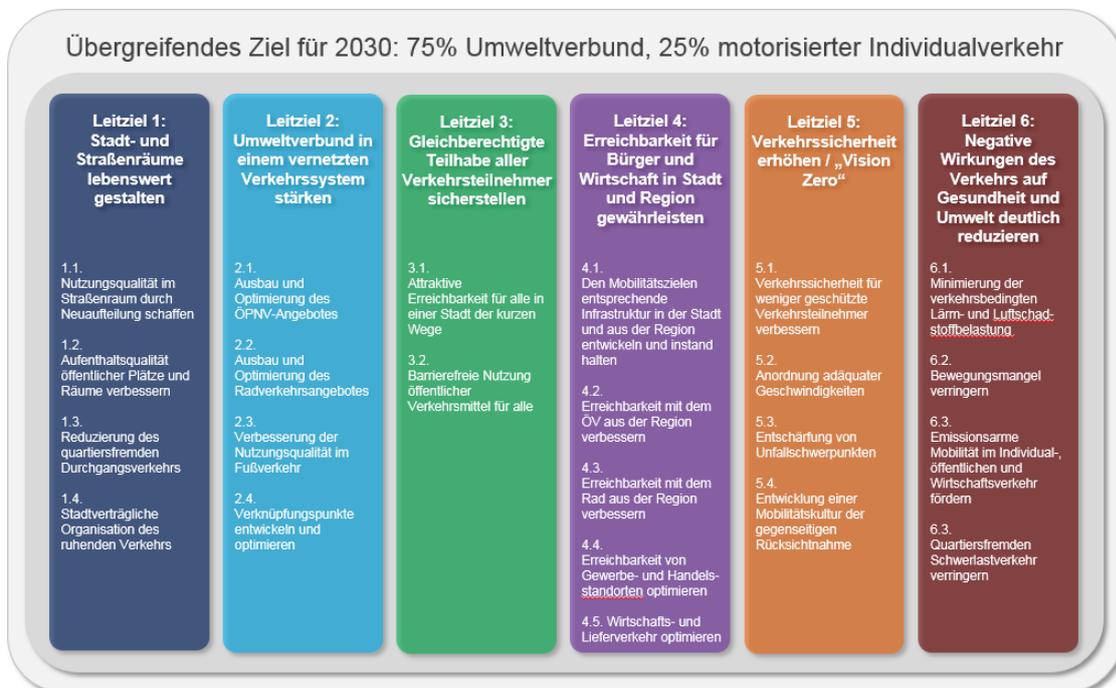
- Projektleitungsteam = project management team (members of municipality departments of mobility, environment, urban planning plus public transport provider)
- Arbeitskreis = working group (project management team plus politicians and relevant stakeholders on mobility)
- Beratungsguppe = Future Workshop (project management team plus politicians and relevant stakeholders on mobility plus other stakeholders of city society)

Building on the identification of traffic challenges, and partly in parallel with them, “Future Workshop” and its preparatory online survey (June 2017) have developed future scenarios and action strategies for mobility in Bielefeld. The online survey included both open questions that give room to all opinions as well as a prioritization of the identified overarching target images and action strategies. The anonymity of the replies ensured that everyone involved was heard equally. The core of the mission statement consultation was the subsequent “Future Workshop”, in which, in a three-hour group work, maps, statistics and the results to date were used to create visions of the future, goals and action strategies



Results

On the basis of the results of the consultation process and taking into account existing planning in the fields of traffic, environment and urban development, a draft concept of the mobility strategy was developed in September 2017. It's guiding objectives and action strategies were further developed in several work rounds from the problem areas and objectives of the "Future Workshop". The overarching goal for the intended distribution of the traffic on the modes of transport was carried out as a specialist assessment by the project management team and validated by the working group. It is based on many years of experience and a good overview of the current mobility trends in German cities. The mission statement was then agreed with the entire project management team and presented at the second working group meeting (October 2017), discussed and enriched with amendments and supplementary proposals and then finalized.



Visions of the future, goals and action strategies for mobility in Bielefeld

Recommendations for the working method were developed and necessary steps for the further development of the mobility strategy to a complete integrated mobility plan were defined, which include a selection and prioritization of measures, a budget and time planning as well as a monitoring and evaluation concept. Therefore the development of the vision will define the aim and objectives of the integrated mobility planning policy for the coming years.



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In order to complete the mobility plan, measures have to be selected, prioritized and bundled together, a public participation is to be designed and implemented, a monitoring and evaluation concept for progress control is to be drawn up and an action plan with work steps and budget planning. After the adoption of the mobility plan by the City of Bielefeld Council, the implementation of the measures that fall into the area of specialist planning should finally take place.

The process of the present mobility strategy - with preparation, development of a working structure, analysis of the starting situation and mission statement development - represents important steps on the way to a complete SUMP standard mobility plan. The adoption of the mission statement is an important milestone, which initiates the planning at the measure level.

An important aspect of the further work process will be the integration of the mobility plan with the ongoing processes for the establishment of the third local transport plan and the cycle transport concept. While the measures for walking, car traffic, commercial transport and other areas are being developed as part of the mobility plan, public transport and cycling measures should be based on the third urban transport plan or cycle concept. On the one hand, this means that these two plans should be based on the overarching modal split target and should be based on the lead target structure during the definition of measures. On the other hand, this makes it necessary to continue to provide appropriate work structures that control the process of completing the mobility plan and coordinate it with parallel planning processes.

Challenges, opportunities and transferability

During the process it became clear that some of the stakeholders have different interest with respect to mobility of the future. Especially stakeholders of business (i.e. chamber of commerce) had been reserved if we discussed change of mobility in more detail. But the process was well moderated and this helps to agree on goals and visions.





The road of Braga in developing its Sustainable Urban Mobility Plan

Geographically, Braga is located in the Cávado valley, in the Northwest region of the Portuguese mainland. Administratively, the Municipality of Braga is the capital of Braga district, comprehending 37 civil parishes in total. The city is located in an important road axis and as result it reached a great economic, social and cultural development. Regarding urban mobility, Braga is currently facing a series of problems and challenges such as: motorization rate is still growing; by-pass traffic in the city downtown; lack of intermodal facilities; parking management is not effective; and lack of a well-connected cycling network. In fact, Braga’s urban mobility is distinguished by an increasing prevalence of private cars, facilitated by policies of easy accessibility and parking in the centre.

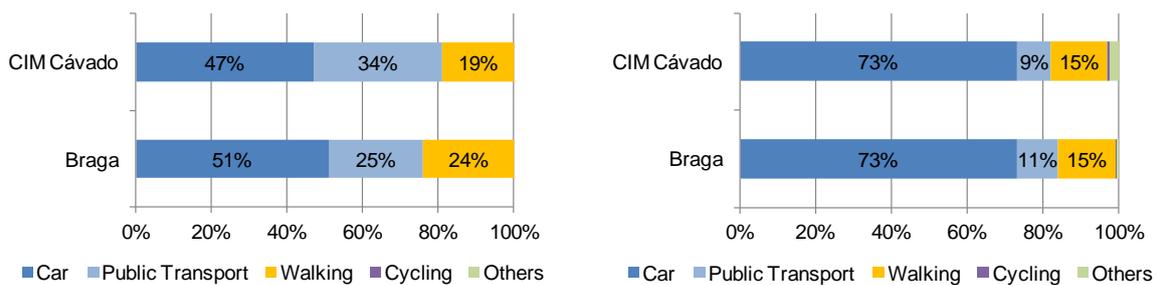
Context

The **current modal split** of passenger transport is based on the data from a national survey carried out in 2011: **Car (66%); Walking (18%); Public Transport (15%); and Cycling (1%)**.

Despite most of Braga’s inhabitants work and/or study within the municipality’s boundaries (85%), there are 243,126 commuters in the CIM Cávado region (83,434 students and 159,692 students). Most of the trips for work and studies purposes have its origin in Braga (48% and 45% respectively).

Year 2011	Home → School	Home → Work
CIM Cávado	83,434	159,692
Braga	37,860	76,345

The following is the **modal share of the commuting trips** in Braga and the CIM Cávado region:



The **motorization rate** of Braga (526 vehicles/1,000 inhabitants) is higher than in the CIM Cávado sub-region (491 vehicles/1,000 inhabitants).

The **travel time of the commuting trips** in Braga and the CIM Cávado region is the following:



Commuting trips - Travel time					
Urban trips	< 15 min	16-30 min	31-60 min	61-90 min	> 90 min
CIM Cávado	69%	27%	4%	0%	0%
Braga	67%	29%	4%	0%	0%
Interurban trips	< 15 min	16-30 min	31-60 min	61-90 min	> 90 min
CIM Cávado	17%	44%	30%	6%	4%
Braga	9%	41%	38%	7%	5%

The most important commuting trips with origin and/or destination Braga are the following:

Commuting trips – Trips per day					
Trips	Guimarães	Porto	Barcelos	VN de Famalicão	Vila Verde
Braga (origin)	2.866	2.404	2.398	1.909	1.604
Trips	Vila Verde	Barcelos	Guimarães	VN de Famalicão	Amares
Braga (destination)	5.101	3.753	2.684	2.557	2.494

Finally, the following is a thorough analysis of the current situation of urban transport and mobility in the city of Braga:

- Walking:
 - Braga has one of the biggest pedestrian areas of Portugal in its city downtown.
- Cycling:
 - There are two major cycling paths. On the one hand, the cycling and walking path along the “Rio Este” river across the south part of the city of Braga (3 km). On the other hand, the cycling path of “Lamações”.
 - The cycling paths are not well connected and therefore there is not a real cycling network in place.
- Public Transport:
 - The urban transport network is operated by a public company (TUB: Transportes Urbanos de Braga) and has 114 lines (72 are daily).
 - 89.0% of the population is covered by the public transport network.
 - 96.1% of the population lives at 350 meters of a TUB’s bus stops.



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- The interurban transport network is operated by several companies within the Quadrilátero municipalities and beyond.
- Parking management:
 - Currently the Municipality cannot implement any parking management policy because both on-street and off-street parking facilities are granted to private companies.

Sustainable urban mobility planning is a key priority for the Municipality of Braga. On 2015 the Municipality approved a **Strategic Plan for sustainable urban mobility** (2015-2025) that is integrated with some other policies (urbanism, social, etc.) such as the Urban Rehabilitation and Social Integration strategy (Action Plan for Disadvantaged Communities). Despite it includes the guidelines and main objectives of the city in terms of sustainable mobility development, it can't be considered a Sustainable Urban Mobility Plan (SUMP).

Therefore, **the new SUMP of Braga** will further develop the key areas identified in the Strategic Plan and define the aim and objectives of the mobility policy for the coming years.

In action

The Municipality of Braga has long experience in public participatory engagement through the local parishes („Freguesias“), a sort of local councils that involve all key stakeholders such as shopkeepers associations, NGOs, neighbours representatives, etc.

The URBACT Local Support Group (ULSG) of Braga that has been involved in the SUMP drafting process integrated representatives of key local stakeholders as well as higher authorities responsible for regional or national transportation agendas:



- Public Administration:
 - Câmara Municipal de Braga (Municipality of Braga);
 - CIM Cávado – *Comunidade Intermunicipal do Cávado*;
 - Quadrilátero;
- Public bodies:
 - University of Minho;



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- Comissão de Coordenação e Desenvolvimento Regional do Norte / Norte 2020;
- Instituto de Ciências Sociais;
- Schools;
- InvestBraga (local public enterprise for the development of economic investment in the city);
- LABMOB;
- User's associations:
 - Associação Braga Ciclável;
 - ACAPO – Associação de Cegos e Amblíopes de Portugal;
- Transport operators:
 - TUB - Transportes Urbanos de Braga (local bus company);
 - CP – Comboios de Portugal (national train company);
 - Administrador U-Bike
 -

The ULSG of Braga has been involved in all the phases of the SUMP. The following are two examples of the participatory tools during the ULSG meetings:

SUMP phase	URBACT tool
<p>1) <u>Baseline definition</u></p> <p>Assessment of the current mobility situation in Braga. The objective of this phase was to prepare a baseline analysis to identify and prioritise key problems to be addressed by the Integrated Action Plan.</p>	<p><u>Problem tree methodology</u></p> <p>The problem, objective and strategy tree analysis is one participatory tool of mapping out main problems, along with their causes and effects, supporting project planners to identify clear and manageable goals and the strategy of how to achieve them.</p> <div style="text-align: center;"> <p>Problem Tree methodology</p> <p>The tree branches represent the effects of the main problem</p> <p>Identify the core problem</p> <p>The roots of the tree represent the causes of the main problem</p> </div>
<p>2) <u>Scenario building</u></p> <p>Describe different scenarios in a quantitative and qualitative way.</p>	<p><u>Backcasting</u></p> <p>Backcasting is a planning method that starts with defining a desirable future and then works backwards</p>



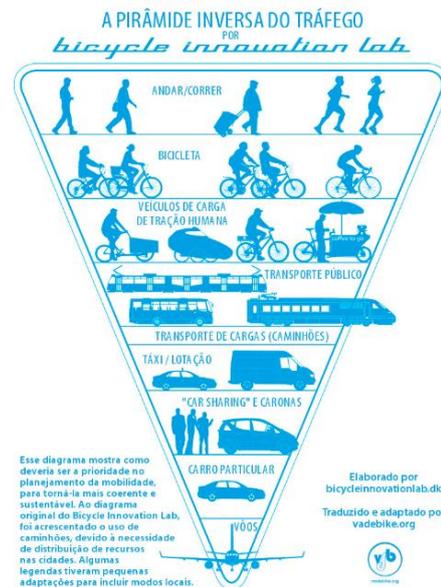


SUMP phase	URBACT tool
<ul style="list-style-type: none"> - Do-nothing scenario; - Business-as-usual scenario; - Objective scenario; 	<p>to identify policies and programs that will connect that specified future to the present.</p> <p>Backcasting: Objective scenario</p> <p>Previous ULG session: Baseline definition</p> <p>C Creating ideas What creative solutions can we think of that can help us achieve success?</p> <p>B Current reality What do we already have? Do our current goals and resources help us to be successful? What are our challenges?</p> <p>vision</p> <p>A Awareness & success What does our organization or community see there is a sustainable future? We are using four sustainability principles in our guiding vision.</p> <p>D Down to action What will our action plan look like? Does it provide a good Return on Investment (social, financial, etc.)?</p>

The main aim of Braga’s SUMP is being to reverse the “mobility pyramid”.

Furthermore, the objectives of Braga’s SUMP are the following:

- To reach an integrated mobility system;
- To turn around the current modal share (10% change);
- To reduce conflicts between public transport and cars;
- New parking management policy. Currently the Municipality can’t implement any parking policy because both on-street and off-street parking facilities are granted to private companies.
- Improvement of intermodal facilities;
- To design a new urban freight system.
- To improve transport for people with reduced mobility;



The above mentioned objectives will be reached by focusing in effective packages of measures in the following key areas:

- 1) Promoting soft modes (walking and cycling). By 2025 is expected that 55% of the population will be covered by the cycling network and 100,000 inhabitants will have a bike lane 2 minutes away from their home:



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The “**Braga cycling**” project (MOB.01 - “*Braga ciclável*”) is the core initiative of the new Braga’s SUMP to improve walking and cycling conditions. This project includes the following measures:

- Improvement of the current cycling paths;
- Development of a cycling network;
- Traffic calming measures (new traffic scheme in the city downtown, zone 30, living streets, etc.);
- New loading / unloading bays to improve urban freight;
- New parking scheme (restrictions in the city downtown and new parking facilities in the outskirts);
- Improvement of walking accessibility;
- Increase safety in the school’s surroundings;

Besides this major project, the SUMP also includes a **Walking Action Plan** (MOB.02) to improve walking conditions and implement new walking paths in the city downtown.

2) Improvement of the public transport system:

- Implementation of a **priority corridor for public transport** (MOB.04);
- New on-demand public transport services in the city outskirts (MOB.07);

3) Strengthen intermodal transport system:

- Improvement of the intermodal facilities (MOB.03);
- New real-time information system (MOB.05);

4) Implementation of an intelligent traffic control system (MOB.06)

Results

The URBACT CityMobilNet network supported the Municipality of Braga to integrate the EU Guidelines (<http://www.eltis.org/guidelines/sump-guidelines>) in the drafting process of the SUMP. The result is a strategic plan that has been built on the existing planning documents such as the Strategic Plan for sustainable urban mobility (2015-2025). The SUMP Action Plan defines an effective package of measures covering all modes and forms of transport in the city, including public and private, passenger and freight, motorised and non-motorised, and parking.

The following are the main lessons learnt by the city of Braga during the SUMP drafting process:

Lessons learnt – Public engagement:

- It is important to involve a wide range of local stakeholders since the beginning of the SUMP drafting process.



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- There should be an agreement on the terms and conditions of the local stakeholders' engagement (define rules of cooperation, result-oriented discussion, avoid polemics, etc.).
- All Departments within the Municipality (Mobility, Traffic, Urbanism, Housing, etc.) should be included in the SUMP process.
- It is crucial to design a communication and information strategy about the SUMP progress to raise public awareness and acceptance of the Plan.
- Local politicians should be also involved in the process (in the established forms) as the competent decision-making body.
- The support and advice from external experts are helpful but the involvement all key local decision makers are more important.

Lessons learnt – Technical aspects:

- It is crucial to define clear goals and targets.
- Transfer of knowledge between European cities is a good way to avoid failures and mistakes.
- The use of scenario techniques is really helpful.
- The Action Plan should include a good balance of soft and hard measures. Soft measures are usually „quick-wins“ and can easily demonstrate its effectiveness to the public.

Challenges, opportunities and transferability

The following are the main drivers and barriers the Municipality of Braga faced during the SUMP drafting process:

Drivers:

- Braga's local stakeholders are always willing to collaborate and get involved in this kind of planning processes.
- Braga already had a clear vision, mission and strategy at the beginning of the SUMP drafting process.
- Highly trained and qualified staff within the Municipality.

Barriers:

- It has been difficult to find a common ground between all stakeholders involved.
- There was not enough time for much time for discussion.
- Lack of data to analyse some issues.
- Lack of local funding.





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- The implementation of some measures is not directly under the responsibility of the Municipality.
- Lack of coordination between all the Municipality's Departments involved in the SUMP process.

In depth

SCHOOLBUS/BUILD - Braga Urban Innovation Laboratory Demonstrator

The Municipality of Braga has established as one of its strategic objectives the promotion of the change in the life of the city, investing in the construction of a more sustainable, inclusive and innovative environment. The mobility and environmental policy outlined, provides for mitigation and measures of control against the harmful effects of air pollution, in order to safeguard the quality of life of its citizens and, therefore, hoping to reduce the environmental impact and the risks of traffic and other sources of pollution to public health.

In this context, the Municipality follows a pattern of action plan for Mobility and Environment, based on three strategic vectors (sustainability of resources, valorisation of natural resources and use of urban space) that are associated with the objectives established in the agenda of Living Laboratories For Decarbonization.

The sustainability of the resources is succeeded through a strong commitment to raise awareness of the population, directed mainly at children and young people, as they are publics with greater capacity to change behaviours and habits.

The valorisation of natural resources arises within the context of the strategic and Sustainable Development Plan that the Municipality is developing with strategies to support integrated and sustainable mobility, due to the growth of the road traffic in the municipality.

The third strategic vector is intended to reflect the contribution of the use of urban spaces to the health and well-being of citizens, to improve their quality of life and to attract new residents.

The Municipality of Braga is also developing a Municipal Strategy for Adaptation to Climate Change, which materializes the promotion in the municipal territory of a coherent response to the multiple problems linked to the climate changes. It is a strategic instrument, focused on promoting an integrated set of actions, able to respond to the future climate and to the different climatic impacts that can already be observed.

For all that has been explained, it is clear that the Municipality recognizes the need to adopt mitigation actions that promote the reduction of greenhouse gas emissions.

Thus, it is in the phase of implementation of a live laboratory for the decarbonization called Braga Urban Innovation Laboratory Demonstrator (BUILD).





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BUILD results from a successful application to the Environmental Fund and, as a living laboratory for decarbonization, will be established as an urban space for innovation in which public authorities, businesses, universities, R&D centres, citizens and established local communities promote the development, prototyping, testing and validation of new technologies, services and applications, with low environmental impact and in real context.

Based on this general objective, the BUILD Implementation Plan and the adaptation operations of this urban area will achieve the following specific objectives:

1. Develop and operationalize an information management, monitoring, communication and interaction system that, through ICT, enables interaction among the many stakeholders of BUILD ("Smart City Server");
2. Promote the active participation and citizenship of the resident population and the user population of BUILD, as well as the adoption of more sustainable behaviours and of less environmental impact ("Conexão Mais Cidadania " and " Aproveitamento de Águas e Resíduos");
3. To create a living innovation laboratory, as a space for conceptualization, development and follow-up of BUILD ("Laboratório de Inovação Urbana")
4. Involve the residents and the BUILD user population in the design, experimentation / testing and evaluation of experimental measures of urban space use ("Conexão Mais Cidadania" and "Smart City Server");
5. Establish an intelligent public transport network, connected with soft modes of mobility, that optimize the trips to the schools of this area ("School Bus");
6. Promote the adoption of sustainable modes of transport and the safety of users of the area, facilitating mobility within BUILD and in the surrounding areas ("Conexão Mais Cidadania" and "School Bus");
7. Contribute to reduce the environmental impact of human activities in this space, namely through Greenhouse Gas emitted (All Operations).

The BUILD implementation area is mainly located in the parish of São Vicente, northeast of the city of Braga, and is integrated in the Urban Rehabilitation Area (ARU) Braga Nascente and, in a small area, in the Historical Centre.

The first project to see the light of day is the "School Bus". Our project is based on a simple principle of connecting school busses, public space redesign and mobility information APPs, aiming to make parents develop trust in this new school bus offer, easing their own daily trip designs and removing traffic from one of the most complicated areas in the city. More information here: (in Portuguese)

<https://www.cm-braga.pt/pt/0201/comunicacao/noticias/item/item-1-8238?q=school+bus>

More information about SchoolBus can be found at the official Facebook page of the Municipality of Braga: <https://www.facebook.com/municipiodebraga/videos/1906379129427866/>





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PROACTIVE BURGOS STAKEHOLDERS PARTAKE IN THE SUSTAINABLE URBAN MOBILITY PLAN

Proactive participation of the interest groups of the city of Burgos in the development of the sustainable urban mobility plan of the city. The groups of interest have accompanied throughout the process to the City of Burgos in several meetings and workshops that have allowed to discuss the main aspects of mobility and transport in the city, from how a mobility plan should be executed, what are the problems of the city, what objectives are expected for the city and what actions can be executed to improve mobility and transport to build a more sustainable city among all.

Context

Burgos City Council was a pioneer in Spain in 2005 with the implementation of a Sustainable Urban Mobility Plan (SUMP) in which, among other actions, long-term strategies on mobility are included. As a result of these investments have been made that have meant a great transformation of the city as the important pedestrianization of the historic center, the creation of more than 35 kilometers of bike lane, the construction of the railway boulevard or the interior north.

Burgos City Council considers urban mobility as an essential instrument for the urban development of the city and the improvement of the quality of life of citizens. Aware of the influence of an efficient, comprehensive and inclusive mobility in a city, the City of Burgos wants to substantially improve the existing conditions in the urban fabric and order the growth of it in the medium and long term. Burgos is a green city with little pollution, but it still offers us opportunities to continue working to improve it.

The Sustainable Urban Mobility Plan of the Burgos City Council, currently approved, was drafted in 2005. However, the expansion of the bicycle network, the appearance of new attraction centers or variation of the location of the same generate the interest of proceeding to the revision of this Sustainable Urban Mobility Plan (SUMP), taking into consideration the singularities of the city and its surroundings, connecting the cultural elements, the model of spatial planning and urbanism, the institutional framework and economic and fiscal policies.

After more than 10 years since the writing of the SUMP, it was essential to revise it in order to adapt it to the changing configuration of Burgos and, looking to the future, to achieve a cleaner, more sustainable and accessible mobility. In this sense, from the Mobility and Transport Service we initiated the revision of the SUMP with the objective of reformulating the strategies and defining the short, medium and long term measures that we will have to adopt in all modes of transport to travel through





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our city: walking, cycling, urban bus, car, etc. Knowing methodologies of work for the elaboration of the SUMP, Strategies to involve stakeholders were the main premises that motivated Burgos City Council to get involved in the Urbact initiative, through the Citymobilnet projects. Burgos has worked together with other cities of the project as Bielefeld, Braga, Morne-à-l'Eau, Aix Marseille Provence, Palermo, South East Region of Malta, Agii Anargyri Kamatero, Zadar and Slatina face the major problems of urban transportation by empowering cities to develop sustainable urban mobility strategies counteracting their transport related problems.

In action

The main purpose of the BURGOS SUMP was to define a new model of mobility that allows laying the foundations of a new culture where priority is given to proximity and accessibility on mobility and transport, advocating a more compact model that:

- Answer and satisfy the same needs with shorter, autonomous journeys
- Discriminate positively the collective transport, more efficient way from the energy, environmental, social and economic point of view than the private vehicle
- Give a new treatment to the public space where the pedestrian is the protagonist.
- Consider demand management measures that complement investment in infrastructure to promote greater participation of more sustainable modes of transport.

The revision of the SUMP of Burgos has been carried out from a previous analysis of the current forms of mobility, evaluating the functional, socio-economic, environmental and territorial union consequences. A preliminary set of general objectives were defined to obtain in the SUMP process:

<p>Ensure that all citizens are offered transportation options that allow access to key destinations and services, that is, guarantee universal accessibility</p>	<p>Improve protection and road safety in the whole of the urban plot looking for the objective of zero victims.</p>	<p>Reduce air pollution and noise, gas emissions that favor greenhouse effect and energy consumption.</p>	<p>Improve the efficiency and profitability of the transport of people and goods.</p>	<p>Contribute to improve the attractiveness and environmental quality, in the urban area and urban design for the benefit of citizens, the economy and society as a whole.</p>
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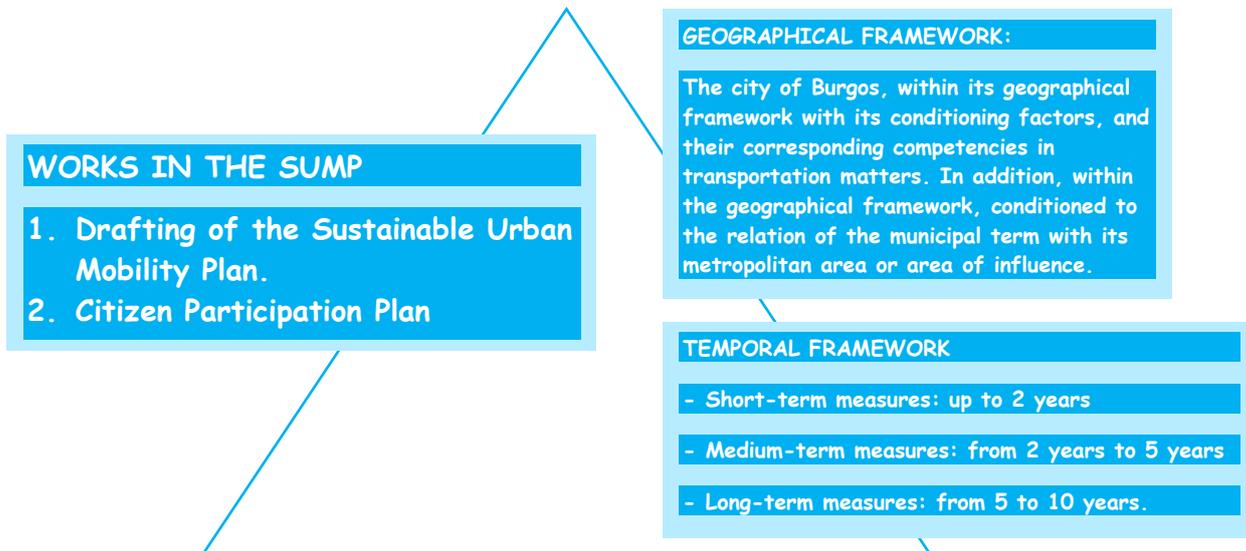




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With the revision of the SUMP, citizen participation will be incorporated as an essential element in the definition of the actions.

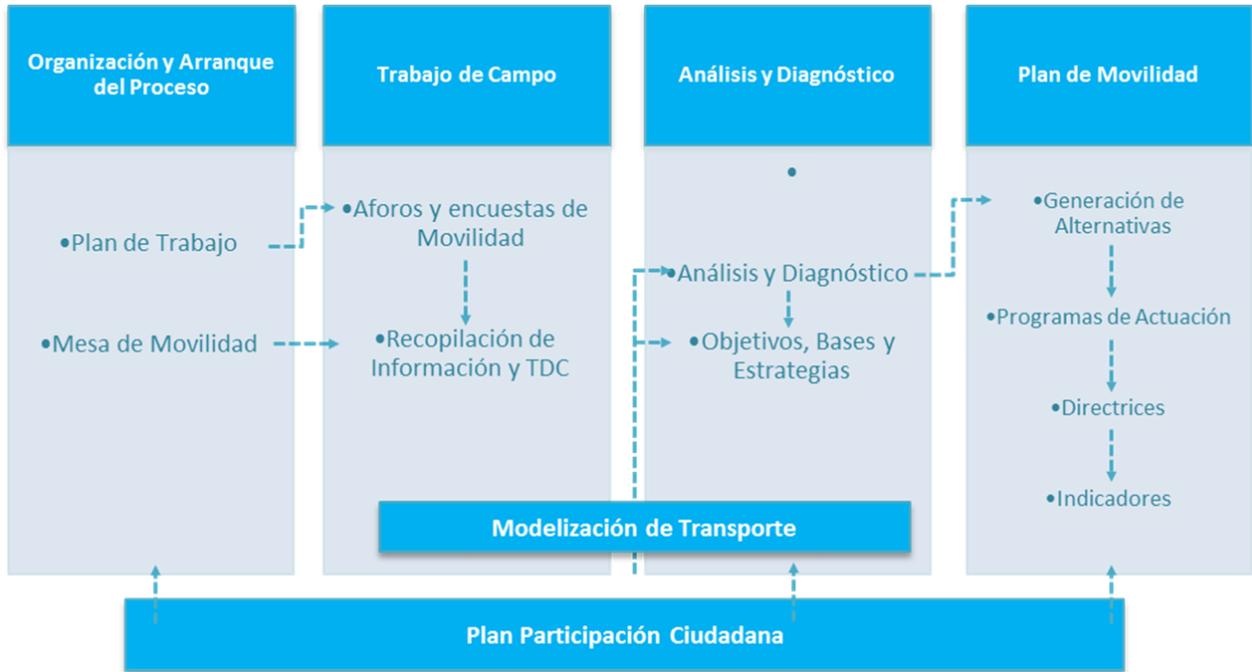


The SUMP works consisted of the following phases and stages:





The series of phases and previous stages have been executed taking into account the interrelation or dependence between them:



The tasks related to the field work have been carried out in a "normal" and non-seasonal period, dedicating enough resources so that they do not involve a delay in the rest of the tasks related to the quantitative diagnosis, and work is carried out in parallel on the qualitative diagnosis.

However, the most important phase of the project was the proactive role of the Burgos stakeholders in the analysis and validation of the all process and conclusion of the SUMP.

The Sustainable Urban Mobility Plan of Burgos has incorporated and kept alive its participatory character, which has already started in the drafting phase of the SUMP itself. The change in mobility habits that is pursued with a Sustainable Mobility Plan is not achieved only and fundamentally through the design of technical measures and technological solutions, but with the involvement of civil society, the agents and groups involved in the different transport modes and the Administrations committed, throughout the preparation of the Plan, its implementation, and follow-up once it has been prepared and put into operation.

Therefore, the promotion of the SUMP is governed by participatory criteria

Therefore, the communication and citizen participation plan must be developed during the whole process that goes from the drafting of the SUMP until its implementation. The complexity of this communication, due to the diversity of scenarios and actions, should be organized based on a strategy planned in the allotted time.

The fundamental objective of this process is to have citizens, social and business organizations, institutions and entities linked to mobility and transport, and large centers of attraction for mobility, when redefining such an important element for city as is the "Mobility Model of Burgos".



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As secondary objectives, the participatory process will allow:

- Publicize the process.
- Permanently inform about the progress of the process.
- To educate the public on the importance of using public transport, as opposed to private transportation to achieve more comfortable cities.
- Sensitize citizens about the effects that transport has on climate change.

The **Communication and Citizen Participation Plan** linked to the PMUS of Burgos was structured around the achievement of four objectives:

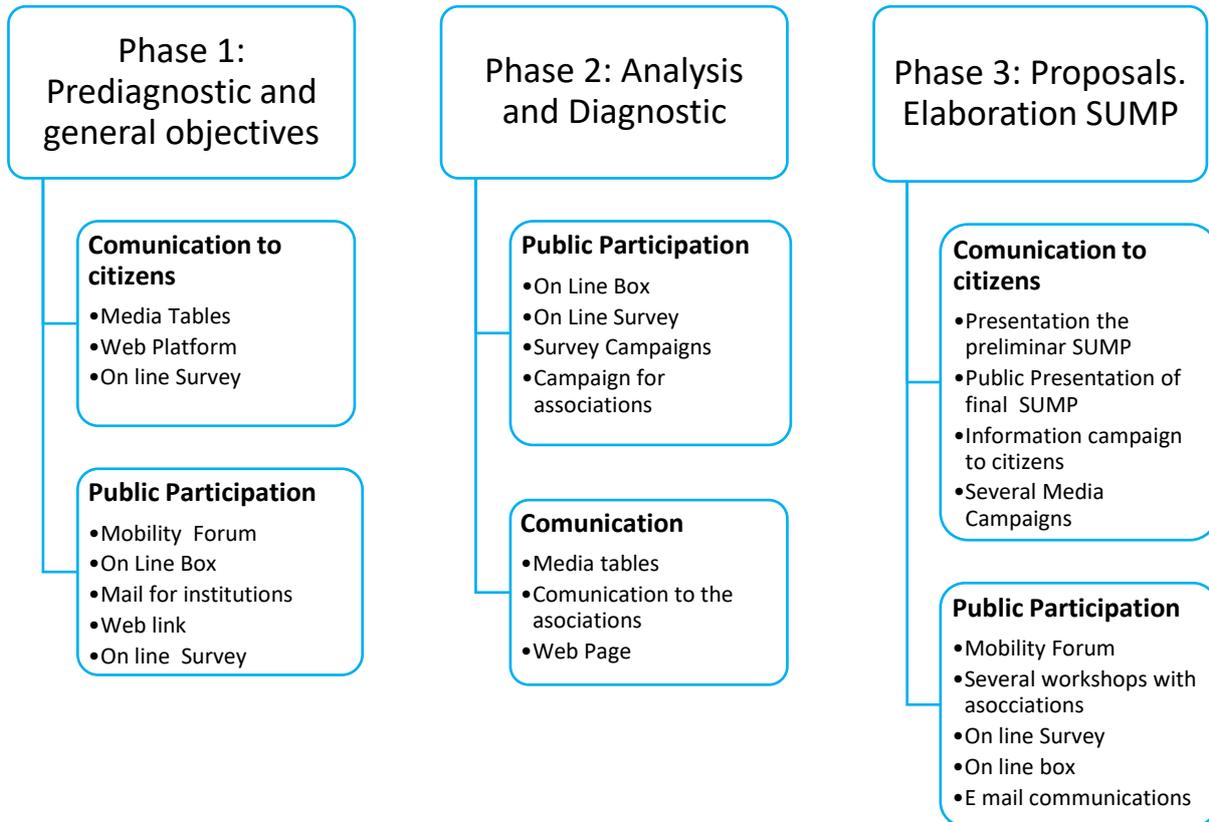
- Definition of communication and marketing systems that allow the "key information" generated and fed to the fluidity and transparency of the whole SUMP process.
- Development of instruments for direct active participation through the creation of groups or discussion forums that ensure the presence of the different sectors of citizens and economic and social agents of the municipality
- Creation of specific channels for indirect participation.
- Generation of communication and dissemination tools and processes.

These objectives will be taken into account in the drafting phase of the Plan itself, incorporating elements of participation of the population in the process.

The process of preparing the Communication and Citizen Participation Plan will be developed in the following phases adjusted to the drafting work plan of the SUMP:

- Initial Phase: Organization and start of the process.
- Phase 0: Pre-diagnostics and general objectives.
- Phase 1: Analysis and Diagnostic.
- Phase 2: Selection of proposals. Elaboration of SUMP report.





As a result of the actions of the Communications and Citizen Participation Plan of Burgos, some of the most outstanding results are presented:

Web platform



Flyer



Information in the newspapers

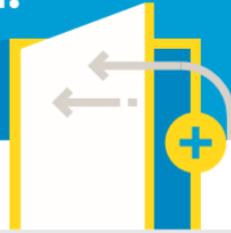


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El PMUS va a llamar a tu puerta.

Participa en las encuestas domiciliarias del Plan de Movilidad Urbana Sostenible de Burgos. Tu opinión es fundamental en el desarrollo de este Plan, porque tú lo vives cada día.



Ayuntamiento de Burgos
Movilidad y Transportes



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EUROPEAN PROGRAMME FOR SUSTAINABLE URBAN DEVELOPMENT



URBACT

Descubre más en:
www.pmusburgos.es

Mobility video about the principal figures of the transport in the city



Stakeholders' involvement and participation. (8 URBACT Local Group Meetings)

Presentation of methodology and phases of the SUMP



Presentation of the diagnostic of mobility of the Burgos City. Analysis of data obtained in the surveys realized in the last months.



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Analysis of problems of the mobility in the city. Priorities to resolve the problems in the Action Plan of SUMP in four working sessions.



Results

The results more important were:

- The SUMP realized an important effort to involve the stakeholders and their answer was a proactive participation and co-creation in all process.
- Lessons learnt regarding to the methodology to launch the Mobility Plan in terms of Sustainability
- Lessons learnt from the tools that the Burgos City has used in the process, principally all workshop of the CityMobilNet project to assure the steps in the SUMP.

In depth

More information in www.aytoburgos.es





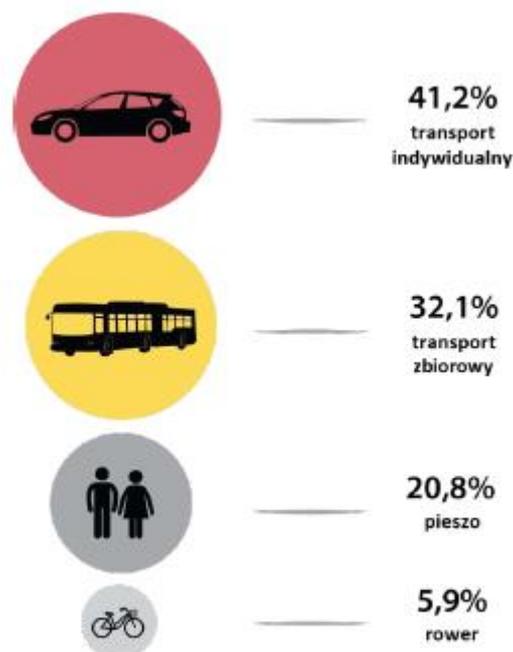
The Main City is getting more beautiful thanks to new investments in public space (as part of activities in line with the SUMP for Gdańsk regulations)

In brief

The last two years have brought many changes in the centre (Main City) area. Large projects and modernizations of streets such as Stągiewna, Straganiarska, thorough reconstruction of Św. Ducha Street, the construction of the Ołowianka footbridge, and the revitalization of the Świętopełk Park make the inhabitants of Gdańsk feel more and more proud of their historical centre.

Context

In 2018, the city developed Sustainable Urban Mobility Plan (SUMP), which is a response to the unsatisfactory modal split and the excessive share of individual car traffic in total trips.



Źródło: <http://www.brg.gda.pl/attachments/article/282/Raport-III.pdf>

Comparing the results of GBR 2016 with the research from 2009, it is possible to negatively assess the phenomenon of the increase in the share of journeys made with individual car (increase from 39.2% to 41.2%), among others at the expense of the share of journeys refurbished by collective transport (decrease from 37.5% to 32.1%), record the maintenance of the share of pedestrians (21.3%, 20.8%), or appreciate the significant increase in the share of bicycle trips (it was 2.0% - it is 5.9%).



To change this negative trend and achieve travel behaviour changes there were six main goals in Sustainable Urban Mobility Plan for Gdańsk identified.

Goal 1: Improvement of pedestrian traffic conditions and bicycle

Goal 2: Increased safety for all traffic users

Goal 3: Improving the accessibility to transport modes alternative to car used individually, for all travellers in all city areas

Goal 4: The increase in the share of public transport in modal split

Goal 5: Reduction of negative transport impact to people, health and the environment

Goal 6: Increase in quality and availability of public spaces for all users and in each areas of the city

The basic principle of designing of public spaces is to ensure accessibility, regardless of the type of disability, limitation of mobility or perception. Pedestrian traffic should have priority when shaping the city's transport systems. The quality of public space is influenced by the method of management, the type of materials and elements used, elements of small architecture, lighting and the way it is used.

In action

Pedestrians gain new spaces - Stągiewna Street

Stągiewna Street, rebuilt in 2016, awarded by the Marshal of the Pomeranian Voivodeship for the best public space 2017.

This is an investment resulting from the planned process of restoring pedestrian traffic in this area and improving communication to places located on the other side of Motława. As a result, a friendly recreational space for residents and tourists was created, which is a showcase for the city - says Piotr Grzelak, deputy mayor of Gdansk for communal policy.

The success of Stągiewna Street is not only a new infrastructure, but also walkers - the inhabitants of Gdańsk as well as tourists visiting - who immediately filled this space. Space dedicated only to them, which was possible thanks to the decision to close the street for car traffic. Stągiewna Street gained a new quality thanks to the development of space with new, consistent gastronomic gardens and original benches and seats.

The social process also worked around the street. The structure of services along the street has changed. In a place that was previously moderately attractive, where entities were able to give up running a business, the street reconstruction has reversed the trend significantly. The elimination of car traffic and a very high increase in pedestrian traffic have made this space very attractive. As a curiosity, one should add the fact that at the moment when one of the entities requested to make



the street available for taxis and buses, rebellion rose from neighbouring entities. Neighbouring economic entities cannot imagine the return of vehicular traffic on Stągiewna Street.

Safer at school - Grobla IV Street

The Main Town is also an area of activities related to the minimization of vehicular traffic and supporting the priority of pedestrians and traffic calming. In 2017, after the renovation of Grobla IV Street, a decision was made to close this short street, where the entrance to the elementary school is located. The project includes barriers to ensure the safety of children from going out onto the street. No major changes were anticipated in this area until the renovation crew closed the street for renovation work. Residents immediately noticed the change - when the street was closed, the neighborhood became more intimate and friendlier, and most of all the speeding cars that used the wide carriageway were eliminated and liked to speed up despite the introduction of the pace 30. After this voice, the decision was made to test the solution fixed and after renovation the street was closed by fencing pots with trees. The Gdansk Roads and Greeneries Management decided to add specially designed benches that filled the space. Today, Grobla IV street is presented as a good example of the implementation of a safe space near the school. The elimination of car traffic in front of the school meant that children can freely use the nearest public space without the risk of an accident. The whole is complemented by the creativity of teachers from the local school, who began to teach classes in the urban space.

New shared space - Św. Ducha Street in the new version

Św. Ducha Street before the reconstruction was an example of a poorly accessible and neglected street with lots of cars. The pavements were a great challenge, as they narrowed to just over 40 cm in places where there are traditional Gdansk porches. While modernizing the street, steps were taken to make the street more accessible to non-motorized users - wider pavements were designed, benches were added, new trees were introduced, and the cross-section of the roadway was narrowed.

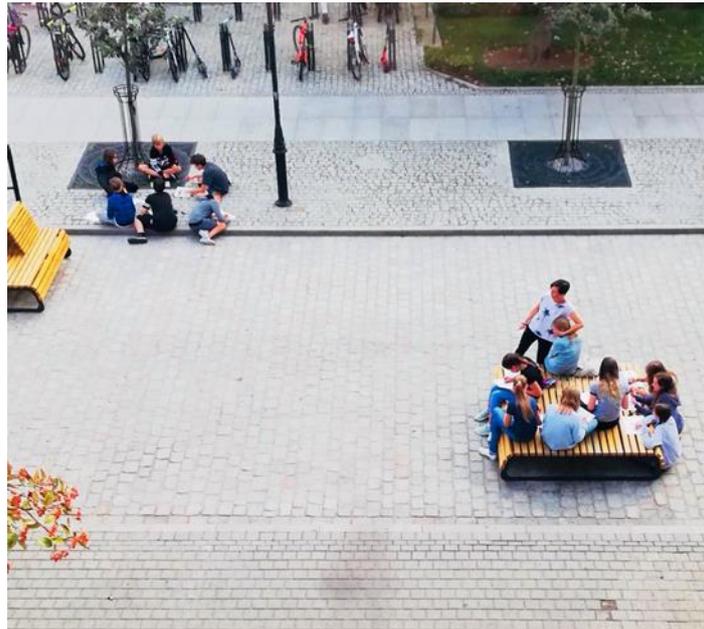
Renovation works on the street began in May 2017 and included the reconstruction of the street at a length of about 290 m. A new roadway construction was made, the rainwater drainage system, network and water supply connections were rebuilt, and urban furniture was installed. The reconstructed section was covered with pavement, creating one surface separated by various types of cobblestones, including using pedestrian-friendly solutions, fragments lined with smooth blocks and granite slabs. The street was included in the zone of residence in which priority is given to pedestrians. The street fragment was also excluded from vehicular traffic, in accordance with the consistent action to calm the traffic in the historical centre.

Results

Stągiewna Street Before/after the renovation / photo: google street /



School activities in the area of the Main Town / photo: Jacek Niemiec, a street resident /





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/photo: Karina Rembiewska/



Challenges, opportunities and transferability

The main transport challenge faced by Gdańsk is the improvement of conditions (comfort and safety) for pedestrian and bicycle traffic, as well as the improvement of the public transport system and its integration with all active forms of mobility.



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How to redraw the public transport network of La Ciotat

In brief

One of the targets of our local SUMP is to propose a new map for the public transport network in accordance with the different constraints that apply on this area such as inhabitants, special enterprise zone, tourism, operating company and of course financial considerations.

Context

The Urban Community has already adopted a SUMP on June 2013.

One of the SUMP issues was to implement an operational sustainable urban mobility plan on for the south east territory and integrate the specific evolutions of this area (heavy shipbuilding transformed into yachting, suburban housing and tourism development) of three municipalities: La Ciotat, Cassis and Ceyreste, representing 46 000 inhabitants on an area of 80 km².

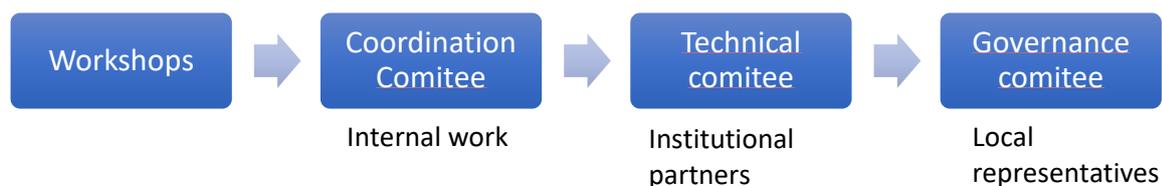
The targets are "simple": Modify the modal split between the car and the other modes, reduce polluting emissions and greenhouse gas.

This SUMP implementation was for us, the perfect topic to participate in the CityMobilNet project because we knew that URBACT program could help us in developing tools and solutions for well design our project and at least, produce a sustainable plan.

Among other actions, one of the most anticipated was to redesign the public transport network of La Ciotat.

In action

The General Process for the SUMP was divided into 4 scales.



The workshops were built around 6 topics: Environment, soft modes, delivery management, street organization, public transport, Urban planning and public transport coherence

For the specific public transport workshops, we have chosen to work with small groups, even in face to face with local stakeholders such as mobility center, schools, business organisation, transport companies, transport external experts, city technicians for urban planning, starting from an assessment of the PT network.

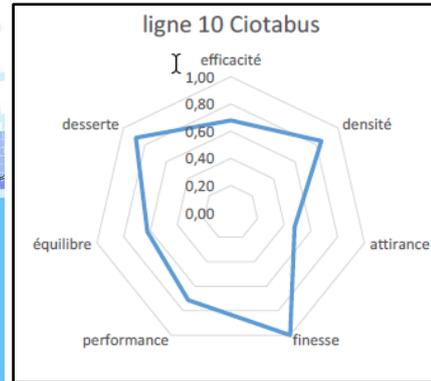
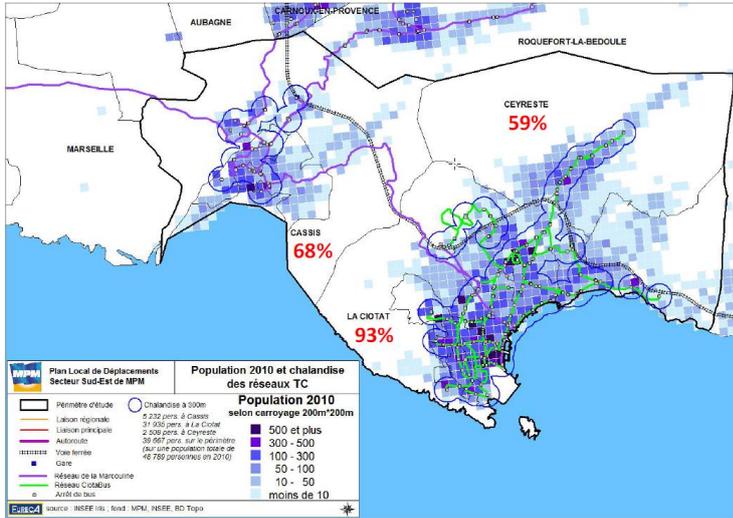




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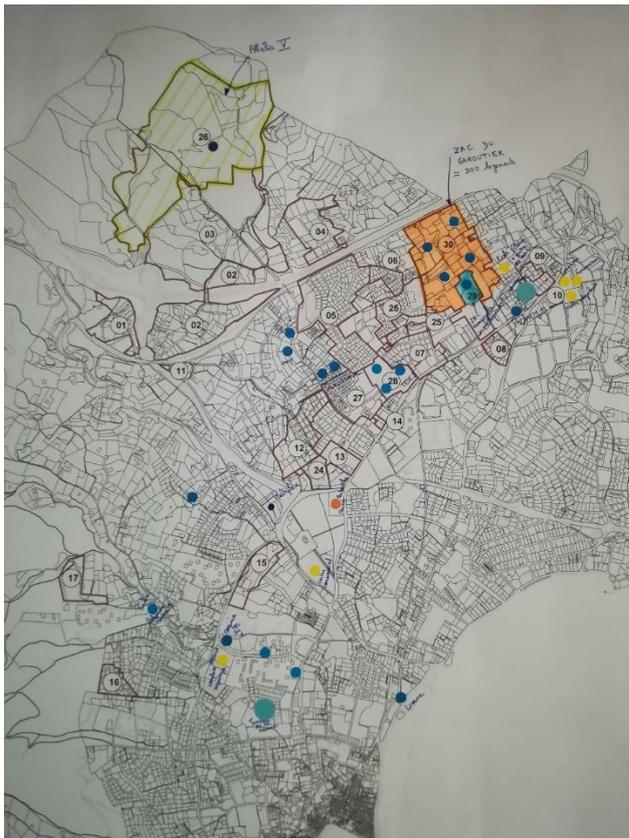


The idea was to create the ideal network from a white sheet and then adjust it to the financial and operational reality.



Population density along the PT lines

Line assessment



Handmade map of the future urban projects in La Ciotat: housing, public buildings, schools...



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Results

AS for the PT network 2 scenarios have been produced:

- The ideal network which is an extended approach of what could be done on the PT network
- The basic network which is low key approach.

We now must put the cursor on the most legitimate of the interests at play between these 2 propositions. Of course, what will make the difference and maybe the final the choice are the financial and political constraints.

Even if the new network is due to be effective in 2121, the decision is still not made due to the actual political issues.

These political issues are not the only ones that we met. One of the most difficult point to tackle was the relationship with the transport company: how to involve it into this process and make it understand the necessity of our work.

In this case, finding the right discussion partner, at the right level has been a key factor into the challenge of its involvement

But the job on the PT network was just a part of what has been done on 3 other topics of our action plan:

1. Play on different modes of transport to improve general accessibility
 - Improve the connection between railway stations, city centers and tourist sites (beaches, parks and creeks, hiking trips, etc.);
 - Improve all modes of accessibility at the Athélia business area (La Ciotat) and develop new forms of mobility (carpooling, car-sharing, shared bike ...) as well as the site of the shipyards under development. and in particular for heavy goods vehicles;
 - Prioritize the road network by improving the readability of the network
 - Implement clear identification areas 30;
 - create two multimodal urban boulevard in La Ciotat constituting the basic framework of the networks
 - Promote environmentally friendly access to the access gates of the National Park des Calanques on Cassis and La Ciotat
 - Develop company mobility plans and connect users, disseminate information
2. Reverse the gaze to put the most vulnerable user at the heart of reflections
 - Improve pedestrian links between sites under development, by strengthening permeability and fighting the phenomenon of closures of secure residences, by extending pedestrian zones
 - Develop the mesh of cycling routes



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- Study the development of electric bicycle and shared
- 3. Organize the parking offer as a lever for a mobility policy
 - Organize and regulate access (control of supply and prices)
 - Organize a Park and Ride Offer

One of the key moments was the organization of the mobility village to inform and increase awareness among the public about the challenges of the SUMP.



Mobility Village in La Ciotat 2017





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A Challenge for MORNE A L EAU and its Eco-District “Heart of Grippon” developing its Integrated Action Plan about Urban Mobility Plan.

Context

With an area of 65 km² and a legal population of 17,407 inhabitants on January 1, 2018, the town of Morne-à-l'Eau is the 2nd largest city of the intercommunity to which it is attached, the agglomeration community. North Grande Terre, a little over 58 344 inhabitants. It has established a Local Agenda 21 France since November 2014 defining its territorial strategy in terms of sustainable development for the next 15 years. Several types of action have been identified to meet this objective including the revision of modes of travel and transport on its territory by the development of pedestrian and soft mode of travel. Indeed, Morne-à-l'Eau faces many problems with mobility in its territory and especially in the town centre: 30,000 vehicles per day - Pedestrians, cyclists, motorists rub shoulders in conditions that need to be improved, - Short journeys in the centre are made by car - Lack of parking spaces in the town centre.

In action

This section is on the work done itself. It should tell on two main aspects:

- the process part – how was it done?
You can tell on how you decided for the stakeholders to involve, which local group formats you chose and used (like a core group and an extended group), how you involved public and other else outstanding stakeholders and how any meeting related to the process steps performed. Here you can tell as well about the tools and methods you used for the process / local action group meetings as well as if you could use any input from the transnational seminars here.
- the content / technical part – what was done?
You can tell on the steps you did, how you identified or took up the challenges at hand, what visions and priorities you elaborated, which objectives, which measures you planned and how you planned the implementation of the plan (or further development!) and its monitoring/evaluation and financing. Describe the technical process as far as you got it in the time of our project. You can mention as well if you could make use of any input from the transnational seminars such as an idea or experience from one of the other partners or directly from the workshops of the seminars.





Codesigning
Econehborhood (July/October 2015)

- **Senior workshop in the city:** accessibility of the public space (width of the sidewalks, height of the thresholds, quality of the surfaces, chain of non-existent movements, too much exposure to the road traffic, congestion of the sidewalks), adapted mobilities, diversified, affordable, comfort thermal urban day and night (shade, urban lighting)
- **Economic activities workshop:** facilitating the accessibility of the town center (problem of congestion constituting a repulsive element for drivers) meeting parking needs (management of car-cupping of sales and service staff), introduction of soft mobility parking spaces to the shops.
- **Workshop "nature in town":** spot city of biodiversity, manage urban heat, nature factor of conviviality.



May 2016 Elected Seminar

- **On the question of car traffic in Morne-à-l'Eau,** the transit of cars: priority for the borough, deaths of administrators on pedestrian crossings, what about the use of fireworks subscribers in raion of a lack of maintenance, which projects of load shedding and circumvention of the borough carried by the Region Guadeloupe
- **On the débarcadère street:** the need to study a traffic plan that integrates urban transportation and traders' expectations of parking and traffic guidance.



Public meetings of July and November 2016

- **Strong expectation of the population for effective implementation of municipal projects**



Urbact Local Action Group

- Introduce bicycle parking areas near shops and educational venues
- Develop bike paths
- Define accompanying measures to strengthen cycling use: information, communication
- Establish pedibus circuits for school children
- Set up sidewalks, arrange sidewalks
- Ensure the phasing of actions for the development of sustainable travel routes taking into account the issues related to sewage and rainwater drainage networks
- Integrate canal bank development works
- Develop a public transport adapted to the territory (bus size, accessibility, frequency, stopping places)
- Study river navigation as an alternative to tourist land travel
- Better communicate on alternative routes to avoid avoidance of congestion areas
- Sanctioning



Results

The priority orientation given to the plan is based on the reinforcement of the active modes at “Heart of Grippon” and parking solutions relevant in this area. This choice is based on a pre-identification of quickly achievable actions, the strong expectations of the members of the URBACT Local Action Group in terms of improving sidewalks, urban comfort, securing and strengthening the use of bicycles, the current design of the urban transport plan by the competent agglomeration community, the need for these additional studies or definition to be carried out: traffic plan, bypass roads or load shedding of the town centre.

VISION – GENERAL OBJECTIVE

Develop public space favorable to reducing the car's position for the benefit of pedestrians, cyclists, people with reduced mobility, people with a disability in the EcoQuartier Coeur de Grippon

Specific objective and integrated actions

- **Specific objective 1: Provide Sidewalks - Sidewalks for All**
- **Specific objective 2: Strengthen cycling**
- **Specific objective 3: Improve the living environment of the population to encourage gentle wanderings**
- **Specific objective 4: Facilitate access to the city as a lever of attractiveness**
- **Specific objective 5: Develop a decarbonated captive fleet**
- **Specific objective 6: Accompany behavior change**
- **Specific objective 7: Reduce the flow of road vehicles in the EcoQuartier (traffic congestion)**

Challenges, opportunities and transferability

The implementation of the SUMP Integrated Action Plan requires :

- A good understanding of the SUMP approach,
- A good understanding of its interest and its integration into the spatial planning project,
- An update, a more or less important data acquisition,
- Good internal and external collaboration on mobility,
- Real construction with stakeholders,



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- Peer recognition of the local project manager's ability to take the approach, in other words a strong credibility.
- But all the conditions were not met for its elaboration efficiency. It is important that as part of the update this is considered.



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THE DEVELOPMENT OF SUSTAINABLE MOBILITY IN PALERMO

The Administration wants to make citizens increasingly an active part of decision-making processes and in the management of the territory they inhabit. A participation not only aimed at listening, but also a guarantee of community empowerment in a logic of co-empowerment not through formal analysis of opinion request-expression of vote but of comparison.

The construction of the Tram in Palermo is an intervention that can upset the concept of city mobility. In fact, we are moving towards a planning designed to bring the suburbs closer to the city centre through the built tramlines.

Context

The Office of the Traffic Plan of the City of Palermo is working to put at the system everything related to mobility with the aim of promoting in the process also citizenship, as it happens in many European realities. It is a fundamental step that the administration must promote. It explains the administration's commitment to trying to amplify this process, to put what is being done in line with citizens' wishes. At this moment PUMs, the urban plan of sustainable mobility (the Italian SUMP), is being drafted in order to adapt urban planning instruments to European standards. This implies that cars will tend to disappear and that the transport system will settle towards an iron system, and oriented towards soft mobility.

The PUMs will focus on participation, we will proceed towards a scenario that is the one described in the tables shown here in the hall, which propose a vision of redevelopment of the city. This vision foresees: the tram system is in the start-up phase, underground parking lots, green areas, interventions of redevelopment of the territory, services of interchange between the various realities of mobility. We are moving towards the increase in tram lines and the increase in bike sharing as the city lends itself to this type of mobility. Car sharing is also widely used and will increasingly be a widespread ecological mobility system. Palermo has made the historic centre liveable, it has changed its structure. Before the reality was very critical now it improves with the pedestrianization that makes the centre reborn, the restructuring of road transport, so we go in the direction of methane. This is the scenario that the administration intends to put in place in the coming years and on which a debate has opened with the citizens.

In action

Special commitment placed by the city administration was that of the enhancement of the historical centre, within which the limited traffic zone was established and the pedestrianization of some streets and squares, in particular of the two main axes that divided into four "mandamenti" the historical fabric of following: Central ZTL, ZLT Maqueda, ZTL historical markets and ZTL Palermo Arab-Norman (Unesco route).





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Car Sharing

The Municipal Administration has joined the national network ICS (Initiative Car Sharing) with the awareness that the service, if used on a large scale, will contribute to significantly reduce emissions of polluting gases. The service, activated in March 2009, today consists of: 160 vehicles supplied of which 24 fast-charging electric, 85 parking lots for a total of 300 parking stalls and about 5 thousand subscribers. A dedicated APP - configured for mobile devices - was created to make the service even smarter with the following features: online registration, booking on maps via app or web, navigator with directions to reach the bike sharing stations, real-time availability for single bikes, possibility of recharge credit, implementation of the vehicle fleet with the free -floating service and creation of the network car sharing Area Vasta.

Bike Sharing

The service called "BiciPa" is perfectly integrated with the car sharing service, counts n. 37 stations with the availability of n. 400 muscle-pedaling and 20 pedal-assisted bicycles, distributed strategically and close to the poly-attractor in the municipal area.

With the Go2school project a focus was put on the implementation of the bike sharing service and the bicycle fleet for the benefit of home-school and home-work trips: The upgrading of the infrastructures for the BiciPa bike sharing service, which is already in place, will entail the supply and positioning of new 25 cycle stations and n. 300 "tandem" type pedalling bikes. To make the service more usable, a smart community portal will be created between the students and the students of the schools participating in the project in order to plan the routes automatically and train the crews (2 pupils or 2 teachers).

Results

Palermo will follow its five-year implementation plan for sustainable urban mobility promotion 2018-2022 by:

- Extension of limited traffic areas and increase of pedestrian areas and development of the urban cycle-pedestrian network;
- Implementation of the measures that benefit from the funding of the PON Metro and which directly concern the improvement of the urban mobility system: extension of the control network of the LTZ access gates; activation of a system of telematic control of transits along reserved lanes; fleet renewal with n. 10 Euro 6 diesel buses of the articulated type; fleet renewal with n. 23 Euro 6 diesel buses; on-board infrastructure for real-time tracking of the bus fleet; infomobility panels arranged in strategic hubs; remote control of traffic lights in the city; construction of a south-side cycle path from via Archirafi to the Bandita port.
- Reactivation of the Palermo railway loop with double track operation and use of all the scheduled stops with train frequencies adapted to the central role that this transport system plays within the framework of the public transport offer scheme;





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- Completion of the railway ring in the Giachery-Politeama section with the construction of three stops (Lazio / Libertà, Porto, Politeama);
- Reconversion to use the cycle / green way of the disused Palermo-Camporeale narrow gauge railway, in the Palermo Monreale section

Challenges, opportunities and transferability

The real difficulties encountered were basically the lack of trust of the population towards the municipal administration and the bureaucratic difficulties afflicting public offices. But thanks to the constant daily effort it can be overcome.



A breath of fresh air in Slatina – how to use a Sustainable Urban Mobility Plan and multimodal transportation to get to a low CO2 level

The municipality of Slatina has been developing a long-term strategy to clear up the city's roads and encourage public transport use. Thanks to participation in URBACT CityMobilNet network, they formed a local group to finalise their Sustainable Urban Mobility Plan — and received EU funding to build a fleet of clean buses. This could have not been done without the help of (URBACT) Local Action Group or the involvement of the people.

Context

In Slatina, the requirement for the development and implementation of the integrated action plan (IAP) / sustainable urban mobility plan (SUMP) is determined by the need to improve mobility, in order to meet the transportation needs of the population and the economic environment, both in the city and in the contiguous areas, in the present and in the future and to increase the quality of life for its inhabitants.

Slatina is a mid-size city in the South of Romania with a strong industrial activity in the past but also in the present. So our CO2 levels come from the industrial activity as well as from the heavy traffic involved in terms of supply lorries and the transport with personal car for commuters and citizens.

A quick look at the traffic census made in 2017 and we see that 48% of the trips in the city are made by car, truck or motorcycle, 6.5% by taxi and only 8.5% using public transport. The good news is that 36.3% of the trips are made by walking. The bad news is that only 0.7% of the trips are made by bicycle.

We had over 29.000 registered cars and almost 8,500 parking spaces in the city. And our local public transport system is slowly dying of old age. The busses are 10 years old and by the time we hit 2020 it will be illegal to use them, and the clients are not satisfied with our services.

Companies struggle to move resources through the urban area while consumers are stuck in slow-moving queues. Improving urban mobility has become an urgent priority for reasons of public health, but also to make the city more effective as a commercial and logistic centre.

We had no transport plan before the SUMP and no experience in developing one. We only knew that we represent the citizens and we have to do our best for them even if that means to be a little bit more persistent. So, we decided to go for a SUMP – we had the guide developed by the World Bank so we had to try. But we also heard from our consultants that there was a program – URBACT – and there were a few people that wanted to develop / update a SUMP of their own and we decided to make the steps, to learn with or from the others.



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The main challenge we saw in developing our first SUMP was to get people together to talk to them about the city problems in terms of mobility.

We had several initiatives in the past when we developed our first sustainable strategy and when we established the community council, but these are things of the past and not used any more.

So we had a call for interested people and specialists on our Facebook page and on our daily correspondence and we gathered a group of over 90 people from different areas – public transport, road infrastructure, utilities suppliers, industry, taxi transport, urban planning and so on. This is how we had our first (URBACT) Local Action Group.

In action

The tools we used were in part provided by URBACT and in part were good examples or ideas provided by partners who had previous experience.

With the help of our consultant, we decided to make the stakeholder analysis and to split the SUMP in areas of interest and according to each area to determine if the stakeholders are interested in a SUMP, if they can influence the SUMP and their possible level of involvement. So we came up with a schedule of meetings for the (URBACT) Local Action Group on 8 modules: the quality of life, social accessibility, traffic safety, personal transport, emergency services accessibility, lorry, functional area, main public bodies and institutions.

The transnational seminars were of great help in allowing us to use techniques learned or tested during our partners' meetings to apply during our (URBACT) Local Action Group meetings.

We used a core group made of specialists in the Municipality – urban planning, EU funds, road infrastructure, public works, local police, public property and goods, financial department, mainly people from whom we could get data in a very rapid fashion and who see the problems as they are.

Then there was the extended group made in total of 97 people with different areas of expertise and different interests.

Our biggest surprises were when the media accepted a place in the (URBACT) Local Action Group and when citizens with no professional connection to urban mobility decided to get involved and thus answering our call on Facebook. And they participated to every one of the 8 meetings of the (URBACT) Local Action Group.

We were prepared to moderate each issue so when representatives from the local NGOs or public schools had divergent ideas it was in our minds that all those fictional meetings we had as exercises with our partners in the CityMobilNet network – the role plays and TV shows and so on – prepared us for what we were facing.

In the end the meetings were not for gathering quantitative data – this kind of data was provided by the (URBACT) Local Action Group core and the National Institute of Statistics – but first to see what





they think in terms of urban mobility and CO2 levels in Slatina, where do they see Slatina going and second to test and to chisel our ideas.

We did a trip census and an origin – destination survey with 27 points for collection information in the city. This revealed the movement / mobility habits of the population and it showed us that many of our respondents made an medium 2.2 trips / day and over 52% of the trips are to and from work.

The Sustainable Urban Mobility Plan for Slatina aims to create a transport system that meets the following strategic goals:

1. **ACCESIBILITY** – all the citizens of Slatina should be offered transport options that will allow them easy access to the essential services and destinations;
2. **SAFETY AND SECURITY** – improvement in the area of safety and security;
3. **ENVIRONMENT** – reducing noise pollution and air pollution, reducing energy consumption and greenhouse gas emissions;
4. **ECONOMIC EFFICIENCY** – efficiency and cost-effectiveness in the passenger and goods transport sector and an increase of the economic efficiency;
5. **URBAN ENVIRONMENTAL QUALITY** - aims to enhance the attractiveness and quality of Slatina’s urban landscape and environment, economy and society.

On the (URBACT) Local Action Group’s vision we developed a set of measures to comply with their view and also our view. We identified 7 sets of measures to help us achieve that vision:

- Measures in the road infrastructure e.g. improvement of roads with significant public transport flow, upgrading the bypass;
- Public transport: fleet renewal, InteliBusHubNet – a network of intelligent bus stations, PTM – “one ring to rule them all” sort of public transport management system which, integrated with the public management system it will allow prioritisation in traffic and giving green light to buses, ticketing system;
- Alternative mobility options – 14 km of bike lanes by 2023, another 10 km by 2030, bike sharing system and electric charging stations, walking infrastructure and shared space;
- Intelligent management – traffic management system, integrated system for managing parking, multi-level parking, improved lighting system for walking areas and sidewalks, signalling system for pedestrians and Wi-Fi for pedestrian areas;
- Complex areas - low emission zone in the city centre;
- Intermodality – a central intermodal station for buses, railway, cars and so on;
- Soft measures – traffic and consumption education, information and awareness and institutional changes to manage all of the above, a monitoring team and a set of indicators.

In terms of financing, we took advantage of the financial allocation for Slatina Municipality through the 2014-2020 Regional Operational Program and the provisions of Article 5 of the EU Parliament



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Regulation on carbon levels and we declared ourselves available from accessing over 19 million Euros for some of the measures. For others we use money from the local budget.

We started to prioritise the projects in order to comply with the Regional Development and Public Administration Ministry and came up with a list of projects that allow us to answer open calls for proposals launched by the Ministry. It was a long process but in the end, we had 10 projects that were selected to be the ones that answer best to our needs in terms of reduction of CO2 levels. We took advantage of the experiences and new and interesting things that we learned from our partners in the transnational seminars, e.g. ideas how to set a traffic management system from Aix-Marseille-Provence or how to improve the trips to school from Bielefeld, how to approach bicycle issues from Burgos.

We started to develop technical documents such as feasibility studies and GHG studies, and in the same time we accepted the Ministry's proposal to submit a joint project to buy 10 electric buses for hilly areas.

And we are not stopping here. We are in full gear with the implementation of the SUMP since we have by December 2018 to submit at least 9 project proposals for EU financing.

Results

The SUMP – the first document of its kind ever developed in a city where in about 1 year the number of registered cars increased by more than 7,000. The aim of the SUMP in 2030 is to double the number of public transport clients, to have less than 42% of the trips made by car and to have at least 1% of the population going places by bike. In the same time it is our duty to be careful and see that the number of people that walk is not replaced with the ones taking motorised means of transportation.

Working with the (URBACT) Local Action Group gave us the satisfaction that we are not the only ones working for and thinking of this community and its health. Working with the people in the (URBACT) Local Action Group proved that good ideas can come from everywhere and not necessarily from specialists. These were effective meetings that resulted in a comprehensive set of actions. We managed to give the (URBACT) Local Action Group ownership over the SUMP. Drafting the SUMP gave us the opportunity to see how others work and what worked for them. Also the partners in the CityMobilNet network gave us brilliant ideas that are now in some way or another in our SUMP.

And although it seems a little bit academic using tools from URBACT Tool Kit in the process stimulated our mind and our perspective in approaching the mobility issues.

The final version of the SUMP was submitted for approval as a supporting document to the Ministry of Regional Development and Public Administration in order to help Slatina access grants from the Regional Operational Program 2014-2020. It is also used to prove to the government the need for





intervention and the solution to problems that could help Slatina in improving the life and become a more welcoming city for its inhabitants and for future generations.

Challenges, opportunities and transferability

The main challenge for us was to talk directly to people in a large group and it proved a fear without real basis because people got involved, made their voice heard and then owned their work by approving the final version of the SUMP without considering political challenges and changes.

One other challenge was to use two sets of guides in shaping the SUMP – the one provided by World Bank and the one approved by Regional Development Ministry. If there would be a clear procedure at European as well as national level it would be easier for the cities to focus.

In depth

This is to relate to any document, if you wish to,

- The SUMP is a large document with a great number of areas of impact and can be downloaded at: http://primariaslatina.ro/images/strategie/PMUD_Slatina.pdf
- The Executive Summary in English can be downloaded at: http://primariaslatina.ro/images/documente/executive_summary_SUMP_Slatina.pdf
- The list of prioritised projects can be found at: http://primariaslatina.ro/images/documente/lista_proiectelor_prioritare_SUMP.pdf



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URBACT Local Group launches Regional Sustainability Mobility Plan for the South East Malta.

Effective sustainable transport is a crucial and determinant factor in the future success of the South East Region's economy. The scope of this document was directed at developing an integrated planning document; a Sustainable Urban Mobility Plan (SUMP) which addresses specifically the needs of the South East Region. The SUMP is directed at resolving the congestion and traffic problem in the South East of Malta through; the application of new traffic management systems, alternative transport systems, the use of new technology to achieve a greener more efficient viable transport.

Context

The South East Region's economy is heavily impacted by the activity generated by its; harbours, the Freeport, the Cruise Liner Terminal, the airport, its commercial centres and the industrial estates. The South-East is mostly dependent on land-based transport predominantly serviced by private vehicles. A system of radially designed roads connect the towns and cities to the Capital; the South, Central and North regions of Malta. These are in turn connected to the TEN-T network. The South-East Region is one of the most populated regions and with the highest densities in the Maltese Islands. Its density is 24 times the EU average and comparable to European City densities. The region is defined as mostly urban with sparse rural and semi-rural areas. The South-East Region is one of the most densely populated inner harbour regions.

The heavily congested South East Region presents significant challenges. These have been outlined, discussed and presented as part of a series of public consultations. The process to secure tangible results was the implementation of a stepped process; (i) an evaluation and assessment process (which included a base-line study focusing on the data available) and (ii) identifying challenges and priorities (based on surveys and exchanges held with the Urbact Local Support Group). Through this process the main 5 challenges identified were connected to main key areas namely; road safety, parking, general public perceptions, car-oriented infrastructure and system and policies and politics. The challenge to overcome in the future will always be tied to car dependence and the application of further infrastructural intervention which may be resolved through behavioural changes and new technology applications.





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There was no Sustainable Urban Mobility Plan dedicated to the South East Region. Transport Malta (TM) the local transport agency has published a series of Public Consultation Documents which include; the National Transport Strategy 2050 and the Transport Master Plan 2025 - Consultation Draft. This includes infrastructural projects which launched significant junction upgrades supporting the consolidation of the TEN-T Network. Currently TM also engaged an international company to study possibility of the application of mass transit based on monorail or metro-line. (<https://www.tvm.com.mt/mt/news/il-gvern-jikkunsidra-investment-fmetro-jew-monorail-ghal-soluzzjoni-tat-traffiku/>; Accessed 3 August 2018).

Although participatory planning is a principle, process and policy in the Maltese Islands the SERC in modelling the SUMP developed; (i) a communication plan (keeping a transparent system in developing the SUMP) and (ii) committed to engage (through a review process and defining sustainable tools). The Communication Plan and the Engagement Commitment schema have been devised to spur further participation from the citizens. These were two areas where more input was necessary beyond the involvement of the Core and Political group and (URBACT) local action group. The active plan commits with a “Process Pathway” which considers multiple reviews. The review of the plan and data through re-assessment is based on 5-year cycles to maintain and implement an active monitoring programme which keeps the plan operative, active and sustainable.

Why a SUMP for SERC? In principle the Action Plan 2015 for the South East Region; “The South-East Regional Committee (SERC) ...(was geared to) seek the means to spur actions to guarantee a sustainable development for future communities. The Councils in partnership ... plan, design and develop projects to ensure that the communities within the region are more liveable.” CityMobilNet was an ideal project in pushing further the compilation of the SUMP for the region. It takes on one of the most prominent policy challenges for Europe’s cities today: urban transportation. It also was significant in supporting one of the main challenges of the SERC Action Plan 2015 Section 5.1; “Congestion and Pollution are concerns which significantly and specifically impact the South-East region.

In action

CityMobilNet provided the platform and the tools to develop and apply specific methodologies. In applying SUMP guidelines the initial process was the evaluation and analysis of the SERC area. This was a significantly important step in the light that;

- (1) There has been no data collation on a regional level as composed;
- (2) The data was not readily available and recent;





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- (3) There were areas which necessitated further analysis;
- (4) It was necessary to develop a set of indicators to monitor through the period set (2018-2030).

The baseline study offered the possibility to establish an initial framework for the SUMP and area of study. The baseline study was geared to;

- (1) Deepen and share understanding of the way that related policy has developed elsewhere in Europe and at EU level;
- (2) Build knowledge of the issues in each city and deepen the understanding that each partner has of the situation in the other partner cities;
- (3) Establish baseline indicators relating to the URBACT Programme level results for each city;
- (4) Develop a shared understanding of the issues, needs and research agenda for the implementation phase of the project on which partner activities can be planned in detail.
- (5) The Baseline study for the South East Region will refer to its Consultation Document and Action Plan and in tandem focus on the results and indicators emanating from the Traffic Analysis.

The assessment process comprised data gathering from multiple sources; national and regional generally sourced through the National Statistics Office (NSO) and transport Malta (TM); locally gathered data based on specific surveys through CIVITAS (in the case the case study of Kalkara). Other data was established through indicators based on Malta's Priority Axis targeting development in regeneration and transit between 2007-2013 and 2014-2020.

Results

The indicators and statistical data as evidence coupled with the objectives and targets raised through the consultation process and set in the South-East context have made it possible to generate the 10 main principles for the SUMP.

The ten main principles of the SUMP have been forged following the assessment and defining processes. The main principles are as follows;

1. Provide for an efficient and rapid green public transport system;
2. Promote alternative modes which are in sync and low impact respecting the urban and rural landscape;
3. Endeavour to lower car dependency and activate modal shift;
4. Promote shared spaces and pedestrian corridors for City and town cores;





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5. Promote TOD (Transit Oriented Development) by dovetailing regeneration with transit solutions¹;
6. Provide Parking solutions integrated with green parks, corridors housing and commercial hubs;
7. Create seamless transit areas which are Intra-City and regional and which support the national hubs;
8. Provide for education and awareness campaigns to spur; changes in behaviour, incentivise change in car use and promote walking and cycling.
9. Invest heavily in high quality traffic signage, road markings and speed cameras to monitor and enforce.
10. Promote and re-introduce curfews directed to urban cores and targeting especially but not solely; construction vehicles and sites, commercial and supply vehicles and in-service areas.

A schematic one-page plan has been compiled for stakeholders to visualise possible change. This is purely general and schematic designed to spur further discussion and engagement and research to ensure the SUMP is accepted and endorsed by the community. Through June and July 2018 the SERC launched a dedicated section of its webpage (<http://www.regjunxlokk.org/sump.html>) and its Facebook page (<https://www.facebook.com/REGJUNXLOKK/> accessed 3 August 2018) to incentivise a peer review and further consultation. The necessity to gather more data on the traffic analysis prompted further surveys. The traffic counts that are currently underway are directed at 10 main junctions and areas in the South East Region and through the use of drone technology SERC is monitoring traffic patterns. It has been seen from the preliminary studies that; (1) It is a case of reducing the private car fleet (in car size and numbers); (2) It is clear that there should be a consideration towards smaller Public Transport Vehicles for Intra City Transport for greater efficiency; (3) From the surveys conducted the majority travel predominantly within the region and that; (4) proposals like Mono-rail and Metro-line; (a) come at a huge capital outlay, (b) are high maintenance, (c) through history these have been discontinued because of viability but also low ridership, (d) the infrastructure has to be re-designed again to support a new system (where studies have shown that the extant structures cannot even support a dedicated busway), (e) Extensive areas are needed for maintenance and storage.

¹ Especially with regards to forecasted and projected Housing development and estates.





The new technological applications although vital to spur change may only be possible through behavioural change and to incentivise a move from car dependency.

The SUMP compilation was supported by a very committed SERC whose members although mostly political were directly involved in the exchange meetings and technical development. The South East Regional Committee (SUMP) is designed for 12 years from 2018 to 2030. The active plan commits with a “Process Pathway” which considers multiple reviews. The review of the plan and data through re-assessment is based on 5-year cycles to maintain and implement an active monitoring programme which keeps the plan operative, active and sustainable.





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THE ROAD OF CITY OF ZADAR IN DEVELOPING ITS SUSTAINABLE URBAN MOBILITY PLAN

SUMP of the City of Zadar will aim to define urban development and sustainable traffic based on economic, social and environmental sustainability. Zadar should become a more accessible city for more people, and the SUMP of the city of Zadar will be an important element in the process of creating a sustainable and well-connected Zadar, which intends to set up a strategic framework for the future development of transport in the city of Zadar.

Context

The basis for the future dynamic and economic development of the City of Zadar lies in the urban development and reconstruction that will be based on the SUMP, which will define future plans and activities with a strategic focus on urban mobility, comparing costs and effects, highlighting and identifying priorities. The City of Zadar has the goal of creating a sustainable urban mobility system. By participating in numerous projects that encourage and promote sustainable mobility, the City of Zadar has shown for many years strong will to adopt and implement sustainable mobility policy. SUMP is the next logical but necessary step towards the creation of the city's transport system that will enable better mobility and accessibility with reduced external traffic costs, economic development and environmental protection, and higher quality and healthier urban living environment for all transport system users. The City of Zadar has the goal of creating a sustainable urban mobility system. By participating in numerous projects that encourage and promote sustainable mobility, the City of Zadar has shown for many years strong will to adopt and implement sustainable mobility policy. SUMP is the next logical but necessary step towards the creation of the city's transport system that will enable better mobility and accessibility with reduced external traffic costs, economic development and environmental protection, and higher quality and healthier urban living environment for all transport system users.

In action

Particularly important process in SUMP development was the communication with all relevant stakeholders of sustainable mobility system in Zadar, which include all relevant institutions, services and, most importantly, the citizens themselves. This was achieved by constant involvement of all relevant stakeholders in the process of SUMP development through constant mutual communication, presentations, meetings, workshops, surveys and similar activities in order to obtain proper feedback from stakeholders and to ensure that planned SUMP really meets all stakeholders' needs in generation of proper sustainable mobility system. The (URBACT) local action groups were formed, the core group and the extended group, and meetings were held with the (URBACT) local action groups in order to get their feedback on the process of developing the SUMP as well as the planned or proposed actions. Actions that were done involved research and data gathering processes. This included collecting all the filed data regarding mobility in Zadar, such as traffic counting, modal split analysis, citizen surveys.





definition of goals and definition of measures to achieve them, interaction with key stakeholders. The collected data was taken into account as a foundation on for the creation of the SUMP.

Results

Integrated action plan for creating the SUMP of city of Zadar gives the methodology and overview on the activities that need to be implemented in order to create SUMP, which will define future plans and activities with a strategic focus on urban mobility, comparing costs and impacts, highlighting and identifying priorities.

One of the most important elements of creating the SUMP is the constant involvement of all relevant stakeholders in the process of SUMP development through constant mutual communication, presentations, meetings, workshops, surveys and similar activities in order to obtain proper feedback from stakeholders and to ensure that planned SUMP really meets all stakeholders' needs in generation of proper sustainable mobility system.

SUMP of the City of Zadar will define strategic measures for development of sustainable forms of mobility. Sustainable forms of mobility encompass the types of traffic that have less impact on the environment, use sustainable energy sources, which are more energy efficient and increase citizens' quality of life. SUMP will be developed through research and data gathering processes, by defining goals and measures for their achievement, and by interaction with key stakeholders. The SUMP will represent or will be linked to the existing long-term strategy for the future development of the urban area and, in this context, for the future development of traffic and mobility of infrastructure and services.

Challenges, opportunities and transferability

One of the challenges that city of Zadar encountered was the motivation of the mobility stakeholders to actively participate in the process of creation of the SUMP. I took a lot of work to give them the idea of the importance of a SUMP for the local community and their importance of their involvement.



THEMATIC OUTPUTS



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SETTING UP LOCAL ACTION GROUPS FOR DEVELOPING A SUMP

The Local Action Groups constitute integral parts not only of the URBACT Programme. Additionally, they constitute essential elements of a sustainable urban development approach and play crucial role in the process of developing a SUMP within the city context. Close coordination, cooperation and support of stakeholders and mobility experts is crucial for the success of a SUMP and Local Action Groups make all that possible through consistent and participatory processes for dealing with mobility challenges.

Setting up a Local Action Group with the best-suited mix of stakeholders requires thorough examination of

- the objectives and the vision,
- the targets of the Action Plan,
- the specific needs,
- the current mobility situation of the city.

Apart from the above, the members of the Local Action Group (LAG) should be aware of each of the stakeholders' fields of expertise and how they interrelate in the realization of the plan's objectives, so that effective allocation of duties can be achieved. Additionally, it is important to set the basic terms (Rules of Engagement) from the beginning of the implementation phase. Those terms should include at least the main categories/types of the stakeholders that will be involved, the frequency of the LAG meetings, the required number of attendees, the required capacities and the way LAG members will participate in any (international) training and exchange opportunity activities (compare as well the [URBACT II Local Support Group Toolkit](#)). This way, the local group members are able to set up a 'roadmap', based on which they could transform their city into a more sustainable urban place.

Most municipalities struggle with a number of mobility problems, however setting up a LAG that involves the local administration, as well as relevant public and private organizations for the design and implementation of its SUMP will improve both the development and the implementation. For example, the CityMobilNet project advocated in favor of LAG meetings and working sessions had proven to be of key importance to the successful design of integrated urban policies. The partner Roads and Greeneries Management in Gdansk for example employed more than 30 LAG meetings resulting in SUMP carried by a broad range of stakeholders that got adopted by the City Council with only supporting votes.

The main objective in setting up the LAG is attracting a range of skills, expertise and local knowledge. Self-evidently, commitment to the objectives and also to operational issues like attending meetings is very important. In order for effective actions and procedures to be implemented, it is crucial to attain appropriate technical skills, while also having a theoretical framework depending on the issues that need to be addressed. That is why, one of the



objectives of a LAG should be to collaborate with partner cities at both national and transnational level, to exchange experiences and view different perspectives.

Indicatively, the steps for developing a SUMP by a LAG, include the following:

1. Definition of the city's issues and problems and of the desired objectives of the action plan (Problem Analysis)
2. Prioritizing stakeholders: Analysis of the importance and influence of stakeholders
3. Selection and invitation of Stakeholders
4. Collection of relevant data
5. Definition of resources and funding
6. Target-setting: What is to be achieved, by when and which indicators will be used for measuring performance of the action plan
7. Idea generation: Definition of appropriate processes and actions that need to be taken to achieve the objectives and resolve the issues
8. Organization of meetings
9. Assignment of responsibilities
10. Preparation of Discussion Texts
11. Agreement and Consensus reaching, providing input to the Action Plan
12. Monitoring and evaluation of the action plan implementation

Local Action Group members may also meet to review projects, requests for specific actions, coming up to policy interventions and generally speaking, supporting the sustainable decision making in the city.

An identity for the Local Action Group should be developed and promoted as well as a Code of Conduct and Ethos be communicated to all relevant stakeholders, participants, members and potential members.

There is a number of tools that support stakeholder analysis, however the most important is power / influence mapping. The following figure is indicative of the approach of categorizing each stakeholder



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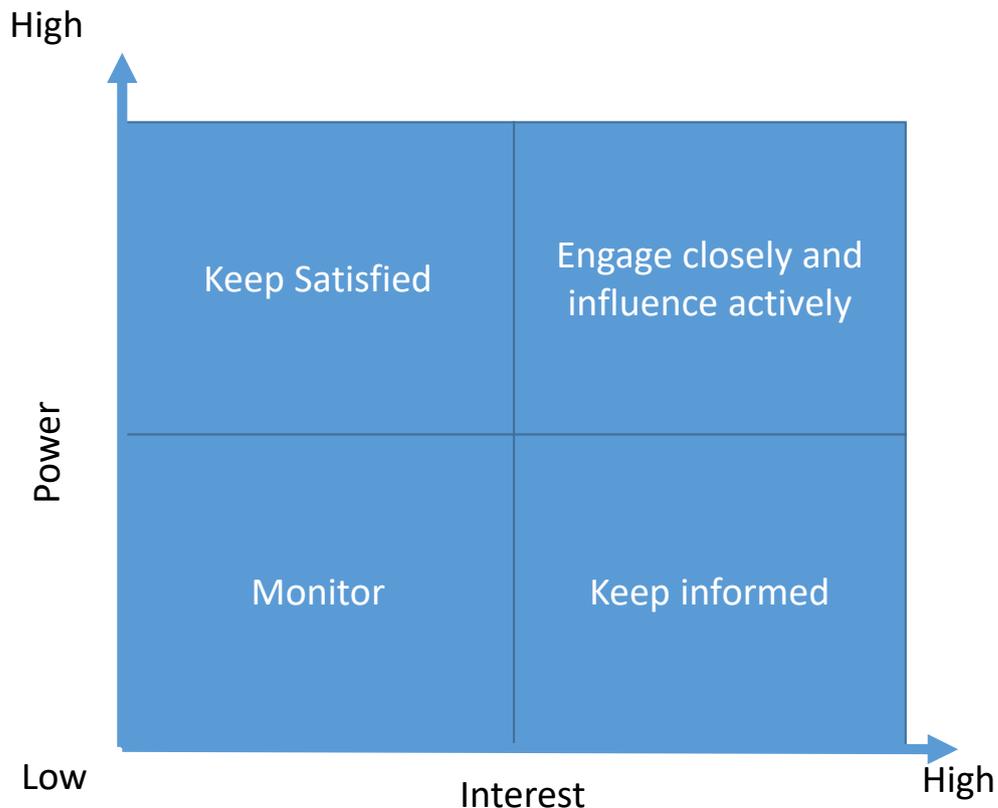


FIGURE 1 - INFLUENCE MAP (SOURCE:

[HTTPS://WWW.MINDTOOLS.COM/PAGES/ARTICLE/NEWPPM_07.HTM](https://www.mindtools.com/pages/article/newppm_07.htm))

A specific subset of these stakeholders is the difficult ones. They might be for example of general mistrust to sustainable urban mobility development, see their area of influence at danger, feel compromised in their professional responsibilities or generally oppose to some other stakeholders out of past relationships. There is not a straightforward way to work with them and it all depends on the specific context. However, please pay attention to the following:

- Identify them as soon as possible and monitor their behavior
- Listen to what they have to say
- Understand their objectives
- Build bridges or at least not burn them
- Engage with them by meeting regularly and include them in the decision process
- Motivate and ask them to make compromises
- Use statistics and numbers, not theories
- Be nice, don't take things personally



ASSESSING THE STATE OF PLAY AND CHALLENGES AT STAKE

A highly important step that every city should consider while developing a SUMP, is evaluating the current mobility situation. In order to effectively identify the challenges that will arise and mitigate those is to adequately understand the current mobility situation. Involved stakeholders and mobility experts should lay the foundations for thorough research regarding those issues, having a concrete methodology and techniques. It is a lot easier for a city to focus its actions and align with the right people and organisations, by having a clear picture of the state of play and possible future challenges.

The following diagram shows an indicative approach to be followed for the collection of primary data and the evaluation of these data in order to assess the current mobility situation and problems:

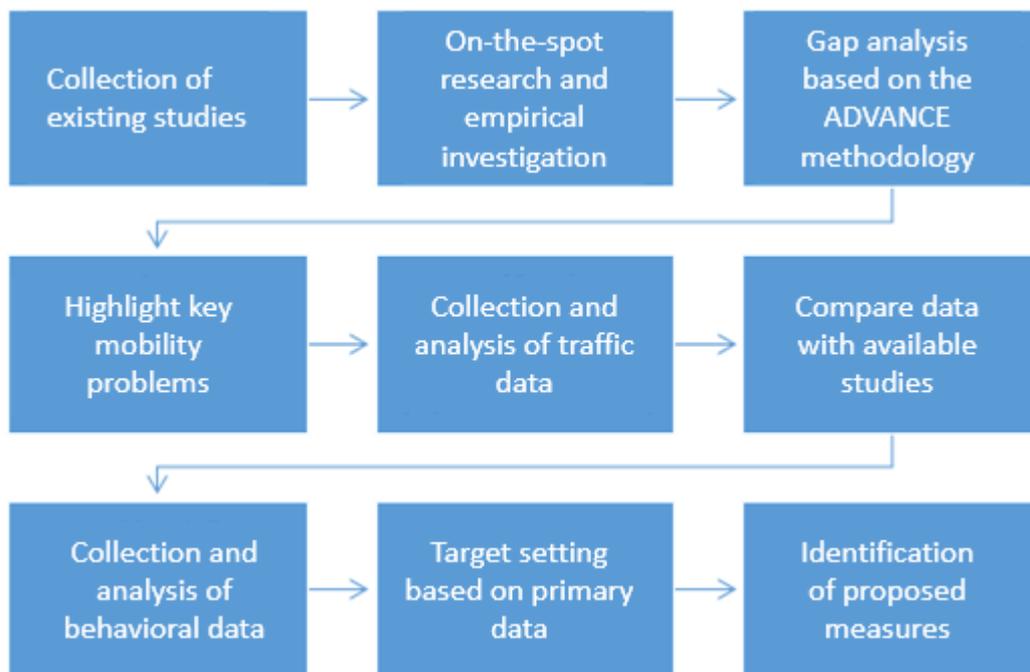


FIGURE 2 - STATE OF PLAY ANALYSIS (ADAPTED FROM WWW.EU-ADVANCE.EU)

The collection of primary data can be done through a number of tools like automatic counters laid down on the streets, information from traffic management cameras or development and dissemination of questionnaires, field surveys and interviews. Other options developing recently are the use of drones or mobile phone based information either supplied by large scale providers like communication companies or assessed by dedicated APPs using algorithm to detect trips including modal choice, origin, destination, route, length of the route and time needed. A number of challenges might arise and hinder the approach, including time



constraints, lack of political support and/or communication, technical problems etc. In order to mitigate them a formal assessment should be carried out, including selecting a structured methodology to get in touch with the key players, identify the barriers and their probable causes, and propose possible actions to overcome them. New technologies also help collect evidence and information about the current situation, from simple online surveys to more advanced tools like [socrative](#), [mentimeter](#) and a number of other online opinion collection tools.

Mobility problems faced by citizens can be identified through a number of means, questionnaires being the most straightforward of them, while during the analysis of the existing situation with the project team, some of them are being pointed out for further evaluation. Possible alternatives to assess citizen's mobility behavior and problems are household survey paper-based and online, a panel of more detailed interviews covering a smaller group of interviewees respecting different population groups though as well as location-based mapping of problems.

After a predefined period of time, a comparison of the results has to be made in order to ascertain the positive trend of the urban mobility or to identify any possible additional problems that have arisen. Statutory procedures form a necessity to achieve optimal monitoring and evaluation of ongoing and completed projects. Additionally, it essential to select in advance indicators for evaluation purposes, as well as for measuring the different aspects of each action proposed by the Action Plan. Last but not least, combining the results of the surveys helps define the context for the current situation and future planning.



CITIZEN & STAKEHOLDER ENGAGEMENT PLANS

Prioritizing the engagement of the citizens and the public in mobility initiatives should be at the core of every city's mobility plan. Both the executives from the municipal organization and the SUMP project team should collaborate to ensure that powerful strategies will be used to include as broad public participation as possible and to ensure adequate engagement in the SUMP developmental process. Engagement plans should make sure that the members of the community will be involved in the mobility decisions in an active and constructive way. They need to tailor the extend, mean and communication on participation to the different population groups of relevance: while elderly people can possibly be addressed by meetings with a socializing character, children might react more to gamification tools and adults to online options. It is of importance to exploit specific local conditions such as in the case of the City of Braga, parishes were a key actor to reach out to citizens. Engagement plans should also ensure that the final decisions will reflect the specific needs that were identified, to adequately address the requests of the local citizens.

The process of developing an engagement plan consists of a number of steps, depending on many variables, such as the city's size or the issue to be addressed. Bigger challenges require more steps, while larger municipalities may need more thorough planning per se. The main steps are:

Step 1: Define the issue and the key players

Proper definition of the problem allows the community to understand its aspects and propose realistic solutions. It is, also, very important to identify groups and individuals that are essential to include to the project.

Step 2: Set goals and objectives

It is very important to collaborate with the project team and the stakeholders in the identification of the plan's goals. Questions such as "What do we want to accomplish by involving the public?" or "Is public feedback desirable?" should help set the baseline of the engagement plan.

Step 3: Identify the tools and methods you will need

According to the goals the SUMP Team wants to achieve, there is a wide variety of tools and methods to choose from. For example, if the goal is to gather data from the public, a useful tool to use is surveys and interviews. On the other hand, if the main goal is to exchange opinions and collect ideas about a community issue, a powerful tool would be to bring together focus groups.



Mobility experts involved in the design of such a plan, are advised to follow some general key points for reaching the desired results. Some of them, that have been found useful in the past, are explained in the following table:

WHAT?	WHY?
Ensure maximum transparency	It fosters trust and helps people get the bigger picture, resulting in higher levels of engagement.
Integrate people from various backgrounds	Engaging people from diverse backgrounds will encourage certain groups to gain control over their communities and present different points of view.
Empower the citizens' communication skills	It allows them to have an overall opinion about the mobility issues and improves decision-making among the community.
Support the continuous engagement of the citizens	Long-term commitment and regular discussions give people the opportunity to express their views about problems, while the authorities can react before they become unmanageable.
Integrate actual work to engagement schemes	Active contribution to the development of visions, objectives, measures and other solutions strengthens ownership of a planning process and raise attractiveness to invest time and contribute.
Create an atmosphere of trust	Telling advantages of taking part, giving enough time for preparation to increase comfort, taking a view on entire strategy but focusing on the step at hand add to citizens feeling comfortable and starting to trust in the importance of their contribution.

TABLE 1 – EXAMPLES OF TOOLS AND TECHNIQUES



Useful tools to maximize effectiveness include:

1. Stakeholder Engagement Plan Matrix, which should be frequently updated. An indicative matrix appears below:

Stakeholder	Status	Areas of Interest / Influence	SUMP Phase	Stakeholder Manager	Approach	Methods	Frequency
Local Commerce Board	RED	Active group with voice	All	SUMP Team X Manager	Consult, engage	Face to face Consultations	Data Collection & before release of Documents
	Yellow						
	Green						

TABLE 2 - STAKEHOLDER ENGAGEMENT PLAN MATRIX

2. The Stakeholder Engagement Target Board, which shows which approach can be used for each group, as follows:

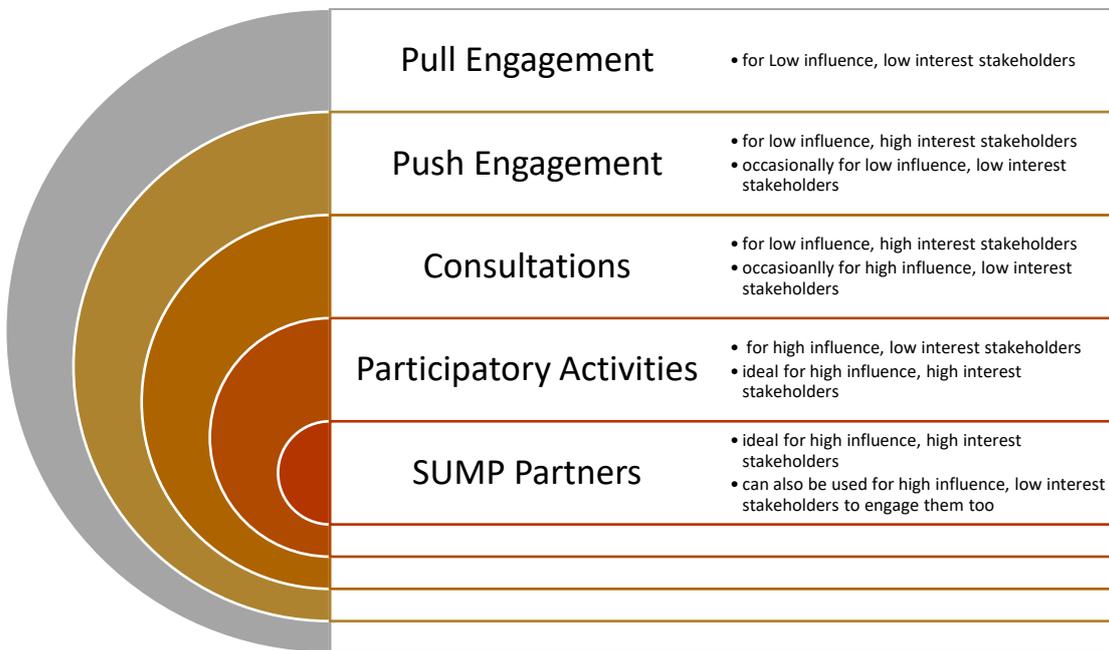


FIGURE 3 - STAKEHOLDER ENGAGEMENT TARGET BOARD



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COMMUNICATION IN A PARTICIPATORY PROCESS

Effective communication is vital for the success of mobility decisions and plans and should start early in the SUMP process. During the process of communication, participants are being provided with theory and examples, while having the opportunity to exchange best practices and enhance their mobility skills. Participatory processes can open up debates, leading to positive changes and successful results. Apart from communicating with experts, sharing urban mobility practices with the public enables cities to review and reevaluate ongoing plans and build a more effective future strategy.

Communication must be effectively and promptly circulated among the project team and external stakeholders to assure the viability of any participatory process. It is also very important to pay attention to the type of information required at each level of the plan and whether it is sufficient for (a) the SUMP developmental process and (b) for the specific stakeholder group it aims at. Insufficient, outdated or too frequent communication all lead to faulty assumptions or lack of interest. In order to achieve more effective communication, the SUMP Team has to be aware of any kind of differences among stakeholders from cultural to behavioral to income to any other that affects mobility decisions. Furthermore, it is advisable to develop a plan for possible communication problems that may arise. An interesting example is predefined Storyboards for specific cases. This pro-active approach helps in solving a number of issues at the time they arise, and before they threaten future steps of the SUMP in a uniform and professional manner. This Storyboard has to be effectively communicated to the SUMP members, which should get adequate training from the SUMP Manager.

Some popular and helpful methods that encourage sustained communication and participation are described in the following table:

METHOD	DETAILS	IT'S VALUE
Dialogue Cafés (World Cafés)	A kind of meeting, where participants are divided into groups with each group placed around a table. Each table has one host, responsible for presenting the theme to be discussed, and is covered in paper so that participants can take notes of each other's ideas and proposals. Then, people change tables and take part in all different sub-themes.	Through this process participants are encouraged to come up with as many ideas as possible to overcome a specific challenge, while exchanging views helps them to gain a broader understanding of the ways they can participate in problem solving.



<p>Open Space Events</p>	<p>Executing an open space event requires a suitable venue and strong promotion to make sure that there will be wide participation. These events give people the opportunity to propose their own questions, keep notes and take part in discussions over various issues. Different aspects and work tasks are dealt with in parallel allowing participants to switch sessions to their liking.</p>	<p>It is a powerful tool to engage large groups of people in communication and discussions, creating the opportunity to turn ideas into actions. Usually, future activities emerge from such events in order to reach to specific decisions. The Local Action Group is able to explore which mobility issues are more important for the citizens, making priority setting easier and more efficient.</p>
<p>Web-based Discussion Forums</p>	<p>A Web-based Discussion Forum allows people to post messages and comment on other messages, regarding a particular topic. They offer premises for open and free discussions and they can be a great way for users to get information and exchange experiences.</p>	<p>Users have the ability to stay anonymous, resulting in more honest and detailed data than those gathered by other means. The Local Action Group can identify new areas of improvement and gather sufficient amount of data for evaluation purposes.</p>
<p>Future dialogues</p>	<p>Work exercise that project a topic into the future describing a successful scenario how a development will look like. Then, the task is to look backwards from the future scenario and describe the path to the scenario embracing especially barriers and how they had been overcome.</p>	<p>Future dialogues offer to step aside from working with the state of play to free mindsets for creating a vision without limiting factors. Describing the development path to the scenario identifies then measures to take as well as their effects, barriers and limits.</p>

TABLE 3 – PARTICIPATION AND COMMUNICATION METHODS AND TOOLS

In all of those tools, it has to be noted that a careful monitoring and feedback process has to be designed so as to enable feedback mechanisms and additionally assure that the stakeholders will not lose interest in this approach.



CREATE VISION, PRIORITIES AND SMART SUB-GOALS OF A SUMP

A vision is a core element of a SUMP, as it describes what we expect and desire to happen in the future. While having a vision may seem simple, it has to fulfill two basic requirements.

- First of all, it should be accurately defined: it has to include objectives that describe what exactly needs to be changed as well as how to achieve it. Prioritizing those needs may seem frustrating at first, but it is vital for the successful implementation of the SUMP, especially in urban agglomerations that face many and complex mobility issues.
- A vision also needs specific targets that are complemented by clear measurement mechanisms. Those targets should be SMART and should reflect in a clear and unambiguous manner the objectives that the city has set.

What is a Sustainable Mobility Vision Statement?

The Sustainable Mobility Vision Statement is a city’s declaration of what its citizens desire in terms of mobility in their life. In other words it is the single most important mobility aspiration that they will be most disappointed if they never accomplished it. This should be an encapsulation of the desires, of the dreams and of the ultimate goals. Indicative examples include: “Fulfill the mobility needs of the citizens without using motorized means” or “Being mobile in a way that we care for the environment, we reduce resource consumption and we improve our health, all at the same time”.

This Vision should not be confused with the mission, which is the “why” of the vision. A Mission Statement is the way the city fulfils its citizen’s needs. Indicative examples include: “City X cares deeply for its citizen’s mobility and the sustainable mobility mission is to satisfy these needs by offering a mix of mobility options” or “City Y sustainable mobility mission is to promote the most sustainable mobility options by making them available and affordable for all”.

The following diagram exemplifies the approach of creating the vision:



FIGURE 4 - DEVELOPING THE VISION

Through research, strategic planning, consultation, meetings and broader discussions, the project team finds out what is important for each of the stakeholders and is able to build the vision for the SUMP and establish a path towards its achievement. The process of building a vision consists of three main steps:



- **Researching:** Understanding the citizens and stakeholders that are affected by the mobility problems and are involved in mobility decision-making, as well as understanding the challenges they face, the challenges that the SUMP is required to solve. It reflects to the SUMP process step of “Assessing the state of play and challenges at stake”. This step is crucial for creating a vision. Furthermore, research has to cover budget availability and commitments.
- **Strategic Planning:** Determining what major actions will be needed to solve the mobility issues and prioritizing these actions, will be helpful to set priorities and bring the vision to reality.
- **Coordinating:** Coordination is of great significance for every step of mobility planning, and especially for vision building it secures that the Local Action Group will get the support of executive stakeholders and will be able to strengthen the objectives of the SUMP.

Developing SMART targets is another prerequisite for the successful planning and implementation of a SUMP. More specifically, targets should be:

- ✓ **Specific:** What exactly we strive to accomplish, answering to the “w” questions (who, what, when, where, which, why). For example, instead of “Improve the air quality”, it is far more effective to set a goal as “Achieve a reduction of PM and CO₂ of 40% between the base year and 2030”.
- ✓ **Measurable:** An important part of keeping stakeholders involved and having their continuous support is keeping track of the progress. By having a measurable goal, the project team is able to set milestones and reevaluate urban mobility measures.
- ✓ **Achievable:** Having challenging yet attainable goals is a crucial for inspiring motivation among the stakeholders and team members. Otherwise, both stakeholders and the public are probable to lose interest and get discouraged from getting engaged to the SUMP process.
- ✓ **Relevant:** Goals should be relevant to the objectives, or else there is a risk of losing precious time and resources for achieving a goal that will have zero effect on the overall SUMP.
- ✓ **Time-bound:** If a SUMP’s goals lack realistic timing and target dates, chances are it is not going to succeed. Defining a goal deadline and providing time constraints creates a sense of pressure and urgency that is helpful for getting positive results.

In setting up SMART targets, the SUMP team should remember the following tips:

1. To develop a suitable set of locally relevant targets
2. Check thoroughly the reality of these targets
3. Seek formal adoption of the targets by all stakeholders as part of the SUMP
4. Include a clear and undisputed monitoring facility
5. Develop a feedback mechanism



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Creating a vision was subject to a dedicated seminar of CityMobilNet, during which work groups discussed how to best perform the task. At this point, we share the results of one of the groups on choices to approach vision building, an idea on the process to use as well as work group set-ups at hand. The below diagram highlights these different options as well in the light of different local realities.

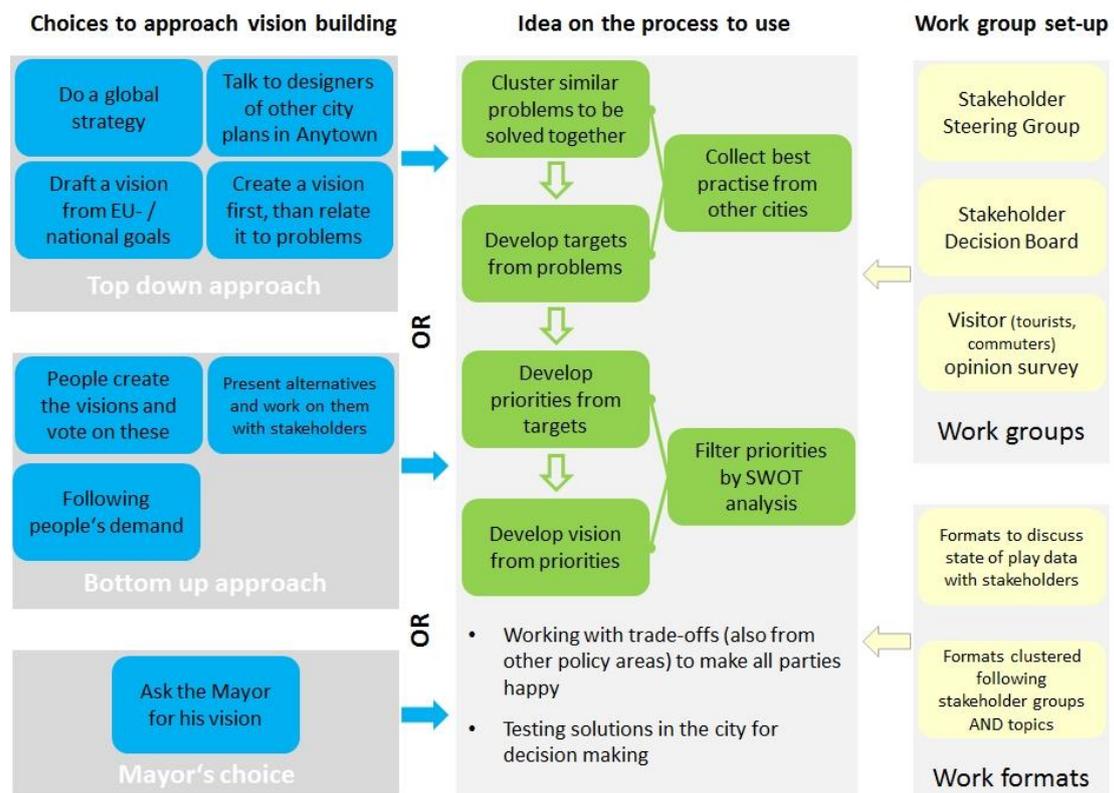


CHART FROM THE SEMINAR ON VISION BUILDING RESULTING FROM A ROLE PLAY OF A FICTIONAL CITY



CREATE MEASURE SETS AND THEIR SMART INDICATORS

The first action is to create the vision and to set the appropriate goals and targets. The next action for the URBACT Local Action Group is to establish the set of measures and of indicators that will allow it to meet these goals that the SUMP has put forward. Essentially, the development and selection of the most effective measures should be based on:

- Collaboration and broad discussions between the team members, key stakeholders and as much as possible and where suitable citizens;
- Experience from other cities with similar issues and policies that have already implemented successful measures;
- Synergies between different operators;
- Research;
- Assessment of costs and value through a cost-benefit analysis.

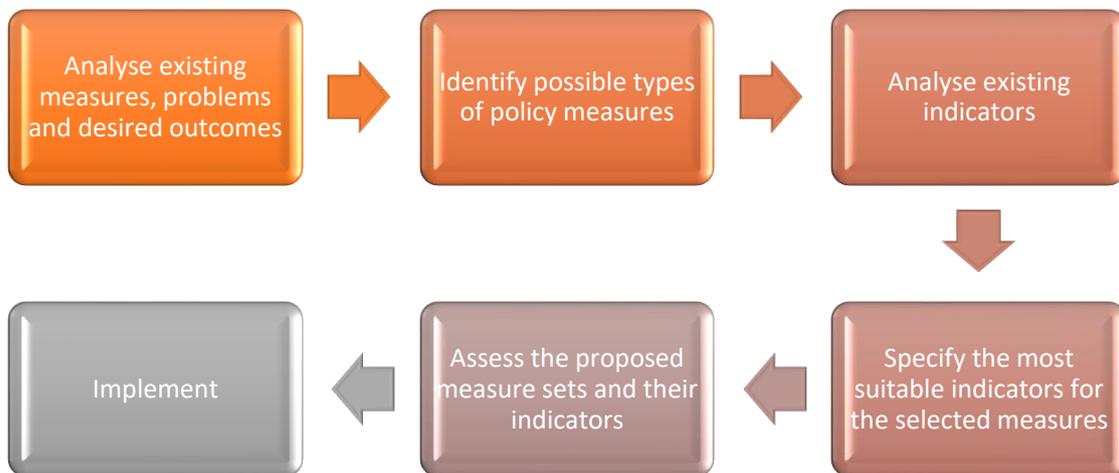


FIGURE 5 – THE 6 STEPS FOR CREATING MEASURE SETS AND SMART INDICATORS

It is important to be realistic about the selected measures in terms of financial feasibility and available resources, considering always the budgets for urban mobility. While creating measure sets, it is also crucial to ensure that all modes of transport are considered also in their possible mixed use as multi-modality, as well as all other aspects of urban mobility, such as environmental, health, economic impacts, intermodality, maintenance requirements, passenger and freight transport needs fulfillment. The identification of measures that contribute to meeting multiple objectives and the formation of measure sets could be a complicated procedure, but it definitely increases their effectiveness and contributes to the success of the SUMP in general. Although the above proposed guideline may be followed by



any city, please remember that adapting it to the local needs will significantly improve the impact and the value.

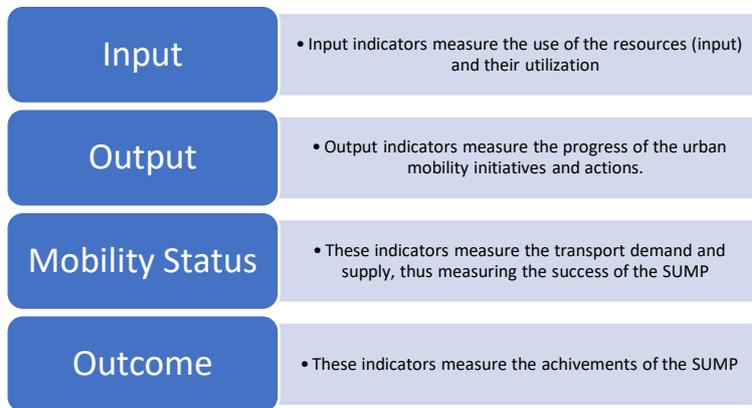


FIGURE 6 – TYPES OF URBAN MOBILITY INDICATORS

During the process of creating SMART indicators, there are some useful questions that have to be addressed, indicatively:

- “What is the relevant target for which the Project Team is about to measure progress?”,
- “Which will be the data sources and the collection techniques?”,
- “What will be the timescale / regularity based on which the Project Team will measure progress towards the achievement of the relevant target?”

The selection of indicators and the integration, analysis, and dissemination of the required data is an ongoing, complex and challenging task which, however, allows policy makers to track progress, develop more effective interventions and benchmark against other cities. Urban mobility indicators should meet the following conditions¹:

- They should provide clear and unquestionable **added value**;
- They must be **comprehensible** for urban mobility decision makers and key stakeholders;
- They need to take advantage of the **available data sources**;
- They should be **geographically focused** on the urban area, e.g. neighborhood, locality, city center, etc.

Table 4 presents an illustrative matching of objectives and indicative core indicators.

¹ http://www.eltis.org/sites/default/files/c3_bohler.pdf



OBJECTIVE	CORE INDICATORS
Efficiency	<ul style="list-style-type: none"> - Average time lost per person km/ton km by mode - Public transport punctuality
Liveable Streets	<ul style="list-style-type: none"> - Share of traffic calmed areas - Perceived attractiveness of street environment
Environment	<ul style="list-style-type: none"> - CO2 emissions of traffic in city - Days exceeding critical levels
Equity and Social Inclusion	<ul style="list-style-type: none"> - Non-car accessibility to main services - Accessibility for disabled people
Safety	<ul style="list-style-type: none"> - Killed and seriously injured persons - Accidents by mode
Economic Growth	<ul style="list-style-type: none"> - GDP per capita - Employment
Finance	<ul style="list-style-type: none"> - Cost recovery for transport investments - Cost recovery for transport operations

TABLE 4 - SUGGESTED CORE INDICATORS PROPOSED FOR MAIN SUMP OBJECTIVES
(ADAPTED FROM [HTTP://WWW.SUMP-CHALLENGES.EU/](http://www.sump-challenges.eu/))

Gamification proved to be a good option easing the exercise to discuss impacts of measures and identifying suitable specific targets, output and outcome indicators for them. Based on the Card Game “Gamification exercise – from action to impact” by the URBACT III APN MAPS!, an own urban mobility planning focused version of the Card Game was developed and practiced (see [article on Morne-a-l’Eau seminar](#) for a report on how it worked). The idea of the game is to use “action cards” detailing the nature of the action at hand in actors, outputs, resources, timescale, description of the action and expected results. Based on presenting the action at hand, a work group reviews a set of Impact Cards describing possible impacts of the action in different policy fields like “urban mobility”, “quality of urban space”, “social impacts”, “local economy”, “quality of urban space”, but as well choices for the geographical scope of the action at project area level, city level or global level. The work groups investigate the impacts at hand and discuss which of them are of relevance for the action. Missing impacts



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are added simply by creating a new card for the card set. The result is a clear picture on the impacts of the action at hand. In a second step, actions and impacts are connected to specific objectives as well as output and outcome indicators using a further card. A more detailed description of the game is annexed to this document.

IAP:		Action name:		Resources	Timeline
Lead actor	Key partners	Outputs			
Context: (Brief description of the context in which the action is focused)					
Key activities:					
Expected Results:					

Actions Card

Mobility

Modal Split

The action will become „booster“ for changing Modal Split in favor sustainable modes (v cycling, PT, CarSharing, e

Social

Mobility for all

The action will become „booster“ to affordable mobility for

Urban Quality

Public Spaces

The action will become a „booster“ to non-transport use of public space and the creation of attractive public spaces.

MAPS Network – Indicators card		
Specific objective	Result indicator	Output indicator
What is it? Description of the change you want to achieve in the existing situation: <i>not achieved</i>	A variable that describes a relevant aspect of your intended result, to <i>measure</i> the change to be achieved	A variable that describes the outputs that your action plan will produce. Outputs are the direct <i>implementation</i> of your action plan
Result Framework for your Integrated Action Plan		

Indicator Card



ALLOCATION OF RESPONSIBILITIES AND RESOURCES FOR THE SUMP IMPLEMENTATION

Determining clear responsibilities and allocating budgets is closely connected to creating measure sets and indicators. This is a key stage of the SUMP process, and ultimately it answers to “who” and “how much” questions. More precisely, the main aims of this stage of the SUMP process are to:

- Identify those resources (human, capital, knowledge, assets, equipment, facilities etc.) and the relevant responsibilities required for the successful implementation of the agreed sets of measures;
- Prioritize and time-management of all measures;
- Efficient and effective allocation of resources;
- Close cooperation and coordination with stakeholders and decision makers.

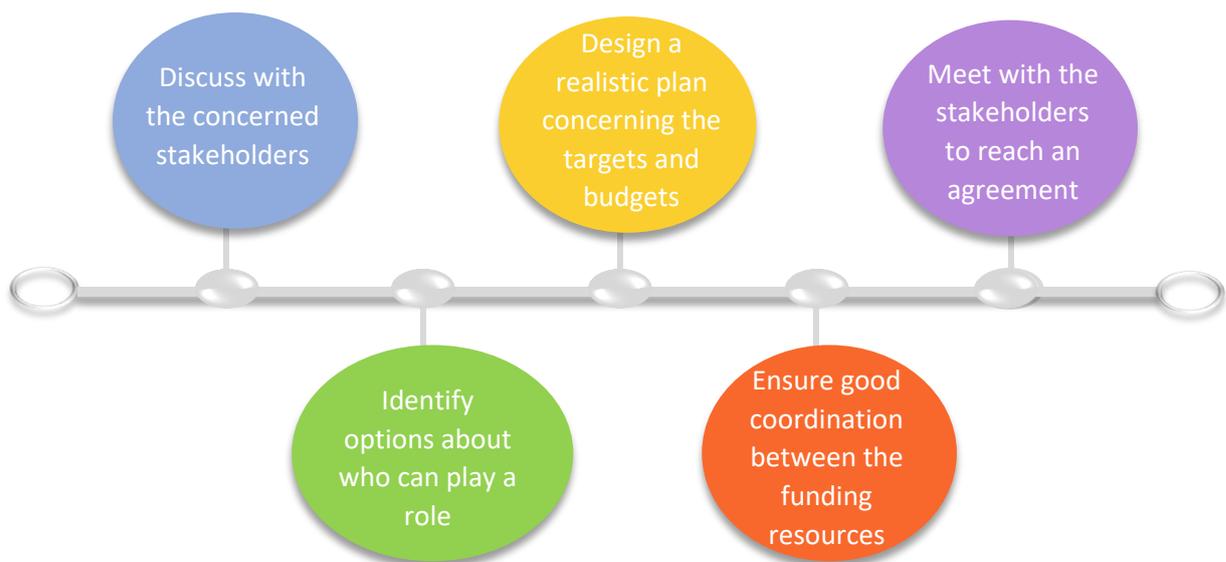


FIGURE 7 – TASKS ASSOCIATED WITH THE ASSIGNMENT OF RESPONSIBILITIES AND RESOURCES (ADAPTED FROM ELTIS)

The URBACT Local Action Group is responsible to allocate roles to team members and stakeholders in such a way that the roles are coordinated to achieve the SUMP’s goals and lead to increased morale and motivation. When allocating responsibilities, there are a number of factors that have to be considered, but most importantly the Local Action Group needs to ensure that the stakeholders understand their responsibilities and how they interrelate in the achievement of the plan’s goals. Furthermore, the stakeholders have the authority to coordinate their activities with one another. In order to be effective in their assigned roles,



stakeholders need to understand the expectations, or otherwise there is a risk of jeopardizing the successful achievement of the SUMP's goals. In addition, consultation gives them the opportunity to indicate the tasks they feel they should undertake, that in turn helps ensure that they are encouraged to take responsibility for their actions.



CREATE MONITORING AND EVALUATION SCHEMES FOR THE IMPLEMENTATION PHASE

Monitoring and Evaluation (M&E) assists cities in gaining wider knowledge regarding the relationships of causes and effects (what happened and why), while improving the project's management and help keep track of the achievements of the sets of measures. Furthermore, M&E forms a tool for better guidance of future decisions and improvements of the SUMP. It is essential to define M&E mechanisms early in the planning process and become an integrated part of the SUMP.

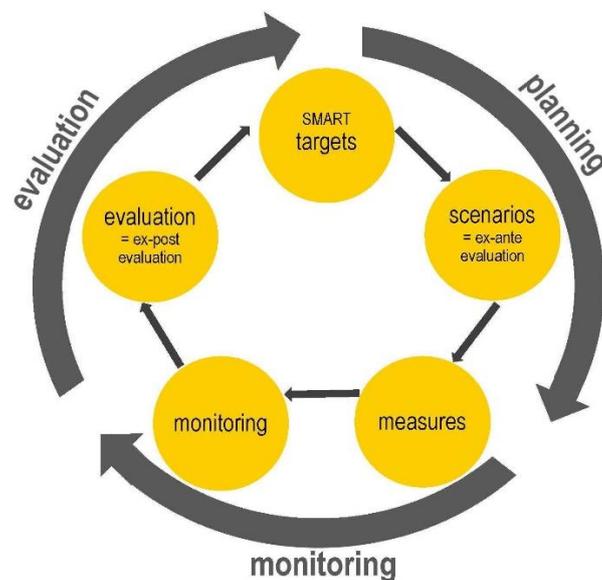


FIGURE 7 - SUMP MONITORING AND EVALUATION (SOURCE: CITY OF DRESDEN)

Both monitoring and evaluation activities should be conducted regularly, although the frequency of evaluation activities is generally longer. The provision of regular information to decision makers, stakeholders and potential funding bodies can help to assure them that the SUMP is worth continuing because it has provided benefits to the city as well as value for money and will continue to do so in the future. Monitoring and Evaluation are management tools for SUMP measures, sets of measures and for the overall SUMP planning process that have numerous benefits:

- They help to provide a higher quality SUMP;
- Through the assessment of measures and results, they raise their quality;
- They optimize the allocation of resources;
- They form a quality management tool for all stakeholders;
- They improve current and future planning processes.



Some common challenges and barriers to the successful implementation of M&E are:

- Limited or no experience;
- Lack of financial and human resources;
- Technical knowledge or monetary barriers about defining indicators, retrieving, collecting and interpreting data;
- Low or no political commitment

A start for designing a monitoring and evaluation scheme is described with the Gamification Exercise in Chapter 6 Create measure sets and their SMART indicators.

A SUMP Monitoring & Evaluation Kit is provided by the mobility plan section of the ELTIS portal at <http://www.eltis.org/resources/tools/sump-monitoring-evaluation-kit>.



ORGANIZING FORMAL APPROVAL OF THE SUMP AND COMMUNICATION TO THE PUBLIC

Following the adoption of the plan, during the implementation phase, it is very important to communicate the objectives and results of the SUMP to the public ensuring the project's transparency. Informing and engaging citizens is a necessity, not only during the development phase of the plan, but also during the implementation phase of each measure by which they are directly affected. As a strategic tool of transport planning, communication entails public involvement and strengthens public support, while facilitating community building by actively involving the end users. There are a series of related communication techniques and tools to achieve public engagement, some of the most popular of which are:

Printed material	Internet	Events
<ul style="list-style-type: none"> • Brochures • Reports • Articles • Magazines • Posters • Flyers • Letters to households 	<ul style="list-style-type: none"> • Forums • Social Media • Newsletters • Voting tools • Questionnaires • Movies • SMS • 3D models 	<ul style="list-style-type: none"> • Exhibitions • Workshops • Site Visits • Dialogue Cafes • Games • Ambassadors / Role models • open ULG meetings

FIGURE 8 - COMMUNICATION TECHNIQUES FOR PUBLIC APPROVAL

A further technique for information meetings on measures or the entire plan is to bring representatives of the main three actors being usually involved: a politician, a technical planner from local administration as well as a person from any external consultant involved. By this, joint backing of the measure or plan at hand is demonstrated and citizens have the option to receive answers to their questions with all sources of information at hand during the event.

Through those techniques the URBACT Local Action Group will be able to talk to citizens about a planned measure and respond to their concerns. It is, also, important to bear in mind that the demonstration of the disapproval by those who will be negatively affected by the measure will be more intense than of the approval by those who will benefit from it. For this reason, mitigating the negative effects of the measure implementation (e.g. provide economic support for businesses that will be affected from long lasting constructions) and informing the public about it can make a huge difference. Respectively, milestones and accomplishments



have to be communicated and celebrated with the citizens (e.g. by organizing a festival to celebrate a new pedestrianization).

Some key things to remember include:

- Try to attract as much (positive) attention as possible. Consider setting up an interactive online platform, where citizen can learn from and submit their opinions
- Provide relevant, timely and accurate information to all
- Ask – Ask – Ask: implement feedback loops throughout the process. But don't take it too far; set up in advance a time limit
- Engage people: especially when it comes to projects that shape up or shake down travel behavior, people will have to be convinced!

Next to communicating with the public and stakeholders on the SUMP, communication at adoption stage focuses on preparing the documents for the elected representatives taking the actual adoption decision.

Experiences and recommendations by Mayors, aldermen and city council members reflect on the quantity of documents received against the time given for their study as well as technical abilities to actually understand the proposed plan. They highlight

- Make use of informal pre-meetings to give personalized information
- Create an executive summary using infographics and visual elements for the plan documents and even a summary of a summary as a one-pager telling the main elements and effects
- Make use of other information sources such as videos, where possible, as an additional piece of information
- Employ a council committee for transport or mobility if given for detailed discussion, since members of a transport committee provide a better knowledge base on mobility issues than the city council globally

The optimal case however to prepare for adoption of a SUMP by the city council is the direct involvement of political representatives, if possible by all parties, in the planning process right from the start and keeping up involvement and information throughout the entire planning process. Options at hand are to work with a council committee or if not at hand establish political group to the SUMP process. They involve all parties present in the council to increase the likeliness that the plan and its implementation prevails in case of a power shift in the municipality. If possible, integrate elected representatives in the actual work tasks of the planning process to create ownership at the achieved work result, the SUMP.



RUNNING A MULTI-STAKEHOLDER PLANNING PROCESS FOR THE CREATION OF A SUMP

Multi-stakeholder planning processes are based in

- Participatory equity,
- Accountability, and
- Transparency.

It is important to create partnerships amongst different stakeholders so as to maximize the communication outreach and thus facilitate decision-making in all stages of planning and implementation of the SUMP. For a SUMP to be effective, it needs to involve stakeholders at an early stage in the process, giving them space to influence the process' outcome, meet, interact, and learn from one another; feedback should be regularly requested (Figure 9). There is no single approach to multi-stakeholder planning processes, but depends on the issues to be addressed, the specific culture of participatory decision making in a given context, the specific objectives, the stakeholders, the costs and time available, and the expertise - both technical and process related – at hand, particularly facilitation.

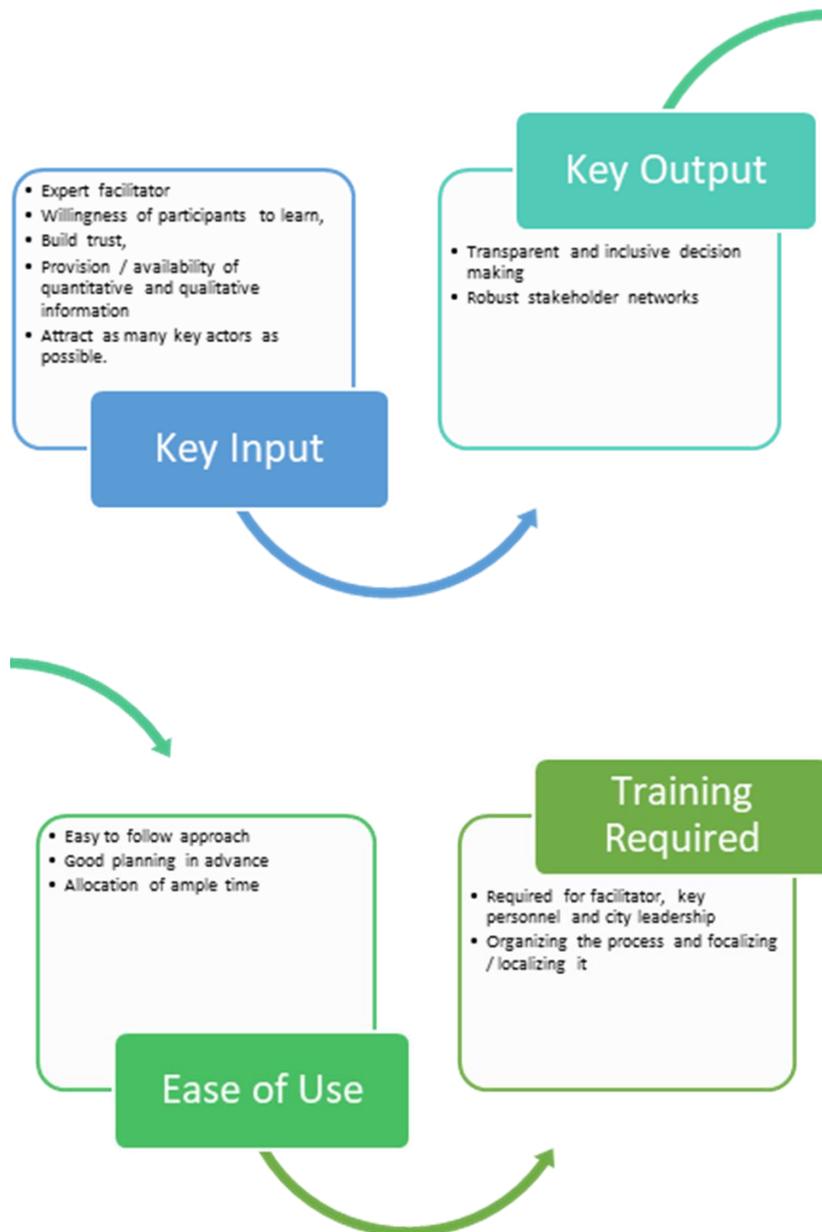


FIGURE 9 - REASONS TO REQUEST FEEDBACK FROM STAKEHOLDER

It is helpful to categorize the often-diverse mix of people and actors into broader groups. The three big groups – the differences of which are found in the level of organization, professionalism and diversity – that need to be involved in any SUMP participation process are institutional actors, stakeholders and the public. The leading role in the preparation of the



SUMP is given to a public authority but should engage other institutional actors as well, through participation and integration (e.g. other departments within the local authority, political bodies, neighboring communities). When identifying relevant stakeholders in sustainable urban transport planning, cycling organizations, environmental NGOs or mobility service providers are the obvious choices. However, there is a wide range of actors and issues that indirectly impact transport and the planning authority should have in mind, such as retailers, housing associations and unions.



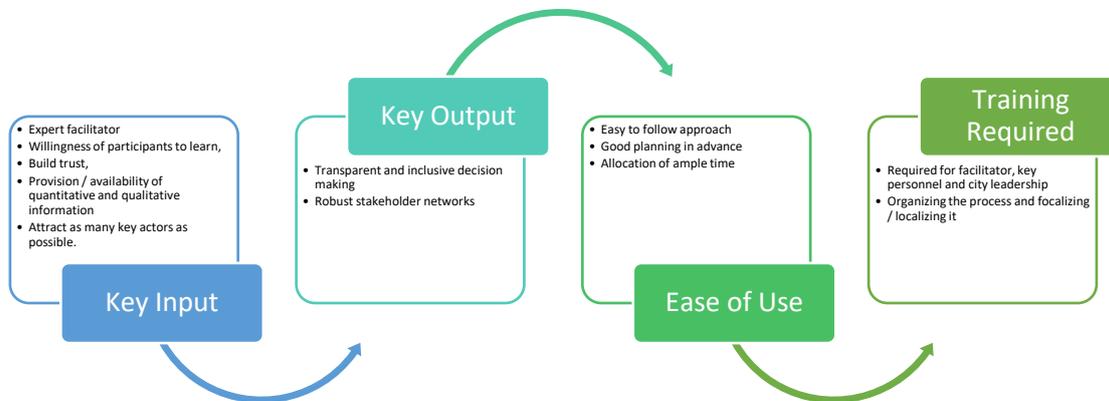


FIGURE 10 – KEY INPUTS – OUTPUTS IN RUNNING A MULTISTAKEHOLDER PROCESS

Multistakeholder engagement is pivotal in driving sustainability. If a city decides to depend on multistakeholder engagement it has to ensure this process is effective. In this respect, the city aims at moving from just hearing its stakeholder (e.g. in an event) to including them in the planning process and collaborating actively with them (Figure 11). This is a way where the city can reach its full mobility potential.



FIGURE 11 -RUNNING A MULTISTAKEHOLDER GROUP: FROM HEARING TO COLLABORATING



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CityMobilNet experiences highlight the importance of a good organization of the planning process. To avoid a too complicated management task running the process by a large stakeholder group, all cities and regions involved made use of installing a core group for running and organizing the planning process. The Core Group established and called in other stakeholder groups for the actual work on the vision, objectives, measures and all further details of the SUMP. Stakeholder Groups involved where:

Political groups: in the best case, they involve all political parties of the City Council such as in a Council Committee to the City Council. Involvement is crucial to keep the actual decision makers on track for the planning process and the final adoption of the plan.

Scientific support groups: they include universities – of the city but as well from other locations – as well as other public or private research institutes. They can provide support in the set up of the process, carrying out analyses such as for the actual traffic situation and citizen needs and most recent insight to mobility policy and measures connected to their impacts.

Transport providers groups: they include public transport providers locally, regionally and nationally, car sharing and bike sharing services, taxi companies and more. Being the actual service providers for mobility, their involvement is crucial.

Municipal interdisciplinary groups: they include other policy areas of the city connected to mobility and its impacts such as economics, education, land use, social affairs, health, environment but as well public relation departments and global city strategy responsible entities. They provide important input for other development scenarios, facts impacting transport and insights in how transport objectives and measures are impacting the city. Embedding a SUMP in the global city development strategy and communicating with the public and stakeholder belongs to this kind of group, too. This group includes most of kindergartens and schools representing a large share of daily traffic being trips for education.

Citizen councils and neighborhood or city district groups: they are representative entities of citizens of different formats and allow a more direct relation to citizens and detailed needs and challenges. If at hand, their involvement is very beneficial.

NGO and other interest group groups: they include private initiatives of different foci related to urban mobility directly or indirectly. Examples are bicycle or pedestrian associations, motorists' clubs, environmental NGOs, senior citizen councils, children city parliaments and many more. They offer detailed knowledge to the subject of their interest and most often a clear idea on how services for their interest groups should develop. Often, this group is directly mixed with the transport providers group and/or the municipal interdisciplinary group.

Economic operator groups: they include a Chamber of Commerce, industry representation, SME company organizations but as well directly large employers. They represent a large share



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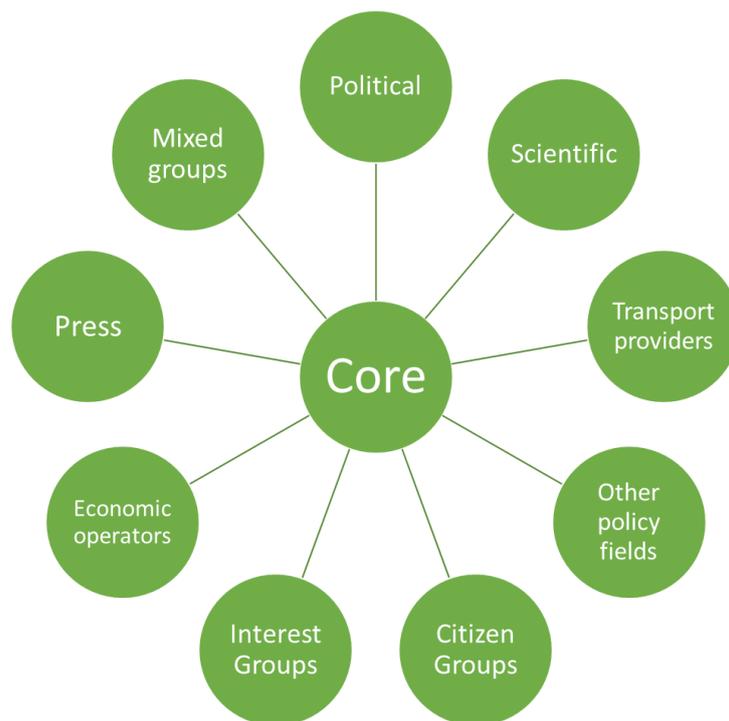


of traffic uniting trips to work and business trips in their sphere as well as a large share of any good transportation.

Press: press is actually not a group of its own but needs to be considered for good involvement in the planning process. They can be of help for communicating to the public as well as to specific stakeholder groups and set the atmosphere as well for public debate by their reports

Mixed groups: Clearly, keeping the stakeholder groups separated as for the description here is not of use in many cases. Mixing groups by the topics at hand, the scale of the process feasible or the expectations against fruitful collaboration is practiced often and I often as well adding benefit to the process by getting different points of views and expertise discussing and confronting with each other.

The Core Group is at the center of the process, but it needs to be highlighted that this central role is for organizational purpose only and should not result in driving the actual planning tasks to their ideas and liking. Typically, the core group involves the department responsible for transport, the responsible Alderman’s office and as small number of persons crucial for the organizational task of the core group, varying from city to city.

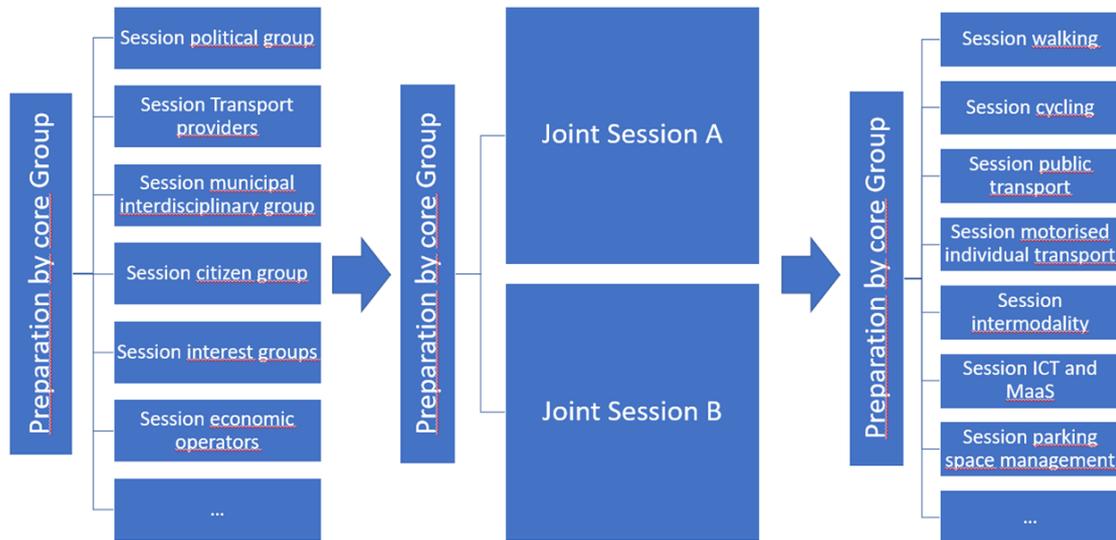


The process applied in CityMobilNet followed different approaches, by consulting several of the above-mentioned groups in larger meeting to a topic jointly, or by consulting with the





groups separately to several topics as well as by consulting single groups to single topics at hand. The options where used for a mixed approach as well as shown in the theoretical example below.





POLICY RECOMMENDATIONS



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Policy recommendations to foster the take up of SUMP by national and regional measures

The cities and regions of CityMobilNet ran a planning process on sustainable urban mobility development for 2 years. They faced different backgrounds out of their national and sometimes regional framework concerning:

- Provision of support by national guidance to SUMP
- Expertise centres and national focal points giving advice and training
- Specification of the SUMP concept to national conditions
- Regulating access to major EU funding resources for transport projects by limiting access to cities providing a SUMP
- Legal settings making the development and implementation of a SUMP mandatory for cities of certain size
- Financial support to SUMP development and/or the implementation of SUMP measures

Moreover, the mobility and transport plan schemes as set out by national or regional authorities differ largely amongst the countries setting such rules. They can refer to simple traffic management plans of technical and traffic flow focus to the extend of requiring an actual SUMP.

The CityMobilNet partners identified the main aspects they see necessary to improve the SUMP take-up by towns and cities in their national background.

One main suggestion is the request for financial support. It refers to the development of the actual SUMP as well as to the implementation of the SUMP measures. Two models were suggested being either support to municipalities in general for their use but as well more focused ideas to dedicate financial support to the use of external expert knowledge to enhance the planning and implementation capacities of municipalities. Specialist support was directly mentioned for a participation process as well as specific technical knowledge. Financing embraced the call for guidance by regional or national authorities in terms of identifying financial resources such as ERDF for the measure implementation and how to apply for these.

The second strong call by the CityMobilNet cities is for technical support to their capacities and knowledge, again for developing and implementing SUMPs. The support could either come from the respective regional or national authorities or a pool of experts as set out by them. Technical support includes training for municipalities on SUMP development and monitoring and evaluation their implementation. Fostering peer-to-peer learning from local SUMP development and implementation by regional authorities was among the ideas for increasing capacity for planning at local level, too.

Partners called as well for support concerning monitoring and evaluation, be it to help local planners in their argumentation to local decision makers on dedicating resources or the provision of key



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performance indicators and quality control of SUMP's and their implementation from regional and national bodies.

A set of recommendations were directed at the actual national SUMP conditions. The range in this is very large starting from optimising the good conditions by national level in France making use of the EU concept on SUMP's to the call for installation or any guidelines, legislation or criteria regulating SUMP's in Poland.

Two suggestions were of more general nature than just applied to a respective national background. They are to install national and/or regional quality control tools for SUMP's and their delivery EU-wide as well as adding practical elements to the EU SUMP guidelines such as blueprints for a SUMP document structure.

The recommendations from the CityMobilNet partners as well included view points that the actual national support and regulation is good as they are, as in the case of Italy where legislation and support for SUMP development was installed just a year ago.

The recommendations to the respective national level for the city perspective are:

Country	Recommendation for support
Croatia	- To offer financial support for external expertise employed in the development of an SUMP's
France	- To apply the EU SUMP concept fully improve the French PDU concept by aspects not or not sufficiently covered, such as an elaborated participation process (note: PDU is the French name for SUMP) - To provide means of financial and technical support for SUMP implementation projects at city level
Germany	- To provide financial support for SUMP creation and implementation of SUMP measures
Greece	- To provide a pool of experienced consultants for assisting cities in developing and assessing their SUMP's - To support monitoring and evaluation procedures as important elements of SUMP's against local decision makers
Poland	- To provide national guidance and legislation to SUMP's content and development as well as setting national performance criteria
Portugal	- To provide both technical and financial support to municipalities willing to draft their SUMP by regional authorities



	<ul style="list-style-type: none"> - To coordinate local SUMP's in order to boost synergies between measures from regional authorities' side - To support municipalities to apply for EU funds from regional public bodies' side - To define a range of key performance indicators for SUMP creation and implementation by national and regional level
Romania	<ul style="list-style-type: none"> - To provide municipalities training for SUMP development - To provide municipalities training for monitoring and evaluation of SUMP implementation - To support municipalities in identifying the right sources for financing SUMP measures
Spain	<ul style="list-style-type: none"> - To offer financial support to municipalities for using external expertise to SUMP implementation - To offer financial support to municipalities for using external expertise to participation processes and technical aspects during the SUMP development
ALL	<ul style="list-style-type: none"> - To provide an active national and/or regional quality control tool for SUMP's and their delivery in all countries - Simplifying the existing guidance at national and EU level by practical elements such as blueprints for a SUMP document structure (e.g. table of content)

The recommendations from the CityMobilNet partners will be included to the work of the CIVITAS Prosperity project taking place in the frame of the Horizon 2020 programme. CIVITAS Prosperity is dedicated to support local and national governments to improve the quality and take-up of Sustainable Urban Mobility Plans. One of its main objectives is to give recommendations on national and regional government programmes to encourage SUMP in countries and cities. CIVITAS Prosperity is to deliver a report on these recommendations by January 2019 and the findings from CityMobilNet to the subject are provided to the team of the authors.

Improvements to the SUMP concept in general

Next to suggestions at national or regional level for improving a municipality's options to engage in sustainable urban mobility planning, CityMobilNet partners added suggestions for further developing the EC guidelines and concept on SUMP's.

They focused on topic areas to add as well as structural elements. Calls for adding or improving topics are on



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- Urban Logistics
- Autonomous Driving
- Mobility as a Service (MaaS)
- Touristic Mobility

The structural elements embrace new elements, strengthening elements and tailoring elements of the SUMP concept and its planning process.

Financing SUMP measures and planning: Adding a special dedicated tool and guidance on the topic of financial support in plan creation and measure implementation to the SUMP concept

Monitoring and evaluation schemes: Improving quality and quantity of assessment tools at hand and supplying guidance on how to use these by trained experts.

Developing scenarios: Offering alternatives to traffic modelling or complex analysis requiring large scale equipment of traffic management tools respecting the limited capacities especially of small and medium sized cities.

SUMP guidelines: Providing simplified guidance focusing on more practical aspects on setting up a SUMP like measure tables, useful charts and graphics or suggestions for a table of content.

SUMP concept: Putting more emphasis to social and educational spheres in Sustainable Urban Mobility planning.

The suggestions to the EU SUMP concept, process and guidelines are fed to the currently running revision and improvement process called SUMP 2.0 managed by the European Platform on Sustainable Urban Mobility Plans carried by DG MOVE and REGIO. The Lead Partner Bielefeld is a member of the editorial board to the SUMP 2.0 process.