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CAPACITY BUILDING FOR SUSTAINABLE URBAN MOBILITY PLANS

BASICS OF SUMP METHODOLOGY AND PRACTICE

23-24 September 2024

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This module is designed for practitioners who already have a basic understanding of the SUMP cycle and are familiar with the application of the SUMP process.

CLUSTER OUTLINE OF COVERAGE

- SUMP Cycle and clusters
- Tasks involved in all stages: Engagement
- Cluster challenges: problems and solutions
  - Cluster One: Preparation
  - Cluster Two: Diagnosis
  - Cluster Three: Vision and strategy development
  - Cluster Four: Measure generation and selection
  - Cluster Five: Plan management
  - Cluster Six: Monitoring and review
- Interdependencies between clusters
  - Consistencies between steps and clusters
  - Problems, indicators and evaluation
  - Funding and financing
- Summary and Overview: What makes a quality SUMP?

THE SUMP 'CYCLE'

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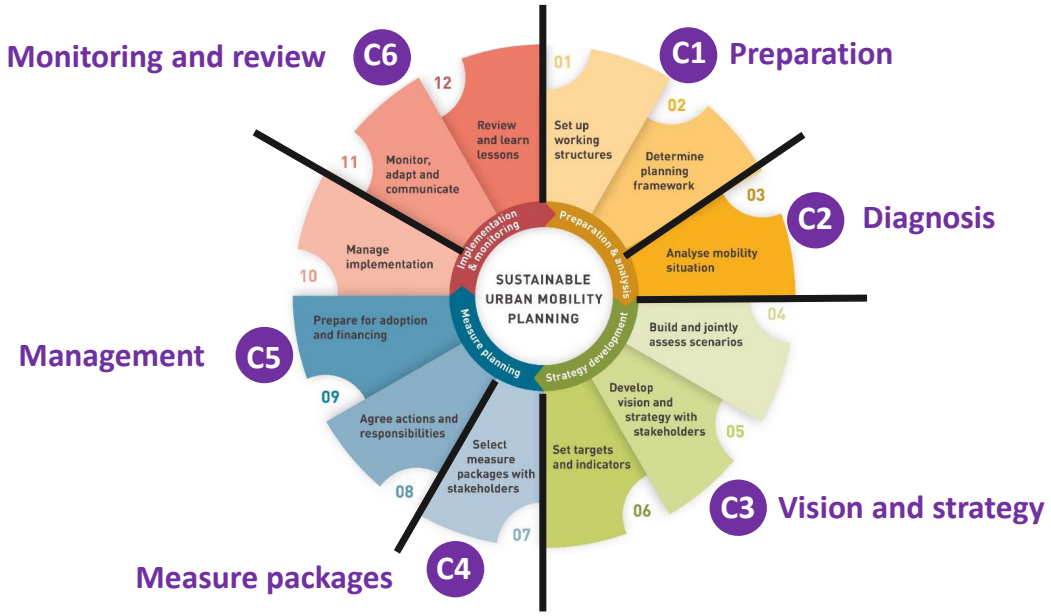
THE SUMP CYCLE: CLUSTERING OF STEPS



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Having review the practicalities of the SUMP process, we see that some steps naturally cluster together, and others need 'unpacking'. On this basis, we have identified 6 clusters of steps and activities, as shown in the slide:

1. Preparation covers Steps 1 and 2, and included all aspects from setting up internal working arrangements, to external liaison and reviewing relevant planning and policy documents
2. Diagnosis needs some unpacking; it includes collation of existing data, possible collection of new data and close engagement with a wide range of stakeholder communities
3. Vision and strategy. This includes a set of tasks that may be carried out in a different order or way in different contexts, but the outcome of which is to have agreed a vision for the future SUMP area, explored alternative scenarios, and have a set of quantitative objectives, in the form of indicators with target levels and/or dates – which can be used to appraise measure packages and to judge success during monitoring
4. Measure packages again needs unpacking. It involves identifying suitable policy measures that will deliver the intended outcomes, grouping them into measure packages and appraising them (e.g. using cost-benefit analysis) to select the best package for the SUMP area
5. Management. This spans across two phases, and includes a broad set of activities from preparing for full implementation (including ensuring funding and suitable

delivery mechanisms), through to successful completion, on the ground

6. Monitoring and review. Drawing on work from previous clusters, it assesses the effectiveness of the policy measure package in achieving its objectives, identifies whether adjustments need to be made, and feeds into the preparation of the next SUMP cycle.

We think this might help planners and policy makers not only to easily locate challenges and recommendations but also to look at the cycle from the perspective of synergies and common challenges among the steps and so the clusters…

ENGAGEMENT AT EACH STEP IS KEY TO A SUCCESSFUL SUMP

- ✓ **Step 1**: develop Engagement Plan and set up delivery process
- ✓ **Step 2**: define role of stakeholders
- ✓ **Step 3**: inputs to assessing mobility situation (data, perceptions..)
- ✓ **Step 4**: co-creation of scenarios
- ✓ **Step 5**: co-created vision
- ✓ **Step 6**: agreeing key indicators and setting targets
- ✓ **Step 7**: inputs to generation and selection of measure packages
- ✓ **Step 8**: agreeing arrangements for implementation
- ✓ **Step 9**: contributions to funding/ financing (including private sector)
- ✓ **Step 10**: work with all parties to deliver measures
- ✓ **Step 11**: inputs to monitoring and adjustment
- ✓ **Step 12**: feedback from all parties

At the start of the module, this slide emphasises the importance of some form of stakeholder engagement at each step of the cycle. The groups involved and the form of engagement will vary through the process. This is considered in detail in Module 7.

What do you see as the hardest cluster?

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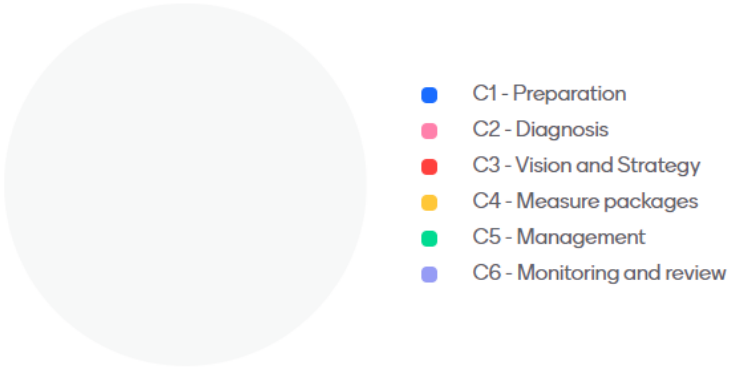
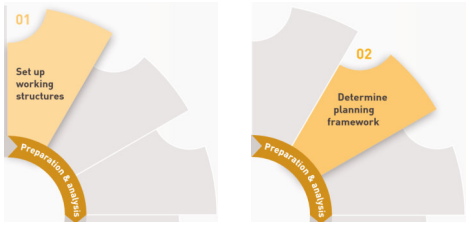


C1 Preparation - Key challenges

1. **SUFFICIENT RESOURCES AND SKILLS TO DEVELOP THE SUMP AND ENSURE INTERNAL LEGACY/OWNERSHIP**
2. **POLITICAL ISSUES AND POLITICAL CONSENSUS**
3. **GETTING THE RIGHT BALANCE IN ENGAGEMENT AND COMMUNICATION ACTIVITIES**

STEPS
01
02



1. Ensure sufficient resources and skills to develop the SUMP and ensure internal legacy/ownership
2. Identify a political champion, verify political convergence/divergence against sustainable mobility/development goals and alignment with the Mayoral mandate
3. Suggestions on how to properly plan Engagement & Communication activities to ensure “the right balance” and avoid slowdowns/U-turns

C1 Preparation: sufficient resources and skills

a) **Proportionality issue**: be honest about what you can do with the money and time you have – don't try to do too much!

b) If you have a **low budget**, focus on real issues without losing the SUMP process perspective and its key steps

c) Working at FUA level important – but level of **FUA ambition** must align with resources and institutional integration – not too ambitious

d) Do not simply commission the Plan from external consultants – or if you do ensure they **build capacity** within your organization, as part of their work

e) Put **interdepartmental team building and collaborative working** at heart of your SUMP

Make a very honest self-assessment and consider a fair and realistic budget and timing to develop the Plan: limited resources and urgency (e.g. to apply for funding or meet a certain deadline) largely influence the quality of the SUMP

If the budget is low, try to focus on the real issues - as expressed and validated by public and stakeholders and coming from a balanced analysis/diagnosis while following the key SUMP activities – objectives, collaborative working, key targets and indicators, and the main approach to the measures you will select

FUA (Functional Urban Area) consists of a city and its surroundings. In SUMPs, such regional approach is of great importance for a better and more sustainable organization of interurban transport flows of passengers and freight.

Preliminary assess the possible level of integration across different city boundaries to properly set SUMP ambition in a FUA perspective: e.g. strategy set for the core city with just some "commuting-related" measures linking with neighbouring municipalities vs. full set of measures for every city involved; organisational framework and timing for SUMP approval. This could lead to additional resources but increase complexity

Do not simply outsource the Plan to external consultants (who can in turn ensure proper skills) but keep the ownership and manage/orientate the entire process > the minimum requirement is at least one active institutional owner of the process managing the

consultant and ensuring the correct communications within the relevant institutions. Best is a hand on technical working group controlling the consultant and communicating with the political level. Consultant owned plans very rarely lead to anything tangible.

Make a constant interdepartmental team building and - if not spontaneous/already a practice – secure formal appointment and meetings (also with FUA representatives). Collaborative working can be facilitated by various technical working and stakeholder groups > this is fundamental for the legacy of the SUMP

C1 Preparation: political issues

a) Don't take **political support for granted**; actively search for it – ideally, across the political spectrum

b) Try to identify an **influential champion**

c) Learn from the media as much as possible

- Is there agreement that a sustainable mobility approach is needed?
- If not, proceed very carefully, base policies on strong evidence and strong communication

d) Ensure the **political level** is **involved** throughout the SUMP process

e) Align SUMP development to **political cycle** and **policy windows**

Is there enough consensus across politicians towards SUMP principles in your context?

Political support is often taken for granted but frequently political forces (either in the majority and the opposition) take advantage of the weakness induced by measures fundamentally opposed/debated by (part of) the public/stakeholders & the media

Try to understand (across the political & public debate) if there's enough awareness and consensus towards sustainable mobility (development) goals; if not, your SUMP needs strong evidence of key problems and illustration/explanation of dynamics, suggesting proper data collection and a very strong communication & participation plan to avoid slowdowns and U-turns.

Gaining support from the media can help in terms of communication strategy and actions needed as the SUMP is developed. Also, this will help marketing and promoting the SUMP to a wider audience.

Important to involve political level throughout the SUMP process e.g. through a political working group or political contact person for the technical project manager. This way buy in can be sought for signing off the SUMP clusters. Try and identify a champion, both with a high public profile and the ability to oversee effective project management

Look at the Mayoral mandate and assess the timing for the different steps in the light of local/regional elections: take final activities & discussions for adoption at least 8 months

before the elections. Beginning of the political cycle and when the National Government release some budget

C1 Preparation: right balance in engagement and communication

a) Try to achieve a **good balance in representativeness**

b) Identify **controversial themes** to select the "needed opposers" you should involve in your process

c) Involve **trade/professional associations** as well as **street/citizens groups** to help achieve representativeness

d) **Social media groups and opinion polls** can reach those who don't normally participate

e) **Communication Plan** is crucial from the start and it is important to ensure transparency of process

Try to achieve the right balance between "supporters" and "opposers" while developing the Engagement Plan: the first group spontaneously/easily shows up and want to have a role in every step but the absence of opposers is a big risk – they will become vocal in any case on a later stage…

Identify controversial themes (e.g. removing on-street parking lots, raising fares, introducing permits to access certain zones, etc.) and target the "potential and needed opposers" you should involve in your SUMP process: it's better to solve conflicts during the process and not when the SUMP has been already drafted or later during implementation

Trade/professional associations or also street/citizens groups (or discussion groups on social media) help achieving representativeness; they also bring different interests and views together into the process.

Sometimes quick posts into groups and polls on social media (in addition to official tools on tailored websites and online surveys/citizen-generated data on maps and platforms) can enlarge the audience allowing the collection of mixed and diverse opinions/contributions. Of course, elaborated/argued, in person and continuous contributions are the ones you should look for.

Be clear and complete on the tools and ways you will use to communicate on the SUMP process and activities. The Communication Plan is essential because it gives transparency and allows once more to reach the general public (including opposers that might not show/want to be involved). A very basic one is a dedicated website (or mini-website embedded in another one) where all materials are published. Remember to not only use such tools to promote events, but always include results/minutes and again be transparent with the use of such inputs.

In Module 7 further elements will be analysed.

Your challenges in C1 - Preparation

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C2 Diagnosis – Key challenges

1. **RESOURCES AND PARTICIPATION FOR AN EFFICIENT DIAGNOSIS**
2. **STRATEGY FOR DATA COLLECTION**

STEP 03

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Here we focus on just one step of the process (so that it's not properly a cluster): the Status Analysis and the related data collection/collation activities

1. Again, resources and participation are the keys through which this step can be efficient and meaningful
2. Second, at this stage it is important that a strategy for data collection is put in place, a strategy capable to retrieve/collect/incorporate data related to problems expressed by the public and stakeholders during their initial engagement

C2 Diagnosis – resources and participation for efficient diagnosis

a) The **proportionality issue** should guide (again) the conducting of this step: look at the resources and the time you have to deliver the diagnosis and

b) The **emergence of problems/main issues** can be widely facilitated by the public/stakeholders: involve them immediately and continuously!

c) A **preliminary SWOT** can be a good method to both orientate and confirm the Status Analysis and easily generate objectives

d) Inform the diagnosis and demand patterns with **BAU forecasts** (if a model is available)

The Status Analysis might absorb lots of resources and time - data collection is time-consuming, and some elements might be not available (e.g. an updated mobility survey) - but a good and complete diagnosis cannot be overcome so, again, the guiding principle is to make a honest self assessment of what you can do with the resources (either budget for data collection or available data/materials/studies) and the time you have/have planned to deliver the diagnosis.

Of course, if a problem is not detected, fully described and represented (via photos, data or maps) and discussed/analysed in proper participatory sessions, it's difficult to justify certain objectives and policy measures. A golden rule is to immediately involve the public/stakeholders: if you have correctly planned Engagement (i.e. good mix of people with different perceptions/roles/knowledge of/origin from the city/FUA) you do not have to wait the end of desk research activities to show the results but can focus immediately on raised issues.

A more collaborative and parallel work (e.g. establishment of working groups per mobility domain, organization of preliminary discussion events, online maps and forms to pin problems and locations in the city/FUA) could support/feed or re-orientate the Status Analysis. Issues raised by public and stakeholders should be investigated and confirmed by analysis. In some cases this may lead to a different formulation of issues and main reasons for it. Key stakeholders/actors will also be able to contribute to

diagnosis (e.g. through access to valuable data) to support the whole process.

A shared and prioritised list of Problems & Opportunities is what you should secure to your SUMP as final milestone for this step. A preliminary SWOT can be a good method to help/focus the analysis (and data collection). The SWOT format can in fact consolidate and organize different public and stakeholder inputs. The performed SWOT will be completed/confirmed after the Status Analysis.

A common mistake is in fact to simply validate a SWOT supported by a multitude of data/evidence collected (asking people to simply contribute after a long presentation). Just avoid this.

If there is an existing model, it should inform the analysis phase including BAU forecasts. If there is no model, it will ideally be developed (if proper resources and timing are available) and used in this cluster to analyse demand patterns, potential and problems. In the worst case it is available only for plan appraisal (cluster 4).

C2 Diagnosis – strategy for data collection

a) Make use of **available data, studies, materials and surveys** to orientate/limit data collection

b) Look at strategic objectives and a primary **set of indicators** to further understand what you need

c) Be flexible and do not forget to **collect data related to problems/issues raised by the public/stakeholders**

d) Collect/collate **wide range of quantitative and qualitative data**, as preparation for problem analysis but also appraisal and make the best use of new technologies and available tools

A proper data collection strategy should be informed by detailed knowledge of available data, studies, materials and surveys relevant to the SUMP, making best use of it. Invest your initial time to collect and evaluate what is available (better if already well organized and known).

We know indicators are linked to strategic and specific objectives; the latter based on analysis of course. Strategic ones are mostly there (e.g. from EU or national/regional policies) and help to orientate data collection and immediately start looking at sources and available data. This needs to be consistent with step 6.

Data collection should be flexible to incorporate data related to problems expressed by the public and stakeholders during their initial engagement. Consideration of cost and timing it's of course important, thus focusing on the real issues when collecting data will be essential for a good SUMP.

A proper data collection strategy should also investigate and take in due considerations elements such as cost, timescales, difficulty, data protection issues, etc.

In addition to the examples provided in the SUMP Guidelines there are new ways and technologies to invest in achieving proper data and evidence

- Drone surveys (e.g. images can be easily re-elaborated with colours to show/calculate

road space use)

- Use of installed security cameras, ANPR or new/temporary ones for traffic counting, parking use, etc. most of the time simply using videos with a proper software
- Use of citizen science / lowcost tools and sensors to measure noise, air pollution
- Tablets and smartphones on cars or public transport vehicles to measure travel times, commercial speed, etc.
- Updated GIS layers (including the use, check and update of OpenStreetMap)
- Mobility survey agreed/shared within the FUA/region to allow comparisons over the years and with other cities

Your challenges in C2 - Diagnosis

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C3 Vision and strategies – Key challenges

1. **BUILDING UP A SHARED MOBILITY VISION FOR THE FUTURE**
2. **GENERATING OBJECTIVES, INDICATORS AND TARGETS**

STEPS
04
05
06

These three steps need to be viewed as elements of a process that might be carried out differently in different SUMPs. Traditionally, this cluster started by making forecasts of future travel demand (particularly road traffic) and focus on how these future needs could be met – 'predict and provide'; this is the focus in SUMP guidance. But, increasingly, the aim is not to meet projected demand, but to agree a vision for the region in the future and to agree a package of measures (cluster 4) that will achieve that outcome – 'vision and validate'; validation in the sense of effectiveness, political and public acceptance, and deliverability. In this module we focus on the latter approach.

C3 Vision and strategies – building up a shared mobility vision for the future

a) Organise a **visioning exercise** to take into consideration all policy perspectives concerned and work on agreeing a realistic ambition

b) Generate a **word cloud and cluster words** to come up with a shared and original vision statement

c) Make use of simplified methods and tools to present/discuss scenarios of potential futures/policy priorities – better to explore several options than put all modelling resources into one or two

d) Validate such scenarios with the stakeholders and **agree on the desired/expected one**

In the context of SUMP, a vision is a qualitative description of a desired urban mobility future that serves to guide the development of the Plan (particularly to set targets and appropriate measures)- It needs to place transport and mobility back in the wider context of urban and societal development and to take into consideration all policy perspectives concerned.

There are various techniques that can be used to develop a city vision, but is often best done in a workshop session: citizens and stakeholders are asked to reflect of and come up with a shared vision statement.

A vision statement summarises the goals, topics and characteristics raised during the diagnosis (C2) and discussion around the desired future. Try not to be trivial (e.g. copy/pasting very common statements): clustering words to come up with the final statement can be a very engaging exercise (among the team and with the stakeholders/citizens).

For example:

A general vision for the city may exist already and this will inform the SUMP (mobility related) vision; A vision should not dictate very specific or technological solutions for the city;

Be aware in the EU Guidelines discussion of scenarios are not referred to mobility measures (for measure package appraisal) but more to present, discuss and assess «potential futures» for mobility. The Guidelines links this scenario assessment to “policy priorities and their impacts on a strategic level”. They also asked to develop at least

three scenarios: 1 BAU + 2 alternative scenarios.
Try to use your model (as we said for the BAU in the diagnosis) or more simplified/strategic ones (e.g. EU Urban Transport Roadmap) but if not available nor easy to use/adapt, be creative and simply describe such potential futures taking into account not only desired futures (depending on the ambition/role of the city in the region/nation) but the impacts of undesired ones (e.g. heatwaves/floodings, gentrification, overtourism, depopulation, ageing, etc.) or other potential external factors (e.g. technology, electrification)
Discuss on/analyse how macrotrends/desired/undesired features of the different scenarios/futures could affect mobility demand/behaviours. Work with the public/stakeholders to select a desired/expected scenario.
The strategic objectives (from EU, national, local policy priorities) and also some specific objectives need to be considered to elaborate a SUMP vision.
For further details on the SUMP scenarios development, please refer to SUMP module 5.

C3 Example of vision statement: Cambridge (UK)

'One Cambridge — Fair for All'

The Council has a clear vision to lead a **united city** in which economic dynamism and prosperity are combined with **social equality and environmental justice**. An international, entrepreneurial, diverse and welcoming city, which is a great place to live, work and learn and which protects its most vulnerable.

A city where **high quality public transport, cycling and walking infrastructure make sustainable transport the best way to get around**

Source: https://www.cambridge.gov.uk/our-vision

CAMBRIDGE CITY COUNCIL

C3 Vision and strategies – generating objectives, indicators and targets

a) Look at the **strategic objectives** from other plans and policy levels to see if they fit with the resulting mobility vision for the future (if not already done)

b) Translate all identified and validated problems/challenges into **specific objectives** and cluster them to achieve a compact and coherent final list

c) Focus on **outcomes** not outputs!

d) Look at TEN-T Urban nodes indicators (and Module 6) and **try to improve data collection and M&E practices**

e) **Calculate** the actual values of **indicators** and measure past and recent trends to orientate **realistic targets** and measure planning

In order to operationalise the vision, a set of outcome objectives should be specified, which address current and anticipated problems and cover all transport modes. As we said previously, quite often strategic objectives are already set by a number of plans and policy levels (EU, national, regional but also city level strategic objectives). Try to understand if such strategic objectives fits into the results of the participatory steps you have undertaken and if there's enough agreement/consensus towards such objectives.

Sometimes the exercise of linking a stated/raised and agreed problem/issue to its specific objective (a mere traslation in positive term) is overlooked. It can generate a lot of single specific objectives but in the end we need to properly cluster them and come up with a final list that should be not extremely long. Rationalise the list of objectives to keep it compact and coherent.

Outcomes are relevant and not outputs.

Indicators needs datasets and parameters that might be not available or difficult to collect or calculate - e.g. in SUMI some of them relied on v-km or disaggregated fleet data resulting in the use of proxy values; moreover, GIS-based indicators revealed to be difficult to be calculated by the cities… You can see and follow the harmonised methodology suggested by the EC for the urban nodes (now in the revised TEN-T Regulation) but try to improve data collection and M&E practices in any case: if via OpenStreetMap or similar tools some information are easily updated there's no reason

not to invest into a proper set of indicators (e.g. GIS-based ones). Our Module 6 will give you more detail on this.

Keep them transparent (e.g. by organising a website or infographics with actual values and trends) because these are fundamental to orientate targets that again should be realistic!

C3 Example of objectives: Barcelona Metropolitan Area (ES)

Pla metropolità de mobilitat urbana 2019-2024. AMB PMMU

	1. Healthy mobility	1.1 Reduce accidents associated with mobility and transport. 1.2 Reduce the impact of mobility on local air pollution. 1.3 Reduce the impact of mobility on noise pollution. 1.4 Encourage active mobility and physical exercise.
	2. Sustainable mobility	2.1 Reduce energy consumption and greenhouse gas emissions derived from mobility. 2.2 Promote the modal shift towards sustainable modes of transport. 2.3 Encourage the transfer to low-emission vehicles. 2.4 Reduce the impact of the transport system on the ecological functionality of the landscape and promote green infrastructures for active mobility. 2.5 Opt for an urban model that promotes sustainable mobility.
	3. Efficient mobility	3.1 Reduce congestion and improve the efficiency of the passenger transport system. 3.2 Improve the overall quality of public transport services. 3.3 Promote a more efficient distribution of goods
	4. Equitable mobility	3.4 Guarantee accessibility to public transport. 3.5 Guarantee the affordability of public transport.

Source AMB Barcelona - https://www.amb.cat/s/web/mobilitat/pla-metropolita-de-mobilitat-urbana-amb.html

The PMMU 2019-2024 is the reference framework for the sustainable urban mobility plans of the 36 metropolitan municipalities. It is a strategic and action plan on mobility in the metropolitan area, which the AMB must implement and promote in the coming years. Here the objectives are organized in

YouTube video https://youtu.be/VAS-r9Z7jig?si=KtNYIba4uJqyN-Ar

C3

Example of indicators and targets: Barcelona Metropolitan Area (ES)

Pla metropolità de mobilitat urbana 2019-2024 AMB PMMU Source AMB Barcelona

Strategic objective	Set of 23 indicators	2016	Target 2024
Healthy mobility	1.1 Victims in traffic accidents (injured and dead)	18,989	-50%
	1.2 Population exposed to poor air quality with respect to NO2	51.3%	.50%
	1.3 Population exposed to noise levels Lden 65dB (A)	44.2%	-50%
	1.4 Journeys on foot, by bicycle and VMPs on weekdays	4.8 million	+10%
Sustainable mobility	2.1 Transport energy consumption	0.87 M. toe/year	?
	2.2 CO2 emissions derived from transport (x 1,000)	2,538 t CO_2 /year	-5%
	2.3 Modal quota for journeys by private vehicle on weekdays in the metropolitan area	29.8%	27%
	2.4 Average distance of intercity journeys by private vehicle	5.3 km	?
	2.5 Penetration of low emission vehicles in the census fleet	0.3%	5%
	2.6 Cycling network (bike lanes, quiet roads, green paths)	1,496 km	2,000 km
	2.7 Municipal self-restraint for work reasons	70.4%	?
Efficient mobility	3.1 Calculated average car occupancy (people/vehicle)	1.16	+5%
	3.2 Commercial speed of the TB bus network.	12.08 km/h	+10%
	3.3 Commercial speed of the bus network indirectly managed by the AMB (Integrated daytime service)	13.97 km/h	+10%
	3.4 Punctuality of local rail services	94%	98%
	3.5 Satisfaction with public transport [evaluation 0 to 10]	7.2	7.5
	3.6 Railway quota for access and departure of goods from the Port of Barcelona	7.5%	12%
	3.7 Area covered by DUM micro-platform services	7.8 km^2	30 km^2
Equitable mobility	4.1 Population with high collective public transport service levels	67%	75%
	4.2 Bus stops adapted to the AMB area (1st Crown).	35.6%	60%
	4.3 Railway stations adapted to the AMB area [%].	90%	98%
	4.4 Ratio between the interannual variation of the weighted average rate and the CPI.	-0.9	1

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Set of 23 indicators
https://www.amb.cat/s/en/web/mobilitat/pla-metropolita-de-mobilitat-urbana-amb/seguiment.html
This gives a practical example of turning 4 stategic objective shown in the previous slide into 23 indicators, with associated targets.

Your challenges in C3 - Vision and strategy

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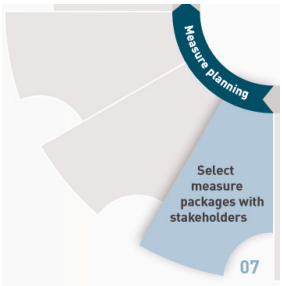
C4 Measure packages – Key challenges

1. **SELECTING AND COMBINING MEASURES**
2. **DEVELOP SUMP OPTIONS AND APPRAISAL**

STEP 07



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This is the key step in the development of a SUMP and contains a number of elements. We identified two main challenges: the selection and combination of measures and the way SUMP options (i.e. different combinations of measures) are developed and appraised

This cluster is dealt with in much more detail in Modules 2 (Link strategic plans programming and project preparation) and 5 (multi-modal plan scenario building). We will briefly look into these two challenges but please be aware we will have more time to discuss and focus on additional ones.

C4 Measure packages – selecting and combining measures

a) Measures should be coherent with the problems to be addressed /objectives to target and above all **realistic and fit-into-the-context**

b) Understand if your city needs **"game changers"** and **identify a hierarchy** (main vs. complementary)

c) Guarantee **a good mix** of infrastructure/capital-based, regulatory/operational and organisational ones

d) Start **systematizing the measures** currently implemented plus the ones in the Reference Scenario and **check them** against objectives and targets; then add new ones to complete a proper policy package

e) Do not limit your selection due to **eligibility criteria for funding**

The list of measures should be coherent with the problems to overcome/objectives to target and above all realistic: if there are not sufficient resources, capabilities or political will just avoid some of them (or postpone them to a later SUMP cycle). This can already orientate your selection. It is not just a question of starting with a long-list and choosing some of them in a one-dimensional process.

There can be very different situations across cities: urban areas with persistent critical problems (e.g. congestion, pollution, car dependency/occupancy) should need «game changers», i.e. strong measures/concepts that can unblock the resolution of persistent problems and characterize the SUMP and its narrative (e.g. superblocks, sector-based circulation schemes, green corridors, car-free neighbourhoods, healthy streets, 30 km/h city, 15min city, etc.). Whereas cities already on their way towards sustainable mobility and with more practice of measure implementation can work iteratively/look at what they are already doing. Also approaches to smaller urban areas differs from large cities/agglomerations – that have different policy focus and process for undertaking SUMP tasks. This will be fully treated in Module 8.

It's important to emphasize the hierarchical nature of the urban transport system and the different measure when building up sets of measures. A SUMP package of measures may be built around a fundamental change to the PT backbone for example (e.g. new metro line), with complementary measures to improve walk access to stops and demand

management measures to restrict car transport.

Also, the hierarchy of city needs can depend on certain obligations or commitments to make significant changes to meet targets/standards (e.g. air quality) that might influence the extent of necessary actions.

List the measures currently implemented plus the ones in the Reference Scenario and check them against objectives and targets (quantitatively and qualitatively according to past data, similar urban context or your evaluation of their feasibility/effectiveness). Then add new ones to complete a proper policy and try to describe measures with different levels of ambition or operational schemes (e.g. pedestrianising an area, introducing access restriction with an LTZ or only traffic calming).

Do not limit your choice to measures fitting into some eligibility criteria for funding: include everything that can be really needed for that context (also a new road if foreseen as relevant to solve some problems)

C4 Measure packages – develop SUMP options and appraisal

a) A planning option/scenario for a SUMP should incorporate **different elements**

b) Partial 'Packages' of measures can form part of a scenario but are not necessarily one

c) Limit the number of options to the strictly necessary: if no meaningful alternatives, just improve/refine the current system

d) Use **methods and tools** (e.g. transport model, strategic model, MCA) according to the timing and the resources to develop the SUMP

e) identify **trends and likely impacts** not focusing too precisely on forecast numbers

Practical issue: who owns the modelling and appraisal suite?

These issues are covered in more detail in Modules 5 and 9.

A planning option/scenario for a SUMP should typically be:

- Be based on a system-level, operational alternative that meets the main SUMP objectives, addressing needs identified;
- Cover the full urban and suburban system and all associated needs while properly accommodating strategic (higher level) transport needs;
- Have operational, organizational and infrastructure features, which will form the basis for SUMP measures and eventually, the projects (investments);
- Focus on system-wide, operational aspects (hierarchy and functionalities, integration, offer, capacity, etc.) and avoid excessive technical detail (project-level / detailed technological choices are as a rule avoided);
- Integrate measures predating the SUMP where these are shown to be coherent with the operational alternative proposed and / or required for meeting SUMP objectives (incl. non-regret measures). Where shown by analysis, it is possible for the preferred planning option to exclude or modify planned (but non-committed) measures. For example: different passenger interchange locations than initially planned could be proposed following demand and capacity analysis results;
- Consider both mid and long-term needs, integrating sectorial and spatial planning aspects;
- When comparing options, focus on their ability to meet the SUMP objectives – not just having a high level of public support, but being ineffective or inappropriate; and

- Measures selected for the SUMP should be chosen on the basis of their ability to meet the agreed objectives and outcomes and not justified using other criteria – they should be based on problems looking for solutions, not a solution looking for a problem to justify its implementation.

Remember that the outcome of this process should generate meaningful alternatives for the transport system and the selection of the best performing ones. The number of options needs to be limited to the strictly necessary. In some cases, there may not be major meaningful alternatives to the current system, in which case it is OK for the option analysis to focus on just improving / refining the current transport system. Avoiding irrational scenarios just to make a comparison and always include the BAU.

Use of models and appraisal tools: opportunity to use strategic/simplified models (sufficient to appraise system-wide impacts) vs. tailored 4-stages/multimodal models (depending on their use e.g. for implementation, design phase); who owns and use the suite? internal staff or external consultants?;

Your challenges in C4 - Measure packages

Mentimeter

0 responses

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Clusters 3 and 4 – what issues have you encountered; any lessons you can share

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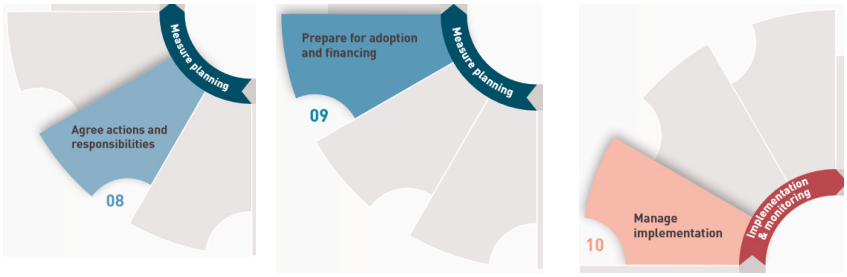
C5 Management – Key challenges

1. **DEVELOP A ROBUST IMPLEMENTATION PLAN**
2. **ORGANISE AND MANAGE STAFF AND PARTNERSHIPS**
3. **PROPERLY FINALISE AND COMMUNICATE THE PLAN**

STEPs
08
09
10



We identified three challenges: 1) the need to develop a robust implementation/delivery plan; 2) the organisational activities mobilising the staff involved and the partners of the SUMP (e.g. a public transport operator) 3) the last "editorial" efforts and the communication to be undertaken for both allowing the Plan and its contents/messages to reach the different target audience and to properly communicate implementation.

C5 Management – a robust implementation plan

a) **Operationalise the Plan** by splitting measure packages into Short/Medium/Long-term actions, according to priorities, targets and funding. Measures MUST relate to SUMP objectives

b) Do this by preparing **factsheets** with indications of responsible entities/staff, costs, funding options/streams, risks and prospective targets to be monitored

c) Be **realistic in defining the pipeline** and take into consideration all funding streams

d) **Involve the political level and the most affected stakeholders** to agree on the concrete actionable content of the Plan

Following the agreement on 'measure packages', operational planning must break the packages down into actionable tasks (or 'actions') for the departments and institutions that are in charge of their implementation.

Factsheets (and also Excel tables) help keeping all elements together. Moreover, actions could refer to implementation steps (phasing) or generate distinct sub-measures.

Again, it's a matter of realism: if you have selected a certain measure, you should have already considered its feasibility: the focus on actions/tasks helps in defining the pipeline. There might be other options for securing external funding to support delivery... you should not constrain the delivery to authority budgets; financing options include PFI/private sector contributions as well as other mechanisms (i.e. capitalising revenues e.g. parking fees).

At this stage, it is also essential to communicate the concrete ('actionable') content to the most affected stakeholders (which is often the general public) and to political decision makers.

All such verifications might generate an iterative process through which the Implementation Plan is defined.

Please refer also to Module 2 and Module 5 for more recommendations.

C5 Management – organise and manage staff and partnerships

a) Complete **the identification of all actors** involved and **assess** (again) **skills and capabilities** within your organisation for delivery

b) **Look - within the entities in the FUA** – **for key persons** responsible for the implementation of measures

c) **Synchronise actions** with delivery plans and investments of other partners

We already discussed of the "resource and legacy challenge" in C1. If you have correctly performed that preparatory step, it's now time to update it and put the all actors and the staff involved in the light of the SUMP management. The selection and description/agreement around SUMP measures and actions needs another assessment of the skills and capabilities needed for the delivery.

This should be done internally first (suggesting in case organisational changes or recruitment of new staff, contracting of consultancy services) but if the SUMP results from a broad participation of several actors in the FUA, assigning responsibilities should not be a problem and will secure (again) the legacy of the Plan.

Important to consider projects/initiatives where there are partnerships involved - eg, with bus operators etc. and looking at synchronisation of investment (operator/city) to deliver clear mutually beneficial outputs/outcomes. Where multipe agencies are involved, arrangements for cost sharing should be agreed.

C5 Management – finalise and communicate the Plan

a) Organise the Plan in different **"communication products"** to allow proper comprehension and facilitate adoption and implementation: full SUMP reports, summary brief, action plans, maps & infographics

b) Present the final version prior to the formal adoption and the statutory consultation to allow for further refinements/integrations from the stakeholders

c) During implementation of measures, ensure that businesses and the public are kept informed of progress, and particularly of any temporary disruptions during construction works.

There are several communication products that needs to be prepared more or less together. Apart for the formal and full reporting – including the evidence base/status analysis - it's important to design and publish/upload briefing notes/short versions than can help focussing immediately on the key messages and contents of your SUMP.

Also distinguishing the communication of the strategies from the action/delivery plans is important because details might come later or be further described in proper documents. Do not forget that maps and infographics largely help the messages and contents of the SUMP to reach out different target groups including politicians.

Do not simply pack everything and then go for the formal adoption: take one further occasion to fine tune the SUMP with the public

Construction works (e.g. of a light rail scheme) can cause significant disruptions, to businesses, etc. Ensure all effort are made to enable access for customers and loadings, and consider offering compensation. Stress the longer-term benefits.

Your challenges in C5 - Management

Mentimeter

0 responses

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C6 Monitoring and review – Key challenges

1. **ENSURE CONTINUITY AND ACCOUNTABILITY**
2. **TAKE REMEDIAL ACTION**

STEPs
11
12

This cluster includes two main challenges:

1) Ensure continuity and accountability of the Plan (to secure proper monitoring)
2) Take remedial actions for the current and the next SUMP cycle

C6 Monitoring and review – ensure continuity and accountability

a) Keep track/register all **key "events"** by phase (ideation, design, implementation/set up, operation) and by cross-cutting theme
b) Organise at least **quarterly updates**
c) Use **simple templates and visualisation tools** to monitor achievements vs. deviations

Progress should be monitored and evaluated for each policy measure, at three levels: **process evaluation** (e.g. is implementation proceeding on time and to budget?); **output evaluation** (e.g. how many kilometres of cycle lane have been implemented?); and **outcome evaluation** (e.g. what has been the increase in cycle users? Has the intended car modal shift been achieved?)

Here we want to focus more on process evaluation and the "accountability" of the SUMP: use simple tools like Timelines listing in chronological order all the relevant key events by phase (ideation, design, implementation/set up, operation) and by cross-cutting theme (e.g. governance and financing, user needs and public acceptance, etc.)

A simple 'traffic light system', representing achieved against intended progress, can provide a useful visual overview of the situation but do not forget to make it regularly, at least every three months. A table listing updates and decisions taken/steps achieved at every Quarter is a simple template you can use.

C6 Monitoring and review – take remedial actions

a) **Be transparent** in any relevant change, **inform the public** on the reasons and **admit/explain failures**

b) Try to anticipate possible failures with **prompt adaptations**

c) **Involve stakeholders** and citizens in the **comprehension** of the deviations/unforeseen results **and elaborate with them remedies**

It is important to assess the extent to which policy measures have been successful in achieving their intended outcomes; and, where issues have arisen, to diagnose problems and identify potential remedies. This will help in the preparation of the next SUMP and enable more robust business cases to be developed in future rounds.

But this can be also relevant during the current SUMP Cycle to take remedial actions.

Transparency is fundamental because unsuccessful measures might be due to elements not previously analysed. It's important to document/justify any relevant change during implementation (which might have caused the failure/deviation) and admit and explain why things are going differently.

Sometimes anticipating the remedial actions is a way to avoid failures. This can be done together with the stekeholders and the citizens

Your challenges in C6 - Monitoring and review

Mentimeter

0 responses

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CONSISTENCIES BETWEEN CLUSTERS

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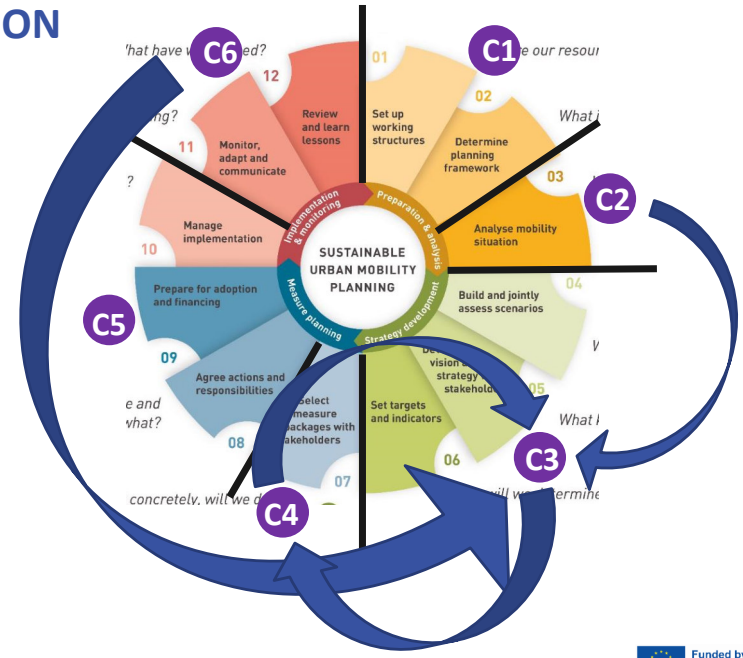
Steps should be consistent:

- **C1** (resources and planning framework) set limits on SUMP development - through to **C6**
- **C2** outputs provide the basis for scenario assessment (**C3**)
- Vision development (**C3**) should follow through to measure selection (**C4**)
- **C6** assesses what has been achieved – consistent with **C3** (targets) – adapt and learn lessons

INTERCONNECTIONS: PROBLEMS, INDICATORS AND EVALUATION



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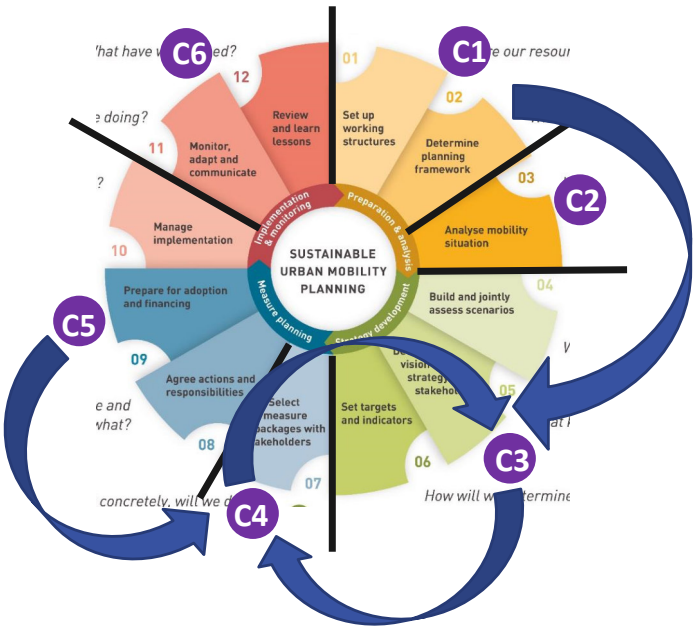
Problems, indicators and evaluation are interconnected:

- Defining problems (**C2**) depends on objectives and policy priorities and how shortfalls are measured through indicators (**C3**)
- Selection of measures (**C4**) is based on assessment of how well they achieve indicator targets (**C3**)
- Monitoring and evaluation (**C6**) is based on the indicator set (**C3**)

INTERCONNECTIONS: FUNDING AND FINANCING



Funding and financing must be considered from the start of the project, as the sums available affect the scale of vision ambition and the types of measures that can be afforded:

- An estimate of likely scale of funds should be part Planning Framework considerations (**C1**), and should affect scale of ambition in Vision and Strategy (**C3**)
- Selected packages of measures (**C4**) to deliver Vision (**C3**) should also take into account scale of funds, and financing options (**C5**)

SUMMARY OF KEY CHALLENGES

C1
1. Sufficient resources and skills to develop the SUMP and ensure internal legacy/ownership
2. Political issues and political consensus
3. Getting the right balance in engagement and communication activities

C2
1. Resources and participation for an efficient diagnosis
2. Strategy for data collection

C3
1. Building up a shared mobility vision for the future
2. Generating objectives, indicators and targets

C4
1. Selecting and combining measures
2. Develop SUMP options and appraisal

C5
1. Develop a robust implementation plan
2. Organise and manage staff and partnerships
3. Properly finalise and communicate the Plan

C6
1. Ensure continuity and accountability
2. Take remedial action

Here we see all the challenges we discussed per cluster. These are 14 in total but of course might be more. We will adapt this list during the course of the training to incorporate your suggestions and the discussions around each cluster.

WHAT MAKES A QUALITY SUMP?

- Set up an external expert Review Panel, to ensure technical excellence
- Engage with a wide range of stakeholder groups throughout the process, and inform them and the key decision makers of progress – gain as wide a support base as possible
- The SUMP will be more robust if it develops evidence-based policy, rather than looking for policy-based evidence – to support a particular viewpoint
- Developing a SUMP is a marathon not a sprint, so make sure there are adequate, well-paced resources, to fully complete all twelve steps
- Internal consistency is crucial: data collection/collation and analyses should be aligned with problem identification, scenario development, target setting and measure selection
- It's all about delivery – make sure that project implementation processes are in place, well in advance of agreeing the package of policy measures

Any final reflection?

SUPPLEMENTARY MATERIAL

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SUPPLEMENTARY MATERIAL TO BE USED IF KEY EXPERT REQUIRES AND IF TIME AVAILABLE

Status analysis in Tirana: visualisation of data

The Tirana 2030 General Local Territorial Plan (GLTP) estimation

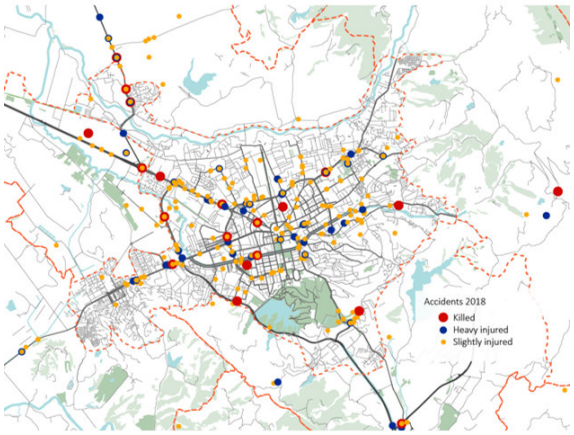
1,32% Yearly population growth index

26,4% Population growth in 20 years

2011 — 763.560 INHABITANTS

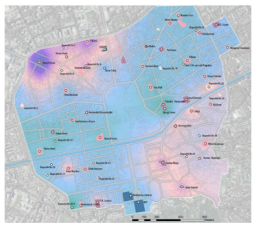
2030 — 965.108 INHABITANTS

Road safety 2018 - Slightly Injured, Heavy Injured and Killed

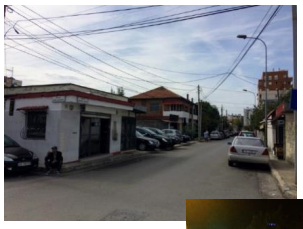


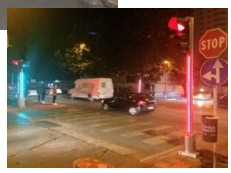
Source: SUMP of Tirana via BASHKIA TIRANË OPENDATA

PM2.5 concentration (mg/m³)



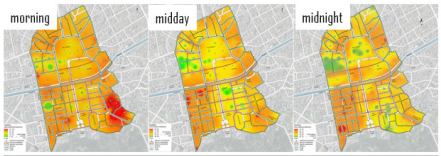
DOCUMENTING ROAD CONDITIONS AND ASSETS IN A PHOTO GALLERY





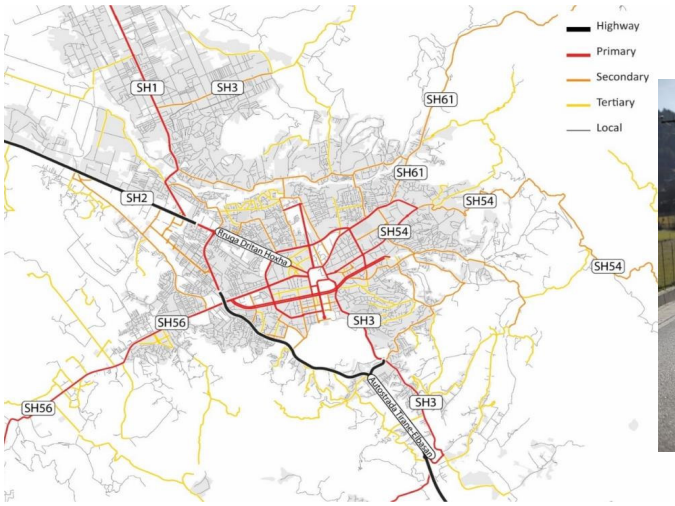
Images: Tirana © Cosimo Chiffi

NOISE EMISSIONS (DB) IN TIRANA CITY CORE

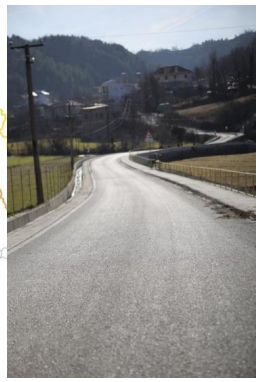


	Morning	Standards	Midday	Standards	Night	Standards	Daily
Zone A	62.1		62.7		59.8		61.5
Zone B	70.5	55	70.2	55	65.1	45	68.6
Overall	66		66		62		65.1

Status analysis: representing and documenting the road hierarchy and conditions



Source: City of Tirana, as reported in Tirana's strategic transport study, 2019



Images: Tirana © Cosimo Chiffi

Vision statement: Mayor of London

'to make it possible for all Londoners to have the opportunity to get on in life, to fulfil their potential and to not just survive, but to thrive'

- making transport more affordable, better and greener
- tackling air pollution to make the air we breathe safe for everyone
- encouraging London's diverse communities to come together.

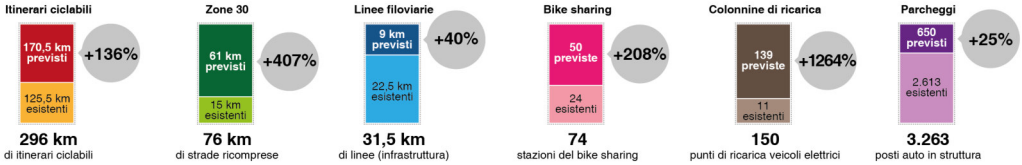
Source: https://www.london.gov.uk/who-we-are/what-mayor-does/priorities-london

Image: London © Mayor of London

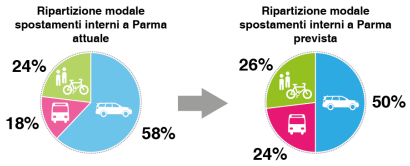
Targets: Parma (Italy) SUMP 2015-2025

- Examples of targets set in a SUMP

Output targets



PUMS PIANO URBANO DELLA MOBILITÀ SOSTENIBILE

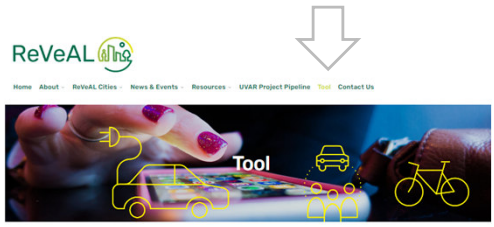


Modal share targets

Source: Parma SUMP

Funded by the European Union

Tools for generating a long list of measures



The ReVeAL Tool is here!

AccessRegulationsForYourCity is a tool to help cities that are considering putting urban vehicle access regulation (UVAR) measures in place. Such measures can help make cities more accessible, safer, quieter, greener, more liveable, less polluted, and lower emitting. Measures may be aimed at the entire city or a single part of it, such as the central business district or a certain neighbourhood.

AccessRegulationsForYourCity consists of **14 questions** that can be answered in roughly 5 minutes by a city representative who knows their local mobility context and goals well.

The tool uses the responses to filter the **33 UVAR building blocks** identified in the ReVeAL project to suggest the ones that are likely to suit the local context.

The output of the tool is a short list of suggested UVAR building blocks that may be worth considering for the input town or city. For each suggested UVAR building block, the respondent will be redirected to a fact sheet that includes enforcement options; considerations on timing, phasing and scaling; gender and equity issues to keep in mind; and a selection of other building blocks that may combine well with it and a case example.

AccessRegulationsForYourCity offers guidance on the process of developing packages of UVAR measures to support cities' critical thinking around effective and equitable UVAR packages.

The tool can be used as many times as the respondent wishes, allowing to change parameters to see different results.

Click here to AccessRegulationsForYourCity

civitas-reveal.eu/tool/

AccessRegulationsForYourCity.eu/tool/

This is an example of a tool that can be used for generating the long list of measures. Its has been developed withi the ReVeAL project and applies specifically to urban vehicle access regulations but includes a variety of measures that can be combined together. Here you can find the links anso via the QR Code. Before giving you the list of meaures, you need to ask to a set of questions addressing your context and problems so that the results are in line with such elements. There are other tools that can be used for other transport modes..

Description of SUMP action: Tirana

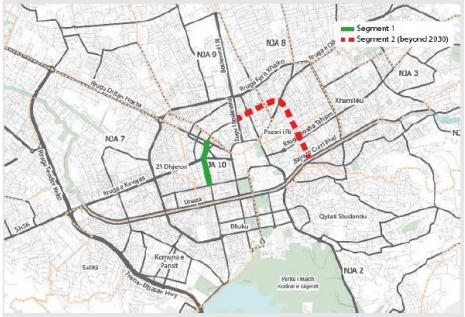
- Sets out the details of action/ scheme

MEASURE NR. I2

CONSTRUCTION OF THE 2nd RING ROAD

Type: investment/infrastructure

Field of intervention: Road transport



Budget (Lekës): Detailed design: 4.9 million (MoT) – Construction: 3,831.3 million (JICA study)

Responsible authority: MoT – Dept. of Transport

Priority: Low

Source: TR030; measure of the RS as revised by the SUMP

Description

This measure intends to build a new ring road (also called second or **Intermediate Ring Road**) between the Inner Ring Road and the Middle Ring Road. The ring will be composed by the Boulevard along Lana River in the southern part and Rruga Fortuzi in the northwest. Two significant segments need to be built from scratch: the first western one from Rruga Myslym Shyri to Rruga e Kavajes and further on up to Rruga e Durrësit; and the second one on the east from Rruga Fortuzi and Bulevardi Zogu to Rruga e Dibrws and continuing to Bulevardi Zhan D'Ark. For this measure, the SUMP has postponed the construction of the second segment beyond 2030.

Process and time frame

SUB-MEASURES	SHORT TERM (2y, 2022)	MEDIUM TERM (5y, 2025)	LONG TERM (10y, 2030)
I2-1. Detailed design of segment 1 from Rruga Myslym Shyri to Rruga e Durrësit			
I2-2. Construction of segment 1- from Rruga Myslym Shyri to Rruga e Kavajes and further on up to Rruga e Durrësit			
I2-3. Construction of segment 2 - from Rruga Fortuzi and Bulevardi Zogu to Rruga e Dibrws and continuing to Bulevardi Zhan D'Ark - Postponed beyond 2030	BEYOND 2030		

Sources of funding

MoT

Risks

The need to expropriate private properties may encounter complications and significantly rise financial costs.

Benefits

The construction of this intermediate ring road could help to streamline traffic and reduce pressure in the inner road.

This examples shows a factsheet where several information are presented: measure type, field of interventions, the budgeted cost, who is responsibile of the measure, the level of priority and of course a description (in a map and text), the time frame, source of funding plus risks and benefits. Its can be very simple to provice compacvt but useful information

Estimate costs of SUMP interventions: Parma

- Relate cost of actions to potential funding sources

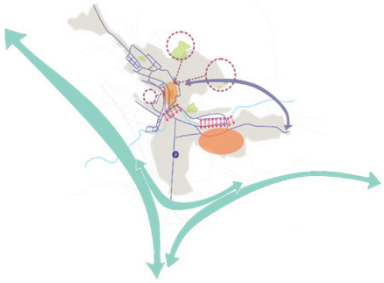
Regolamentazione e moderazione del traffico

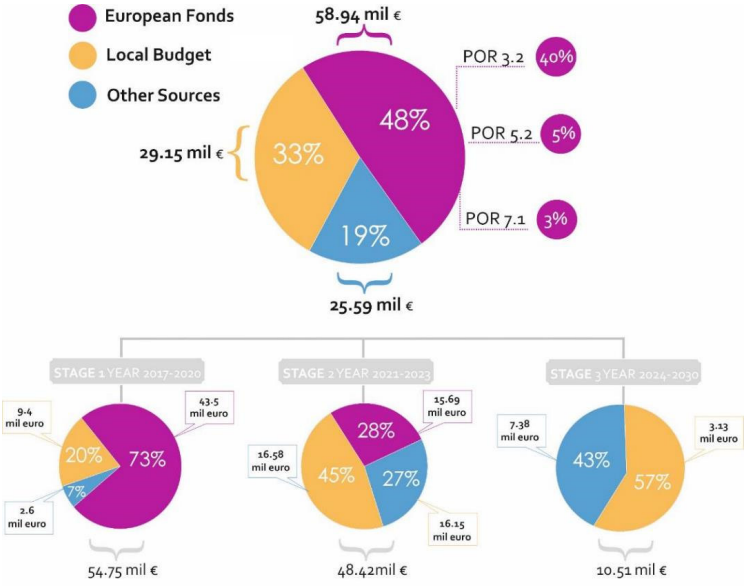
Cod.	Intervento	Costo unitario (€)	Unità di misura	Quantità	Costo totale (€)	Quota a carico AC	Costo AC SP2 (€)
	Zone a Traffico Limitato						
L01	Semplificazione regolamentazione delle ZTL	non ril.	non ril.	1,0	non ril.	1,00	**non ril.**
L02	Estensione ZTL in centro storico	100.000	km	2,5	250.000	1,00	**250.000**
L03	Revisione pass per residenti e non residenti	non ril.	non ril.	1,0	non ril.	1,00	**non ril.**
	Aree pedonali						
A03	Estensione AP in centro storico ("Parma Romana")	600.000	km	0,9	540.000	1,00	**540.000**
A04	Progetto "Il pedone al centro": via Mazzini - str. Repubblica (eccetto TPL)	1.200.000	km	1,0	1.200.000	1,00	**1.200.000**
	Zone / Strade 30 km/h						
Z06	Pablo (Osacca Ovest, Gramsci, Buffolara)	80.000	km	5,5	440.000	1,00	**440.000**
Z07	Montanara (Nord, Sud)	80.000	km	10,5	840.000	1,00	**840.000**
Z08	S. Leonardo (Europa, Pasubio, Venezia)	80.000	km	11,0	880.000	1,00	**880.000**
Z09	Molinetto (Isola)	80.000	km	3,0	240.000	1,00	**240.000**
Z10	Cittadella (Montebello, Frank)	80.000	km	6,0	480.000	1,00	**480.000**
Z11	Cittadella (Volta)	80.000	km	2,0	160.000	1,00	**160.000**
Z12	Corcagnano	80.000	km	3,0	240.000	1,00	**240.000**
Z13	Q.re Calzetti	80.000	km	0,6	48.000	1,00	**48.000**
Z14	Vigatto	80.000	km	1,4	112.000	1,00	**112.000**
Z15	Botteghino e Pilastrello	80.000	km	2,6	208.000	1,00	**208.000**
Z16	Baganzola	80.000	km	1,4	112.000	1,00	**112.000**
Z17	S. Prospero	80.000	km	1,0	80.000	1,00	**80.000**
Z18	Carignano	80.000	km	0,7	56.000	1,00	**56.000**
Z19	Zone / strade 30 nelle vicinanze delle polarità sensibili (scuole, centri sportivi)	80.000	km	15,0	1.200.000	1,00	**1.200.000**
Z20	Strade 30 nell'area ricompresa dal sito "Rete Natura 2000"	non ril.	non ril.	1,0	non ril.	1,00	**non ril.**
							7.086.000

For each measure an estimation of costs should be provided, bot CAPEX and OPEX

Financial strategy: Turda (Romania)

- Funding aspect included in the strategy with access to ERDF resources validated at national level





https://urban-mobility-observatory.transport.ec.europa.eu/resources/case-studies/turda-winner-6th-sump-award_en
https://urban-mobility-observatory.transport.ec.europa.eu/resources/case-studies/turda-sump-ambitious-yet-accurate-first-sump-mid-sized-eastern-european-city_en
Turda is located in Transylvania, north-west region of Romania. It's population today is 55,000 inhabitants. The first SUMP of the city of Turda is well structured with clear planning vision and features concrete measures to be implemented in the short term. It includes objectives, instruments (including financing plans) and measurable targets.