REFORM

Interreg Europe

European Union
European Regional
Development Fund

EU good practices on sustainable mobility planning and SUMP

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1 - Introduction

About the REFORM Project

Sustainable Urban Mobility Plan (SUMP) is a rather new concept with high potentialities of improving low carbon economy policies. Up to now, despite the existence of many studies, the availability of several reference documents and a series of European projects and initiatives, only a limited number of cities across Europe have adopted a SUMP. This is due to competence, knowledge, technical and normative limits together with poor financing by the local administration.

The goal of the REFORM project is to improve, through a mutual learning process, the policies of Regional Operational Programs supporting the funding and diffusion of SUMP as the main planning instrument for shifting mobility towards a low carbon intensive mobility pattern. REFORM new approach is based on the key role of Regions which can trigger SUMP development process amplifying the adoption rate by the cities setting a suitable strategic framework, able to overcome the existing limit. A strong exchange of experiences and good practices on SUMPs will be put in place in order to generate a huge interregional learning process involving at different stages key stakeholders with an ultimate scope to produce European added value. Four policy instruments will be addressed and consequently four Actions Plans will be prepared.

About this document

The aim of this document is to present the Good Practices (GPs) that were collected as part of the activities of REFORM (Task 1.1). Furthermore, the state of the SUMP in the REFORM Regions is described, as the basis for the identification of the GPs at regional level.

The document reports on the actions undertaken in order for the GPs to be identified and described, namely it describes the various check points that should be addressed in order for a practice to be considered for inclusion in the list of the REFORM Good Practices.

This report provides the pool out for Region to be inspired for the actions to improve sustainable mobility and promote SUMP implementation and adoption. These actions will suit the Region's needs and priorities regarding sustainable urban mobility and, subsequently, build its regional Action Plan (AP).

Methodology

The methodological steps undertaken for the identification and description of the GPs, as well as for the collection of information about the state of development of SUMPs in a regional level, are parts of the methodological framework developed within REFORM (GPs selection, description and evaluation of Task 1.1). A short overview of the technical core activities of the REFORM project is presented in the following figure for the reader to identify the steps taken in the project itself.

As presented in figure 1, Task 1.1 collects information about the reality of SUMPs in the Regions and information about Good Practices for the SUMP development and implementation. Its main aim is to collect and elaborate all information and knowledge necessary for the REFORM Regions to define their regional Action Plans (AP) (Task 1.2) and implement them (phase II). Transferability issues of the Good Practices are also part of the GPs description presented in this report, which will feed Task 1.3 of the project. The existing capacity and professional skills of the authorities' staff in each region regarding SUMP development is also part of the information gathered within this task and is expected to feed Task 1.5. Finally, Task 1.4 is not directly connected to the activities of this task, nonetheless, as all the other tasks, requires the completion of the pool of the GPs.

Figure 1: Technical core activities of the REFORM project

T 1.1: Analysis of the state of the art in the Regions and detailed study of good practices

T 1.2: Action Plans (AP) definition and preparation

T 1.3: Analysis of transferability of the selected policies/practices/instruments to other Regions and contexts

T 1.4: Assessment of a methodology for monitoring the AP implementation

T 1.5: Enhancing the planning capacities in the Regions

Structure of the report

The report is structured in four chapters. Apart from the first (Introductory one), chapter 2 presents the results of the analysis for the state of development of SUMPs per Region. Chapter 3 presents the main results and conclusion based on the identification and description of the GPs. Finally, in chapter 4 overall conclusions are provided.

The report is accompanied by two Annexes: Annex I presents the templates used for data collection, while Annex II presents the collected data themselves (completed templates). Due to their length, the Annexes are provided as a separate, accompanying document, available on REFORM website: **www.interregeurope.eu/reform**

2 - The state of development of SUMPs in the REFORM Regions

Region of Central Macedonia

From the national level recognizing the need for sustainable urban mobility planning, in 2016 the Green Fund of the Ministry of Environment and Energy launched a funding mechanism in order to support the implementation of SUMPs in Greek Municipalities (medium and large-sized). A large number of Municipalities expressed interest to develop a SUMP and 150 were selected for funding with roughly 9M €.

Since there was no national or regional regulatory framework for SUMPs in Greece, to support the SUMP development process the Ministry of Transport and Infrastructures, that has the responsibility of sustainable mobility in Greece, took initiative and created an inter-ministerial Committee for the development of National Guidelines to enhance the SUMP development. The committee commenced its activities in September 2016 and completed the preparation of the Guidelines in June 2017. The guidelines describe precisely:

- The responsible bodies for the establishment of SUMPs;
- The alternatives for defining the intervention area;
- The basic stages of SUMPs development (in line with the European Guidelines by merging some steps);
- The minimum required data;
- The summary and responsibilities of the key actors and stakeholders;
- The SUMP document structure.

From the Region of Central Macedonia 24 municipalities have been selected for funding by the Green Fund and will be developing their SUMPs in the forthcoming period. So far in RCM, only the Municipality of Thermi has already implemented and adopted a SUMP (population 53.201 inhabitants), whereas the Municipality of Thessaloniki (population 324.766 inhabitants) and the Municipality of Ampelokipoi-Menemeni (population 52.127 inhabitants) are currently in the process of developing one.

Amounts of funding vary according to the size of the Municipality. Indicatively, smaller Municipalities (up to 50.000 residents) have received SUMP funding of 35.000-40.000 euros, while bigger ones can reach a funding of up to 105.000 euros (although highly competitive bids are applied through the procurement phase, so initial amounts are reduced). It should be highlighted that for the majority of the Greek Municipalities, the funding for SUMPs has to take into account data collection as well (i.e. traffic counts, questionnaire surveys, etc.), since there are few Municipalities that keep updated data.

In the region of Central Macedonia (RCM), sustainable mobility is integrated in the ROP under Priority Axis 4: "Support for the transition to a low-carbon economy for all the sectors" – and Funding Priority "4e - Promotion of low-carbon strategies for all types of regions, particularly for urban areas, including the promotion of sustainable multimodal urban mobility and mitigation measures". Moreover, Priority Axis 6 "Preservation and protection of the environment and promotion of resource efficiency", and more specifically Funding Priority 6e "Actions to improve the urban environment, regenerate cities, rejuvenation and disinfection of degraded areas (Including areas to be reconstructed), reduction of air pollution, and promoting measures to reduce noise", includes actions for "greening" of the urban infrastructure. The aim is to improve the living quality as well as to upgrade the function, image and attractiveness of the urban environment.

There is currently no funding or any support for SUMP development included in the 2014-2020 ROP of the RCM. However, regarding SUMP implementation in February 2017, RCM has developed an Action Plan entitled "Strategy of Integrated Sustainable Urban Development" with the following interventions and related budgets:

- Actions for multimodal urban transport, involving the promotion of electric buses and buses of alternative fuels, the development of bike sharing systems and the creation of park and ride spaces (estimated budget: € 2.565.000);
- Creation of bike lanes (estimated budget: € 1.000.000);
- Development of Intelligent Transport Systems (ITS) (estimated budget: € 2.850.000);
- Development of interoperable information systems for the Municipalities (estimated budget € 800.000);
- Strengthening of the monitoring through observatories of urban challenges (estimated budget € 1.000.000).

These interventions are directly connected to the funds of the ROP of RCM and local SUMPs measures that are in line with this Action Plan can be funded through it.

Region Emilia-Romagna

The promotion of SUMPs in the Region Emilia-Romagna (RER) initiated in 2015 with the approval of a regional law (Delibera 275/2016), setting the minimum requirements for drafting a SUMP, for municipalities with more than 50.000 inhabitants. With the same law, a fund of total €350.000 was allocated to RER Municipalities to adapt and elaborate these requirements to their own situation and produce a relevant document by the end of 2016. In total, 12 Municipalities requested funding and submitted their document. The Municipalities are namely: Città Metropolitana di Bologna, Piacenza, Reggio Emilia, Modena, Parma, Rimini, Ravenna, Faenza, Forlì, Cesena, Ferrara, Carpi.

Following this procedure, the 12 RER Municipalities applied for RER funds to develop their SUMP before the end of 2017. The deadline was eventually postponed to 2018. Up to the drafting of this report, only one Municipality (Parma – population approximately 190.000, regional funding for SUMP development approximately €35.000) has successfully developed its SUMP within 2017.

Regional funding for the development of the SUMPs of the other RER Municipalities vary from approximately €11.000 for small Municipalities (~ 60.000 residents) to approximately €85.000 for larger ones (i.e. Città Metropolitana di Bologna - 455.000 residents).

In Italy, there is currently no regulatory framework at a national level about SUMP[1]. There are, however, some instruments for mobility and urban planning and these are the Urban Traffic Plans (PUTs) and Urban Mobility Plans (PUMs). PUTs are regulated by the national traffic laws since 1992 and have a time-horizon of 2-4 years. PUMs are compulsory for Municipalities since 2001 and have a wider horizon (10-15 years). It is important to mention that all these local instruments must be harmonized with the regional ones, although it is up to of each Municipality to define the way of doing so.

Other plans have a strong link with SUMPs. One is the Integrated Regional Transport Plan PRIT. Currently PRIT 98 is in force but PRIT 2025 is under development. According to the Regional Law nr.30 of 1998, PRIT is the main planning tool employed by the Region to establish guidance and directives for regional policies on mobility. It also contains the main interventions and priority actions to be pursued in different sectors. PRIT 2025 will include a chapter on the development of SUMPs.

Thanks to its position and experience in SUMPs, RER took part in a technical table at national level that was set up from April 2016 to April 2017 to define guidelines and common contents requirement of SUMPs. These are compulsory for Municipalities with at least 100.000 inhabitants since August 2017. The technical table followed a participatory approach, including representatives of the Ministry of Transport, the Municipalities, Universities, Italian Municipalities Council association and the commercial sector. It is very likely that having a SUMPs will constitute a prerequisite for a Municipality to obtain further incentives related to mobility.

To support its Municipalities, RER has arranged technical meetings since November 2016 (approximately every 6 months) with RER Municipalities' representatives. Technical meetings were focused on facilitating the understanding of the guidelines and requirements, supporting them in their SUMP development and enabling the exchange of experience among the Municipalities.

Despite the above, some of the main difficulties that were recognized for the majority of the Municipalities that are currently developing their SUMP include: team definition; human and financial resources and coordination with different governance levels.

It is important to mention is that RER has already linked specific measures to the ROP funds 2014-2020 (27 M€) for sustainable mobility, allocated to the following areas:

- ITS Systems (Intelligent transport systems) 6 M €;
- Development of bus and trolley bus fleet with eco-compatible vehicles 13 M€;
- Bike lanes, traffic-limited zone (zone 30) and requalification of bus stops 8 M€.

As far as the necessary skill to develop a SUMP is concerned, in-house Municipal staff is usually supported by external experts for the preparation of the initial SUMP documents, as well as for the delivery of the SUMP actions. In-house skills for monitoring the SUMP could be critical, therefore RER is supporting and giving guidance on the integration of SUMP monitoring and KPIs that are already collected by the Region for other planning instruments (e.g. PRIT). RER is also investigating on various options to ease the collection and sharing of collected data.

[1]However, In August 2017 the Italian Government made it compulsory for cities with over 100,000 inhabitants to have a SUMP.

Region of Greater Manchester

For the Region of Greater Manchester one SUMP (named Local Transport Plan – LTP in UK) has been prepared on behalf of and in consultation with the 10 Local Authorities in the region (Metropolitan area of Greater Manchester – population of 2.73 M). Greater Manchester has had a LTP/SUMP since 2000, revising the plan every 5 years. The latest plan was completed in November 2016 and approved in February 2017 and it had an overall cost above €200.000. The GM SUMP is also known as the "Greater Manchester Transport Strategy 2040: Our Vision"[2] and was developed in two stages, involving, among several other processes, a 12-week public consultation in each stage. The SUMP is accompanied by a 5-year Delivery Plan, which is updated annually in order to address the need for flexibility in a rapidly changing environment (political priorities, funding availability).

The Greater Manchester LTP/SUMP is in full alignment with the Greater Manchester Strategy, the overarching economic strategy for the conurbation, but it also considers several other documents, such as the Greater Manchester Spatial Framework, the Greater Manchester Air Quality Action Plan and the Greater Manchester Climate Change and Low Emissions Implementation Plan. It is also consistent with the existing spatial plans of the 10 local authorities. An overall spatial plan for the conurbation is now being prepared (The Greater Manchester Spatial Framework), so the SUMP was structured so that it can be readily updated when this plan is finalised.

For the UK, Local Transport Plans are a statutory requirement under the national Transport Act 2000, as amended by the Local Transport Act, 2008. All Local Transport Authorities are required to prepare an LTP and keep it up to date. Nonetheless, there is no national funding for preparation of the LTP. Regional authorities can procure consultant support if required, but most plans are produced in-house. Technical support is provided, though, through the national guidance on the contents of Local Transport Plans ('Guidance on Local Transport Plans, Department for Transport 2009), thus ensuring a consistent approach across the country, but, at the same time leaving scope for local flexibility. Despite this, the UK Government has recognized the importance of sustainable mobility, particularly in creating the conditions for economic growth and has provided funding through the Local Growth Fund and various smaller funds targeted at specific aspects of mobility e.g. National Productivity Investment Fund, Cycle City Ambition Grant, Local Sustainable Transport Fund etc. These are accessed through a competitive bidding process.

The SUMP was mainly developed by the in-house personnel at Transport for Greater Manchester. Most of the skills are available in-house, although in some cases additional resource were accessed through relevant consultancy companies.

[2]More information on the processed carried out for the development of the Transport Strategy are provided in Annex II of this document.

Region of Parkstad Limburg

In the Netherlands there are currently no regulations or financial support at national or provincial level related to sustainable urban mobility planning. Municipalities that have so far developed their SUMPs have mostly used the guidelines for SUMPs that were put forward by the EU.

Parkstad Limburg Region (PLR) consists of eight municipalities for a total of 255,000 inhabitants. The regional Parkstad Limburg SUMP for was developed in the framework of Poly-SUMP project[3] and was a regional initiative that focused on the involvement of relevant stakeholders in order to define action lines to achieve sustainable urban mobility. The main motivation for this regional SUMP development was European and national low carbon policies and regulations, but also the regional policy on energy transition.

As a first step of the regional SUMP development process, in September 2013, a number of topics were analysed: the current situation of mobility in the region, policy documents and indicators to assess the regional mobility profile. This profile was used to identify mobility problems in the region, as well as relevant stakeholders and their responsibilities. In a second step a two-day workshop, based on the Local Future Search Workshop method, brought together all relevant stakeholders to define actions in order to achieve more sustainable mobility in the region.

These steps were carried out and documented by an external contractor and their results were discussed among Parkstad Limburg region and its municipalities to come up with a solid proposal of action lines. This was done with in-house personal (PLR staff) and the 8 municipalities. The whole SUMP development process took approximately half year and the regional PLR SUMP was adopted by the regional council in January 2014. The main mobility problems addressed by the PLR SUMP are high car dependency and low cycling rates. The goals and measures that were defined as action lines to archive sustainable mobility (without a real action plan though) are:

- Cycling-related measures, such as development/improvement of cycling infrastructure, cycle paths, cycle parking, and support of e-cycling with charging infrastructure;
- E-mobility, supporting cities and companies to use electric vehicles in their own fleet, promotion of e-car sharing for companies and deployment of charging facilities;
- Development of a green logistics/distribution centre;
- Public transport improvement (including cross-border cooperation);
- Awareness raising and promotional activities to support sustainable mobility.

As a result, the expected benefits from the implementation of this SUMP are an increase in cycling, public transport and e-mobility (modal shift) and consequently cleaner air, less pollution and higher liveability in the municipalities of Parkstad Limburg.

[3]http://www.poly-sump.eu

Summary

A summary of the main results on the state of development of SUMPs in the regions is provided in the table below.

Table 1: Summary of the state of development of SUMPs in the REFORM Regions

Topic	Greater Manchester (GM)	Parkstad Limburg (RPL)	Emilia Romagna (RER)	Central Macedonia (RCM)
Regional framework	LTPs/SUMPs obligatory by national law National guidance on the contents of LTPs/SUMPs is provided LTPs/SUMPs are funded by Local Transport Authorities' own funds SUMP related measures are nationally funded through a competitive bidding process	No obligation or regulation for SUMPs 2014-2020 ROP does not include mobility	No obligation for SUMPs[4], but regional funding and regional guidelines for cities with over 50,000 inhabitants to support SUMP development In 2014-2020 ROP 27 M € for SUMP related measures	No obligation of SUMPs, but national funding and guidelines to support SUMP development In 2014-2020 ROP 7.5 M € for SUMP related measures
SUMPs	Regional SUMP for Metropolitan Area of Greater Manchester (10 municipalities, 2.8 M inhabitants). Process of 2 years with wide stakeholders' participation	Regional SUMP for region of Parkstad Limburg (8 municipalities, 255,000 inhabitants). Process of half a year with a stakeholders' workshop of two days	Local SUMPs will be made by 12 municipalities (completed in 2018) The municipality of Parma has already adopted a SUMP (190.000 inhabitants). It included a 2-year process with wide stakeholders' participation	Local SUMPs will be made by 24 municipalities (currently prior to procurement phase) Thermi has already adopted a SUMP (53,000 inhabitants). Process of one year with wide stakeholders' participation
Costs	€ 200,000 (own funds)	SUMP developed as part of EU project (Poly-SUMP)	For the municipality of Parma own funds and regional funds were used, plus € 37,000 for external experts Regional funds for the other RER SUMPs vary from ~€11.000 for small municipalities (~60.000 residents) to ~€85.000 for large municipalities (i.e. Metropolitan City of Bologna - 455.000 residents)	SUMP of Thermi costed 43.000 € (own funds) Cost for the SUMP of Thessaloniki was 270,000 € (own funds) All other SUMPs in RCM will be funded by national funds (Ministry of Environment). Small municipalities will reach €40.000 funding, larger ones €105.000 (highly competitive bids)
Skills	All skills needed were available in-house Skills availability high in all areas of SUMP development For delivery of SUMP actions consultants' services could be procured	All skills needed were available in-house Skill availability high in most areas of SUMP development, experts are required for research and analysis For delivery of SUMP actions consultants' services could be procured	External experts are required in addition to in-house personnel for SUMP development Training is needed in particular for monitoring and implementation of KPIs for SUMP measures and effective monitoring of SUMPs	SUMPs are procured to externals Training is needed. Greek Municipalities' technical departments are so far focused on the procurement, implemen-tation and monitoring of traffic studies. They lack capacity and knowledge to procure SUMPs devel-opment and monitor and participate into their development

[4]In August 2017 the Italian Government made it compulsory for cities with over 100,000 inhabitants to have a SUMP.

A first analysis of the current situation of SUMP development in the project Regions revealed similarities and differences regarding:

- the regional policies and technical instruments for SUMP development;
- the importance of sustainable mobility issues in regional funds and Policy Instruments;
- the support given for SUMP development in each territory;
- the methodologies and practices adopted to harmonize SUMPs with territorial planning and the professional skills and knowledge availability related to SUMP development.

An interesting finding is a "clustering" of the Regions according to their role in SUMP development, as a "centralized" or a "decentralized" SUMP development model. RCM and RER are currently supporting local SUMPs and have a decentralised approach, while Greater Manchester and Parkstad Limburg have already developed a regional SUMP with a centralised approach (Figure 2).

All Regions have developed or are in the process of developing a SUMP, although only in the UK there is an obligation for SUMP development[5]. The cases of the other Regions, though, especially the ones following the "decentralized" SUMP development model, have proven that when technical support and economic incentives are given, cities actively react. Another important incentive for wider SUMP adoption comes from the Region of Emilia Romagna, where SUMPs were defined as a prerequisite to acquire other funding related to mobility from the Region, and in the future, also from the Ministry of Transport.

A similar goal to the above is targeted by the Region of Parkstad Limburg, as the Region envisages to include sustainable mobility objectives within 2014-2020 ROP, thus the opportunity to fund SUMP-related measures, by highlighting the importance and role of the regional SUMP. For the other Regions, the links between the Regional Policy Instruments and the funding of SUMP related measures were established.

An interesting similarity identified between the regions is related to the need of providing "binding" technical support for SUMP development. The majority of the REFORM Regions either have already developed technical guidance in the form of law or are currently in the process of doing so. For the former point, law was approved in GM in 2009 on the contents of LTPs/SUMPs and RER in 2016 in the form of regional "guidelines for writing a SUMP", which were further adapted to each Municipality through a guideline document – one per each Municipality. For the latter, national Greek guidelines were developed and their "binding" level is currently under investigation.

No specific comparison results can be drawn in respect to the costs for SUMP development, as each Region had defined its own extent of funding, based on the SUMP development model (centralised/decentralized). Each Region has also defined the capacities of each region/city staff, the population of the area where the SUMP is applied and of course the need for data update (e.g. as already mentioned, the majority of the Greek Municipalities of RCM have the need for data collection, which increases the necessary budget for SUMP).

Finally, a preliminary analysis of the identification of the capacities and skills in each region/ cities of the region involved in the SUMP development and delivery was carried out, indicating also different levels of in-house capacity maturity. The results of this analysis are mostly used for the identification of the learning needs in each region (Task 1.5 of the project).

Figure 2: SUMP development models in the REFORM regions

Greater Manchester
United Kingdom

2040 Vision and Transport Strategy
⌄
5-year Transport Delivery Plans
(annually updated)

Parkstad Limburg
The Netherlands

Regional SUMP

Emilia-Romagna
Italy

12 SUMPS

Central Macedonia
Greece

24 SUMPS

[5]However, in August 2017 a national law that made SUMPs compulsory was approved in Italy.

3 - Identification and description of the REFORM Good Practices

Identification of GPs

The identification of the GPs was the core activity for the production of this report. It included two levels of analysis: Regional and European. The first one addressed the experiences of the partners' regions, while the second one the European benchmarking of SUMP related GPs.

In terms of the overall approach of the identification and analysis of the GPs, it should be noted that the project is not focused on the simple analysis of SUMPs and their characteristics, but on higher-level objectives, namely:

- Definition of *support policies* that Regions can adopt to increase the number of cities involved in SUMP elaboration and adoption (overcoming the existing barriers to the start-up process). These policies are linked to Regions' interest towards their specific priorities.
- Definition of *support policies* that Regions can adopt to promote SUMP's elaboration and adoption at Regional level and to improve their effectiveness.
- Identification of *methodologies to support SUMP implementation process especially* for small-medium cities, and/or to insure proper integration with existing local planning tools or in a wider area perspective.

In order for a practice to be considered as GP for the REFORM project, two criteria were used.

Does the practice fit the GP definition?
The Interreg Europe programme manual states: "A Good Practice is an initiative e.g. methodology, project, process and technique, undertaken in one of the Interreg program's priorities which is already proved successful and has the potential to be transferred to different geographic areas. A GP is proved successful when it has already provided tangible and measurable results in achieving specific objectives".

Does the practice fit the GP explanatory grid?
An explanatory grid, based on the objectives of REFORM project, was created with the purpose to classify the GP according to a specific set of categories (described in Chapter 4).

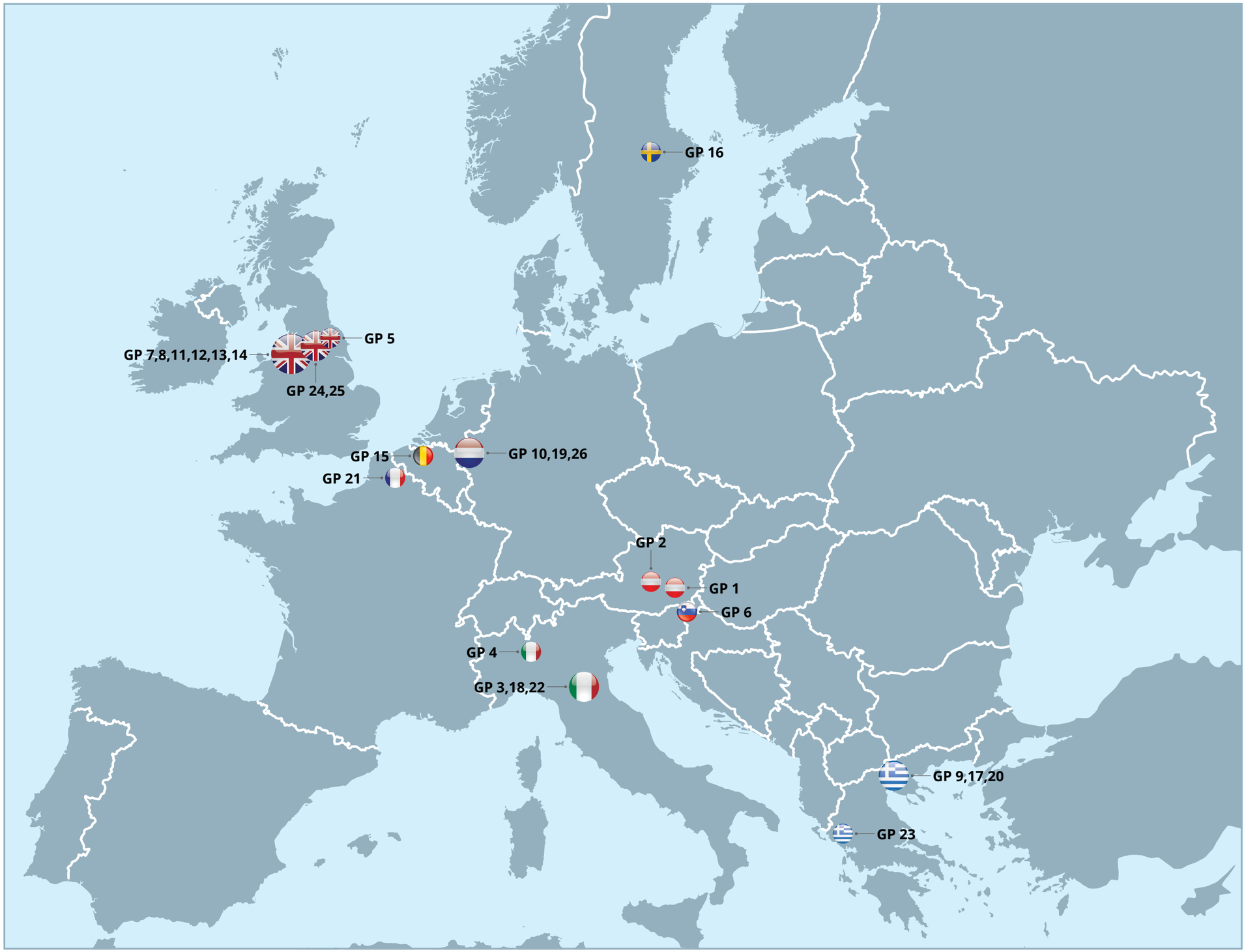
The selected Good Practices

A total of 26 Good Practices were identified across Europe. More information on each of the practice can be found in the related subchapters.

Table 2: The selected REFORM Good Practices

No.	Title	Area of influence
GP 1	"Mobility Management for Companies" competition: Involve local companies in local mobility management	Graz, AT
GP 2	Application of a Voluntary Mobility Audit Scheme in Judenburg	Judenburg, AT
GP 3	Bella Mossa: a gamification process to promote sustainable mobility	Bologna, IT
GP 4	Citizens' involvement in the LTZ congestion charge	Milan, IT
GP 5	LTP & Integration with Environmental Policy Sector (Low Emission Zone)	York, UK
GP 6	Comprehensive citizens' and stakeholders' involvement in SUMP development in a small city	Ljutomer, SL
GP 7	Creation of TfGM - an organisation to support transport delivery across the re-gion	Manchester, UK
GP 8	Development of a SUMP as a means of delivering a more innovative approach to local transport planning	Manchester, UK
GP 9	Development of the Mobility Monitoring Centre for the metropolitan area	Thessaloniki, GR
GP 10	Employer approach by Maastricht Bereikbaar: influencing employees' mobility behaviour	South Limburg, NL
GP 11	SUMP Evidence Base and Information Gathering	Manchester, UK
GP 12	SUMP Governance Structure	Manchester, UK
GP 13	SUMP Spatial Approach	Manchester, UK
GP 14	SUMP Stakeholder Consultation	Manchester, UK
GP 15	Identification of SUMP stakeholders across sectors and modes of transport	Ghent, BL
GP 16	MaxLupoSE: application of mobility management and land use planning guide-lines in a network of 12 cities in Sweden	Sweden
GP 17	Procedure for the development of SUMP National Technical Guidelines	Greece
GP 18	Regional funding scheme via Regional Operating Programme funds for SUMP development	Region Emilia-Romagna, IT
GP 19	Cooperation between municipalities and stakeholders to define vision, goals and priorities for a polycentric SUMP	Parkstad Limburg, NL
GP 20	Strategic Plan of Sustainable Urban Development of the Metropolitan area of Thessaloniki: participatory process for the development of the 2014-2020 Strat-egy	Thessaloniki, GR
GP 21	Scaling SUMPs: the example of micro-SUMP in Lille (micro-PDU)	Lille, FR
GP 22	Set-up of a special section within the Region Emilia-Romagna of an In-house company for managing traffic and mobility data	Emilia-Romagna, IT
GP 23	Use of the Regional Operating Programme Funds' to enhance the Regional Sus-tainable Mobility planning in Epirus	Epirus Region, GR
GP 24	West Yorkshire Combined Authority – Institutional & Governance Arrangements	West Yorkshire, UK
GP 25	West Yorkshire Combined Authority SUMP Stakeholder Consultation	West Yorkshire, UK
GP 26	Integrating SUMP process into the Regional Energy Plan - PALET	Parkstad Limburg, NL

Figure 3: Map of the REFORM Good Practices



GP 1: "Mobility Management for Companies" competition: Involve local companies in local mobility management

OBJECTIVES
To encourage local SMEs to introduce mobility management activities via the funding from the 'Mobility Management for Companies' competition

LOCATION
Graz, Austria

INSTITUTION INVOLVED
The city of Graz; local SMEs that implemented the format

TIMESCALE
Graz has organised two competitions: in 2012 and in 2014. The implementation phase is made the following year and is expected to bring results both on the short and long term

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General Framework

The city of Graz, with a population of 320,587 inhabitants, implemented and managed the format of the "Mobility Management for Companies" competition, inside of which the local small and medium-sized enterprises (SMEs) implemented specific measures.

This practice is a good one because of its innovative approach for involving private companies in developing original mobility management measures which can be included in local SUMP. It can represent a model for establishing active relationships between public and private players in the field of sustainable mobility. The money incentive allows wide involvement of SMEs and gives responsibility to both the company and the employees. Moreover, it allows to develop measures close to the citizens'/employees' needs.

It's important to point out that during the first phase of the competition, the participant companies have been trained on mobility management issues, resulting in an increased local know how and sensitivity about a correct management of employees' mobility.

Even if not directly related to SUMP development, it can be said that this practice is a good example of creating a sound basis for a fruitful involvement of stakeholders in the SUMP process and for implementing effective measures, based on a replicable format.

Detailed description of the GP and its implementation

In Graz, sustainable mobility (*Sanfte Mobilität*) is a continuous activity including tasks such as raising awareness for walking, cycling, use of public transport, and mobility management. In 2012 the City Council of Graz set a goal of reducing car traffic from the current 45% to 37% by 2021.

In 2012 Graz introduced a special financial support model, coming from the city's own resources, to encourage small and medium-sized companies to implement various mobility management measures. A competition called 'Mobility Management for Companies' was organised, in which a monetary award for the best five proposals were assigned, to be used for implementing the proposed mobility management activities.

Mobility management activities included single (or package of) measure(s) which would help to reduce car use in Graz. The Municipality keeps control of the measures, as it selects the projects that will receive money. The measures are designed at the very local level (company-level) to allow a good understanding of the issues/needs and a corresponding design of measures.

The competition only targeted SMEs because in Graz company mobility management was - if at all - mainly done by large companies and the city wanted to give an impulse to SMEs by the competition.

In addition, the municipality provided training to companies before the competition, so that they understand the objectives of the mobility competition.

In the first phase, the Municipality provided a set of training tools to all companies interested in taking part in the 'Mobility Management for Companies' competition.

The training tools included:

- A handbook (with e.g. general information on mobility management, a list of potential mobility measures per transport mode and a list of successful examples in Graz[6])
- Free evaluation consultation;
- Support for reaching relevant contact persons;
- Individual general support (phones, emails, etc.).

Afterwards, companies were invited to complete a dedicated application form, in which they had to specify the types of measures they would implement. Based on this application, the municipality calculates an overall score for each applicant and decided to award five companies.

The monetary prizes were paid directly by the municipality budget and they were allocated as follows:

- €10,000 for the winner
- €7,000 for the second place
- €5,000 for the third place
- €3,000 each for the fourth and fifth places.

In a second phase, companies implemented the measures that they identified. The city is completing an assessment of the implementation of measures and their results.

The award competition is innovative as a participation process as it does not rely on purely volunteer cooperation nor on (externalized) consultancy services.

The municipality (Department of Transport Planning) estimated the overall direct cost of the competition at about €60,000. For the municipality the costs associated with this GP were:

- the organization of the competition (consultation, communication, selection process, etc.)
- the money prize (around €28,000)

It is also expected that the companies will cover some of the costs and pay for additional measures and/or replicate the measures in other locations/sites.

Results achieved and problems encountered

To reduce the car modal share in the city of Graz, two competitions have taken place with the selection of 10 companies in total (i.e. 5 companies per competition) and reached the following results:

- No. of interested companies: 2012: 19; 2014: 23
- No. of full applications: 2012: 12; 2014: 16
- No. of employees at awarded companies - the choice was done purely on their proposed measure packages and not on company sizes: 2012: 494; 2014: 255
- Number of measures implemented: 2012: 113; 2014: 140
- Effect on mode share: 2012: 14% reduction of car driver trips; 2014: 12% reduction of car driver trips

Thanks to the competition, the selected companies developed a sense of responsibility towards mobility: e.g. Haberkorn GmbH, a company selected in 2012, has funded additional measures (bike racks) and replicated some of the measures in other sites and cities.

Analysis of transferability

To put into practice the described GP, a sufficient number of companies and budget line for monetary prizes are needed. The monetary prize has to be high enough to attract companies, but not so high that the city cannot economically benefit from the campaign.

Transferability in REFORM regions is possible. This mode of company's participation can be implemented at the regional level. All four REFORM regions have the sufficient size and economic activities to launch such a competition.

Regarding the resources necessary, staff time for development of the award campaign (project management skills required) is required. In addition, the measure requires the involvement of the mobility department staff for setting the objectives of the competition (and the evaluation criteria). Involvement of the economic department staff can help for reaching out at companies. The other resources are mostly financial (prize money and preparation tools).

[6]https://www.graz.at/cms/dokumente/10186590_7760376/1d8b82c8/BMM_leitfaden_2014_final_web.pdf

GP 2: Application of a voluntary Mobility Audit Scheme in Judenburg

OBJECTIVES
To enhance sustainable mobility and facilitate the planning process, through the identification of measures to improve the SUMP

LOCATION
Judenburg, Austria

INSTITUTION INVOLVED
The city of Judenburg;
FGM AMOR – Austrian Mobility Research

TIMESCALE
The Audit took 26 weeks from April to September 2013

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General Framework

The city of Judenburg (State of Styria, Austria) covers an area of 13 km^2 with 9.300 inhabitants. The city is an important trading centre for its surroundings, and main shops, supermarkets, restaurants, bars and other facilities and services are located here. The ADVANCE Audit, that takes its name from the project itself, is a practical tool providing a systematic evaluation method and guidance for a successful SUMP. The city undertook an ADVANCE Audit to assess the current situation and obtain a list of measures and priorities to enhance mobility and facilitate its planning.

The Audit improved the cooperation inside the city among the bodies involved in traffic-related issues and provided information on traffic from an internal point of view. To address these issues, the audit resulted in practical measures, included in an Action Plan (*ADVANCE Massnahmenplan*) which gives information about the measures to improve sustainable mobility in Judenburg.

This practice shows how a methodological standard tool can help cities in making easier the way of developing the SUMP, and can help them in analysing needs.

Detailed description of the GP and its implementation

Judenburg is part of the Covenant of Mayors and the Austrian e5 programme (i.e. Austrian version of the European Energy Award). As part of its commitment towards sustainability, the city started to intensify investments in sustainable urban transport, as traffic-related emissions and the number of trips by car were rising.

The ADVANCE Audit Scheme helps cities and municipalities to assess the quality of their urban mobility planning and it is a practical tool providing a systematic evaluation method and guidance for a successful SUMP. The idea behind ADVANCE is that it compares the cities' mobility planning to an ideal sustainable urban mobility planning process. The ADVANCE Audit is an IEE-funded project which ran from 2011 to 2014.

Judenburg objectives were to:

- Obtain a list of measures and priorities to enhance the mobility and facilitate its planning;
- Improve the cooperation among bodies involved in traffic problems and environment protection;
- Identify measures to improve SUMP;
- Satisfy the mobility needs of people and business.

Afterwards, companies were invited to complete a dedicated application form, in which they had to specify the types of measures they would implement. Based on this application, the municipality calculates an overall score for each applicant and decided to award five companies.

ADVANCE defines five Mission Fields as the main elements of a SUMP. The audit consists of a self-assessment questionnaire regarding these fields to be filled out by the ADVANCE working group, which are cities' representatives and internal stakeholders. Moreover, there is an Auditor to facilitate and moderate the process; in the case of Judenburg two external Auditors were present.

The steps to be carried out as part of the audit are the following:

1 - "Analysing the status": the Auditor introduces the Audit to the city, then the working group is invited to the 1st meeting, during which the questionnaire is explained.

2 - "Assessment": the working group fills out the questionnaire and forwards it to the Auditor. During a 2nd meeting, the individual answers are discussed and agreed.

3 - "Prioritisation": based on the output of the second step, during this phase the working group together with the Auditor priorities actions to be discussed in the third meeting (M3), and drafts an action plan.

4 - "Final Action Plan": production of an Action Plan to be presented to the decision makers of the city in the 4th meeting of the ADVANCE working group.

5 - "Audit Report and certification": during this step the Auditor writes the final ADVANCE Audit report and the city receives the ADVANCE Certificate.

The implementation process in Judenburg involved different actors. The key actors, responsible for developing the Audit, were:

- Political actors (e.g. City Mayor), people responsible for financial matters (e.g. ministries), authorities and skilled actors of the public administration.
- Implementation actors, i.e. the ones responsible to implement the measures of a SUMP, such as public transport operators, police and infrastructure responsible.
- Primary actors, i.e. the ones that were going to be affected by the measures such as the user groups and all the related community and neighbourhoods (different social groups and professions, NGOs)

The Audit provided much information about traffic, which was later used to enhance mobility, providing an internal point of view about some problems of the city.

Results achieved and problems encountered

The objectives were achieved through the submission of an Audit, which led to a successful list of measures adopted and developed to improve the mobility in the city. Moreover, from the prioritisation process, some recommendations emerged for the city including:

- Need for the definition of an annual budget for mobility investments;
- Need of informing better Judenburg's citizens about mobility measures;
- Possible introduction of a local mobility coordinator;
- Implementation of a study to increase the performance of the inner city bus (including passenger survey)
- Improvements of the interface of the inner city bus and the regional / national rail
- Promotion of cycling tourism

Even if there are no specific indicators to evaluate the results achieved, the output of the Audit provided much information about traffic in the city, which was used to improve environment protection and to enhance the mobility planning.

Analysis of transferability

No specific prerequisite is requested to participate to the Audit. Therefore, this GP can be considered fully portable and transferrable to other contexts. As a proof, the ADVANCE Audit was successfully implemented in many European cities, for example: Maribor (Slovenia), City of Agioi Anargyroi & Kamatero (Greece), Pruszcz Gdański (Poland), Malmo (Sweden) Ploiesti (Romania), Schaerbeek (Belgium), Szczecin (Poland), Terrassa (Spain), Žilina (Slovakia). Many of these cities used ADVANCE to develop their own SUMP.

GP 3: Bella Mossa: a gamification process to promote sustainable mobility

OBJECTIVES
To foster sustainable mobility through an app that rewards citizens who choose public transport and soft mobility

LOCATION
Bologna and its metropolitan area, Italy

INSTITUTION INVOLVED
Promoted and organized by SRM – Reti e Mobilità, the agency for local public transport of the Municipality and Metropolitan City of Bologna;
Sponsored by: Metropolitan City of Bologna, Municipality of Bologna, other municipalities, University of Bologna, Chamber of Commerce of Bologna;
Partners: 85 private partners that contributed with additional funding and/or vouchers and discounts, in addition to the support offered by TPER (local transport operator).

TIMESCALE
1st April 2017 – 30th September 2017

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General Framework

Bologna is the most important urban centre in Region Emilia-Romagna. It covers 3,703 km^2 and includes 1,009,673 residents, and it is home to many shops, universities, and industrial activities.

Bella Mossa was the first experience in Italy to promote sustainable mobility on such a large scale through a gamification process, which also provided mobility data for planning purposes (development of a SUMP). A rewarding system was in place and strong incentives were given to those citizens using public transport and other soft modes of transport. The Bella Mossa initiative involved a great number of users and gained much success in Bologna.

Detailed description of the GP and its implementation

Technology can effectively support to reduce the use of private transport and clean fuel vehicles. Gamification is a proven process consisting in adding game like elements to encourage participation. Bella Mossa used gamification as a fun way to encourage people using sustainable mobility and quite a new approach. In the Bella Mossa initiative, there were challenges among single user or companies' teams that aimed at fostering a sustainable way of moving.

Specifically, the app foresaw a rewarding system: every trip made by foot, bike, public transport system or car sharing is collected and assigned a score. When a threshold is reached, rewards are available for the user to spend. At the same time, the collected data are available to public administration for planning purposes.

The Bella Mossa initiative used an already existing app called BetterPoints, developed by a British company 7-8 years ago for campaigns focused on behavioural change. However, the app was heavily customised by SRM to adapt it to the purposes of the Bella Mossa initiative. In fact, Bella Mossa gave a reward not only to users who changed their means of transport, but also to users who already moved in a more sustainable way. Moreover, the rewards were offered by sponsoring commercial activities in Bologna that have acquired visibility. The Bella Mossa initiative was implemented from 1st April to 30th September 2017, but it was possible to claim rewards until the 31st of October and use it until the end of 2017.

Moreover, what is important to underline is that the SUMP of Bologna is going to use information and data collected through the Bella Mossa initiative.

Bella Mossa project was co-financed by EMPOWER European project, within Horizon 2020. The EMPOWER project allocated 100,000€ to develop the campaign, divided in: 25,000€ for ICT; 25,000€ for recruitment; 25,000€ for marketing. The remaining amount was redistributed on marketing and recruitment.

Results achieved and problems encountered

The app was a great success among people: the developers aimed to involve 10,000 citizens, but over 21,000 users made an account and, among these, 15,000 were active users (i.e. used the app regularly). Users were very satisfied about it:

- 84% of the users declared that they would participate again if the process was repeated;
- 73% of the users declared to have reduced the use of the car and the 77% declared to walk more;
- 64% of the users declared to have a better opinion of the urban accessibility.

Analysis of transferability

To investigate citizens' movement habits it is easier to use an app and a gamification process as Bella Mossa than the original surveys made by other projects (e.g. phone interviews): a higher quantity of citizens is involved, for a continuous time interval. Moreover, through a rewarding system, people are more driven to participate and improve their behaviours.

The app was not developed for Windows Phone operative system, because statistics shows that only 5-6% of smartphone users has WP operative system. The cost to develop the WP version would have been too high to be considered worthy.

The GP can be considered portable and transferrable to other contexts. The crucial point is the definition of a proper rewarding scheme balancing cost and benefits for the public administration. Rewards can be provided in different forms, directly by the municipality or through agreement with commercial partners interested in gaining visibility and improve their reputation. Its transferability is largely proved by the CIVITAS award won. Skilled people to develop and implement the app are necessary. For an app user, a smartphone and data connection are the prerequisites to use Better Points.

GP 4: Citizens' involvement in the LTZ congestion charge

OBJECTIVES
Decreasing vehicular access to the Area C

LOCATION
Milan, Italy

INSTITUTION INVOLVED
Milan City Council;
AMAT – Agenzia mobilità, Ambiente, Territorio as operating agent

TIMESCALE
2012 - ongoing

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General Framework

The so-called "Area C" (i.e. LTZ) of Milan covers an area of 8.2 km^2, which accounts for the 4.5% of the whole territory of the Municipality of Milan, and includes 77,950 residents. The area has an outstanding attractiveness because of the activities and services settled in, that determine during the central daylight hours an average of 39.000 persons/km^2, with a peak of almost 140.000 person/km^2 within the historic centre.

This good practice deals with the introduction of a congestion charge, which displayed a very good participative project involving the whole local population and it reached excellent results in terms of traffic reduction, safety increase and pollution reduction over the area and in the neighbouring. It also generated a huge amount of income to be reinvested in sustainable mobility.

The implementation of this measure had some important fallouts influencing also the development of the SUMP in Milan: the adopted technology gives the possibility to have a clear view of the motorized mobility in the centre of the city and can support models and forecasts, providing a set of valuables data to support SUMP analyses. The adopted participative practice supported the successful implementation of a very critical measure and it represents a model for the urban planning management and implementation processes of complex matters such as SUMP.

Detailed description of the GP and its implementation

Improving the life conditions of those who live, work, study and visit the city is the goal of the Congestion Charge in Area C. Milan experienced two types of road pricing scheme: a pollution charge 2008-2012 and a congestion charge 2012 –present. This second scheme was setup following the results of a bottom-up referendum, approved by 79.1 % of voters, asking a plan of action to enhance public transport and alternative mobility, the extension of the road charge to all vehicles (except those with zero emission) and the progressive widening of the area subjected to the pricing. The congestion charge is based on a system of tickets, to be paid by the vehicles entering the zone.

"Area C" can be considered an innovative project and a best practice for the experiences gained, the participative process and the methodology (bottom-up approach). The project included a very good participative approach through a referendum involving the whole local population. The implementation process started in 2008 by the start-up of a Pollution charge into "Area C" of the city, followed by a referendum that approved the congestion charge into the same area, in which all the main mobility stakeholders were involved.

Incomes from the congestion fee in 2016 resulted in over 28 M €, all reinvested in project or sustainable mobility.

Results achieved and problems encountered

The good practice reached excellent results in terms of traffic reduction, safety increase and pollution reduction over the area and in the neighbouring ones.

The results and some of the most relevant figures achieved are summarized below:

- Decrease of road traffic and road accidents (about 26-29% reduction);
- Increase public transport speed (between 2 % and 4.4%);
- Increase of public transport users (+12% on surface PT; + 17% on Underground);
- Raising funds for soft mobility infrastructures (+10%);
- Decrease of polluting vehicles and increase of cleaner vehicles;
- Less emissions of pollutants and reduction of black carbon (28% to 52%);
- Increase in productivity (+ 10% on freight deliveries in the city).

From a practical point of view, the electronic gate system provides most of the traffic data needed for evaluation purposes. Air quality control system was used to monitor the pollution. Much data was available before the starting of the implementation of the GP.

Analysis of transferability

The practice is considered fully transferable to cities and Regions which have a very attractive/touristic city centre. Many cities have already adopted an LTZ, but the case of Milan was outstanding because of the participatory process which could be replicated elsewhere. Finally, all professional skills seem to be available. Professional communicators are needed too, to facilitate the participative process.

GP 5: LTP & Integration with Environmental Policy Sector (Low Emission Zone)

OBJECTIVES
Demonstrate that SUMP preparation and development can be closely aligned to wider policy agenda topics such as environmental protection and the development of the city's pioneering Low Emission Zone

TIMESCALE
2012 - ongoing

LOCATION
York, UK

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INSTITUTION INVOLVED
City of York Council

General Framework

The City of York, part of the Leeds City Region, has a population over 195,000 inhabitants and a strong historic/heritage and assets that generate a significant tourism industry, as well as strong academic focus with its university. Key assets include things such as the city walls, green spaces, a prosperous economy, an extensive Park & Ride system, good rail links, an extensive cycle network and new development sites.

York's transport strategy (LTP) was developed under the following five themes:

- Providing Quality Alternatives to the car to give more choice and enable more trips to be undertaken by sustainable means;
- Improving Strategic Links to enhance the wider connections with the key residential and employment areas in and around York, and beyond;
- Encouraging Behavioural Change to maximise the use of walking, cycling and public transport and continue improving road safety;
- Tackling Transport Emissions to reduce the release of pollutants harmful to health and the environment; and Enhancing Public Streets and Spaces to improve the quality of life, minimise the impact of motorised traffic and encourage economic, social and cultural activity.

Given the city-wide air quality issues facing the city, managing emissions from traffic is a key element of the LTP, which requires good integration with other environmental planning currently taking place in the city.

Detailed description of the GP and its implementation

Transport currently produces a significant proportion of York's greenhouse gas emissions and pollutants. A draft framework for developing a Low Emission Strategy (LES/LEZ) was approved in 2011.

Regarding the regulatory framework, the Local Transport Act 2008 retains the statutory requirement (from the Transport Act 2000) to produce and review Local Transport Plans and policies. One of the five strategic themes in the City of York's Local Transport Plan 2011-2031 (LTP3) is 'Theme 4 – Tackle Transport Emissions'. This theme encompasses the actions required to reduce emissions of CO_2 and oxides of nitrogen (NO_x), particularly NO_2, attributable to transport. LTP3 will also be the main delivery document for Air Quality Action Plan (AQAP3) and the LES. Several LTP initiatives are helping support the LES strategy in York including:

- *York Hierarchy of Transport Users:* York was one of the first local authorities to adopt a 'Hierarchy of Transport Users'. This sets the order of priority in assessing the needs of various transport users when considering putting any transport network, highway or land. The hierarchy has been a successful policy within LTP1 and LTP2 and continues in LTP3.
- *Development of Electric Park & Ride Vehicle Fleet:* In August 2017, York became the first UK city outside London to trial a new fully electric double decker bus system, using a £3.3m Government funding grant to introduce 24 new emission-free buses. There are six park-and-ride sites around the city to help reduce traffic in the city centre and the new scheme will see 'greener' buses introduced to improve fuel emissions citywide, placing York's Park & Ride as one of the most sustainable and efficient in the country.
- *Cycling City Focus on Non-motorised urban mobility solutions:* LTP3 aims to build on LTP2 and the large amount of work that has been undertaken to develop cycling in York through its status as a 'Cycling City'. There is a major focus on breaking down the barriers that stop many people from choosing to cycle, including many initiatives (e.g. making bikes more affordable, a sweeping and gritting unit dedicated to cycle lanes and tracks, development of a cycle orbital route using on and off-road paths; etc.).

Regarding the innovation field, the integration of the environmental strategy (LES) with LTP3 demonstrates a close relationship between York's wider policy agenda and aim to support more than just transport-related objectives. As the city's first Low Emission Zone (LEZ), clearly aligned with LTP3, this forms an innovative approach to delivering both urban mobility solutions in the city, as well as meeting air quality standards/objectives in parallel.

Results achieved and problems encountered

Through a series of successful Local Transport Plans (LTPs) and Air Quality Action Plans (AQAPs) traffic levels in the city have been reduced. Bus patronage increased by over 5 million passengers (+54%) between 2001 and 2006 (and has been broadly stable since despite falling patronage elsewhere in the country), peak period traffic levels have remained stable since 2006 and cycling levels have increased more than 15% since the introduction of the Cycling City York programme in 2008.

The LTP supports the delivery of CO_2 emission reduction targets in the Climate Change Framework and Action Plan (CCFAP) and is a key delivery mechanism for the AQAP (Air Quality Action Plan). City of York Council's LTP3 covers the period April 2011 to March 2015 and beyond to 2031, building on the success of the first two LTPs.

Indicators of growth include increases in public transport patronage (bus-based including Park & Ride), as well as increases in pedestrian and cycling trips. Aligned with the LEZ, and AQAP, there are issues relating to the annual average concentrations of NO_2 which have been shown to be increasing within the AQAP areas.

The key achievements from the second Local Transport Plan (LTP2), up until 31 March 2011, include:

- Peak period traffic levels have been stable since 2006;
- Improved safety and access at several junctions on the A1237 Outer Ring Road;
- Improvements to the main southern radial route into York with better facilities for pedestrians, cyclists and public transport users;
- Around 3 million Park & Ride per annum;
- A 45% reduction in killed and seriously injured road casualties – achieved a year ahead of the target;
- 95% of schools in York having a travel plan in place, and
- +10% increase in cycling thanks to the delivery of the 'Cycling City Programme'.

Analysis of transferability

The described GP requires close collaboration and working between environmental and transport departments within a regional or local municipality context.

Lessons learnt from integration of environmental and transport Policy agenda can be adapted and considered by other European regions and municipalities where air quality issues have been identified to be a major problem.

Regarding the resources needed, requires close collaboration and working between environmental and transport departments within a regional or local municipality context.

GP 6: Comprehensive citizens' and stakeholders' involvement in SUMP development in a small city

OBJECTIVES
To create a SUMP pertinent with citizens' needs and expectations

TIMESCALE
2012 - ongoing

LOCATION
Ljutomer, Slovenia

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INSTITUTION INVOLVED
Municipality of Ljutomer

General Framework

Ljutomer is a town in north-eastern Slovenia and includes 12.000 inhabitants. The practice describes a successful strategy to involve citizens and stakeholders in creating a SUMP, as illustrated by the selection of Ljutomer as one of the three finalists of the SUMP Award in 2012 (on this theme) and the implementation by a small city.

Detailed description of the GP and its implementation

The objective is to make stakeholders and citizens more involved, so it ultimately improves the quality of the SUMP and its measures. To reach the objectives all citizens were contacted (survey, communication via large-public media) as well as the following stakeholders: bus transport operator, school bus operator, road safety council, police, local tourist organization, local NGO for environment. This GP was already successfully applied for the first steps of SUMP development and will be the basis for continuous involvement of stakeholders in the next steps of the SUMP process.

The consultation culture was not much embedded in the city and there was a specific challenge due to the size. The consultation process for the SUMP was the first one to be implemented in Ljutomer.

First of all, Ljutomer created different groups and consulted them via different channels and for different purposes and this resulted in proposals for improving the SUMP. It also increased the sense of ownership and responsibility of the involved stakeholders and citizens.

To implement the practice, interviews with relevant stakeholders took place. A group of reviewers visited all relevant stakeholders involved in transport systems in the city, as well as key representatives of specific user groups. Structured interviews focused on main success stories and barriers each stakeholder could identify on the topics. The results were compiled in a report and helped with identification of main drivers and problems to address in the SUMP.

A short survey was carried out shortly after. It contained a short introduction of the process, benefits of the preparation of the SUMP and explanation of further possibilities for the involvement of the residents. The survey focused on residents' satisfaction with the current mobility system and opinion on possible development scenarios. A very important question asked the residents was what would be the first thing they would change if they were the mayor. To improve the response rate, a prize consisting in a fold-up bike was drawn between the returned forms. Results were integrated into the preparation phase of the SUMP.

Moreover, a project group was established. It combined key stakeholders from the municipality administration, from other organizations (schools, police, etc.) and public. All key stages of the SUMP development process were discussed within this group.

Finally, an active travel group was established as a part of a European project that focused on promotion of active lifestyle of different age groups trough securing possibilities for active travel on residents' daily trips. Many goals and activities of this project supported the development of the SUMP.

The residents were informed about the activities taking place in the municipality within the development of the SUMP. The main public event was "Day of active mobility in Municipality of Ljutomer" where all inhabitants were involved in different activities promoting sustainable mobility.

Ljutomer was the first city in Slovenia implementing a SUMP and was also the first in involving the citizens.

The process required mostly staff time. However, some activities are costly, such as survey process, communication products, etc.

The total amount of costs is not known yet, but the Active Travel Group and Day of Active Mobility cost 3000 euros, while the 27 in depth interviews with stakeholders cost 500 euros.

Results achieved and problems encountered

To evaluate the results of the GP it is possible to take into account the number of citizens involved (participation rate to survey). A quantitative participation is provided by the number of activities and the qualitative participation is provided by the improvement of measures/SUMP.

A monitoring is made by the project group which is consulted on a regular basis and give advice on measures to change/improve, the ones to abandon and the ones to start.

Finally, regarding potential problems encountered during the process, it should be mentioned a lack of involvement of citizens in a first phase and frontal disagreement in a second phase.

Analysis of transferability

There are no prerequisites for the implementation of this GP, but the replication is probably easier for a city of a similar size, even though most activities can be replicated at a larger scale.

Regarding potential weakness, a lack of responsiveness/interest from the citizens or the stakeholders could be the only problem.

There is the possibility to transfer this to the REFORM regions, especially the ones having smaller cities preparing/implementing SUMPs.

To be implemented, this GP requires time and efforts on the long term, coordination and project management skills, as well as some more transport-related technical skills. The financial effort is moderate.

GP 7: Creation of TfGM - an organisation to support transport delivery across the region

OBJECTIVES
GP demonstrates how effective SUMP preparation and delivery can be supported by Regional level organisation and funding

LOCATION
Greater Manchester city region, UK

INSTITUTION INVOLVED
Greater Manchester Combined Authority (GMCA)

TIMESCALE
2011 - ongoing

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General Framework

Greater Manchester is a polycentric city region in the UK, made up of ten districts: Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan. The city region is governed by the Greater Manchester Combined Authority (GMCA), which consists of ten indirectly elected members, each one from one of the ten districts, and the elected city region mayor. The city region has a total population of 2.7 million.

The practise that is going to be described is a GP because a single, regional transport authority has enabled significant improvements in transport planning at a strategic level and has also allowed the ten districts in Greater Manchester to work in collaboration on major infrastructure investments such as the Metrolink network. It has also enabled the Greater Manchester sub-region to secure significant funding.

The creation of a centralised Body responsible for the transport policies of a wide area is a powerful tool for ensuring integration between different local plans and visions and can represent (when local conditions allow such a solution) the most effective way of developing and maintaining a large territorial scale SUMP.

Detailed description of the GP and its implementation

Transport for Greater Manchester (TfGM) is a not-for-profit organisation that delivers the GMCA's transport policies. It coordinates transport networks across the region, decides where to invest transport funding, and owns and runs the Metrolink tram service. It also manages walking and cycling infrastructure investment and promotion, the ownership of the Metrolink network, the strategic planning for the key route network. Moreover, it subsidises the socially necessary bus routes and it coordinates the city region requirements to secure national funding for investment.

From 1974 until 2011 the transport authority was Greater Manchester Public Transport Executive. Then a reformation of local government arrangements in Greater Manchester granted the city region more powers and enabled a rebranding and reallocation of responsibilities, splintering governance over transport policy in the districts under one body. Alongside TfGM, the TfGM Committee was established which consists of 33 councillors who have voting rights on most transport issues.

In 2011, new powers relating to transport were devolved from national government and in recognition of this TfGM took on the responsibilities that were devolved along with additional responsibilities from the ten districts.

This was the first time transport had been planned at a strategic and regional level in the UK, which also received sign off from a city region level body (the GMCA). Previously some aspects of transport had been planned locally, which limited the amount of collaboration and cross-district coordination.

Results achieved and problems encountered

The largest result achieved to date has been the securing of the Transport Fund: a £1.5bn fund for transport investment across a number of projects, including a Metrolink expansion.

Moreover, an integration with wider planning in the city region including spatial and health planning emerged. Indicators of growth include increases in public transport patronage, improvements in housing development locations and economic growth.

Analysis of transferability

To implement the GP a regional level body to direct the functions of a regional level transport authority is required. However, the GP is easily adaptable for project partners and European regions with a similar governance structure at a regional level.

Regarding the resources, organisation is required at a regional level and support required at a political level.

GP 8: Development of a SUMP as a means of delivering a more innovative approach to local transport planning

OBJECTIVES
Greater Manchester demonstrates the benefits of a continual process of LTP preparation and the need to understand that the SUMP document is not the end

LOCATION
Greater Manchester region, UK

INSTITUTION INVOLVED
UK national government;
Great Manchester Combined Authority – GMCA

TIMESCALE
Each strategic transport authority has prepared an LTP since 2000

CONTACTS
TfGM (Transport for Greater Manchester)
2 Piccadilly Place, Manchester, M1 3BG
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clara.dolce@tfgm.com

General Framework

The Local Transport Plan (LTP, the UK equivalent of SUMP) is a statutory requirement under the Transport Act, 2000, as amended by the Local Transport Act, 2008.

All Local Transport Authorities within the UK are required to prepare a LTP and keep it up to date. Within Greater Manchester, Transport for Greater Manchester has taken the initiative to developing a SUMP.

Detailed description of the GP and its implementation

Having a statutory requirement for an LTP/SUMP ensures each strategic transport authority (county councils, unitary authorities, passenger transport authorities and London Borough councils) prepares a document that meets the needs of the area. Each area is required to produce an LTP/SUMP. The process for preparing it differs by location, however the ten districts have worked together voluntarily for many years to produce LTPs in Greater Manchester.

Broadly, LTPs must outline the current baseline about transport, set out objectives and a programme for achieving these objectives, finally it must outline 'bids' for funding from the Department for Transport.

The innovative focus of the Greater Manchester Transport Strategy 2040 (SUMP) is that it focuses on the requirements of different types of journeys, rather than the needs of different modes. This means that the SUMP is able to take a holistic view of the investment needed:

- to improve connectivity to global markets;
- transform journey times to other major cities;
- capitalise on the potential of a rapidly growing Regional Centre,
- create better linkage between jobs and homes across the wider city-region;
- provide 'first and last mile' connections within neighbourhoods that will make sustainable travel an attractive option.

The Financial resources needed for implementing the GP are dependent on the strategic transport authority and area in which the LTP is being developed.

Results achieved and problems encountered

To sum up, all areas are covered by an LTP. However, not all areas will collaborate on LTP development, so further work is required at a local level to ensure LTPs support all aspirations including local ones. Improved access to national funding due to already having a programme of activity set out for investment.

The main evaluation indicator for LTPs is that the national government continues the practice of requiring strategic transport authorities to have one. The LTPs support national investment and enable the national government to have greater awareness of local issues across the country. Alongside this, the LTPs offer long-term aims and goals for local authorities.

The LTPs are prepared locally and may not be prepared in collaboration with neighbouring areas. Also, the quality of LTP will differ based on the area that is preparing the LTP.

Analysis of transferability

National requirements ensured strategic transport authorities developed an LTP. However, an area could produce an LTP voluntarily. Resources would be required to prepare the document, either internally or by procuring external expertise.

Some obstacles to put into practice the GP could be the buy-in locally from the strategic transport authority, local public bodies and governing bodies.

The GP could be utilised by partners or other regions. However, it can be resource intensive and may be difficult to implement without it being a national requirement.

GP 9: Development of the Mobility Monitoring Centre for the Metropolitan area

OBJECTIVES
To support planning and decision making related to mobility;
To monitor the operation and development of the mobility and transport system of the city;
Provide easy access to information for better management of all issues related to urban mobility;
Provide a platform where different actors can share and disseminate data
Provide information to the general public;
Promote sustainable mobility, and as a result, improve quality of life in the city.

LOCATION
Thessaloniki, Greece

INSTITUTION INVOLVED
Hellenic Institute of Transport of the Centre for Research and Technology Hellas (CERTH/HIT); Region of Central Macedonia (RCM) authority; RCM Municipalities; Thessaloniki's Public Transport Authority (PTA); Taxiway association

TIMESCALE
2012 - ongoing

CONTACTS
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certh@certh.gr

General Framework

The GP has been implemented in the Region of Central Macedonia and involves all the municipalities of the Thessaloniki Urban Area, i.e. the Municipalities of Thessaloniki, Kalamaria, Delta, Kordelio-Evosmos, Neapoli-Sykies, Pylaia-Chortiatis, Pavlos Melas and Ampelokipoi-Menemeni.

Thessaloniki is the second largest city in Greece, with an urban area of 111.703 km2 and 788,952 inhabitants.

The total number of vehicles in the city exceeds 777.544, including private cars, heavy vehicles and motorcycles.

The development of the mobility monitoring centre of Thessaloniki is a GP because it offers a tool for monitoring and assessing the mobility system, a support for planning/decision making, a tool for evaluating the implementation of various measures in the mobility system and a regional scale implementation. Finally, it fosters the cooperation and it has a regional scale implementation.

Detailed description of the GP and its implementation

Through different initiatives, a mass of mobility related data is being produced and their content must be put together. Hellenic Institute of Transport of the Centre for Research and Technology Hellas (CERTH/HIT) set up a Mobility Monitoring Centre, working on two main fields:

- Development activities (2010 – ongoing): In the framework of different European projects the transport systems of Thessaloniki have been (and is being) equipped with ITS systems to monitor and manage traffic. At the same time useful data for all modes of the city's transport network have been collected and fed the traffic simulation model set up for the city;
- Cooperation agreements (2014 - ongoing): CERTH/HIT and stakeholders have agreed to work together and support the operation of the Mobility Monitoring Centre of the city by providing data and developing the necessary interfaces.

The innovation of the Mobility Monitoring Centre lies on the fact that it integrates data originating from different sources, such as traditional sensors (loops, radars, etc.), probe data, social content (i.e. Facebook, etc.) and mobility simulations, creating a mobility dashboard to improve the knowledge about all transport networks of the city and the mobility overall.

To implement the practice several steps were followed:

- ITS infrastructure composed of traffic sensors, G5 ITS stations, VMS, smart traffic lights, GPS equipped vehicles and Bluetooth detectors have been installed and operate along the network of Thessaloniki;
- Advanced visualization and indicators estimation tools have been developed;
- Installation of Big Data infrastructure for processing and analysing multi-source data in real time;
- Web data grabbers for collecting activity-related data from social networks are used;
- Development of data analysis and algorithm as complementary tools;
- A transport modelling lab with dedicated software for static and dynamic traffic assignment, 4 step modelling and traffic micro-simulation has been set up;
- On-line services for interaction with the travellers (i.e. Mobithess and Easytrip) have been developed);
- An open data portal providing aggregated traffic data for Thessaloniki following open data standards is available.

The resources used came from several projects that have been implemented by various actors of the city of Thessaloniki. A draft estimation of the financial resources used is 6 million euro.

Results achieved and problems encountered

The capabilities of the Monitoring Centre have been used:

- To develop the SUMP of Thessaloniki based upon a cooperation between the Municipality and CERTH/HIT;
- For other activities of the Municipal Planning departments (i.e. to assess parking measures, pedestrianization or the introduction of new services);
- For traffic management that is under the responsibility of the Region of Central Macedonia;
- For the Thessaloniki taxi fleet operations;
- For the Municipal police operations planning;
- To create the environment for a Smart Mobility Living lab used for research and scientific purposes.

Thanks to the practice, Thessaloniki has been included in the Smart Cities Mapping in the EU (in the area of Smart Mobility).

To evaluate indeed the results achieved, some indicators have been identified:

- regarding the real time traffic info feature of the MC, network coverage is the key;
- Regarding the info mobility services, active users per year (120.000 unique users in 2016) are used.

The main problems encountered are related to limited financial sources and to the difficulty in achieving cooperation agreements with data owners.

Analysis of transferability

To implement the described practice, some elements are needed:

- Availability of a significant set of automated systems that could provide data to the monitoring centre;
- Funds for ITS infrastructures and implementation in general;
- The availability of a technical know-how and high level skills;
- Cooperation agreements with data providers.

Regarding potential problems to manage, lack of ITS systems to support the data collection and first level systems providing data should be kept in mind. There is also the challenge related to the big data management. Nevertheless, professional skills are needed.

Finally, the GP can be considered transferrable to other Regions and cities, especially large ones where several mobility aspects need to be integrated, and is a perfect instrument for supporting decision policy.

GP 10: Employer approach by Maastricht Bereikbaar: influencing employees' mobility behaviour

OBJECTIVES
To stimulate more sustainable transport of the employees by offering pilot deals for public transport, bikes (electric too) and carpooling etc.

LOCATION
South Limburg, the Netherlands

INSTITUTION INVOLVED
Parkstad, Municipality of Heerlen and Maastricht Bereikbaar

TIMESCALE
2013 – 2016

CONTACTS
Paul Alzer - Parkstad Limburg
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General Framework

The Region of Parkstad Limburg includes eight municipalities with a total of 255.000 inhabitants. The Region is situated in the South of the Province Limburg as the regions around Maastricht and Sittard-Geleen. The employers approach was conducted in this South Limburg area.

The Employers Approach is a regional tool for influencing employees' mobility behaviour as a way of enhancing involvement and participation in a direct way on personal travel. Instead of offering mobility in road infrastructure or public transport, in this GP people are offered advice and choices on their own mobility. It raises the awareness of employees and offers them new mobility opportunities.

Detailed description of the GP and its implementation

The employers approach foresees to work with a mobility broker that visits companies to stimulate more sustainable transport for the employees by offering pilot deals for public transport, bikes (electric too) and carpooling etc. This approach is part of the regional SUMP to stimulate the mobility, cycling and public transport.

To foster the GP, it can be noted that employers can use tax benefits (benefits from national tax law) or compensation of costs for employees using bikes or public transport.

A broker visits the employers of all bigger companies in the region and makes an analysis of the transport situation of employees, regarding the geographic, socio-economic and mobility aspects. The broker then offers alternatives for car travel and the employers can offer the alternatives to the employees (pilots using tax refunding scheme or direct compensation of costs).

The innovative aspect of the GP is the direct tailor made offers on using public transport, e-cycles, etc. The amount of the resources used is € 50.000 for the mobility broker. The costs for the pilot deals, instead, were paid by the companies.

Results achieved and problems encountered

To provide a better idea on the results achieved:

- 60% of the reached employees participated in the pilot deals
- 15% of visited employees changed at least one day a week their travel behaviour in a more sustainable way (more public transport and cycling)
- This resulted in less car traffic in rush hours and saved energy

Further data are provided by Maastricht Bereikbaar that monitors the kilometres travelled in peak hours.
The main problem encountered is that it took a lot of effort to reach the employees and change their mobility behaviour. The results have been that 40.000 cars in daily rush hours were reduced of 700 cars (for the whole area, source Maastricht Bereikbaar monitoring).

Analysis of transferability

To adopt the GP described, some prerequisites are needed:

- A budget to work with
- The willingness of companies to cooperate
- Someone able to visit and analyse the transport situation of employees and money to pay alternatives (the broker to promote pilots - € 50.000)

Risks that could come up are lack of will or budget from the involved parties, however, the GP can be considered fully transferable to every region with the right prerequisites.

GP 11: SUMP Evidence Base and Information Gathering

OBJECTIVES
GM demonstrates the breadth of information used to communicate the issues and define the ambitions

TIMESCALE
October 2015 - February 2017

LOCATION
Greater Manchester city region, UK

CONTACTS
Transport for Greater Manchester (TfGM)
2 Piccadilly Place, Manchester, M1 3BG
T: 0161 244 1586

INSTITUTION INVOLVED
Transport for Greater Manchester

General Framework

The practice consists in the collection of thematic data on general urban and mobility planning. Evidence base supports Manchester's Transport Strategy and it is a collection of classified catalogues of data of paramount importance for:

- increasing the quality of the general mobility planning process, and especially the preparation of SUMP as the general framework of mobility actions
- to integrate the different kind of planning instruments, that can rely on a homogeneous set of data and evidences
- To facilitate the development of plans by smaller Local Administrations, as data collection and elaboration represents a significant amount of the efforts in preparing SUMPs and generally planning instruments.

Detailed description of the GP and its implementation

Six evidence bases were compiled to support the development of the Greater Manchester SUMP and ensure the intentions and aspirations featured within it were grounded in trends and data that are locally relevant.

The six evidence bases (or drives), compiled by internal staff at TfGM and signed off by the GMCA as part of the final publication of the SUMP, are:

- Economy and employment;
- Society and community;
- Urban development;
- Environment and resources;
- Technology and innovation;
- Policy and governance.

Data was taken from a range of sources, including census information, passenger trips and survey data. Local information was compared to national and global ones to better understand trends and patterns in changes to transport. Alongside this, information on new transport planning and service delivery mechanisms was gathered as well.

Previous Local Transport Plans may have considered some information; however, this is the first time a range of evidence bases have been developed to support a SUMP. By coordinating the SUMP development with evidence bases that supported the aspirations within the document, the SUMP maintains local relevancy and highlights how trends may impact transport planning in future.

Results achieved and problems encountered

The Greater Manchester SUMP references locally relevant trend data and demonstrates that it is grounded in information that supports future aspirations and planning.

To evaluate the results achieved any specific indicators were used. However, the information collected was utilized in the SUMP development process to ensure that future infrastructure planning and investment is based on evidence of need.

Regarding possible problems encountered, there were no specific ones relating to the implementation of this GP as it was conducted by internal Transport for Greater Manchester staff using readily available data.

Analysis of transferability

To implement this GP, access to data/information and considerable resources to analyse and evaluate the information are required. Moreover, the collected information and data require a systematic work of updating, so that they need a stable organisation to ensure their lasting significance. The GP is mainly applicable to sufficiently wide areas and can be implemented when an organisation capable of supporting the needed efforts is available.

GP 12: SUMP Governance Structure

OBJECTIVES
To demonstrate an effective structure by which a SUMP can be prepared and monitored while ensuring shared organisational and political ownership across districts

LOCATION
Greater Manchester city region, UK

INSTITUTION INVOLVED
Transport for Greater Manchester, on behalf of the GMCA;
The ten districts

TIMESCALE
2015 - February 2017

CONTACTS
Transport for Greater Manchester (TfGM)
2 Piccadilly Place, Manchester, M1 3BG
T: 0161 244 1586
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General Framework

Greater Manchester is a polycentric city region in the UK, and its SUMP was prepared at a regional level.
This practice is a good example of how a large-scale SUMP involving many local Bodies can be coordinated and how a set of existing plans can be integrated into a unitary strategic vision.

The creation of a regional SUMP offers strategic oversight and coordination between the needs and expectations of the ten districts enables more collaboration on major infrastructure investments. Additionally, it offers an oversight on projects to ensure coordination across the city region and allows the city region government to have insight into areas which require more investment.

Detailed description of the GP and its implementation

The SUMP was prepared by Transport for Greater Manchester (TfGM), who was given authority by the GMCA to coordinate input from the districts (see GP 7 for more information on TfGM and its creation). As a city region body, TfGM was able to take a strategic view on the future development of the city region, which also enabled the transport authority to create a prioritisation mechanism for investment in projects.

In order to take forward the SUMP at a regional level a TfGM Committee has been established. The Committee comprises of the Greater Manchester Combined Authority (GMCA) and the ten local districts in Greater Manchester. It is responsible for advising the GMCA on transport policy, recommending how much money is spent on supporting public transport and monitoring the quality and performance of transport services. TfGM carries out the decisions of the GMCA and the Committee.

Key measures of success for this GP are:

- Agreement across the ten districts for the SUMP to be coordinated regionally and written by a single body (Transport for Greater Manchester)
- The collaborative process of SUMP development prior to it being published
- Endorsement from the GMCA of the SUMP, allowing it to be published
- Creation of the TfGM Committee as a means of providing a single governance structure.

In order to ensure the districts felt their needs and expectations were being heard and met, workshops were held during the SUMP development. Besides, the districts and TfGM have monthly meetings to discuss progress on transport initiatives also used to highlight SUMP progress.

The Greater Manchester SUMP was a two-stage process, from 2015-2017, that originally started with a high-level Vision document, produced by TfGM in collaboration with the districts. Once this document had been agreed, it formed the base for the SUMP. Since different versions were discussed, the districts had the opportunity to input their feedbacks into the SUMP. Prior to this approach being taken, Local Transport Plans had been written by the Greater Manchester Public Transport Executive (the organisation that existed before Transport for Greater Manchester) and staff members on loan from the districts. This approach limited the ability to develop a document with unbiased oversight.

Results achieved and problems encountered

The Greater Manchester SUMP was published in February 2017, which marked the completion of the development process, and it has now entered the implementation phase. The projects within the delivery plans are agreed with the districts and prioritised based on a range of factors including local need, available funds and strategic importance.

The integrated approach to SUMP development has led to a wider effort to coordinate strategic approaches to development, particularly in relation to land-use planning.

There are no specific evaluation indicators for this GP. However, feedback from districts and members of the public has been positive and supported this approach. TfGM are continuing to take a regional view of transport investment and coordinate projects with other sectors to ensure integration of initiatives.

The SUMP will be reviewed every 12 months and the delivery plan will be renewed every 5 years. During these times the SUMP will be refreshed when required and ensure it remains relevant.

Regarding possible problems encountered, there were no one. However, significant amount of time and resources were required at different points to ensure the development was in line with the expectations of the GMCA and individual districts.

Analysis of transferability

To put into practice this GP, an agreement between districts/local governments to allow and support a regional transport authority to prepare and implement a SUMP that covers an entire region is needed. Individual districts may prepare local plans that complement the SUMP, but multiple SUMPs are not required. A transport authority with resources that are available for SUMP development is required.

If the prerequisites are met, then the GP can be adopted. However, if collaboration between the transport authority and districts is not sufficient the districts may not feel adequately included in the process.

The GP could be adopted by other European regions if the required governance structures are in place and the transport authority is able to liaise between the relevant local public bodies.

GP 13: SUMP Spatial Approach

OBJECTIVES
Promoting multi-modal understanding of the issues through an innovative approach to SUMP development

TIMESCALE
February 2017

LOCATION
Greater Manchester city region, UK

CONTACTS
Transport for Greater Manchester (TfGM)
2 Piccadilly Place, Manchester, M1 3BG
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INSTITUTION INVOLVED
Transport for Greater Manchester, on behalf of the GMCA

General Framework

By developing the SUMP with a spatial approach based around the ten local authority areas within Greater Manchester, this practice has enabled the city region to maintain regional, strategic and multi-modal oversight in transport planning and service delivery, so as cross-sector integration, particularly with land-use planning.

Detailed description of the GP and its implementation

Trend data suggests that Greater Manchester (GM) will have a population in excess of 3 million by the mid-2030s. Further devolution of transport and spatial planning powers to the city region have offered an important opportunity to plan development and transport needs in a more integrated way. Recognising the huge challenges faced by the city region, including congestion, poor air quality due to transport emissions and significant levels of rapid growth, the city region is working to line up strategic planning for transport and land-use, therefore the SUMP will influence development in the city region alongside people's travel choices.

The GM Transport Strategy 2040 (SUMP) takes into consideration spatial planning, as accommodating Manchester's scale of growth without significant additional congestion on the already busy transport networks will be a huge challenge. The SUMP will therefore identify not only development locations that are well served by public transport, walking and cycling, but also less accessible locations where a sufficient scale and density of development could support new provision, applying public transport oriented development principles wherever possible.

Integration with spatial planning is critical in influencing people's travel choices. Fundamentally, the transport network needs to connect people with places of work, education and leisure. By locating housing developments close to facilities and public transport, Greater Manchester aims to reduce the level of car dependency in the city region.

Specifically, the GM SUMP encourages travel behaviour change and mode shift. It also notes that locating housing close to facilities and public transport may enable travellers to reduce their reliance on private on vehicles for every day trips. Whilst a significant proportion of Greater Manchester is well served by public transport, some developments have been designed around the car, making them difficult to reach in any other way. In GM, the car will continue to play an important role in supporting economic growth and opening up opportunities for people to improve their quality of life. However, many of the negative impacts of transport, such as congestion, high emissions, noise and road traffic casualties, are a consequence of traveller's over-reliance on the car, and the locational decisions that have made it a more convenient choice for many journeys have contributed to this. The design of development, e.g. in terms of the availability of parking, the availability of safe and direct walk/cycle routes, the provision of secure cycle parking or the availability of EV charging points, also influences travel choices.

The practice is currently being implemented through the SUMP delivery plans. The specific schemes that will be delivered as part of the SUMP will be set out in a series of five-year Delivery Plans, the first of which runs from 2016-2021.

Regarding the implementation process, the SUMP was developed by the ten districts and Transport for Greater Manchester. All the districts and the GMCA agreed on a spatial approach to planning transport, in order to ensure development in future was conducted with sustainability and integration as key factors.

It has to be underlined that this is the first time a SUMP or Local Transport Plan considers transport spatially and holistically in the UK. Prior to this SUMP, transport investment had been planned and delivered as per the requirements of individual modes and the needs of individual districts.

Results achieved and problems encountered

The SUMP has been published and transport planning and investments are being considered alongside the Greater Manchester Spatial Framework and the Greater Manchester Strategy in a holistic way.

The Delivery Plan that accompanies the SUMP contains the investment and planning priorities across a 5-year timescale, the first of which runs from 2016-2021. Progress with the SUMP will be reported in the annual update of this Delivery Plan.

The main problem encountered was the need to consult with a wide range of stakeholders. This was overcome by the development of a draft Strategy and Deliver Plan which were then used as the subject of a 12-week consultation, beginning in July 2016, to which over 80 stakeholder groups and almost 1,690 members of the public responded. This incorporated a range of elements including a dedicated webpage, an animation that distilled the strategy into a 3-minute video, strong media coverage, a comprehensive social and mainstream media plan, and a well-attended stakeholder event. The documents themselves were available online and this included accessible versions, a British Sign Language video, Easy Read, Large Print and Audio versions.

Analysis of transferability

To implement the GP described some elements are needed. In this case, an agreement across the ten districts and GMCA that a spatial approach would enable improvements in strategic transport planning and also in ensuring future development is sustainable and in line with city region goals is required.

The GP is replicable across the REFORM partners and other European Regions; however, it requires a significant amount of political agreement at a local and regional level.

Planning transport spatially does not require additional resources beyond that required in SUMP development. However, in order to ensure there is political agreement meetings and workshop are required that demonstrate the potential benefits of adopting a spatial planning approach.

GP 14: SUMP Stakeholder Consultation

OBJECTIVES
To generate technical and detailed responses that both inform the SUMP and foster shared ownership of the SUMP, and help identify measures

LOCATION
Greater Manchester city region, UK

INSTITUTION INVOLVED
Transport for Greater Manchester, on behalf of the GMCA

TIMESCALE
July - September 2016

CONTACTS
Transport for Greater Manchester (TfGM)
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General Framework

This experience was recognized as a good practice because the internal consultation managed by the TfGM Communications staff team led to a successful process to draft the Greater Manchester SUMP.

Detailed description of the GP and its implementation

Transport for Greater Manchester (TfGM) used the 2040 Transport Strategy (SUMP) consultation as an opportunity to engage more proactively with residents, businesses and other stakeholders on Greater Manchester's transport aspirations and priorities.

The consultation, managed internally by the TfGM Communications staff team, ran from July-September 2016, for 12 weeks. 292 responses were received in the first 24 hours. The responses received were fed back into the draft SUMP, which was published in February 2017. Moreover, target audiences included residents, businesses, politicians, districts, transport operators, neighbouring authorities, national agencies and internal colleagues. The methods of engagement included digital media, print materials, stakeholder relations, media relations, engagement events including stakeholder workshops, public engagement events, and internal communications. A variety of response mechanisms were available including web form, dedicated email, posting a hard copy via a freepost address. Finally, supporting materials included full draft SUMP, executive summary, accessible versions, online versions, animations which summed up the SUMP content accessibly for a range of audiences and a 4-page leaflet.

On the contrary of this Local Transport Plan, previous versions have used a limited range of techniques to engage with the public and have received a response rate (and quality of responses) that reflected this.

Results achieved and problems encountered

The consultation objectives were to ensure that the public and key stakeholders understand the strategy development and delivery process, its core messages and key interventions having the opportunity to respond in a meaningful way. Moreover, to gauge support for the Strategy's core policies and proposals, so as to ensure that a final strategy is pursued that best reflects stakeholder and community priorities. Finally, to encourage feedback on more detailed transport interventions, with the expectation that this will lead to higher levels of response from the public and stakeholders and to inform GMCA in its consideration of the final strategy later in 2016.

A significantly greater number of responses were received then previous versions of the Local Transport Plan and the quality of responses allowed for more input from members of the public into SUMP development: over 80 stakeholder groups and almost 1,690 members of public responded to the public consultation, that was evaluated by internal staff members, i.e. the Strategy Team at TfGM, and the responses were fed back into the SUMP.

An internal evaluation of the consultation methods has also been undertaken with a "lessons learned" approach applied. Best practices from the consultation include:

- Maintaining senior level input across all stages (planning to consultation completion)
- Defining the objectives early on and link the objectives to the target audience
- Creating materials appropriate for the target audience/channels
- Ensuring key spokespeople are available
- Staggering the launch activities

The SUMP is also still available via the TfGM website to ensure it remains fully accessible to maintain its status as a 'live' document. In fact, the SUMP is continuing to be discussed in local media many months after the consultation ended. It is also more generally accessible (via a simple web link) than previous LTPs.

Finally, whilst there were no "problems" during the consultation, the level of resource required internally to manage the consultation meant Communications Staff were stretched.

Analysis of transferability

To put into practice the described GP, available resources for managing the number of responses / comments received during the consultation are required. However, this GP could be transferred provided that significant knowledge of current communications and marketing in local area along with demographic information of targeted audiences to ensure messages are targeted correctly.

GP 15: Identification of SUMP stakeholders across sectors and modes of transport

OBJECTIVES
To involve the relevant and necessary stakeholders for the development of the SUMP and its articulation

LOCATION
Ghent, Belgium

INSTITUTION INVOLVED
The City of Ghent as the leading local authority; SUMP stakeholders

TIMESCALE
Selection of the stakeholders started at the beginning of the SUMP Consultation process in winter 2014

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https://stad.gent/

General Framework

The city of Ghent, in Belgium, has a population of 250,000 inhabitants.

The GP can be included among the good ones because it represents a model of comprehensive institutional cooperation.

Detailed description of the GP and its implementation

The Flemish law gives indication regarding the minimum set of stakeholders to involve in the SUMP development process. However, this does not necessarily guarantee a comprehensive process. The municipality of Ghent decided to expand the involved stakeholders, enlarging the numbers indicated in the law to cover all mobility-related sectors and all types of transport.

The GP is about the involvement of other stakeholders and exceeding the minimal normative requirements, carrying out cross-sector and cross-modal consultation to ensure all opinions are expressed and heard and avoid one-sided SUMP.

According to the regional law, the municipality of Ghent installed a local guidance commission (GBC) and a regional mobility commission (RMC). Beyond these minimal legal requirements, Ghent identified (voluntarily) several other organisations from the public and private sector that brought in several fields of expertise. To carry out the selection process, the Municipality identified economy, environment, health, education and social inclusion as key themes of the SUMP. Consequently, the city identified the following organisations: two employers' organisations, several businesses and representatives of the transport business (economy); the local environmental association Gents Milieufront (environment); representatives of health practitioners, fire-fighters and the local police (health and safety); as well as four local schools and representatives of minorities and districts of Ghent (education and social inclusion). Likewise, the integration of all modes of transport allowed the city of Ghent to make a selection of organisations related to different modes of transport. Among the identified organisations there were: De Lijn, which is the regional public transport company; the port authority, representatives of transport business; Fietsersbond, which is the Flemish cyclists' organisation and an NGO supporting car-sharing.

All these stakeholders were invited to join the public meetings and thematic workshops. The process started with a wide consultation of the citizens and the afore-mentioned organisations after the publication of the first SUMP draft – including two major physical meetings.

Due to their status and expertise/representativeness, the organisations were further consulted individually, via over 25 bilateral meetings over 3 months and a number of thematic committee meetings. Their ideas, suggestions and feedback were integrated in the new version of the SUMP voted by the political body.

The fact of going further than the legal requirement shows the innovative aspect of the GP, which gave the possibility to cover all transport-related urban policies and all modes of transport.

Regarding the financial aspect, financial resources are limited as it only requires time for selection of stakeholders. Moreover, all stakeholders participate to the SUMP development on a volunteer basis.

Results achieved and problems encountered

The Results achieved implementing this GP include the consultation of a wide variety of stakeholders, which cover mobility-related fields such as economy, health, education, social affairs and environment as well as all transport mode.

To facilitate the process, the municipality has listed all organizations which correspond to these fields and transport modes: among the identified stakeholders there were Employers organizations, Local environmental associations, Health practitioners, Minorities' associations, Car sharing NGO and even more bodies.

Regarding some unexpected results, it has to be noted the attraction of other stakeholders (via those invited) and unexpected contributions on certain measures.

To actually evaluate the results achieved, the number of stakeholders involved and the participation (number of meetings, number of proposal/amendments) are key indicators.

The main problem encountered, instead, the clear disagreement between organizations can be mentioned. This is rather a positive situation but yet an issue to deal with.

Analysis of transferability

Transferability is possible for all types of cities and/or regions including the REFORM ones, since no specific financial resources necessary, but staff time, project management skills and 'diplomatic' skills.

GP 16: MaxLupoSE: application of mobility management and land use planning guidelines in a network of 12 cities in Sweden

OBJECTIVES
To gain new knowledge and create examples of how land-use planning principles can be integrated in real life

TIMESCALE
2012 – 2014

LOCATION
Different municipalities across Sweden

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INSTITUTION INVOLVED
Swedish Energy Agency; The twelve Swedish municipalities involved: Borås, Eskilstuna, Huddinge, Jönköping, Linköping, Lund, Norrköping, Umeå, Uppsala, Västerås, Örebro and Örnsköldsvik

General Framework

The practice considered was implemented in twelve municipalities, representing towns from the north to the south of Sweden, all small- and medium-sized towns.

This GP deals with the integration of mobility management in the planning process, representing a good way to enhance sustainable mobility and an innovative approach.

Detailed description of the GP and its implementation

Mobility management (MM) is a way of promoting the use of sustainable transport by influencing travellers' attitudes and behaviour. When land use plans are made, local authorities can ensure that new developments will be located where a choice of transport modes is available, therefore the integration of MM with land-use planning in local authorities has a large potential to influence both mode choice and travel demand.

MaxLupo was developed in the EC co-funded project MAX (Successful Travel Awareness Campaigns and Mobility Management Strategies as a part of Work Package (WP) D– Integrating Mobility Management and Land Use Planning). MaxLupo explains and provides examples of policies to better integrate sustainable transport with the land use planning process and the way to better integrate MM with land use planning. MAX ran from 2006 to 2009 and was the largest research project on Mobility Management within the EU's sixth framework programme.

The Swedish Energy Agency had a programme called "Sustainable municipalities" with many different themes (not only transport related) and the purpose of this specific one was to investigate whether the MaxLupo principles fitted into Swedish legislation and planning procedures. The MaxLupo guidelines were adapted to the Swedish context using the MaxLupoSE guidelines that, among all the principles, include: sustainable location and planning, functional and organisational integration, MM advice for developers, promotion of car-free housing/areas with low car ownership, flexible parking standards including MM-plans. The MaxLupo guidelines are evoked, at least a part of them, by the ELTIS guidelines, so the first ones are a good starting point regarding the sustainability and resources for SUMP development.

Each one of the MaxLupo principles was tested and evaluated in local projects by local authorities in the network of the 12 Swedish Municipalities. An external contractor (Trivector) was designated to help cities in implementing the project and to coordinate it. Part of the tasks in the projects included: adjusting the guidelines to the Swedish building and planning law, inviting lawyers to see if there were procedures that could be changed or interpreted in a favourable way for sustainable travelling (like parking pay-off).

Every municipality implemented one or more principles reported in the MaxLupoSE guidelines. One of the most adopted principles is the one related to flexible parking standards, which allow lower numbers of car parking spaces in new developments if measures supporting sustainable mode choice are implemented. The integration of mobility management with land-use planning is a new approach. It offers a new way to foster the sustainable mobility. Moreover, the project created a network allowing local authorities involved to increase knowledge, exchange ideas and test ideas at real development sites.

The Energy Agency financed the project and network (around 200k € for 3 years) and each city contributed with 5000 € for case specific tasks (workshops around their plan, short guidelines for civil servants, etc.).

Results achieved and problems encountered

Including mobility management early in the planning process is a good way to enhance sustainable travelling, and this GP shows the application of EC-funded project's guidelines in real cases. From a qualitative point of view, this project proved that that the principles described in the MaxLupo guidelines are transferrable and adaptable to other contexts.

Among the measures included in the guidelines, for example, MM combined with parking measures can be a very effective way to influence travel demand and behaviour. By applying such principle, local authorities have reduced car parking space in their local projects. All the cities involved in the Swedish network are now working with flexible parking standards, MM-plans, involving constructors in the planning process, etc.

One of the issues that was encountered is that there is a lack of support in existing local policy documents and guidelines regarding the implementation of the MaxLupoSE planning principles. The project also revealed that authorities (e.g. civil servants, politicians and developers) often do not possess enough knowledge on sustainable travel, so to solve encountered problems local authorities had specific seminars and workshops on the topic.

Analysis of transferability

In general no prerequisites are needed for this GP. Nevertheless, skilled people are needed to successfully adapt the guidelines and it helps if the cities have approximately the same size with similar problems, and could exchange thoughts and results in a natural way. Moreover, to be successful there must be alternatives to the car for the people living and working, as well as decent service nearby.

Even if there are some aspects that is not possible to evaluate yet, the authorities, thanks to the network, were able to increase their knowledge, exchange and test ideas at real development sites. This way of networking has proved to be very effective and appreciated by the participants and could be transferred also to other countries and Regions.

GP 17: Procedure for the development of SUMP National Technical Guidelines

OBJECTIVES
To develop National guidelines for the development of SUMPs

LOCATION
152 Municipalities of the whole Greece

INSTITUTION INVOLVED
Ministry of Transport; Ministry of Environment; Ministry of Internal Affairs; CERTH/HIT; Cities' associations; The Hellenic Institution of Transport Engineers (HITE)

TIMESCALE
2016-2017 for developing the guidelines;
2017-2018 for being approved by the Ministry of Transport and be adopted (as a procedure by their different administrations modified also their current operational chart)

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General Framework

In 2016 the Green Fund of the Ministry of Energy decided to fund the Municipalities that were interested in developing SUMPs. A lot of Municipalities showed their interest in it, but there was a lack of knowledge to develop SUMPs, since many of the municipalities and regions cannot fully adopt the EU guidelines. To overcome the problem, a specific group was set up to develop the National Guidelines for SUMPs development in order to support 152 Municipalities from all over Greece that were financed for this purpose.

As a result of the close cooperation among all the relevant public authorities, the specific GP achieved common understanding of the basic principles that a SUMP implementation should follow and how the European directives can be adapted to their structure and operation.

Detailed description of the GP and its implementation

The European SUMP Guidelines give a structured framework for the technical implementation of a SUMP but as each Country, Region and local area has its own particularities. Therefore, the Greek Ministry of Transport decided to develop horizontal National Guidelines in order to support Greek areas that decide to develop a SUMP, to ensure high quality of the final plans and also a short-term display of their positive effects. So, the objective of the working group was to go deeper and address all the specificities of the Greek environment (including all the administrative issues) in order to prepare the local authorities adequately.

The Guidelines cover aspects such as internal organization of the local supervising authority, preparatory actions, staff qualifications and data needed, assurance of cooperation between relevant authorities and citizens, basic technical analysis and steps to be followed, evaluation criteria of proposed measures and assurance of targets and vision success were analytically described.

After one and a half year of implementation, they were finalized, signed by each participating member and are going to be provided to the 152 Municipalities for starting their SUMPs.

Some remaining issues to be solved include the organizational reform of the Ministry of Transport in order to create a quality control committee, which will make the final check of the SUMPs that will be developed by the Municipalities.

The specific Guidelines will have the form of a National regulation, that will have a twofold value: it will motivate Local Authorities to implement and adopt a SUMP and it will introduce the Guidelines as the minimum obligatory framework and requirements for SUMP development.

Practically the steps taken were as follows:

1 - The Ministry of Transport initiated and coordinated the Guidelines' preparation

2 - The Ministry of Environment and Ministry of Internal Affairs transferred the experience and needs of their relevant authorities.

3 - CERTH/HIT and the Hellenic Institution of Transport Engineers (HITE) provided their scientific expertise in Transportation Engineering and SUMP development and best practices from National and European projects

The knowledge of the technical departments of local authorities is so far limited to the procurement, implementation and monitoring of traffic studies whereas the development of SUMPs requires additional knowledge and skills.

No resources were used for this action. Each body who was participated in the committee, funded its own participation for the one-year duration of the guidelines implementation and for at least one meeting per month.

Results achieved and problems encountered

To prepare common guidelines for SUMP development in order to support Greek Municipalities, a working group with representatives of the involved ministries and the scientific community was set up. Working in close cooperation, they took into account all the needs of the Greek local authorities and delivered specific Guidelines. As a result, the technical specifications are available to be used by the Municipalities.

To actually evaluate the results achieved, the number of SUMPs developed using the national guidelines can be a good indicator. Moreover, the recently developed "sustainable urban mobility" office department of the Greek Ministry of Transport will be monitoring the SUMPs ensuring that they follow the National Guidelines.
The cooperation of this legal body with the Municipalities or Regions who will implement their SUMPs will be the mechanism for improving the quality of the SUMPs.

Since SUMP is based on the cooperation between different authorities with different responsibilities, structures, views and many times different capabilities, the main problem for implementing national guidelines for SUMP development is to find the proper cooperative schemes of these authorities. The working group analysed this issue and achieved to find and describe in the final output the specific role that each authority will have in the SUMP implementation.

Analysis of transferability

To adopt this GP some conditions are needed, such as the close cooperation among the different ministries in order to identify the needs of the local authorities and include in the Guidelines specific ways to respond to them.
Also, time and procedures are requested to achieve the new cooperation schemes between different authorities or departments.

Finally, the GP can be considered transferrable to the Regions of the other countries giving a good base for creating their own National or Regional Guidelines for SUMP development.

To put this GP into practice, representatives of different authorities who are very familiar with the urban planning and the current situation should cooperate and transfer their experience. Specific experience is needed on the organizational and technical modification and skills, the gaps that must be covered and cooperation in order to achieve the implementation of a local or regional SUMP.

GP 18: Regional funding scheme via Regional Operating Programme funds for SUMP development

OBJECTIVES
Fostering SUMP adoption in municipalities with more than 50,000 inhabitants

LOCATION
Emilia-Romagna Region, Italy

INSTITUTION INVOLVED
Emilia-Romagna Region; Metropolitan City of Bologna; Carpi; Cesena; Faenza; Ferrara; Forlì; Modena; Parma; Piacenza; Ravenna; Reggio-Emilia; Rimini

TIMESCALE
2015

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General Framework

In 2015 RER allocated, based on the population of the cities involved, 350 000 euros via ROP funds for the municipalities in Emilia-Romagna with more than 50,000 inhabitants to start their SUMP by approving its own "SUMP Municipality Guidelines".

Municipalities were involved by signing a special MoU and each city involved its own stakeholders to develop the SUMP (more than 1.000 entities and Technicians were involved in the Practice deployment).

This GP represents a regional support policy to overcome the existing barriers to start the process of SUMP development at local level, due to the lack of funds for planning scope and the definition of preliminary framework of issues to be addressed to develop a plan.

Detailed description of the GP and its implementation

The GP aims to start up the SUMP adoption process in the main cities of the Region by supplying technical advice and providing funds to facilitate it. In general, the purpose is to increase Sustainable mobility in urban areas promoting Low-carbon strategies in the territories.

This practice contributed to create a common framework for transport and mobility in planning documents, put the concept of sustainability at the heart of new sectors and increase the number of cities interested to develop SUMP.

To realize the objectives told above, several steps were taken:

- Approval of ROP FESR 2014-2020 with resources in axis 4 for sustainable mobility;
- Approval of preliminary Draft for Regional Integrated transport plan 2020-2025;
- Approved of Regional Integrated Air Plan (PAIR 2020);
- Approval of Regional Committee Resolution 1082/2015;
- Signing a MoU between RER and Municipalities 2015;
- Approval of Regional Committee Resolution 275/2016;
- Approval of SUMP guidelines of 12 Municipality December 2016;
- Drafting SUMP extended plan in 12 Municipality.

From an administrative point of view, the practice is referred to Regional Committee Resolution 1082/2015 and Regional Committee Resolution 275/2016.

The innovative aspect of this practice lies in the fact that it is the first example of Italian Regional Government which provides incentive to start the SUMP process in its Regional Operational Programme. Specifically, RER provided 350.000 Euro from Emilia-Romagna ROP FESR 2014-2020 AXIS 4.

Results achieved and problems encountered

The GP achieved 100% of the objectives, since all the 12 cities involved started and completed the SUMP development with the formal approval of Guidelines by the end of 2016.

An unexpected effect is the creation of an informal network among municipalities and Emilia-Romagna Region, in which RER provides know-how and competence. On the other hand, municipalities could benefit from this network by sharing their experiences, problems and solutions.

At the time of the implementation of the practice, there was a lack of a specific law at national level related to SUMP adoption[7] and also difficulties to find skilled technicians and to involve citizens and stakeholders.

Analysis of transferability

The GP can be considered fully portable and transferrable to the partner Regions with the same administrative structure. Conditions needed are: ROP Found to be allocated to sustainability planning and cooperation between regional government and municipalities on sustainability mobility planning. It is a strong supporting policy to SUMP development.

[7]In August 2017, the Italian government approved a national law on SUMP development

GP 19: Cooperation between municipalities and stakeholders to define vision, goals and priorities for a polycentric SUMP

OBJECTIVES
To draft a polycentric SUMP focusing on sustainable mobility

TIMESCALE
The FSW was two days, but the total time span for the regional SUMP was 6 months in 2014 (after the FSW it took several months to discuss with the municipalities and some time for the formal decision)

LOCATION
Heerlen, Kerkrade, Brunssum, Landgraaf, Nuth, Voerendaal, Onderbanken and Simpelveld, that is Parkstad Limburg

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INSTITUTION INVOLVED
Province, Stadt Aachen, StädteRegion Aachen, Veolia, Arriva, NS, Fietsersbond

General Framework

Parkstad Limburg consists of 8 municipalities: Heerlen, Kerkrade, Brunssum, Landgraaf, Nuth, Voerendaal, Onderbanken and Simpelveld with a total amount of 255.000 inhabitants.

This practice can be considered a GP because it represents a very good example of cooperation between Region and municipalities on the development of a Regional SUMP within the Project Poly SUMP. Finally, the common vision could allow the adoption of SUMP by the Municipalities as the SUMP is compulsory for all Municipalities.

Detailed description of the GP and its implementation

This GP is about regional coordination to make the regional SUMP as a base for implementation of SUMPs in the municipalities.

The first step consisted in the analysis of the current situation, policy documents and indicators to generate a regional profile (based on mobility indicators and general used GINI-factors) used to define problems, stakeholders and responsibilities.

In a second step a two-day workshop (using the Local Future Search Workshop method) with the stakeholders was used to define actions for a more sustainable mobility. These steps were carried out and documented by an external contractor.

Region Parkstad Limburg discussed the results of the first steps (workshop) with the municipalities and defined this proposal. Consensus was found on the vision and direction to proceed. On base of this consensus the proposal was decided by the regional board. With the municipalities a regional SUMP compulsory for the municipalities was made.

The proposal defines the focus on and the further implementation of the following actions:

1 - Cycle related measures (infrastructure network, cycle routing, cycle parking, and support of e-cycling with charging possibilities)

2 - E-mobility (e-car sharing at companies, support cities and companies to use electric vehicles in their own fleet, out roll of charging facilities)

3 - Development of a green logistics/distribution centre

4 - Public transport improvement (also cross border)

5 - Raise awareness and promotion activities to support sustainable mobility

This proposal is a policy framework for the region Parkstad Limburg and its communities. Together and with other stakeholders they will start the implementation, in policy and realization.

The regional board of the 8 municipalities started the process and decided on the SUMP by a board decision in January 2014. It should be noticed that the regional SUMP is obligatory for the municipalities.

A two-day full immersion (“pressure cooker”) is the innovative aspect of this GP. In these two days, stakeholders discussed past, present and future mobility and a common vision on mobility was agreed. This vision was then discussed with the municipalities and agreed upon by the regional board. In this way values were shared and brought to a common vision on sustainable mobility in a short period of in total 6 months.

The resources needed were internal staff belonging to the region and municipalities. The EU project PolySUMP provided an external expert to support the process with analysis and workshops, which the region self only had to organize (in total € 20.000).

Results achieved and problems encountered

The first result is the SUMP itself with common vision and goals which is regionally decided on. The SUMP already has resulted in measures and actions by municipalities on sustainable mobility on the base of the SUMP directions (Public transport, Biking, E-mobility etc.).

The evaluation indicators are the 18 stakeholders who participated in the FSW and the SUMP is agreed on for all the 8 municipalities.

Moreover, Parkstad Limburg will define the monitoring process as part of the action plan (program) to be made in 2018.

Analysis of transferability

The GP resulted in a regional SUMP, coordinated by Parkstad Limburg. As prerequisites for such process the willingness of parties to cooperate and the power to decide for the involved parties can be mentioned.

Provided these prerequisites, the GP is fully transferable to a cooperation or region of municipalities. To put this GP into practice, it is necessary to have enough skills to analyse the region and to define a common vision and measures in which external experts can help. National or regional policies or norms can help too, as well as software and ICT.

A basic shared vision on the region you want to live in in years is a good start, then working back the steps to change and reach that (Future search can help).

GP 20: Strategic Plan of Sustainable Urban Development of the Metropolitan area of Thessaloniki: participatory process for the development of the 2014-2020 Strategy

OBJECTIVES
Improving Thessaloniki's inhabitants quality of life, strengthening the urban economy and respecting natural resources

LOCATION
Thessaloniki, Greece

INSTITUTION INVOLVED
Region of Central Macedonia; Metropolitan Unity of Thessaloniki

TIMESCALE
September 2016 – June 2017 for the participatory process
July 2017 – ongoing for the strategy

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General Framework

Thessaloniki has the second most populous city in Greece, and it is a mid-sized port city located in northern Greece. The Metropolitan area of Thessaloniki is centered on the homonymous city, Thessaloniki. The metropolitan area of Thessaloniki comprises 8 municipalities and hosts about 1.12 million people.

The Metropolitan Unity of Thessaloniki (Central Macedonia Region) is an intermediate body (urban authority) that works together with the eight cities in the metropolitan area of Thessaloniki, to achieve a metropolitan-regional approach as well as attain fast, co-operative administrative procedures. This GP shows collaboration of authorities and citizens engagement in the development of the strategy (which were key priorities), the regional scale implementation and the tool for initiating a planning process.

Detailed description of the GP and its implementation

The Strategic Plan of Sustainable Urban Development (SPSUD) mapped many "actions" (i.e. projects, plans, initiatives and policies), from the Municipalities, academia, private sector and civil society groups that participated in the process in order to diagnose where the cities and their citizens were focusing their efforts and resources.

A difference emerged between the areas where local authorities (municipalities and region) and academia focus their actions and the areas where there are civil society actors. Additionally, lack of communication among stakeholders as well as the existence of institutional barriers were identified.

To implement the practice, then to prepare the strategy, a two-phase process was followed that included the following activities:

- Firstly, the Monitoring Committee of the Urban Development Strategy of Thessaloniki Metropolitan Unity was established on 21 October 2016 by Decision of the Deputy Chief of the Metropolitan Unity of Thessaloniki. The main objectives of the Committee were:
  - Initiate dialogue and broad engagement of the local authorities;
  - Segregation of duties;
  - Metropolitan planning and implementing.
- Secondly, a specific procedure of consultations, public meeting, exchange of knowledge and participatory events was used to ensure that the final proposed strategy would be accepted by all the relevant stakeholders and will include their common expectations.

Data analysis and evaluation was made using multi-criteria analysis, a widely used and proven framework for all cities to understand their key challenges, capabilities, weaknesses and perspectives at various dimensions of urban life (environmental, economic, social and cultural).

Results achieved and problems encountered

In June 2017, the Region of Central Macedonia launched the "Strategic Plan of Sustainable Urban Development of the Metropolitan area of Thessaloniki for 2014-2020", an ambitious strategy aiming to create a new roadmap for the ongoing development of the metropolitan area. The main vision of the strategic plan concerned the "Renaissance of the city and the formation of a sustainable living and working environment for the inhabitants". The specific project is to respond to all challenges, capabilities, Weaknesses and Perspectives through 4 Strategic Axes:

Competitive and Innovative
- Support entrepreneurship, attract investment and promote innovation
- Development and Skills Certification
- Promoting the city of Thessaloniki as a tourist destination based on culture

Cohesive
- Relief of the immediate consequences of the crisis and integration of disadvantaged groups
- Strengthening the social economy and providing high-quality social services
- Equal access to school

Green and Resilient
- Improve adaptability to the impacts of Climate Change
- Improving the urban environment and microclimate
- Strengthening sustainable urban mobility

Effective
- Ensure the efficiency of administration and modernize the organization of local operations
- Empowering Public Administration and Public Services
- Promote the integrated urban governance and metropolitan synergies

The key element of innovation was putting forward a participatory process with the citizens and the various actors of the city at a metropolitan level via the Monitoring Committee of the Urban Development Strategy of Thessaloniki Metropolitan Unity.

The approach was based on the active participation of more than 1,200 citizens and the collaboration with more than 37 organizations across the region, with a special focus on the disadvantaged groups.

To effectively monitoring the results achieved some mechanisms were realized:
- Reinforce the dialogue both inside the region and with external stakeholders and communities through seminars, workshops, and open discussions;
- Management resources rational and develop partnerships;
- Develop a model plan in order to observe and to assess the Strategy Plan, which includes Monitoring and Evaluation Reports.

Finally, the main difficulties met were institutional barriers and stakeholders' mistrust about the purpose of the released strategy. The process on the one hand focused on integrating urban governance and metropolitan synergies, and on the other hand on building trust among stakeholders and achieving political support to ensure the adoption of the strategy by the region.

Analysis of transferability

A key aspect in this GP was the cooperation between the Region of Central Macedonia and the eight Municipalities and the political willingness, which was a necessary element for the successful completion of the project.

To implement the practice, RCM was mainly helped by the special team of Planning and Evaluation of the Strategic Plan of Sustainable Urban Development of the Metropolitan area of Thessaloniki under the guidance of the Managing Authority of the Operational Program of the Region of Central Macedonia. Additionally, a considerable number of public servants were called to provide their assistants. Finally, an external advisor was connecting each step. To transfer this practice it is therefore necessary to take into consideration that specific and interdisciplinary human resources should interact and work together.

GP 21: Scaling SUMPs: the example of micro-SUMP in Lille (micro-PDU)

OBJECTIVES
To introduce a concept of 'subsidiarity' to better tackle the local issues at the most re levant scale which sometimes is not the SUMP level

LOCATION
Lille, France

INSTITUTION INVOLVED
Lille Métropole

TIMESCALE
Introduction of micro-SUMPs in 2000, renewal of the SUMP in 2010

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General Framework

This GP was found in Lille Métropole and involves 1.2 Million of inhabitants. The concept of 'subsidiarity' (i.e. the principle that decisions should be taken at the lowest possible level, or closest to where they will have their effect) can be relevant for different types of planning authorities and improve both the measures and the implementation process. The question that the Lille Métropole tried to answer with the concept of micro-SUMP is "how to best tackle the mobility issues which arise at various geographical scales?"

The answer given by Lille Métropole focuses the attention on the integration of the SUMP with other existent planning tools and on the integration between different territorial scale planning. It is an original and innovative experience that can be applied to urban areas for ensuring the homogeneity of the different planning instruments.

Detailed description of the GP and its implementation

To best tackle mobility issues, at the most relevant scale, the Métropole de Lille has introduced the concept of subsidiarity in the SUMP, via micro-SUMPs, covering specific areas. It should be noted that Lille Métropole decided to work with specific areas, which do not follow the lines of the traditional administrative boundaries (*communes*).

The SUMP of the Métropole de Lille foresees the implementation of 10 micro-SUMPs to deal with different types of issues. In particular, different kind of micro-SUMPs were implemented:

- Geographic micro-SUMPs to better act at local level for issues that are common to the whole urban area (*micro-PDU de secteur*);
- Area micro-SUMPs to better act at the local level for issues that are specific for certain areas (*micro-PDU de quartier*);
- Infrastructure micro-SUMPs to better act at the local level for issues that are specifically related to a piece of infrastructures (road equipment, PT infrastructure, etc.) (*micro-PDU d'un équipement*);
- Economic/Urban development micro-SUMPs: to better accompany - with mobility measures – the development of an economic/urban project (*micro-PDU en accompagnement d'un projet de développement économique et/ou urbain*).

The micro-SUMPs are overviewed by an elected representative of the Métropole de Lille and the mayors of the communes covered by the micro-SUMPs. These territorial units sign a micro-SUMP charter (*charte micro-PDU*) with the Métropole de Lille. The mayors of the territorial unit on which the micro-SUMPs are implemented sign a contract (*charte*) with the Métropole de Lille. Their teams assist/take part in the definition and the implementation of the micro-SUMPs. Of course, the micro-SUMPs complement the SUMP.

The approach of Micro-SUMP – as such - is unique in France and in Europe.

Results achieved and problems encountered

The main objective was to design and implement measures, so they correspond as much as possible to the needs of specific geographic areas. The objective was reached by involving local teams in the definition and implementation of the SUMPs. The experience showed that the participation of local teams was particularly important and successful for the 'analysis' phase, during the preparation of the micro-SUMPs.

Moreover, this good practice leads the SUMP team to consider the standardization of SUMPs so that all areas in the Métropole de Lille are covered by at least one micro-SUMP.

To evaluate the effects of this GP the number of micro-SUMPs designed and implemented should be considered. From a qualitative point of view, an evaluation of the quality of the micro-SUMPs and their impact on the SUMP is relevant.

Regarding to potential problems identified during the 2000-2010 period, they are the following:

- Technical and political support to micro-SUMPs was diverse;
- Disagreement on priorities (SUMP and local level);
- Limited implementation (lack of identification, lack of political will, etc.);
- Solutions implemented during the 2010-2020 period;
- Identification of 4 different types of micro-SUMPs;
- More flexibility to adapt to the local level;
- Definition of a new contract (*charte*) and re-definition of the subsidiarity concept;
- Efforts on a "make things together" approach.

Analysis of transferability

Regarding the prerequisites to put this GP into practice, it has to be mentioned that the GP applies only to planning authorities for which the principle of subsidiarity can make sense, it therefore excludes little mononuclear towns and cities. It corresponds well to, e.g. multi-nuclear cities, bigger cities and regions with a network of cities.

A lack of participation of the local level could weaken the GP.

The concept of 'subsidiarity' is relevant for different types of planning authorities, i.e. big cities with boroughs or regions with a network of cities/towns and can be transferred to REFORM and other regions and cities.

The same resources needed for the preparation/ implementation of the SUMP are needed. It requires that the technical skills are also available at the local level. Political support and agreement between the different levels is also required.

GP 22: Set-up of a special section within the Region Emilia-Romagna of an in-house company for managing traffic and mobility data

OBJECTIVES
Centralizing public company that manages innovative ICT projects, network infrastructure and big data for the Region and all Municipalities

LOCATION
Emilia-Romagna Region, Italy

INSTITUTION INVOLVED
Emilia-Romagna Region; Lepida SpA

TIMESCALE
2007 - ongoing

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General Framework

Lepida SpA is an in-house providing company established by Regional Law (11/2004) created in the end of 2007 by the Emilia-Romagna Regional Government. Currently, it counts 436 shareholders, among which RER is the main one, all Public Administrations and Public Entities. Lepida SpA was created to design, realize and manage broadband infrastructures for the regional public administrations as well as innovation projects related to ICT. LEPIDA works for the Region and its services cover the administrative and territorial area of Region Emilia-Romagna, providing services related to ICT in a range of sectors including transport.

LEPIDA has successfully developed a number of projects related to ICT under the direct strategic coordination of the Region. It is involved in the governance of the Regional ICT Plan (PiTER, a five-year framework programme on Information Society run by the Regional Government, namely the Regional Digital Agenda).

LEPIDA is the Regional centre that collects and manages big data related to mobility in Emilia-Romagna. It gives its contribution also in the field of urban mobility through the creation and management of regional data bases on mobility, which serve the planning purposes to the Region and the Municipalities.

Detailed description of the GP and its implementation

RER decided to create a specific in-house company in order to support innovation policies and technologies. Over time, LEPIDA has also taken projects related to transport data management and development of innovative solutions to support mobility.

This is a GP in ICT use for facilitating the SUMP development because it provides reliable data on mobility that Municipalities, and local mobility agencies, would not be able to easily procure or collect themselves. Moreover, it provides services that are usually expensive and technical challenging to manage from a Municipality alone.

LEPIDA supports RER in the projects G.I.M and manages the project "Travel Planner", which were created to:

- Allow centralized management of information related to public and private mobility;
- Allow Integration between data from public traffic and private traffic and foster info mobility;
- Analyse long term traffic flows in order to support long-term planning;
- Forecast of short-term traffic evolution and critical situation management
- Improvement of public transport service by sharing real-time data with citizens, administrations and mobility agencies.

RER is already able to access these data, nevertheless municipalities and mobility agencies will be able to do it thanks to Lepida SpA.

From an administrative point of view, the practice refers to Regional Law 11/2014 and to a specific law made by RER to set up LEPIDA. In Italy, LEPIDA is a unique example of an innovation ICT company belonging to the Region. It is important to underline that LEPIDA can provide high-level skills at public level.

LEPIDA is funded by RER. Specific projects, such as the Travel Planner are financed by ROP ERDF axis 4. For the travel Planner the total budget is € 6.5 M.

Results achieved and problems encountered

LEPIDA is effectively supporting the Region in innovative projects and collecting big data regarding traffic.

The purpose is to allow Municipalities and public bodies to improve their planning and access a variety of data at different governance levels, since all data regarding public transport and monitor the activities of the mobility agencies are very helpful in order to support decision-making and provide evidence for long-term and short-term strategies.

LEPIDA is made of high-skills professionals and employees, who effectively work with RER's employee in the projects they are assigned, making an exchange of know-how possible.

Analysis of transferability

The GP could be transferrable under the following conditions:

- Assessment of internal/external competences already present in the Region and evaluation of need in the Region itself;
- Presence of suitable regulatory framework for the setup of the company (if this form is chosen);
- Skilled technical human resources with high-level competences;
- Infrastructure to centralize data in place;
- Good business management skills to run a company (if this is the form chosen);
- Highly skilled professionals are required to set up an ITC centre for transport data such as LEPIDA.

GP 23: Use of the Regional Operating Programme Funds' to enhance the Regional Sustainable Mobility planning in Epirus

OBJECTIVES
To make a Region not only acts as a competence centre for SUMPs formulation, but also monitors and funds the implementation of the proposed measures

LOCATION
Epirus, Greece

INSTITUTION INVOLVED
The Region of Epirus in cooperation with Igoumenitsa, Arta, Preveza, Ioannina;
The Hellenic Institute of Transport

TIMESCALE
2017-2020

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General Framework

The Regional Operational Programme of Epirus 2014-2020 provided direct funding for Ioannina, Igoumenitsa, Arta and Preveza SUMPs, but also ensured the funding for the implementation of the most important and mature measures that will be proposed. The total population of the specific area is more than 200.000 inhabitants living in 1700 km^2.

The GP can be considered a good one because it enhances the Regional Sustainable Mobility Planning and links the planning with the funding of the proposed by SUMP measures. In addition, Regions can act as competence centres of sustainable planning for their territories, monitor the implementation of SUMPs and collect the most important measures that will be proposed to be finance for implementation.

Detailed description of the GP and its implementation

In the end of 2016 and before the beginning of the new European Structural and Investment Funding Period, most of the Greek cities had already understood the importance of the SUMP as planning instrument, but there was lack of funding schemes for its implementation. So, the risk was that cities of the same region or metropolitan area planned their mobility without considering the regional needs and plans as well as the connectivity and complementarity with the rural areas or the nearby Municipalities.

The Region of Epirus funded the SUMPs development to ensure their complementarity and to evaluate the measures and infrastructures proposed by them, allocating specific amount of the Partnership Agreement of the period 2014-2020 for strengthening the Sustainable urban mobility in the 2 main cities of the Region.

The Region announced the call of proposals for projects in order to be integrated and funded within the Regional Operational Program. The four Municipalities of Epirus who were the final beneficiaries of this call delivered their technical proposals and they got the fund for implementing their SUMPs, with the help of external experts. The Municipalities were supervised by the Region in order to ensure the proper and on time SUMP implementation. All the legal procedures were followed in order the specific experts to be selected and the SUMPs are currently under development.

The Funding of SUMPs through the Regional Operational Programme of Epirus 2014-2020 is highlighted as innovative as it creates a specific framework, according to which, a Region not only funded the SUMPs for all the major Municipalities but it acted as a competence centre. This competence centre supervised SUMP development, giving specific instructions, solving problems and additionally ensuring that the proposed measures, policies and actions will be matching and compatible with the regional planning.

After the evaluation of the application forms, all the four cities were financed with a sum of €350,000 from the European Structural and Investment Funds for implementing their SUMPs under to supervision of the Region. So, over 4 million from the Structural Funds 2014-2020 were also allocated to the implementation of the proposed measures.

Results achieved and problems encountered

Regarding the results achieved, it can be mentioned the development of SUMPs and the implementation of their measures under the financing, management and supervision of the Region. The Igoumentitsa SUMP is under development, while all the others are in the technical evaluation phase of the tender which will assign the SUMP to external experts.

Currently all four Municipalities of the Region with population of over 40,000 inhabitants are implementing their SUMPs under the supervision of the Region of Epirus. After the finalization of the SUMPs the measures that will be proposed will be prioritized and financed according to the needs of the Regional Planning.

The potential indicators are the number of SUMPs currently implemented in the Region of Epirus and the number of measures that will be financed by the Region serving the regional planning targets.

The Region monitors the implementation of the SUMPs ensuring that the Municipalities are following the procedures, time schedules and methodologies that they have described in their application forms. Additionally, Region staff is making quality control of each deliverable and report, participates to the consultations and other SUMPs' events. Finally, they are responsible for the final evaluation and approval of the four SUMPs that the Municipalities will create as final outcomes of their funding.

Analysis of transferability

The success of the GP depends on the good cooperation and on the common understanding of the linking between the regional and local planning which the Region must develop with its Municipalities.

The GP can be considered transferrable to the REFORM Partners or Regions of the other countries because all of them are managing funds for the regional planning that can be used to develop local SUMPs compatible with the regional planning.

To sum up, to put this GP into practice allocation of specific amount to sustainable mobility plans development and implementation which will cover at least the major cities of the Region are needed. Good knowledge of the SUMP implementation from the technical staff of the region who will supervise and guide the cities too. Good cooperation and understanding between the different relevant authorities, professional and scientific experts in order to achieve the local and regional targets.

GP 24: West Yorkshire Combined Authority – Institutional & Governance Arrangements

OBJECTIVES
Establishing a structure to oversee LTP (SUMP) development and supporting effective implementation.

TIMESCALE
2012 – ongoing

LOCATION
West Yorkshire, UK (Bradford, Calderdale, Kirklees, Leeds and Wakefield)

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INSTITUTION INVOLVED
West Yorkshire Combined Authority (WYCA)

General Framework

WYCA works to deliver a high-quality transport network. Moreover, it develops and manages delivery of the Sustainable Urban Mobility Plan, called 'Local Transport Plan' (LTP), reflecting national policy and local objectives.

This GP demonstrates an innovative approach to SUMP development in terms of establishing a structure to oversee LTP (SUMP) development and delivery, and introduces new project management arrangements to support effective implementation.

Detailed description of the GP and its implementation

WYCA works in a LTP partnership with the five West Yorkshire District Councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield to develop and deliver the LTP.

West Yorkshire Combined Authority is currently developing a Single Transport Plan which will update existing transport priorities and programmes for investment across West Yorkshire for the next 20 years. The Single Transport Plan has a range of interdependencies including different areas (e. g. Regional Transport Strategy, environmental strategy, economic growth strategy, etc.). A number of different institutional co-operation activities have supported the West Yorkshire Combined Authority SUMP (LTP):

- Key Sustainability Issues paper circulated among consultees designed to test sustainability issues with key stakeholders facilitated through existing databases of contacts.
- Workshops with political board political leaders where they were presented with the potential impacts of pursuing a particular set of objectives or policies compared with alternative options.
- Public stakeholders and key stakeholders were consulted on findings, including potential impacts and mitigation actions to be adopted within the SUMP to increase benefits.

There are several key strands of the new governance arrangements that were considered new approaches across the county.

Due to the high level of inter-dependencies between key agencies and organisations across West Yorkshire, the role of project management is complex and involves constant dialogue with a number of participants. The project management's role within WYCA is as follows:

- Articulate and consider shared objectives with institutions;
- Gain support/buy in to shared objectives e.g. through organisation of workshops with key stakeholders;
- Authority / ability to delegate tasks to relevant personnel;
- Ability to deliver regular updates to senior officers and political leaders; and
- Ensure evidence data is collated in an efficient manner and by the correct source.

Another key point was the alignment of West Yorkshire SUMP (LTP) with wider policy documents. For examples, West Yorkshire SUMP (or LTP) is strongly aligned with the Strategic Economic Plan (SEP) for the Leeds City Region, which is the functional economic and travel to work area.

At the same time, the Strategic Economic Plan (SEP) has been adopted by all the Leeds City Region's authorities as the key, shared economic vision and strategy.
The West Yorkshire SUMP is seen as a key means of delivering the connectivity and sustainable transport choices essential to deliver the economic objectives and to ensuring that environmental, social equity and quality of life benefits are realised for the region's population.

On 1 April 2014 the West Yorkshire Combined Authority was established following a formal consultation exercise which had been undertaken by Government, including consultation with the 5 West Yorkshire District Local Authorities. The proposal had been formulated following the undertaking of a Governance Review, which had concluded there were strong economic links across West Yorkshire but that existing arrangements meant that West Yorkshire was not punching its weight economically and had been losing ground in terms of its performance as measured against the UK average.

WYCA is continuously refining its governance arrangements for decision making by partners on the LTP. WYCA shares information with project partners on governance structures and protocols, technical work informing the development of any new institutional landscape and processes, and programme and project management methodologies, tools and processes. WYCA draws on the wider UK Passenger Transport Executive Group (bringing in the other UK Core Cities) for partner cities to benefit from a broader range of UK experience than possible with a single city.

Results achieved and problems encountered

The purpose of the new governance arrangements was to introduce more strategic and efficient management of transport. The objective is to avoid the fragmentation, identified as a major problem, since different authorities have different responsibilities. The development of West Yorkshire's LTP has sought to bring together a wide range of different strategies and address interdependencies with internal external partners and aligned strategies.

Key indicators and targets have been developed which will be used to measure the performance of the Strategy in delivering the Objectives. They include: journey time reliability, access to employment, mode share, emissions of CO_2 from transport, all road casualties, satisfaction with transport.

Analysis of transferability

Agreement across the West Yorkshire Districts comprising WYCA for managing delivery of the SUMP (LTP) strategic transport planning and investment and also in ensuring future development is sustainable and in line with city region goals. Establishing a new governance arrangement requires agreement between districts/local governments to allow and support a regional transport authority to prepare and implement a SUMP.

Therefore, the GP is replicable across the REFORM partners and other European Regions, however it requires a significant amount of political agreement at a local and regional level, as well as time/resource to establish new institutional structures and reform.

GP 25: West Yorkshire Combined Authority SUMP Stakeholder Consultation

OBJECTIVES
Establish an effective LTP (SUMP) stakeholder engagement plan/process to underpin the development of a successful plan

LOCATION
West Yorkshire, UK (Bradford, Calderdale, Kirklees, Leedsand Wakefield)

INSTITUTION INVOLVED
West Yorkshire Combined Authority (WYCA)

TIMESCALE
27 October 2010 - 7 January 2011 for consultation process
2011 – 2026 for LTP

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General Framework

WYCA is the Strategic Transport Authority and works on behalf of the West Yorkshire local authorities to deliver a high-quality transport network, developing and managing delivery of the SUMP, called 'Local Transport Plan' (LTP).

Detailed description of the GP and its implementation

The WYCA uses a variety of different methods, such as websites, social media, meetings, leaflets, etc., for stakeholder engagement to support the LTP (SUMP) process. WYCA has also established mechanisms for consulting key partners and stakeholders.

These mechanisms include the Operator Group (and associated sub groups), District Council Liaison meetings and West Yorkshire LTP governance structures. Additionally, the District Consultation Committees are an established mechanism for consultation and feedback from representatives of members of the public.

One aspect of the consultation was to develop and deliver cycling and walking improvements through 'CityConnect' a Technical Stakeholder Board, established together with a supporting group of interested professionals and lay-people. The Stakeholder Board held regular meetings where participants could provide local knowledge, technical specialist input and enable a sense of project ownership to help shape the outcomes and public perception of the project. So, CityConnect was an opportunity to test new techniques (including the use of social media and an online interactive map) and consider their incorporation into mainstream SUMP practice.

Regarding the innovative aspects of the GP, previous versions of the Local Transport Plan have used a limited range of techniques to engage with the public. The new one instead foresees the use of Social Media to support WYCA's cycling and walking infrastructure project 'CityConnect' aimed at promoting the project and inform public, promoting opportunities to get involved, acting as a conduit for wider discussions about cycling, responding immediately to public criticism. Additionally, the importance of addressing hard-to-reach communities must be underlined: for drafting a new SUMP for West Yorkshire, WYCA worked with the local Youth Association NGO to gain views from youths on their travel difficulties and aspirations for the future. WYCA learnt that partner organisations can often successfully engage with and deliver participation activities with hard to reach groups. The NGO enlisted the help of community organisations representing hard to reach groups i.e. elderly and ethnic minorities. The use of social media is not innovative as such however, the use of social media for monitoring some specific measures and increasing the participation of citizens and its inclusion in the SUMP are innovative practices.

Regarding the resources needed, they are quite limited, since only time staff to manage social media accounts have to be taken into account. However, it should be noted that WYCA realised that this activity can be very time-consuming as it requires a quasi-permanent activity on social media to respond as quickly as possible to requests and complains.

Results achieved and problems encountered

The LTP consultation aimed to obtain a final strategy that best reflects stakeholder and community priorities and to encourage feedback on more detailed transport interventions, with the expectation that this will lead to higher levels of response from the public and stakeholders.

This GP permitted to improve the public involvement and required cooperation for the definition of measures, feedback and monitoring of measures. Thanks to social media and the interactive map, WYCA identified over 300 problems on the cycling network/measures.

A wider participation of the cyclists in the SUMP process is possible as they feel a stronger sense of responsibility and ownership on the SUMP, this can translate in more proposals for new measures or improvements.

The success of the social media can be monitored quite easily thanks to the social media 'built-in' monitoring tools. At the same time, WYCA has learnt that social media requires adequate resources to react and respond to comments instantly as social media is a 'live' communication tool.

A total of 817 formal responses were received. As well as the official responses there were over 60 events held during the consultation period in which around 600 people were involved. In total, approximately 1,400 people have been involved in the consultation.

Analysis of transferability

It is important to develop a consultation protocol and determining key objectives for engagement at a strategic and local level, reflecting the different tools and applicability for targeting different transport users and stakeholders across regions and within Municipalities. Above all, resources and skills to deliver an effective stakeholder engagement strategy and implementation are required.

Therefore, the transferability of measures is possible in all types of cities and regions, including REFORM regions as only social media accounts and project management skills are needed.

It should be noted that WYCA realised that this activity can be very time-consuming as it requires a quasi-permanent activity on social media to respond as quickly as possible to requests and complains.

GP 26: Integrating SUMP process into the Regional Energy Plan - PALET

OBJECTIVES
PALET is an ambitious program setup by Parkstad Limburg Region in order to reach Energy neutral region in 2040 by energy savings and by generating own sustainable energy. Within this plan a specific target on mobility was set up. This target for sustainable mobility offer opportunities and conditions for municipalities to implement SUMP measures and the Regional SUMP plays an important role in pursuing the defined targets.

TIMESCALE
The process started in 2015 with the definition of the Regional ambition to become energy neutral by 2040; then, each Municipality defined its own ambitions and targets (2016) and finally in 2017 PALET 3.0 an integrated action plan was defined for the whole Region and for each of the 8 Municipalities.

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Parkstad Limburg Region

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INSTITUTION INVOLVED
Region of Parkstad Limburg and its eight Municipalities

General Framework

Region Parkstad Limburg (RPL) is a conurbation of eight municipalities in the southern part of the province of Limburg in the Netherlands. Consisting Heerlen, Kerkrade, Landgraaf, Brunssum, Simpelveld, Voerendaal, Nuth and Onderbanken, the municipalities work together to improve public services, transport and housing on a regional level.

Between 2012 and 2015 PL region participated to PolySUMP Project and developed its own Regional SUMP.

In 2015 RPL decided to adopt a Regional Energy Plan named PALET (PArkstad Limburg Energy Transition plan), whose ambition is to make RPL an energy neutral Region by 2040. In 2017 the Region decided to integrate SUMP targets into PALET. These mobility targets trigger municipalities to generate measures that will be implemented in the SUMP action plan.

This GP shows that the integration of different planning instrument can foster better synergy in order and create larger benefits for the local communities. Additionally, the GP shows the close connection between energy reduction targets and mobility targets.

Detailed description of the GP and its implementation

PALET is a general and ambitious Energy plan for the whole Parkstad Limburg Region. The process started in 2015 with the definition of the Regional ambition to become energy neutral by 2040; then, each Municipality defined its own ambitions and targets (2016) and finally in 2017 PALET 3.0 an integrated action plan was defined for the whole Region and for each of the 8 Municipalities. This 2017 plan includes targets to reduce energy use for mobility by integrating SUMP and PALET.

The whole process of measures definition was developed by several meetings and involved politicians, public servants and third parties citizens through a broad participating process. The Region coordinated this process advised with analysis and calculations by external advisors.

The targets in energy saving for mobility for the first two municipalities that have already adopted the targets for their municipality were the following:

- Brunssum 7.6TJ (Terra Joule) in the Year 2020 and 95 TJ in 2040;
- Heerlen 53.7 TJ in year 2020 and 627 TJ in 2040.

The already defined targets become an obligation for the involved municipalities. The Mobility targets will be reached by the SUMP implementation plan (the regional action plan as part of the REFORM project).
The implementing phase has been planned within the same period of PALET and two milestones 2020 and 2040 have been already defined.

Results achieved and problems encountered

The integration between the energy strategy (represented by PALET) and the mobility plan (SUMP) already represents an important result. Through this integration two Municipalities have already defined specific targets on energy saving by specific mobility measures. To implement this process, the two Municipalities have already defined a specific budget in the framework of PALET. Nowadays the process is under the phase of action definition and in some cases of action implementation. A few measures dealing with mobility management and electro-mobility actions have been implemented.

The integration among the different plans is an essential driver for the municipalities to implement sustainable measures provided by the regional SUMP and to be taken up in the action plan.

Next to the benefits of PALET on energy savings in mobility there are other effects in general and on mobility: less pollution, significant reduction of congestion, less CO_2 emissions, economy savings for Region and citizens and reduced dependency from external energy producers.

The indicators within this GP are the ones regarding general energy savings. A few ones regarding mobility actions will be developed in the SUMP action plan in order to monitor the specific contribution to the energy saving targets and changes in regional mobility in volumes, modal split and environmental aspects etc. Energy savings will be monitored by Regional and National Authorities.

The integration between PALET and SUMP plan did not show any problems as there was a good involvement of the interested authorities and a common definition of the targets. The action plan definition and the stakeholders' involvement in this phase represents itself an important challenge to be faced.

Analysis of transferability

A key aspect in this GP was the cooperation between the Region of Parkstad Limburg and the eight Municipalities and the political willingness, which was a necessary element for the successful completion of the plans.

It took time and a broad participating process involving stakeholders and municipalities. Sometimes the main difficulties were the coordination of different bodies or authorities to be involved in the whole process.

The coordination at Regional scale helps to stimulate the process of the project. To transfer this practice, it is important that specific and interdisciplinary human resources should interact and work together.

4 - Analysis of the Good Practices

Although the collected GPs do not have the ambition of encompassing the full set of policies adopted through Europe for supporting the take up SUMPs, they represent a significant cross-section of the issues tackled by different administrative bodies, of the adopted policies, methodologies and of the encountered problems.

A first observation is that these kind of practices are not widely spread across Europe and that their implementation is generally quite recent in time, in fact the majority is still under implementation. For this reason, a complete evaluation of their effectiveness and impact is difficult to carry out.

Many experiences have been carried out for a long time to implement innovative measures for sustainable mobility; they are generally replicable and represent valuable elements to inspire actions to be included in local or regional SUMPs. However, the adoption of policies to facilitate the development of SUMPs in cities or Regions is more recent and limited.

The GP were classified according to a grid, which can be seen in Table 3. The following paragraphs offer an in-depth explanation of the findings on the GP based on the classification matrix and the described GP. The main points that emerged were:

- Use of different approaches to foster SUMP development
- Need of integration between SUMP and other planning instruments
- Lack of capacity development of local administrations in mobility planning
- Importance of stakeholders' involvement and participation
- Need for standardization of SUMP
- Use of ICT to support SUMP development

Table 3: Classification grid for the REFORM Good Practices

		REGIONAL SUPPORT POLICIES					
		Technical support	Economic support/Funding	Standardization	Other types of incentives/ policies	Normative obligations	Regional scale implementation
METHODOLOGIES AND TOOLS FOR SUMP DEVELOPMENT	Methodologies for the development of SUMP	13 , 17, 8	18, 23	16, 17		17	12, 19
	Development of local know-how	10, 21	1 , 18, 23	11, 16, 23			
	Tools for large scale integration and other	7, 11, 21		7	5		7, 12, 26
	ICT applications	9, 11, 22		11, 9, 22	3		
	SUMP as evolution of (and integration with) existing planning instruments and plans	20, 21, 24					12, 13, 24, 8, 26
	Implementation of "replicable modules" at local level		1	2			
	Public involvement and participation	6, 10, 15, 20, 25	1		3	4	25, 14

Different approaches for fostering SUMP development

There are two main models for spreading the adoption of SUMP, whose adoption largely depends on local conditions, territorial context, existing legislations and culture:

› The first can be seen as a "centralized" model, where the leading idea is to develop a unitary SUMP for a wide geographical area. This model was pursued by realities such as Manchester, Parkstad Limburg, or York. It can be applied to those territories made by large urban areas strictly integrated in terms of urban development, mobility needs and infrastructures. Another important element is the existence of an administrative body bringing together all the local authorities and effectively ruling on the territory, e.g. Manchester Combined Authority. In fact, it represents the institutional framework for defining the strategic lines to be implemented in the SUMP. A strong socio-political integration represents a key success factor for this model and makes it easier to manage such a complex process like the SUMP definition.

In this model, the focus of the policies should be the creation of efficient bodies (Authorities, Territorial Bodies) with sufficient technical skills for the development of SUMPs. Moreover, these bodies should possess a sufficient degree of authority to involve all the interested local Administrative Bodies and other stakeholders and ultimately represent their needs. Typical examples are the Transport Authorities.

This approach makes it easier to obtain coherence and integration between different planning instruments and areas, providing a unitary vision. In addition, the process for sharing this unitary framework among different local administrations is generally extremely expensive in terms of time and efforts, even if it the quality of the results is not always ensured.

Moreover, even once the SUMP is defined, one issue is to ensure its implementation at local level, when different local authorities are responsible for its application. In this context, the interesting experience of the elaboration of micro-SUMPs in Lille (SUMPs developed at local level within the general framework of the metropolitan SUMP) represents a possible response to the need of local autonomy in a reference strategic framework, making local administrations responsible for the SUMP implementation.

Finally, the application of this model becomes increasingly difficult as the dimension of the region increases, taking into account also its non-homogeneous features.

› The second alternative model can be seen as a "de-centralized" approach, where Regions adopt measures that support cities in developing their own SUMP. Generally, it can be noted that Regions supports cities to encourage them to developing SUMPs, leaving them the responsibility of carrying out the overall process.

The most important experiences reported in this document are about providing direct economic support (to a different extent) to cities for developing SUMP (like in the case of Emilia Romagna Region and of Region of Epirus). These cases were not so frequent, as they require significant financial resources. This kind of policy was proven to be effective in starting up the SUMP preparation process as it overcomes one of the main barriers, especially for medium-sized cities, i.e. financial resources. Moreover, it makes local authorities fully responsible for their choices and favours their involvement. On the other side, it has its disadvantages:

- It may be more difficult to achieve an effective integration at a wider territorial scale;
- sufficient quality and coherence between all the different planning instruments and perspectives are not always ensured;
- SUMP should be a living process, evolving with the development of the local conditions: when the resources allocated by the regions run out, the difficulties of the cities to carry on this process could stop it, jeopardizing the effectiveness of the actions.

So, key points for improving the effectiveness of these policies should be:

- To increase the local level of know-how and competences through training and technical support to cities, so to make the mechanisms of stakeholders and public involvement in the preparation of SUMPs as enduring as possible. This could be done providing cities not only economic incentives, but also technical support by skilled competence centres;
- To define a set of minimal qualitative requirements for SUMPs (in the form of guidelines) and the creation of a body at regional level capable not only to evaluate the compliance of the developed material to the guidelines, but also to assist cities in improving their performances.
- To include in the Regional policy appropriate instruments to foster SUMP actions implementation (for instance making funds to develop sustainable mobility available only in presence of an approved SUMP).

This second model is easier to be adopted on a large scale and territories with different features and/or where the local Bodies have a large degree of autonomy.

Integration

The problem of integration can be seen from the perspective of territorial integration or from the perspective of integration with other planning instruments. The collected GPs show examples of both of them. Territorial integration was faced through experiences like PolySUMP and the development of wider area SUMPs. Integration between SUMP and other plans at different level (energy, environment) was pursued in various situations with different points of view.

The need of integration is perceived both by decision makers and the professionals also in terms of coherence between the level of strategic choices and implementation. For this reason, integration is generally carried out at two parallel levels: the policy process of convergence of priorities and a methodology of coherence analysis between the different plans and SUMP.

The analysed GPs show that the main integration tool is the creation of territorial agencies or authorities in charge of planning mobility over a wide area. Other useful supports for integration are represented by ICT tools capable of making available large amount of data and elaborations commonly shared by all the local administrations, sharing a common view of the state of mobility in a wide area.

Developing local know-how

Capacity development of local administrations in mobility planning should be one of the priorities of the regional policies to ensure an adequate quality of the planning instruments. It is remarkable that none of the analysed policies put emphasis on training (in its different forms). It seems that often the perception of local authorities is that all the required skills are already existent and sufficient.

An interested experience in the sense of developing the local know-how and analysis capacities is the case of the ADVANCE tool. It implemented an audit methodology for the analysis of the needs and the identification of the state of mobility for cities, specifically targeted at the development of SUMP.

The other examples of policies targeted at enhancing the local capacities are represented by the development of Mobility Management actions. These actions are capable of involving different and numerous stakeholders and, in some cases, to create "replicable modules", i.e. initiatives and solutions that can be fully replicated in other territorial realities or in the same territory in other application cases. They mainly refer to actions that can be included in SUMPs and to methodologies that can be replicated during the SUMP development process.

Stakeholders involvement and public participation

The topic of stakeholders' involvement and public participation is perceived as the most sensitive in the field of SUMP development. Policy makers ascribe great importance to it and know very well that achieving consensus is a key success factor for a SUMP. For this reason, a large number of collected GPs make reference to this specific topic (9 GPs over 26).

The analysis pointed out different methodologies and tools for participation, both for involving the stakeholders during the different steps of the SUMP preparation, and for reaching citizens to disseminate information or to carry out needs' analysis.

It is important to underline the experience carried out in Emilia Romagna with the creation and diffusion of a web-based game related to sustainable mobility. This is the only example based on the application of technologies for achieving public participation and collecting data, however modern ICT and mobile-based technologies offer a wide set of opportunities and can easily work as a multiplier of contacts. In the next future, this field will probably see a great development and may be fruitful exploited for supporting the SUMP elaboration process.

Quality, norms and standardization

The qualitative level of the developed SUMP (from all the different points of view above mentioned) is a concern for the regional authorities. This problem is strictly related to the issue of defining a standard, as it represents a means to achieve uniformity. In this respect, the collected GPs point out two main means of standardization:

- definition of guidelines and procedures for setting up the SUMP
- standardization of mobility data

Guidelines were developed both at regional and national level, with two different significant approaches in different experiences.

At regional level, they represent a prerequisite for accessing the economic resources allocated by the region, and do not represent an absolute obligation for cities. So, in this case the incentive for respecting the guidelines is linked to the availability of funds and the effectiveness of the regulation without this incentive could be weak.

At national level, the defined guidelines are legal norms to be followed in the development of SUMPs. This approach was found just in one case and the process is still ongoing. It represents a very significant experience, but raises important questions not yet fully answered such as: the identification of an appropriate body for evaluating the compliance of the single SUMP with the guidelines; the consequences for the cities not having respected the law; the conflicts between the autonomy of cities and the normative constraints.

Collecting and sharing mobility data is another way of supporting standardization and quality improvement in mobility planning. In fact, the lack of affordable data makes it difficult to carry out any planning process, while the collection and elaboration of mobility data is a complex and very expensive task. For this reason, often only large cities that can afford specialized structures can produce a satisfying set of data, while smaller cities are forced to work on partial and limited data. The GPs observed in Thessaloniki region, Manchester and Emilia Romagna to create mobility data bases accessible to a wide set of users represent a significant improvement in the situation of data accessibility. Their implementation is strictly linked to the availability of ICT structures and solutions (see next point) but also to the existence of organizations capable of continuously maintaining the applications, updating the databases and so on. They represent extremely challenging implementations requiring financial resources, coordination capacities and authority and a suitable territorial dimension.

ICT as a support to SUMP

Little experiences were pointed out in the application of ICT techniques for the development of SUMPs. The main application, as seen in the previous point, is the creation of mobility databases. In the near future, they will have a growing importance thanks to the new techniques of managing big data at acceptable costs and to the increasing diffusion of the paradigm of open data, which will easily allow acquisition of data from multiple sources and availability to a wide set of users. At the same time, the availability of large sets of complementary data and the increased computational power will allow complex elaborations for integrating important mobility indicators that will ease the planning tasks. Finally, these applications will also be a powerful tool for integrating different modes of transport, so that SUMPs will also benefit from a unitary vision of all the mobility services.

ICT technologies already make available similar potentiality and in the very near future they will increase dramatically their potential. Therefore, the most significant barriers for the implementation of these applications are linked to: the design of the application (complexity and highly differentiated number of sources to take into account), organizational aspects (cooperation among several different players and coordination), application technologies (interfaces among different technological systems, etc.). All these difficulties reflect also impacts on implementation and maintenance costs.

The other technological aspect having a significant impact on the SUMP elaboration process is the use of mobile apps. As demonstrated by the reported practice carried out in Emilia Romagna, apps have an enormous potential of reaching people and offer them a participative approach. They can simultaneously represent:

- A promotional mean for virtuous mobility behaviours;
- A data collection channel on individual behaviours (modal choices, travel time etc.) useful for SUMP purposes;
- A collectors of opinions and a survey tool for involving citizens in the SUMP participative process.

Their cost is quite limited, even if the management of the acquired data and the interaction with the citizens requires of course dedicated personnel. However, their potential is higher than the traditional polls and techniques.

The application of ICT techniques as a support to SUMP development is not yet fully exploited and it could be a fruitful field of actions for Regions and cities to make it simpler for cities to develop their own SUMP.

5 - Conclusions

This document aimed at drawing the current state of the REFORM Regions in terms of SUMP development and implementation, but also to report on significant European experiences under the form of good practices (GP) that can effectively stimulate adoption and implementation of SUMPs at local and regional level.

The state of development among the REFORM Regions greatly varies: the regions of Parkstad Limburg and Greater Manchester have regional SUMPs for all municipalities in their region whereas the SUMPs in Emilia Romagna and Central Macedonia are local and in both regions only one SUMP at municipal level was adopted until now (Parma and Thermi). In the latter regions, more local authorities are have already initiated the SUMP development process, and in Region Emilia-Romagna all municipalities with more than 50,000 inhabitants have an obligation to adopt their own SUMP by 2018.

Currently, the regulations on SUMPs and their requirement of adoption differ from country to country. In the UK, there is a national obligation to have a SUMP, and national guidelines for LTPs (local transport plans) are available. There are no direct funds for SUMP adoption, but there are national funds for measures and different aspects of SUMPs. The guidelines give a framework for harmonization with other policies and guidelines for tenders. In the Netherlands, there are no national regulations, policies, guidelines or funds for SUMPs, and municipalities mostly refer to the ELTIS SUMP guidelines. In Emilia-Romagna (Italy) the region has come up with guidelines and allocated funds for municipalities to develop SUMPs. In Greece, national guidelines are under preparation, and the draft guidelines are already used by municipalities in their SUMP development process.

26 GPs were identified from the REFORM Regions and other European cities, which show a variety of approaches in the light of SUMP process and content. For REFORM, the value of the GPs for SUMP adoption is of paramount importance, and should be the focus in the next phase “Evaluation the GPs” according to the needs of the Regions.

The GPS were classified according to a grid showing different methodologies and tools for SUMP development (rows) and regional support policies (columns). Thee grid shows that GPs evenly spread among the available cells, with the majority covering “tools for large scale integration” and “regional scale implementation”. For this reason, the GPs are valuable and the regions can effectively use them to stimulate adoption and implementation of SUMPs at local level in their region with the development of know-how, ICT development, implementation and public involvement and participation.

The analysis of the collected GPs has shown diversified regional approaches to foster the development of sustainable mobility planning in their territories and to ensure a high degree of coherence between SUMPs and the other territorial and environmental plans. Only recently, the problem of integrating the general ELTIS guidelines with provisions closer to the regional (or national) realities was faced through specific guidelines.

From a methodological point of view, much effort was spent in developing methods that would ensure stakeholders’ participation, while there are few specific methodologies on other aspects of SUMP that are easily applicable for smaller cities. At the same time, the need of integration was addressed in several cases with complementary approaches and the opportunities offered by ICT technologies were partially exploited. It is interesting to notice that none of the GP focuses on the development of cultural and professional growth of local administrations’ personnel, who was not considered as the focus of regional interventions.

The transferability analysis for the selected 26 GPs has shown that they can represent valuable and transferrable models for other regional realities, pointing out the most essential factors for their transferability.

Notes

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