



**atrac**  
ATtractive Urban Public Transport  
for Accessible Cities



# SUTP Methodology

**Work Package 3**

**Creation of Sustainable Urban Transport Plans**

**Faculty of Civil  
Engineering  
University of Maribor**

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## LEGENDS

ATTAC	Attractive Urban Public Transport for Accessible Cities
EC	European Commission
EU	European Union
MF	Mobility Forum
PP	Project Partner
PT	Public Transport
SEE	South Eastern Europe
SUMP	Sustainable Urban Mobility Plan
SUTP	Sustainable Urban Transport Plan
WG	Working Group



Explanations.



To be filled in.



Practical ideas.



Report material.



Ideas to remember.



Internet material.



Email to Lead Partner.

## **1. INTRODUCTION – SUTP AND ATTAC PROJECT**



### **1.1. Objectives of the project**

The GENERAL AIM of the project is to improve the coordination in promoting, planning & operating urban/agglomeration public transportation networks in order to better integrate ATTAC cities and regions into SEE transport backbone as effective main and intermediate nodes of trans-national accessibility and to reduce bottlenecks in European transport corridors. Effective & quality urban public transport (PT) is one of the key factors of fighting congestion, and the stimulation of the use of PT must be facilitated, making it a really competitive alternative for private car use.

The SPECIFIC OBJECTIVE of the project is to introduce attractive & sustainable PT solutions and services in ATTAC cities which will significantly contribute to raising the share of public/collective transportation modes at ATTAC locations, creating a framework for a seamless journey to all passengers, with special regard to commuters and long distance travellers.

### **1.2. Expected outcomes and sustainability of the project**

The sustainability of the project will be ensured through the main outputs & results:

- **POLITICAL SUSTAINABILITY:** by the core output, the **Mobility ToolBox**, this is a collection of good strategies for how to make SEE cities/regions effective nodes of transnational accessibility.
- **FINANCIAL SUSTAINABILITY** on local/regional level: by the **SUTPs**, being bases for the future full scale implementation of the investigated & tested measures, and containing funding plans via national resources.
- **INSTITUTIONAL SUSTAINABILITY** is ensured by the decision making power of the PP institutions directly responsible for the design & implementation of local/regional PT policies & development (public- and transport authorities, mobility agencies), and other competent PPs having a significant influencing power (a university, transport associations).

### **1.3. The role of SUTP from the ATTAC perspective**

SUTP (Sustainable Urban Transport Plan) is not the main general or specific objective of the ATTAC project. Developing the SUTP is the method to ensure the sustainability of ATTAC main achievements, which are mostly PT (public transport) related. Therefore, the well known general SUTP or SUMP (Sustainable Urban Mobility Plan) methodology must be implemented in a way, suitable for ATTAC objectives, project structure and project timetable.



#### **1.4. Mobility forums (MFs), ATTAC approach for local stakeholder involvement**

The *efficiency and effectiveness* of any strategy creation and project implementation largely depends on *the level of agreement between the stakeholders concerned*. Engaging stakeholders in transport strategy creation *enables the project team to draw on specialised and local knowledge when defining a specific transport problem and generating suitable solutions*. In addition, engagement is particularly valuable in ensuring that the implemented strategy or scheme delivers popular and sustainable solutions that will improve local quality of life.

The role of the Mobility Forums is essential in the project as these forums provide the background for the creation of the SUTP on the local level on the basis of the ATTAC Mobility Toolbox.



#### **1.5. Structure of these Guidelines**

Chapter 2 serves for general description of recent European SUTP or SUMP documents, particularly Guidelines developed for local stakeholder. Project partners concluded to follow SUMP methodology during ATTAC project.

The application of adopted general SUMP methodology to ATTAC project is described in Chapter 3.

Chapter 4 describes the concrete steps of application to project partner cities, with proposed deadlines and contextual accents.

This document is concluded by the list of links to useful or used resources.

## 2. METHODOLOGIES FOR SUTP OR SUMP DEVELOPMENT. AN OVERVIEW



### 2.1. General

The general definition of “What is SUTP” or “What is SUMP” is adopted after EC (2007) and summarised in session 2.1.1.

Among European Guidelines, two of them were recognized as particularly suitable to adopt them also as ATTAC approach:

- PILOT (2007) and
- SUMP Guidelines (2011).

These two methodologies are briefly reported in the continuation.

#### 2.1.1. *SUTP, definition by EC, 2007<sup>1</sup>*

##### **What is the aim of SUTP?**

SUTP aims at achieving a sustainable urban transport system, by addressing at least the following objectives:

- Ensuring the accessibility offered by the transport system to all, in line with the objectives below;
- Reducing the negative impact of the transport system on the health, safety and security of the citizens, in particular the most vulnerable ones;
- Reducing air pollution and noise emissions, greenhouse gas emissions and energy consumption;
- Improving the efficiency and cost-effectiveness of the transportation of persons and goods, taking into account the external costs;
- Contributing to the enhancement of attractiveness and the quality of the urban environment and urban design.

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<sup>1</sup> [http://ec.europa.eu/environment/urban/pdf/transport/2007\\_sutp\\_prepdoc.pdf](http://ec.europa.eu/environment/urban/pdf/transport/2007_sutp_prepdoc.pdf)

## What does SUTP address?

The policies and measures defined through SUTP should comprehensively address all modes and forms of transport in the entire urban agglomeration:

- Public and private;
- Passenger and freight;
- Motorised and non-motorised;
- Moving and parking.

## How does SUTP work?

SUTP is a way of tackling transport-related problems in urban areas more efficiently and effectively.

It builds on existing practices and regulatory frameworks in the Member States, and is developed through the interaction of local mobility stakeholders.

## Essential characteristics of SUTP are:

- **A participatory approach** - involving citizens and stakeholders from the outset and throughout the process of decision-making, implementation and evaluation, building local capacities for handling complex planning issues, and ensuring gender equity;
- **A pledge for sustainability** - balancing social equity, environmental quality and economic development;
- **An integrated approach** – of practices and policies between transport modes, policy sectors (e.g. spatial and urban planning, environment, economic development, social inclusion, health, safety), public and private agencies, authority levels, and between neighbouring authorities;
- **A focus on the achievement of measurable targets** - derived from short term objectives, aligned with a vision for transport and embedded in an overall sustainable development strategy;
- **A move towards cost internalisation** - reviewing transport costs and benefits also across policy sectors, i.e. taking into account wider societal costs and benefits.



### 2.1.2. SUTP, PILOT approach



In 2007, the European Commission, DG Environment, launched the manual: Sustainable Urban Transport Planning, SUTP Manual – Guidance for stakeholders, prepared by Rupprecht Consult and the partners of the PILOT consortium (available on <http://www.rupprecht-consult.de/projects/pilot.html> ).

It has to be underlined that SUTP does not simply mean developing a transport “master plan”, embracing all the plans and programmes that local authorities are formally required to prepare. It is also not finished once a plan containing innovative transport measures has been adopted. Rather, SUTP represents the direction in which current planning practices should be moving continuously in order to enhance sustainable urban transport development. SUTP – this is the bottom line – is a new planning approach that needs to grow from and within local authorities and existing practices.

Following the PILOT manual, the cycle of policy-making and implementation consist of **five tasks** and **ten missions**. The five tasks are:

- 1 Status analysis and scenario development;
- 2 Definition of a vision, objectives and targets;
- 3 Selection and design of policies and measures;
- 4 Assignment of responsibilities and resources;
- 5 Monitoring and evaluation.

For **self-assessment** the following tasks check-list was developed (Pilot, pg.19):

Task	Task description	Level			
		None	Limited	Fair	Full
<b>1</b>	<b>Status analysis &amp; scenario development</b>				
1.1	Inventarisation of existing plans and policies. Identify and analyse the key planning documents, procedures and policies relevant to the local SUTP process. Create a reference point of pertinent information sources.				
1.2	Status analysis. Provide a comprehensive quantified baseline of the current status of mobility and transport development in the urban agglomeration. Prioritise key mobility problems and identify data gaps				
1.3	Scenario development. Develop prospective scenarios that allow discussing complex strategies for future transport development. Inform and stimulate the discussion among stakeholders.				
<b>2</b>	<b>Vision, objectives and targets</b>				

2.1	Common vision of stakeholders. Develop a common long-term vision for transport and mobility development between all local stakeholders and citizens. Create a qualitative description of the desired future status.				
2.2	Definition of objectives. Define clear and measurable objectives that can orientate and prioritise action. Specify what should be achieved through SUTP and when, building on the common vision.				
2.3	Targets for outcome indicators. Define a set of measurable, relevant and realistic targets that allow monitoring progress towards achievement of the objectives and assessing the efficiency and effectiveness of the measures taken.				
<b>3</b>	<b>Action and budget plan.</b>				
	Action and budget plan. Define a broad set of policies and measures that helps to achieve the vision and objectives. Ensure realistic delivery and efficient and effective allocation of resources (human, knowledge, funds).				
<b>4</b>	<b>Assigning responsibilities and resources.</b>				
	Formalise the responsibility of actors and provide the necessary means for implementing all policies and measures. Ensure the actual implementation of the action and budget plan.				
<b>5</b>	<b>Monitoring and evaluation.</b>				
	Assess the planning and implementation process and facilitate anticipation of problems and verification of accomplishments. Inform the development of future improvements.				

**Table 1:** Check-list, Tasks


The **ten missions** are (Pilot, Pg.20):

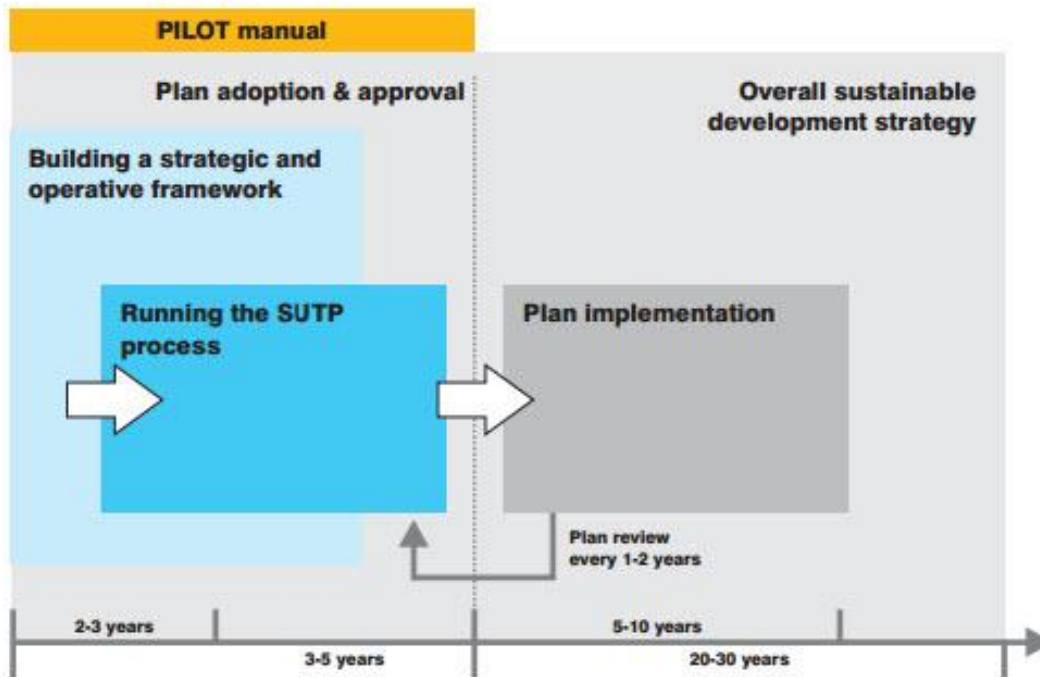
Mission	Mission description	Level			
		None	Limited	Fair	Full
<b>1</b>	<b>Timing of the planning process</b> Harmonise the timing of different technical and political decision-making processes and identify "windows" for coordination with SUTP. Define a realistic schedule for the process.				
<b>2</b>	<b>Strategic coordination &amp; actor relations</b> Assess all SUTP stakeholder positions and create a sound basis for co-operation and legitimacy. Broaden the resource basis and foster the steering capacity in planning and implementation.				
<b>3</b>	<b>Responsibility &amp; geographical coverage</b> Define an adequate territorial delimitation for SUTP, ensuring coverage of actual mobility patterns. Assign (a) suitable body/bodies for driving the process and obtain political approval.				
<b>4</b>	<b>Citizen participation</b> Encourage citizens to partake in collective SUTP decision-making. Ensure maximum transparency, strengthen local political culture and create broad public ownership of SUTP.				

5	<b>Stakeholder involvement</b> Ensure a well-structured involvement of public and private stakeholders in all stages of the SUTP process. Improve the quality, effectiveness, (cost-) efficiency, acceptance and legitimacy of SUTP.				
6	<b>Integration of policies for SUTP</b> Establish the planning of mobility and transport as a shared policy domain, truly serving the different needs of society. Define concrete axes and issues of integration between SUTP and sectoral policies.				
7	<b>Social inclusion and gender equity</b> Understand and address the role of gender and social status in urban mobility. Create awareness, balance participation and develop targeted measures for gender equity and social inclusion.				
8	<b>Information and public relations</b> Manage relationships with the local media and encourage regular reporting. Manage the information release and dissemination channels to create public awareness and a lively SUTP discourse.				
9	<b>Skill management</b> Ensure that the necessary (wide) range of skills for managing and driving the SUTP process are available in local authorities and among stakeholders to efficiently drive forward Tasks and Missions.				
10	<b>Management and organisation</b> Clarify and formalise actor relations. Ensure accountability and transparency of the planning process. Facilitate an efficient planning process, making optimum use of resources and addressing risks.				

**Table 2:** Check-list, Missions

### Timing perspective

 The timing and detailed structure of the **complete** SUTP process essentially depend on the local conditions. The PILOT manual (Pilot, Pg. 22) sees the process of plan development to be 2-3 years long, adding 1-2 additional years to adoption and approval.



**Figure 1:** The overview of the complete SUTP process – Timing perspective

### 2.1.3. SUMP Guidelines



In September 2011 the working document Guidelines – developing and implementing a sustainable urban mobility plan, which was prepared by Rupprecht consult and is available on: <http://www.mobilityplans.eu/>, was launched.

The whole process – the so-called SUMP cycle – is structured in **four stages** of phases, **eleven elements** or **main steps**, each step having **activities** or **detailed specific tasks**.

The whole process (SUMP cycle) as a graphical overview (SUMP, pg. 13):

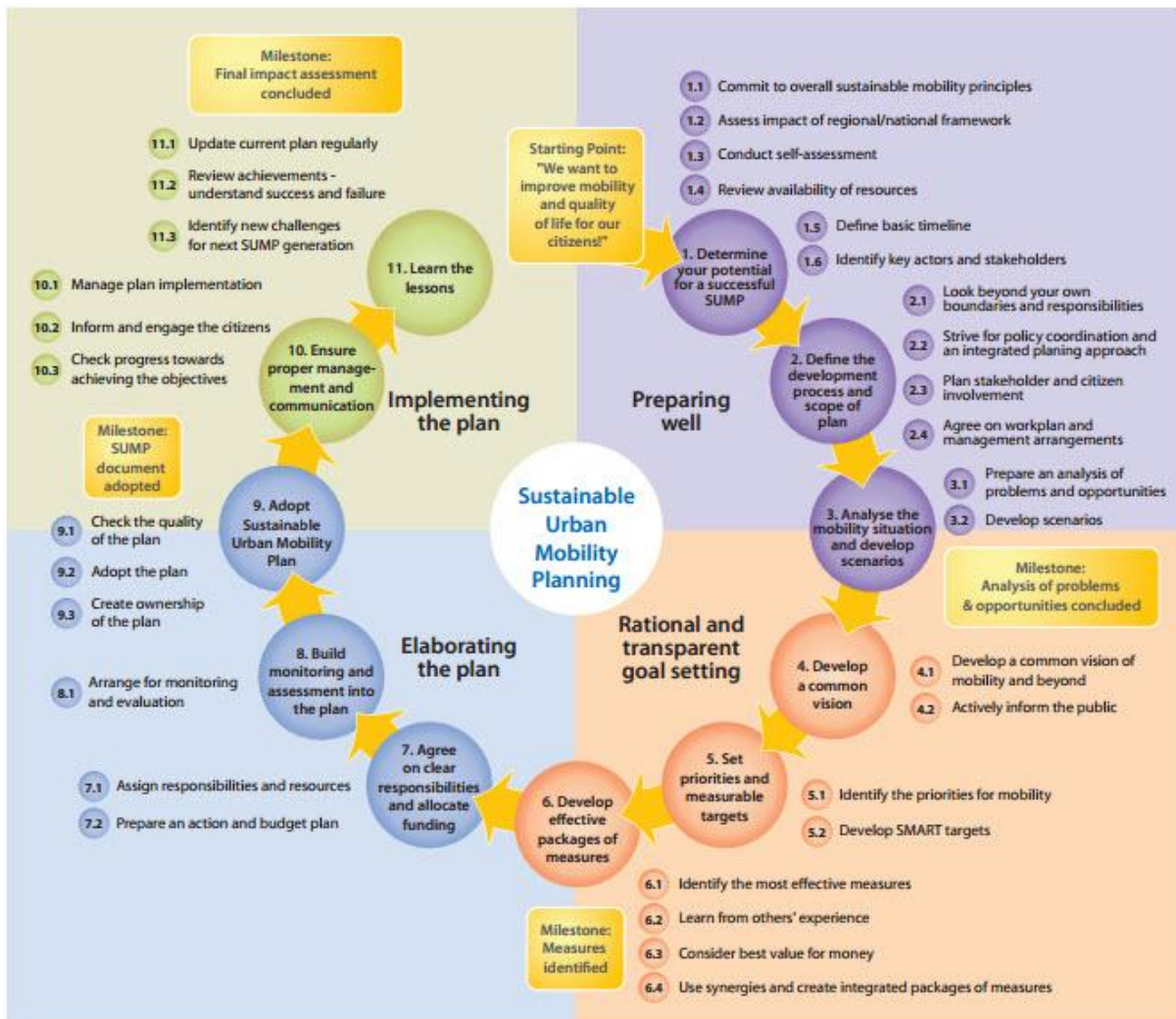


Figure 2: The overview of the complete SUMP process – Elements and Activities

According to SUMP Guidelines (SUMP, pg. 12):

» ... each of the 32 SUMP Activities belonging to the eleven SUMP Elements is structured in a uniform manner:

- Rationale of the Activity, issues to be addressed, questions to which responses are needed
- Aims of the Activities to be performed
- Tasks describing what needs to be done in detail
- Activities beyond essential requirements, addressing cities with some experience in the elaboration of mobility plans
- Timing and coordination requirements with other Activities
- Checklist of milestones to be achieved ... »

The four **main phases of SUMP-circle** are:

SUMP cycle		»ATTAC cycle«
<b>Preparing well</b>		
	Milestone: <b>Analysis of problems &amp; opportunities concluded</b>	
<b>Rational and transparent goal setting</b>		
	Milestone: <b>Measures identified</b>	
<b>Elaborating the plan</b>		
	Milestone: <b>SUMP adopted</b>	
<b>Implementing the plan</b>		
	Milestone: Final impact assessment	

**Tabel 3:** Main phases of SUMP circle

### Timing perspective

Indicative timeline for SUMP (see SUMP, pg. 29-30; Activity 1.5 Define basic Timeline) is to be between 1-3 years to set a strategic and operational framework and 3 – 5 years to finish the whole planning process.

#### 2.1.4. Other projects and approaches for SUTP or SUMP developments

It is obvious, that some cities, regions and countries are planning its mobility in a way which has all the elements of what is addressed as SUTP or SUMP today.

## 2.2. Adoption of a SUTP or SUMP methodology into ATTAC



There are **some general questions** to be answered, before the adoption of a certain SUTP/SUMP methodology:

- Is it suitable for ATTAC approach (in terms of ATTAC application form)?
- Can the scope of ATTAC project (ATTAC is PT oriented) be harmonised with much more general SUMP topics?
- Can the SUTP/SUMP timing be synchronised with ATTAC project Timetable and deadlines?
- Is the transferability of methodology developed by old EU members granted; what is transferable, which are the invariants?
- Are PP-cities and regions in the process of SUTP/SUMP development already and how far? Is there a common general and political framework in PP-cities and regions?



## 2.3. Conclusion, chosen methodology (SUMP)

Different methodologies were discussed during ATTAC WG Meetings (Miskolc 2011, Maribor 2012). Project partners agreed to accept SUMP-Guidelines methodology.



SUMP Guidelines methodology was recognized as:

- The most recent.
- It is a precise description of the process based on gathered good and bad practises and therefore the risk to fail or to produce “just another paper” is minimised.

Following the SUMP Guidelines methodology the first three phases of SUMP Cycle should be finished during ATTAC project:

1. Preparing well
2. Rational and transparent goal setting
3. Elaborating the plan

The next chapter summarizes the most important elements and milestones adopted from the SUMP Guideleines methodology. Basic tables are included and pages are added of the original document where an element is described in detail.



### 3. SUMP PREPARATION – STEPS

#### 3.1. Phase 1: Preparing well



Following the SUMP Guidelines, the PP's should conduct the assessment of the situation in the city or region. The first stage "Preparing well" has three elements and consists of twelve activities. Each activity is concluded by the checklist (see also SUMP Guidelines).

##### 3.1.1. Determine the potential for a successful SUMP in PP city/region

Activity		Source <sup>2</sup> [pg]	Checklist
1.1	Commit to overall sustainable mobility.	15-16	Analysis concluded to the extent to which sustainability criteria guide current policies
			Overall commitment to sustainability principles from key stakeholder achieved
1.2	Assess impact of regional/national framework	17-18	Relevant documents from national and regional level reviewed and results summarised.
			Opportunities and potential problems identified that might result from regional and national framework conditions.
1.3	Conduct self-assessment	19-22	Appropriate self-assessment carried out.
			Strengths and weaknesses with regard to developing an SUMP identified.
			Results summarised as a starting point to optimise a locally tailored planning process.
1.4	Review availability of resources	23-28	Skills and required financial resources for planning process analysed.
			Skill management plan compiled.
			Budget for running sustainable urban mobility planning process politically approved.
			Likely budgetary framework for measure implementation assessed.
1.5	Define basic timeline	29-31	Realistic basic timeframe for a sustainable urban mobility planning process and measure implementation prepared.
			Timeframe approved by decision makers.
1.6	Identify key actors and stakeholders	31-34	Stakeholder groups identified: Primary stakeholders, key actors, intermediaries.
			Analysis of actor constellations carried out.
			Basic stakeholder coordination strategy developed.

**Table 4:** The key activities to determine the potential for successful SUMP

<sup>2</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>



### 3.1.2 *Define the development process and scope of the plan*

Activity		Source <sup>3</sup> [pg]	Checklist
2.1	Look beyond your own boundaries and responsibilities	35-36	Most appropriate SUMP area identified.
			Agreement achieved on geographical coverage.
			Agreement achieved on the basic roles and responsibilities of authorities and politicians.
			Planning team created.
2.2	Strive for policy coordination and an integrated planning approach	37-41	Relevant policy linkages identified (synergies and conflicts).
			Initial options for policy integration assessed.
			Dialogue established with all concerned actors about integration possibilities.
			Initial prioritisation of integration options decided.
2.3	Plan stakeholder and citizen involvement	42-49	Planning of different involvement strategies finalised.
			Communication plan elaborated and approved.
2.4	Agree on work plan and management arrangements	49-50	Political mandate and support for your plan concluded.
			Coordinator of the planning process determined.
			Strategy for risk management and quality management devised.
			Work plan for your planning process developed and politically approved.

**Table 5:** The key activities to define the development process

<sup>3</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>

### 3.1.3 *Analyse the mobility situation and develop scenarios*

This is the last element during the “Preparing well” phase.

Activity		Source <sup>4</sup> [pg]	Checklist
3.1	Prepare an analysis of problems and opportunities	51-55	Suitable indicators selected to describe the status.
			All necessary data made available by the actors concerned. (If sufficient data is not available, start with what you have, but draft a plan on how to close the data gaps.)
			Review and analysis concluded. Baseline scenario developed against which progress can be measured.
			Key problems to be addressed by SUMP prioritised.
3.2	Develop scenarios	56-61	Do-nothing scenario elaborated (qualitatively and quantitatively).
			Business-as-usual scenario elaborated (qualitatively and quantitatively). Impact assessment concluded.
			Different alternative policy scenarios described (qualitatively and quantitatively).
			Choose which scenario serves the vision in the most efficient and effective way.
			Appropriate techniques applied to support the scenario development and appraisal.

**Tabel 6:** The key activities to analyse the situation and to develop scenarios

The preparatory phase is concluded with the milestone “Analysis of problems & opportunities concluded”.

<sup>4</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>

### 3.2. Phase 2: Rational and Transparent goal setting

This phase consists of three elements with eight activities.

#### 3.2.1. Develop a common vision

Activity		Source <sup>5</sup> [pg]	Checklist
4.1	Develop a common vision of mobility and beyond	62-64	Vision board established.
			First draft of vision developed.
			Draft discussed with stakeholders.
			Agreement on final draft of vision.
4.2	Actively inform the public	65-67	Vision outcomes published in attractive format.
			Notes from stakeholders meetings made public. Attractive information material about vision building and its outcomes elaborated and disseminated.

**Tabel 7:** The key activities to develop a common vision

#### 3.2.2 Set priorities and measurable targets

Activity		Source <sup>6</sup> [pg]	Checklist
5.1	Identify the priorities form mobility	68-70	Vision reviewed to guide the development of the objectives.
			Draft objectives developed.
			Draft discussed with key stakeholders.
			Final draft of the objectives formalised.
5.2	Develop smart targets	70-73	Reality check of objectives in early stages of development of targets.
			Develop a suitable set of locally relevant targets. Formal adoption of targets and trajectories by all stakeholders as part of the action and budget plan.

**Tabel 8:** The key activities to set priorities and measureable targets

<sup>5</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>

<sup>6</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>

### 3.2.3 *Develop effective packages of measures*

Activity		Source <sup>7</sup> [pg]	Checklist
6.1	Identify the most effective measures	74-78	<ul style="list-style-type: none"> <li>Framework of resources re-assessed.</li> <li>Options of possible measures defined and summarised.</li> </ul>
6.2	Learn from others' experience	78-79	<ul style="list-style-type: none"> <li>Identified interesting places that have implemented a measure.</li> <li>Key results summarised.</li> </ul>
6.3	Consider best value for money	80-81	<ul style="list-style-type: none"> <li>Suitable measures (and packages of measures) assessed with an eye to costs and benefits as well as value for money.</li> <li>Results summarised for discussion on final measure selection.</li> </ul>
6.4	Use synergies and create integrated packages of measures	81-83	<ul style="list-style-type: none"> <li>Effective packages of measures and possible synergies identified.</li> <li>Packages of measures checked with an eye to integration with land-use planning and other sectoral planning activities.</li> <li>Set of packages of measures selected as input for discussion on final selection and action and budget plan.</li> </ul>

**Tabel 9:** The key activities to develop effective measures

The final product or milestone of this phase is to have Measures identified!

<sup>7</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>

### 3.3 Phase 3: Elaborating the plan

This phase has three elements with seven activities.

#### 3.3.1 Agree on clear responsibilities and allocate funding

Activity		Source <sup>8</sup> [pg]	Checklist
7.1	Assign responsibilities and resources.	84-85	Proposal of final set of packages of measures
			Possible responsibilities and funding sources identified.
			Discussion with concerned stakeholders concluded.
7.2	Prepare an action and budget plan.	85-87	Action and budget plan drafted.
			Formal agreement from decision makers and key stakeholders.

**Table 10:** The key activities to determine responsibilities and funding

#### 3.3.2 Build monitoring and assessment into the plan

Activity		Source <sup>9</sup> [pg]	Checklist
8.1	Arrange for monitoring and evaluation	88-93	Selection of suitable indicators (based in indicators selected in Activity 5.2 Develop SMART targets) finished.
			Suitable monitoring and evaluation tools agreed on.
			Work plan and responsibilities for data collection and management agreed.

**Table 11:** The key activities for monitoring and assessment of the plan

<sup>8</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>

<sup>9</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>

### 3.3.3 *Adopt Sustainable Urban Mobility Plan*

Activity		Source <sup>10</sup> [pg]	Checklist
9.1	Check the quality of the plan	94-97	Final draft of SUMP document compiled.
			Internal and stakeholder review completed.
			Final amendments completed.
9.2	Adopt the plan	98-99	SUMP adopted by elected representatives of public body/bodies responsible for planning.
9.3	Create ownership of the plan	99-100	Public relations and involvement activities planned and carried out.
			Adoption of SUMP celebrated with citizens and stakeholders.

**Tabel 12:** The key activities to adopt SUMP

This phase is finished, when the SUMP document is adopted.

### 3.4 **Phase 4: Implementing the plan**

This phase of the SUMP cycle is outside the ATTAC project deadline for the majority of PP's and will not be discussed in this document.

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<sup>10</sup> SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>



#### 4. IMPLEMENTATION IN PP'S AND THE TIMEFRAME

Elaboration of the final SUMP methodology, adopted for ATTAC project and suited to each PP city/region is faced with the following constrains or problems:


- Contextual constrains: which topics (if not all) of the general SUMP will be elaborated in ATTAC project?
- Overall timing: which general steps (tasks and activities) will be elaborated during the lifetime of ATTAC project?
- Detailed timing: when the certain SUMP step will be elaborated? PP's cities have a very different starting position and general political and organisational framework.
- Terminology harmonising: ATTAC products (Mobility Toolbox, ...) and methods (Mobility Forums,...) are not directly translatable into "tasks, steps, missions, elements, activities, milestones etc." of general SUTP/SUMP approaches.



##### 4.1. Overall timing

The indicative timeline for SUMP (see SUMP, pg. 29-30; Activity 1.5 Define basic Timeline) is to be between 1-3 years to set a strategic and operational framework and 3 – 5 years to finish the whole planning process.

During the ATTAC project with the project deadline on 31.12.2013, the adoption of the SUMP document is declared to be the final objective regarding SUMP preparation.

 Project partner cities have a different starting situation, so the ATTAC deadlines are to be seen as time-blocks.

SUMP cycle		ATTAC deadlines Time blocks
<b>Preparing well</b>		
	Milestone: <b>Analysis of problems &amp; opportunities concluded</b>	<b>May 2012 - September 2012</b>
<b>Rational and transparent goal setting</b>		
	Milestone: <b>Measures identified</b>	<b>September 2012 – February 2013</b>
<b>Elaborating the plan</b>		
	Milestone: <b>SUMP adopted</b>	<b>September 2013 – November 2013</b>
<b>Implementing the plan</b>		
	Milestone:	

	Final impact assessment	
--	-------------------------	--

**Tabel 13:** The time block for PP's cities deadlines

September 2012 is an important deadline, because of the European Mobility Week, where results of ATTAC should be launched. A desired product would be the »Measures Identified« milestone as a result of »Element 6: Develop effective packages of measures«.

#### 4.2. Detailed timing

Eight PP's (project partner cities) should develop their own timetable, but they must reach the final deadline for each milestone indicated in Table 14.

	Overall deadline	Burg	Košì	M'che	M'bor	Mode	Misk	Orad	Thess
<b>Preparing well</b>									
Milestone: <b>Analysis of problems &amp; opportunities concluded</b>	<b>September 2012</b>								
<b>Rational and transparent goal setting</b>									
Milestone: <b>Measures identified</b>	<b>February 2013</b>								
<b>Elaborating the plan</b>									
Milestone: <b>SUMP adopted</b>	<b>November 2013</b>								
<b>Implementing the plan</b>									
Milestone: <b>Final impact assessment</b>									

**Tabel 14:** Detailed timetable for each PP





### 4.3 PP's detailed work plan



From the ATTAC project point of view, each PP should follow the general SUMP – Guidelines methodology. The **monitoring of progress** technique is “to fill the following checklist”, composed of SUMP Guidelines:



#### 1. Determine your potential for a successful SUMP

	Element	To check
1.1	Commit to overall sustainable mobility.	Analysis concluded on the extent to which sustainability criteria guide current policies.
		Overall commitment to sustainability principles from key stakeholder achieved.
1.2	Assess impact of regional/national framework	Relevant documents from national and regional level reviewed and results summarised.
		Opportunities and potential problems identified that might result from regional and national framework conditions.
1.3	Conduct self-assessment	Appropriate self-assessment carried out.
		Strengths and weaknesses with regard to developing a SUMP identified.
		Results summarised as starting point to optimise locally tailored planning process.
1.4	Review availability of resources	Skills and required financial resources for planning process analysed.
		Skill management plan compiled
		Budget for running sustainable urban mobility planning process politically approved.
		Likely budgetary framework for measure implementation assessed.
1.5	Define basic timeline	Realistic basic timeframe for sustainable urban mobility planning process and measure implementation prepared.
		Timeframe approved by decision makers.
1.6	Identify key actors and stakeholders	Stakeholder groups identified: Primary stakeholders, key actors, intermediaries.
		Analysis of actor constellations carried out.
		Basic stakeholder coordination strategy developed.

#### 2. Define the development process and scope of plan

2.1	Look beyond your own boundaries and responsibilities	Most appropriate SUMP area identified.
		Agreement achieved on geographical coverage.
		Agreement achieved on the basic roles and responsibilities of authorities and politicians.
		Planning team created.
2.2	Strive for policy coordination and an integrated planning approach	Political agreement signed and adopted by all municipal councils.
		Relevant policy linkages identified (synergies and conflicts).
		Initial options for policy integration assessed.
		Dialogue established with all concerned actors about integration possibilities.
		Initial prioritisation of integration options decided.
Assessment and prioritisation specified according to advanced scenario building results > see Activity 3.2		

2.3	Plan stakeholder and citizen involvement	Planning of different involvement strategies finalised.
		Communication plan elaborated and approved.
2.4	Agree on work plan and management arrangements	Political mandate and support for your plan concluded.
		Coordinator of the planning process determined.
		Strategy for risk management and quality management devised.
		Work plan for your planning process developed and politically approved.

### 3. Analyse the mobility situation and develop the scenarios

3.1	Prepare an analysis of problems and opportunities	Suitable indicators selected to describe the status.
		All necessary data made available by the actors concerned. (If sufficient data is not available, start with what you have, but draft a plan on how to close the data gaps.)
		Review and analysis concluded. Baseline scenario developed against which progress can be measured.
		Key problems to be addressed by SUMP prioritised.
3.2	Develop scenarios	Do-nothing scenario elaborated (qualitatively and quantitatively).
		Business-as-usual scenario elaborated (qualitatively and quantitatively). Impact assessment concluded.
		Different alternative policy scenarios described (qualitatively and quantitatively).
		Choose which scenario serves the vision in the most efficient and effective way.
		Appropriate techniques applied to support the scenario development and appraisal.

### 4. Develop a common vision

4.1	Develop a common vision of mobility and beyond	Vision board established.
		First draft of vision developed.
		Draft discussed with stakeholders.
		Agreement on final draft of vision.
		Vision outcomes published in attractive format.
4.2	Actively inform the public	Notes from stakeholders meetings made public.
		Attractive information material about vision building and its outcomes elaborated and disseminated.

### 5. Set priorities and measurable targets

5.1	Identify the priorities form mobility	Vision reviewed to guide the development of the objectives.
		Draft objectives developed.
		Draft discussed with key stakeholders.
		Final draft of the objectives formalised.
		Reality check of objectives in early stages of development of targets.
5.2	Develop smart targets	Develop a suitable set of locally relevant targets.
		Formal adoption of targets and trajectories by all stakeholders as part of the action and budget plan.

### 6. Develop effective packages of measures

6.1	Identify the most effective measures	Framework of resources re-assessed.
		Options of possible measures defined and summarised.

6.2	Learn from others' experience	Identified interesting places that have implemented a measure. Key results summarised.
6.3	Consider best value for money	Suitable measures (and packages of measures) assessed with an eye to costs and benefits as well as value for money. Results summarised for discussion on final measure selection.
6.4	Use synergies and create integrated packages of measures	Effective packages of measures and possible synergies identified. Packages of measures checked with an eye to integration with land-use planning and other sectoral planning activities. Set of packages of measures selected as input for discussion on final selection and action and budget plan.

### 7. Agree on clear responsibilities and allocate funding

7.1	Assign responsibilities and resources.	Proposal of final set of packages of measures Possible responsibilities and funding sources identified. Discussion with concerned stakeholders concluded.
7.2	Prepare an action and budget plan.	Action and budget plan drafted. Formal agreement from decision makers and key stakeholders.

### 8. Build monitoring and assessment into the plan

8.1	Arrange for monitoring and evaluation	Selection of suitable indicators (based in indicators selected in Activity 5.2 Develop SMART targets) finished. Suitable monitoring and evaluation tools agreed on. Work plan and responsibilities for data collection and management agreed.
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### 9. Adopt Sustainable Urban Mobility Plan

9.1	Check the quality of the plan	Final draft of SUMP document compiled. Internal and stakeholder review completed. Final amendments completed.
9.2	Adopt the plan	SUMP adopted by elected representatives of public body/bodies responsible for planning.
9.3	Create ownership of the plan	Public relations and involvement activities planned and carried out. Adoption of SUMP celebrated with citizens and stakeholders.

The complete working paper version of PP's work plan checklist is enclosed to this document under Appendix 1.

#### **4.3. Expected Outcomes of MF's and SUMP**



The ATTAC approach (application form) anticipates Mobility Forums (MF's) as a main technique to formulate SUMP. MF Reports will be an essential part of the project results and they will show the process of the formulation of the SUMP. MF reports are foreseen as evidence of the process of SUTP/SUMP formulation.

#### **4.4. Expected Outcomes regarding strategic documents and PT legislation**



The SUMP must be in line with strategic documents at local, regional, national and European levels. Application form requires the guarantee that processes are “Moving into the right direction”. For ensuring this point, **it is required for the local project manager to make a research on the local strategic planning documents**, especially any that has a link to transportation or to public transport. These documents along with state, regional and local level legislation regarding public transport will be vital for the creator of the SUMP and also for the participants of the MF so that the formulation of the SUMP would go in line with actually valid and also planned legislation. A summary of the legal background would be very handy to present for participants of the MF, if possible.



## 5 LINKS TO USEFUL ONLINE RESOURCES

- ⊕ SUMP: <http://www.mobilityplans.eu/index.php?ID1=4&id=4>
- ⊕ Sustainable Urban Transport Planning, SUTP Manual – Guidance for stakeholders, prepared by Rupprecht Consult and the partners of the PILOT consortium: <http://www.rupprecht-consult.de/projects/pilot.html> .
- ⊕ [http://ec.europa.eu/environment/urban/pdf/transport/2007\\_sutp\\_annex.pdf](http://ec.europa.eu/environment/urban/pdf/transport/2007_sutp_annex.pdf)
- ⊕ [http://ec.europa.eu/environment/urban/thematic\\_strategy.htm](http://ec.europa.eu/environment/urban/thematic_strategy.htm)
- ⊕ [http://ec.europa.eu/environment/urban/pdf/transport/2007\\_sutp\\_prepdoc.pdf](http://ec.europa.eu/environment/urban/pdf/transport/2007_sutp_prepdoc.pdf)
- ⊕ Guidemaps Handbook: [http://www.civitas-initiative.org/docs1/GUIDEMAPSHandbook\\_web.pdf](http://www.civitas-initiative.org/docs1/GUIDEMAPSHandbook_web.pdf)

## **6 ANNEX**

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## Appendix 1 – PP’s detailed work plan checklist

NAME: \_\_\_\_\_ CONTACT: \_\_\_\_\_  
 ORGANISATION: \_\_\_\_\_  
 DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

PHASE:       1. PREPARING WELL  
                   2. RATIONAL AND TRANSPARENT GOAL SETTING  
                   3. ELABORATING THE PLAN

	Element	To check	Done		Comments & References to MF’s reports
			Full	Limited	
1.1	<b>Commit to overall sustainable mobility.</b>	Analysis concluded on the extent to which sustainability criteria guide current policies			
		Overall commitment to sustainability principles from key stakeholder achieved			
1.2	<b>Assess impact of regional/national framework</b>	Relevant documents from national and regional level reviewed and results summarised.			
		Opportunities and potential problems identified that might result from regional and national framework conditions.			
1.3	<b>Conduct self-assessment</b>	Appropriate self-assessment carried out.			
		Strengths and weaknesses with regard to developing an SUMP identified.			
		Results summarised as starting point to optimise locally tailored planning process.			
1.4	<b>Review availability of resources</b>	Skills and required financial resources for planning process analysed.			
		Skill management plan compiled			
		Budget for running sustainable urban mobility planning process politically approved.			
		Likely budgetary framework for measure implementation assessed.			
1.5	<b>Define basic timeline</b>	Realistic basic timeframe for sustainable urban mobility planning process and measure implementation prepared.			
		Timeframe approved by decision makers.			
1.6	<b>Identify key actors and stakeholders</b>	Stakeholder groups identified: Primary stakeholders, key actors, intermediaries.			
		Analysis of actor constellations carried out.			

		Basic stakeholder coordination strategy developed.			
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<b>Quality check:</b>	*	Yes	No
* Email this to the Lead Partner			

2.1	<b>Look beyond your own boundaries and responsibilities</b>	Most appropriate SUMP area identified.			
		Agreement achieved on geographical coverage.			
		Agreement achieved on the basic roles and responsibilities of authorities and politicians.			
		Planning team created.			
		Political agreement signed and adopted by all municipal councils.			
2.2	<b>Strive for policy coordination and an integrated planning approach</b>	Relevant policy linkages identified (synergies and conflicts).			
		Initial options for policy integration assessed.			
		Dialogue established with all concerned actors about integration possibilities.			
		Initial prioritisation of integration options decided.			
		Assessment and prioritisation specified according to advanced scenario building results > see Activity 3.2			
2.3	<b>Plan stakeholder and citizen involvement</b>	Planning of different involvement strategies finalised.			
		Communication plan elaborated and approved.			
2.4	<b>Agree on work plan and management arrangements</b>	Political mandate and support for your plan concluded.			
		Coordinator of the planning process determined.			
		Strategy for risk management and quality management devised.			
		Work plan for your planning process developed and politically approved.			

<b>Quality check:</b>	*	Yes	No
* Email this to the Lead Partner			

3.1	<b>Prepare an analysis of problems and opportunities</b>	Suitable indicators selected to describe the status.			
		All necessary data made available by the actors concerned. (If sufficient data is not available, start with what you have, but draft a plan on how to close the data gaps.)			
		Review and analysis concluded. Baseline scenario developed against which progress can be measured.			



		Key problems to be addressed by SUMP prioritised.			
3.2	<b>Develop scenarios</b>	Do-nothing scenario elaborated (qualitatively and quantitatively).			
		Business-as-usual scenario elaborated (qualitatively and quantitatively). Impact assessment concluded.			
		Different alternative policy scenarios described (qualitatively and quantitatively).			
		Choose which scenario serves the vision in the most efficient and effective way.			
		Appropriate techniques applied to support the scenario development and appraisal.			

<b>Quality check:</b>	*	Yes	No
* Email this to the Lead Partner			

<b>MILESTONE:</b> <input checked="" type="radio"/> <b>1. ANALYSIS OF PROBLEMS &amp; OPPORTUNITIES CONCLUDED</b> <input type="radio"/> <b>2. MEASURES IDENTIFIED</b> <input type="radio"/> <b>3. SUMP DOCUMENT ADOPTED</b>	<b>DONE</b>	
	<b>YES</b>	<b>NO</b>
<b>DATE:</b> _____ <b>SIGNATURE:</b> _____		

<b>NAME:</b> _____	<b>CONTACT:</b> _____
<b>ORGANISATION:</b> _____	
<b>DATE:</b> _____	<b>SIGNATURE:</b> _____

**PHASE:**

1. PREPARING WELL

2. RATIONAL AND TRANSPARENT GOAL SETTING

3. ELABORATING THE PLAN

	Element	To check	Done		Comments & References to MF's reports
			Full	Limited	
4.1	<b>Develop a common vision of mobility and beyond</b>	Vision board established.			
		First draft of vision developed.			
		Draft discussed with stakeholders.			
		Agreement on final draft of vision.			
		Vision outcomes published in attractive format.			
4.2	<b>Actively inform the public</b>	Notes from stakeholders meetings made public.			
		Attractive information material about vision building and its outcomes elaborated and disseminated.			

<b>Quality check:</b>	*	Yes	No
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\* Email this to the Lead Partner

5.1	<b>Identify the priorities form mobility</b>	Vision reviewed to guide the development of the objectives.			
		Draft objectives developed.			
		Draft discussed with key stakeholders.			
		Final draft of the objectives formalised.			
		Reality check of objectives in early stages of development of targets.			
5.2	<b>Develop smart targets</b>	Develop a suitable set of locally relevant targets.			
		Formal adoption of targets and trajectories by all stakeholders as part of the action and budget plan.			

<b>Quality check:</b>	*	Yes	No
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\* Email this to the Lead Partner

6.1	<b>Identify the most effective measures</b>	Framework of resources re-assessed.			
		Options of possible measures defined and summarised.			
6.2	<b>Learn from others' experience</b>	Identified interesting places that have implemented a measure.			
		Key results summarised.			
6.3	<b>Consider best value for money</b>	Suitable measures (and packages of measures) assessed with an eye to costs and benefits as well as value for money.			
		Results summarised for discussion on final measure selection.			
6.4	<b>Use synergies and create integrated packages of measures</b>	Effective packages of measures and possible synergies identified.			
		Packages of measures checked with an eye to integration with land-use planning and other sectoral planning activities.			
		Set of packages of measures selected as input for discussion on final selection and action and budget plan.			

<b>Quality check:</b>	*	Yes	No
* Email this to the Lead Partner			

<b>MILESTONE:</b> <input type="radio"/> 1. ANALYSIS OF PROBLEMS & OPPORTUNITIES CONCLUDED <input checked="" type="radio"/> 2. MEASURES IDENTIFIED <input type="radio"/> 3. SUMP DOCUMENT ADOPTED	<b>DONE</b>	
	<b>YES</b>	<b>NO</b>
<b>DATE:</b> _____ <b>SIGNATURE:</b> _____		

NAME: \_\_\_\_\_ CONTACT: \_\_\_\_\_  
 ORGANISATION: \_\_\_\_\_  
 DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

**PHASE:**

1. PREPARING WELL

2. RATIONAL AND TRANSPARENT GOAL SETTING

3. ELABORATING THE PLAN

	Element	To check	Done		Comments & References to MF's reports
			Full	Limited	
7.1	<b>Assign responsibilities and resources.</b>	Proposal of final set of packages of measures			
		Possible responsibilities and funding sources identified.			
		Discussion with concerned stakeholders concluded.			
7.2	<b>Prepare an action and budget plan.</b>	Action and budget plan drafted.			
		Formal agreement from decision makers and key stakeholders.			

<b>Quality check:</b>	*	Yes	No
* Email this to the Lead Partner			

8.1	<b>Arrange for monitoring and evaluation</b>	Selection of suitable indicators (based in indicators selected in Activity 5.2 Develop SMART targets) finished.			
		Suitable monitoring and evaluation tools agreed on.			
		Work plan and responsibilities for data collection and management agreed.			

<b>Quality check:</b>	*	Yes	No
* Email this to the Lead Partner			

9.1	<b>Check the quality of the plan</b>	Final draft of SUMP document compiled.			
		Internal and stakeholder erview completed.			
		Final amendments completed.			
9.2	<b>Adopt the plan</b>	SUMP adopted by elected representatives of public body/bodies responsible for planning.			
9.3	<b>Create ownership of the plan</b>	Public relations and involvement activities planned and carried out.			
		Adoption of SUMP celebrated with citizens and stakeholders.			

<b>Quality check:</b>	*	Yes	No
* Email this to the Lead Partner			

<p><b>MILESTONE:</b></p> <p><input type="radio"/> 1. ANALYSIS OF PROBLEMS &amp; OPPORTUNITIES CONCLUDED</p> <p><input type="radio"/> 2. MEASURES IDENTIFIED</p> <p><input checked="" type="radio"/> 3. SUMP DOCUMENT ADOPTED</p> <p><b>DATE:</b> _____ <b>SIGNATURE:</b> _____</p>	<b>DONE</b>	
	<b>YES</b>	<b>NO</b>