

**EIB Jaspers**  
**CAPACITY BUILDING FOR SUSTAINABLE URBAN MOBILITY PLANS**

# **BASICS OF SUMP METHODOLOGY AND PRACTICE**

**Stockholm, 5-6 May 2026**



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

## CLUSTER OUTLINE OF COVERAGE

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



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## THE SUMP 'CYCLE'



Let's start from the image you should know since many years now: the SUMP cycle. (We should remember that stakeholder engagement is critical to all the steps in the cycle, but that is covered in another module, module 7).

We are quite aware and get used to distinguish the four phases and the twelve steps in a typical SUMP process.

It became more complicated to remember all the listed 32 activities into each step. For this we have the EU Guidelines that I suppose you have printed on your desk to be consulted when needed. This is exactly their scope and of course it's a good idea to frequently look into a single activity and use the checklist at the end of each chapter/step.

But today we want to make another exercise trying to cluster a bit the 12 steps and focus on what we extracted as the main challenges and ways to correctly and coherently work on SUMP development...

## HANDBOK FÖR TRAFIKSTRATEGISKT ARBETE – EQUIVALENT OF SUMP

- In 2005 the Swedish Transport Administration, published the Transport for an Attractive City (Trafik för en attraktiv stad, TRAST) handbook to guide local authorities in developing sustainable transport strategies and plans.
- The Handbook for Traffic Strategy Work (*Handbok för trafikstrategiskt arbete*) – a plan equivalent in content and structure to SUMP published in 2022.
- Swedish process includes 10 steps (compared to 12 in EU SUMP guidelines (largely aligned)).
- No legal requirement to develop SUMP (Traffic Strategies) – they are produced on a voluntary basis.

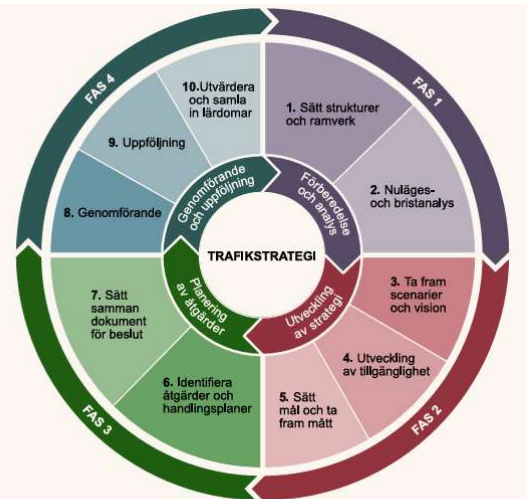
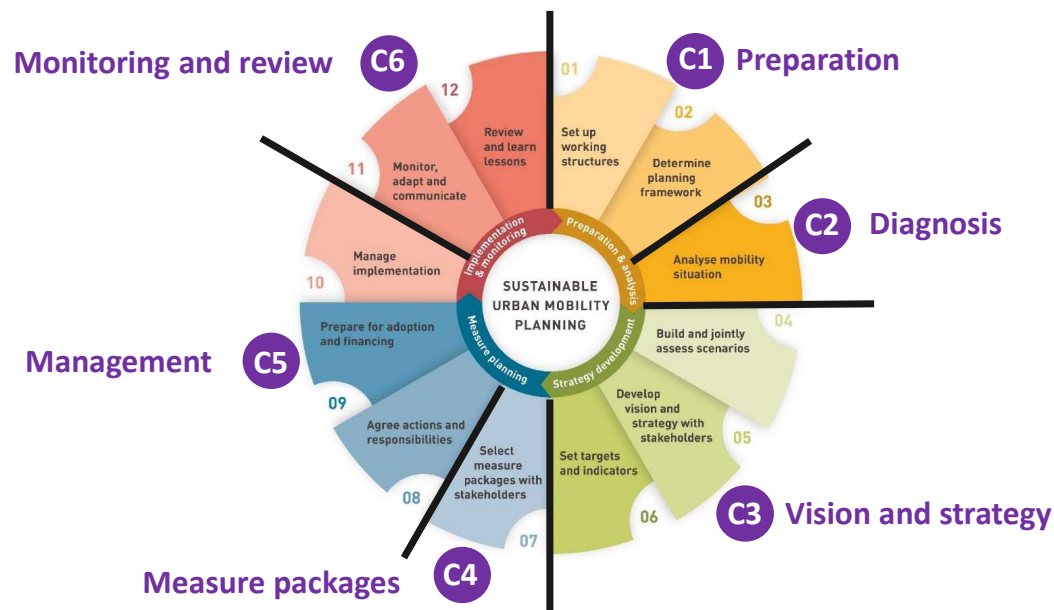


Figure 10: The process for developing a traffic strategy consists of ten steps divided into four phases.

## THE SUMP CYCLE: CLUSTERING OF STEPS



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

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

from preparing for full implementation (including ensuring funding and suitable delivery mechanisms), through to successful completion, on the ground

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

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

## ENGAGEMENT AT EACH STEP IS KEY TO A SUCCESSFUL SUMP



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

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

## C1 Preparation

### STEPS

01

02



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



## C1

### Preparation: challenge 1 - sufficient resources and skills

- a) Put **interdepartmental team building and collaborative working** at heart of your SUMP
- b) **Proportionality issue**:– don't try to do too much with money and time you have!
- c) If **budget is low**, focus on objectives, collaborative working, key targets and indicators, and approach to measure selection
- d) **FUA level working** is important – but align with resources and institutional integration, not too ambitious
- e) Do not simply commission SUMP from external consultants – or if you do ensure they also **build capacity** within your organization

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

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

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

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

Do not simply outsource the Plan to external consultants (who can in turn ensure proper skills) but keep the ownership and manage/orientate the entire process > the minimum requirement is at least one active institutional owner of the process managing the consultant and ensuring the correct communications within the relevant institutions. Best is a hand on technical working group controlling the consultant and communicating with the political level. Consultant owned plans very rarely lead to anything tangible.

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

## C1

### Preparation: challenge 2 - political issues

- a) Don't take **political support for granted**; actively search for it – ideally, across the political spectrum
- b) Try to identify an **influential champion**
- c) **Learn from the media** as much as possible
  - Is there agreement that a sustainable mobility approach is needed?
  - If not, proceed very carefully, base policies on strong evidence and strong communication
- d) Ensure political level involved throughout the SUMP process
- e) Align SUMP development to political cycle and policy windows

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

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

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

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

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

Look at the Mayoral mandate and assess the timing for the different steps in the light of local/regional elections: take final activities & discussions for adoption at least 8 months before the elections. Beginning of the political cycle and when the National Government release some budget

## C1

### Preparation: challenge 3 - right balance in engagement and communication

- a) Try to achieve a **good balance in representativeness**
- b) Identify **controversial themes** to select the “needed opposers” to involve
- c) Bring in **trade/professional associations** as well as **street/citizens groups** – helps representativeness
- d) **Social media groups and opinion polls** can reach those who don’t normally participate
- e) **Communication Plan** is crucial from the start. Ensure transparency

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

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

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

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

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

In Module 7 further elements will be analysed.

Which challenges you see as most difficult to tackle?



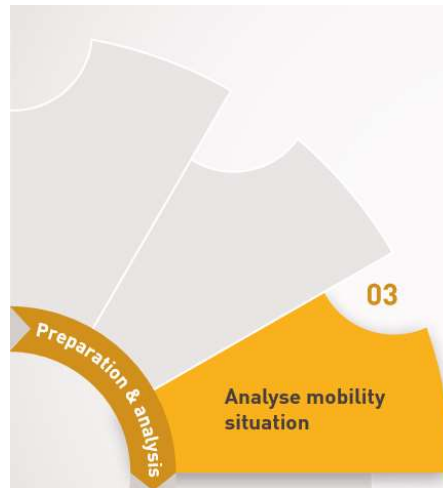
Mentimeter ranking exercise

Question: Which challenges do you see as most difficult to tackle?

- 1) Planning for the FUA and collaborating with other organisations and institutions
- 2) Following the set SUMP scope with budget and time constraints
- 3) Ensuring the institutional ownership of SUMP
- 4) Securing political support
- 5) Ensuring diversity of stakeholders
- 6) Finding correct formats for productive work with key stakeholders

## C2 Diagnosis

### STEP 03



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

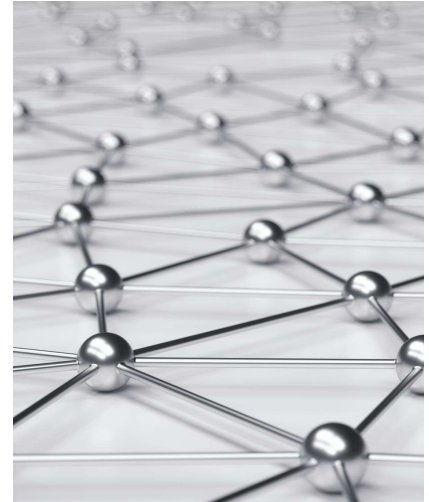
1. Again, resources and participation are the keys through which this step can be efficient and meaningful
2. Second, at this stage it is important that a strategy for data collection is put in place, a strategy capable to retrieve/collect/incorporate data related to problems expressed by the public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



## C2

## Diagnosis: challenge 1 - resources and participation for efficient diagnosis

- a) **Proportionality**: look at resources and time available
- b) Involving public/stakeholders identifying **problems/main issues**
- c) Rapid **SWOT** can inform and focus Status Analysis and generate objectives
- d) Inform diagnosis with **BAU forecasts** (if a model available)



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

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

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

formulation of issues and main reasons for it. Key stakeholders/actors will also be able to contribute to diagnosis (e.g. through access to valuable data) to support the whole process.

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

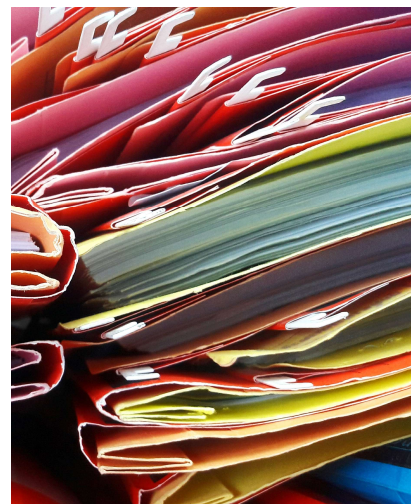
A common mistake is in fact to simply validate a SWOT supported by a multitude of data/evidence collected (asking people to simply contribute after a long presentation). Just avoid this.

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

## C2

### Diagnosis: challenge 2 - strategy for data collection

- a) use **available data, studies, materials and surveys** to orientate/limit data collection
- b) Look at strategic objectives and a primary **set of indicators**
- c) Collect/collate **wide range of quantitative and qualitative data**



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

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

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

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

In addition to the examples provided in the SUMP Guidelines there are new ways

and technologies to invest in achieving proper data and evidence

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

## Status analysis in Tirana: visualisation of data

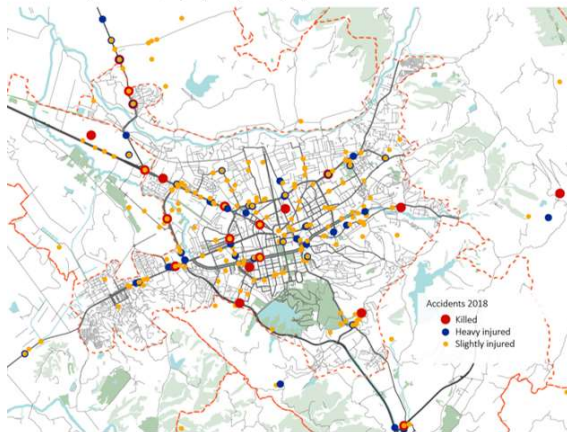
The Tirana 2030 General Local Territorial Plan (GLTP) estimation

1.32% Yearly population growth index

26.4% Population growth in 20 years



Road safety 2018 - Slightly Injured, Heavy Injured and Killed

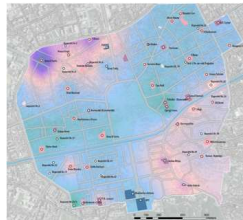


Source: SUMP of Tirana via



BASHKIA TIRANË  
OPEN DATA

PM2.5 concentration (mg/m³)

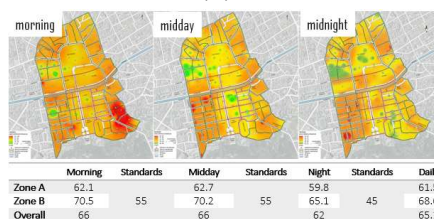


DOCUMENTING ROAD CONDITIONS AND ASSETS IN A PHOTO GALLERY



Images: Tirana © Cosimo Chiffi

NOISE EMISSIONS (DB) IN TIRANA CITY CORE



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Using visual elements such as diagrams, charts and maps, data visualization tools provide an accessible way to see and understand trends, outliers and patterns in data. This has been extensively done in Tirana SUMP, where charts and maps have been used to illustrate several elements of the status analysis, including air quality, noise emissions, safety, etc.

Further information about Tirana status analysis can be found here:  
[https://tirana.al/en/uploads/2020/12/20201210161510\\_sump\\_tirana-volume-i\\_status\\_analysis\\_200724.pdf](https://tirana.al/en/uploads/2020/12/20201210161510_sump_tirana-volume-i_status_analysis_200724.pdf)

### C3

## Vision and strategies



### STEPS 04 05 06

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

### C3

## Vision and strategies: challenge 1 - shared mobility vision for the future

- a) **Visioning exercise** to consider all policy perspectives concerned and agree realistic ambition
- b) **Word cloud and cluster words** for shared and original vision statement
- c) **Make use of simplified methods and tools** to present/discuss **scenarios** of potential futures/policy priorities – better to explore several options in less depth than one or two in great depth
- d) Validate such **scenarios** with the stakeholders and **agree on the desired/expected one**

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

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

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

For example:

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

Be aware in the EU Guidelines discussion of scenarios are not referred to mobility measures (for measure package appraisal) but more to present, discuss and assess «potential futures» for mobility. The Guidelines links this scenario assessment to “policy priorities and their impacts on a strategic level”. They also asked to develop at least three scenarios: 1 BAU + 2 alternative scenarios.

Try to use your model (as we said for the BAU in the diagnosis) or more simplified/strategic ones (e.g. EU Urban Transport Roadmap) but if not available nor easy to use/adapt, be creative and simply describe such potential futures taking into account not only desired futures (depending on the ambition/role of the city in the region/nation) but the impacts of undesired ones (e.g. heatwaves/floodings, gentrification, overtourism, depopulation, ageing, etc.) or other potential external factors (e.g. technology, electrification)

Discuss on/analyse how macrotrends/desired/undesired features of the different scenarios/futures could affect mobility demand/behaviours. Work with the public/stakeholders to select a desired/expected scenario.

The strategic objectives (from EU, national, local policy priorities) and also some specific objectives need to be considered to elaborate a SUMP vision.

For further details on the SUMP scenarios development, please refer to SUMP module 5.



### C3

## Example of vision statement: Cambridge (UK)

*'One Cambridge — Fair for All'*

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

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

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



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Funded by the European Union

The Council has agreed a new vision for Cambridge, approved at full council in July 2024. It is a clear vision for One Cambridge, Fair for All.

Further info can be found here: <https://www.cambridge.gov.uk/our-vision>

### C3

## Vision and strategies: challenge 2 - generating objectives, indicators and targets

- a) Check **strategic objectives** of other plans and policies – check their fit with SUMP vision
- b) Translate all identified and validated problems/challenges into **specific objectives** and cluster them into compact and coherent final list
- c) Focus on **outcomes** not outputs!
- d) Look at TEN-T Urban nodes indicators (and Module 6) and **try to improve data collection and M&E practices**
- e) **Calculate** the actual values of **indicators** and measure past and recent trends to orientate **realistic targets** and measure planning

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

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

Outcomes are relevant and not outputs.

Indicators needs datasets and parameters that might be not available or difficult to collect or calculate - e.g. in SUMI some of them relied on v-km or disaggregated fleet data resulting in the use of proxy values; moreover, GIS-based indicators revealed to be difficult to be calculated by the cities... You can see and follow the harmonised





methodology suggested by the EC for the urban nodes (now in the revised TEN-T Regulation) but try to improve data collection and M&E practices in any case: if via OpenStreetMap or similar tools some information are easily updated there's no reason not to invest into a proper set of indicators (e.g. GIS-based ones). Our Module 6 will give you more detail on this.

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

### C3

## Example of objectives: Barcelona Metropolitan Area (ES)

Pla metropolità de mobilitat urbana 2019-2024  

	<b>1. Healthy mobility</b>	<ul style="list-style-type: none"> <li>1.1 Reduce accidents associated with mobility and transport.</li> <li>1.2 Reduce the impact of mobility on local air pollution.</li> <li>1.3 Reduce the impact of mobility on noise pollution.</li> <li>1.4 Encourage active mobility and physical exercise.</li> </ul>
	<b>2. Sustainable mobility</b>	<ul style="list-style-type: none"> <li>2.1 Reduce energy consumption and greenhouse gas emissions derived from mobility.</li> <li>2.2 Promote the modal shift towards sustainable modes of transport.</li> <li>2.3 Encourage the transfer to low-emission vehicles.</li> <li>2.4 Reduce the impact of the transport system on the ecological functionality of the landscape and promote green infrastructures for active mobility.</li> <li>2.5 Opt for an urban model that promotes sustainable mobility.</li> </ul>
	<b>3. Efficient mobility</b>	<ul style="list-style-type: none"> <li>3.1 Reduce congestion and improve the efficiency of the passenger transport system.</li> <li>3.2 Improve the overall quality of public transport services.</li> <li>3.3 Promote a more efficient distribution of goods</li> </ul>
	<b>4. Equitable mobility</b>	<ul style="list-style-type: none"> <li>3.4 Guarantee accessibility to public transport.</li> <li>3.5 Guarantee the affordability of public transport.</li> </ul>

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

The PMMU 2019-2024 is the reference framework for the sustainable urban mobility plans of the 36 municipalities in the Metropolitan area of Barcelona. Recently, the AMB (Metropolitan Area of Barcelona) has begun the process of drafting the new Metropolitan Urban Mobility Plan (PMMU) 2025-2030. This Plan will establish the strategy and policies for sustainable transport and mobility that the AMB must promote during this period.

The PMMU is a planning instrument that aims to promote the necessary changes in urban mobility with sustainability criteria while improving the quality of life of the citizens of the metropolis. A fundamental aspect of the plan is the definition of its objectives, addressing a healthy, sustainable, efficient, and equitable mobility.

Further information can be found at the following link:  
<https://www.amb.cat/s/web/mobilitat/pla-metropolita-de-mobilitat-urbana-amb.html>

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

### C3

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

Pla metropolità de mobilitat urbana 2019-2024.



Source AMB Barcelona

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



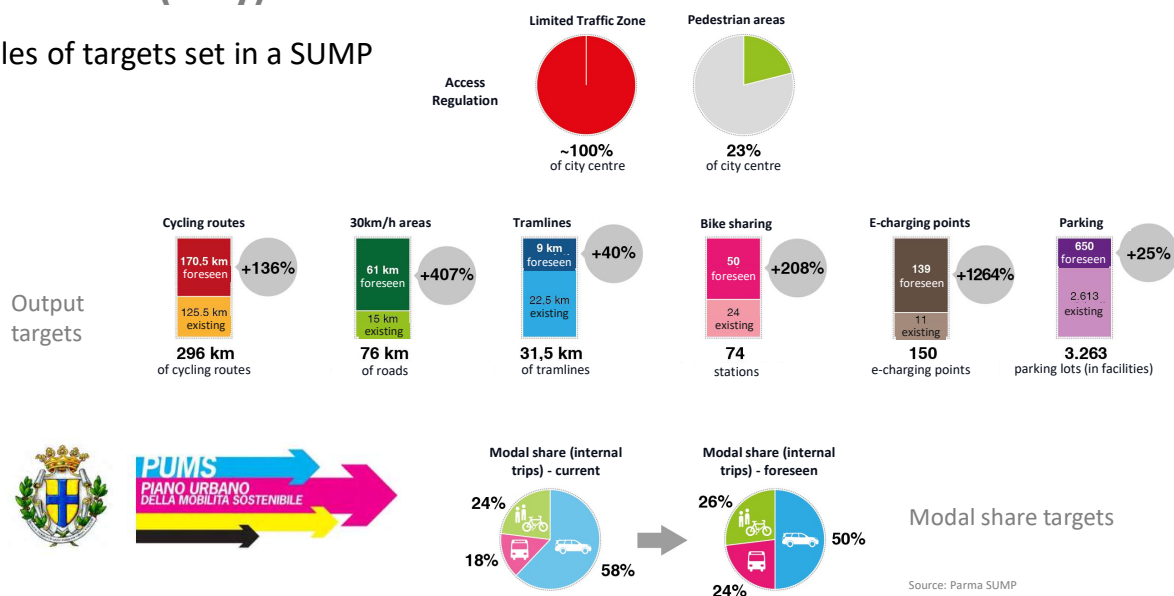
Unión

This slide provide a practical example of turning 4 strategic objective (shown in the previous slide) into 23 indicators, with associated targets.

<https://www.amb.cat/s/en/web/mobilitat/pla-metropolitana-de-mobilitat-urbana-amb/seguiment.html>

## Targets: Parma (Italy) SUMP 2015-2025

- Examples of targets set in a SUMP



## Groupwork interactive exercise

- You will be divided into small groups
- You will be allocated one urban mobility challenge:
  1. Poor Accessibility
  2. Lack of Sustainable Transportation Options
  3. Social Inequality
  4. Air Pollution and Health Issues
  5. Poor First-Mile and Last-Mile Connectivity for People and Goods
- Discuss for 5 minutes and write at least 2 objectives for your group's challenge. Make sure your objectives focus on the outcomes and not outputs.
- Be prepared to present your defined objectives to other groups.

## C4 Measure packages

### STEP 07



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

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



## C4

## Measure packages: challenge 1 - selecting and combining measures

- a) Measures should relate to problems and objectives but above all be **realistic and fit-into-the-context**
- b) Understand if your city needs “**game changers**” and **identify a hierarchy** (main vs. complementary measures)
- c) **Good mix** of infrastructure/capital-based, regulatory/operational and organisational measures
- d) Identify **measures already implemented** plus those in Reference Scenario and **check them** against objectives and targets; then add new ones to complete a proper policy package
- e) Do not limit selection based on **eligibility criteria for funding**

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

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

It's important to emphasize the hierarchical nature of the urban transport system and the different measure when building up sets of measures. A SUMP package of

measures may be built around a fundamental change to the PT backbone for example (e.g. new metro line), with complementary measures to improve walk access to stops and demand management measures to restrict car transport.

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

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

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

## C4

### Measure packages: challenge 2 - develop SUMP options and appraisal

- a) A planning option/scenario for a SUMP should incorporate **different elements**
- b) **Limit number of options:** if no meaningful alternatives, just improve/refine the current system
- c) Use **methods and tools** (e.g. transport model, strategic model, MCA)
- d) identify **trends and likely impacts** not precise forecast numbers

*Practical issue: who owns the modelling and appraisal suite?*



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

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

- Be based on a system-level, operational alternative that meets the main SUMP objectives, addressing needs identified;
- Cover the full urban and suburban system and all associated needs while properly accommodating strategic (higher level) transport needs;
- Have operational, organizational and infrastructure features, which will form the basis for SUMP measures and eventually, the projects (investments);
- Focus on system-wide, operational aspects (hierarchy and functionalities, integration, offer, capacity, etc.) and avoid excessive technical detail (project-level / detailed technological choices are as a rule avoided);
- Integrate measures predating the SUMP where these are shown to be coherent with the operational alternative proposed and / or required for meeting SUMP objectives (incl. non-regret measures). Where shown by analysis, it is possible for the preferred planning option to exclude or modify planned (but non-committed) measures. For example: different passenger interchange locations than initially planned could be proposed following demand and capacity analysis results;
- Consider both mid and long-term needs, integrating sectorial and spatial

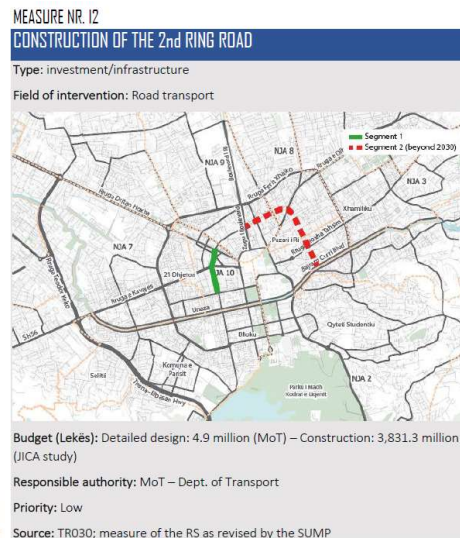
- planning aspects;
- When comparing options, focus on their ability to meet the SUMP objectives – not just having a high level of public support, but being ineffective or inappropriate; and
- Measures selected for the SUMP should be chosen on the basis of their ability to meet the agreed objectives and outcomes and not justified using other criteria – they should be based on problems looking for solutions, not a solution looking for a problem to justify its implementation.

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

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

## Description of SUMP action: Tirana

- Sets out the details of action/scheme



### Description

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

### Process and time frame

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

### Sources of funding

MoT

### Risks

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

### Benefits

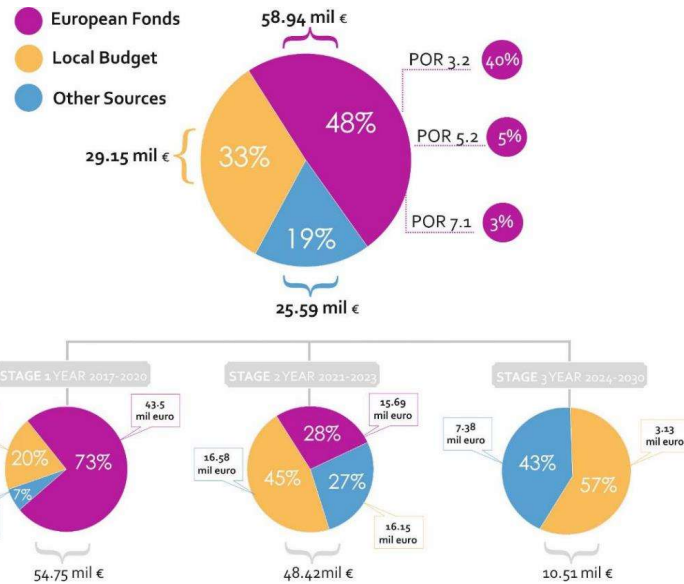
The construction of this intermediate ring road could help to streamline traffic and reduce pressure in the inner road.

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

[https://urban-mobility-observatory.transport.ec.europa.eu/resources/case-studies/sump-city-tirana\\_en](https://urban-mobility-observatory.transport.ec.europa.eu/resources/case-studies/sump-city-tirana_en)

## Financial strategy: Turda (Romania)

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



Turda is located in Transylvania, north-west region of Romania. It's population today is 55,000 inhabitants. The first SUMP of the city of Turda is well structured with clear planning vision and features concrete measures to be implemented in the short term. It includes objectives, instruments (including financing plans) and measurable targets.

Notably, the Romania city of Turda was presented with the 6th SUMP Award for its clear planning vision, robust financing strategy (which is summarized in this slide), and measurable targets. The jury noted the replicability of the strategy and its potential to inspire other similarly-sized cities.

For further info:

[https://urban-mobility-observatory.transport.ec.europa.eu/resources/case-studies/turda-sump-ambitious-yet-accurate-first-sump-mid-sized-eastern-european-city\\_en](https://urban-mobility-observatory.transport.ec.europa.eu/resources/case-studies/turda-sump-ambitious-yet-accurate-first-sump-mid-sized-eastern-european-city_en)

## C5 Management



### STEPS 08 09 10

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

## C5

### Management: challenge 1 - organise and manage staff and partnerships

- a) Complete **the identification of all actors** involved and **assess** (again) **skills and capabilities** within your organisation
- b) **Look - within the entities in the FUA – for key persons** responsible for measure implementation
- c) **Synchronise actions** with delivery plans and investments of other partners



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

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

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



## C5

## Management: challenge 2 - a robust implementation plan

- a) **Operationalise the Plan:** split measure packages into Short/Medium/Long-term actions, according to priorities, targets and funding. Measures **MUST** relate to SUMP objectives
- b) **Factsheets for each action:** responsible entities/staff, costs, funding options/streams, risks, and monitoring plans
- c) Be **realistic in defining the pipeline**, consider all funding streams
- d) **Involve political level and the most affected stakeholders** to agree on actionable content of the Plan



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

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

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

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

All such verifications might generate an iterative process through which the

Implementation Plan is defined.

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

## C5

### Management: challenge 3 - finalise and communicate the Plan

- a) Organise the Plan in different “**communication products**” to facilitate understanding, adoption and implementation: e.g. full SUMP reports, summary brief, action plans, maps & infographics
- b) **Present final version** before formal adoption and the statutory consultation to allow for further input from stakeholders
- c) During measure implementation, **communicate to the max**, especially about disruptions during construction works (and try to mitigate these).



Source of photo: Fredrikstadsblad

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

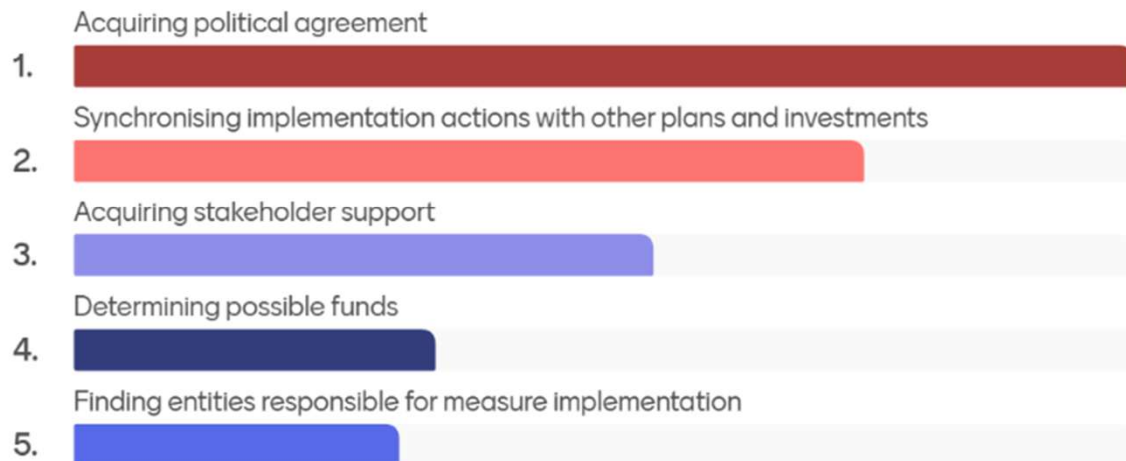
Also distinguishing the communication of the strategies from the action/delivery plans is important because details might come later or be further described in proper documents. Do not forget that maps and infographics largely help the messages and contents of the SUMP to reach out different target groups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

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

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

Photo shows excavator making deliveries to a shop during pedestrianisation of a square in Fredrikstad, Norway.

Which steps you see as requiring most attention to mitigate the risks?



Mentimeter ranking exercise.

Question: Which steps do you see as requiring most attention to mitigate the risks?

- 1) Finding entities responsible for measure implementation
- 2) Synchronising implementation actions with other plans and investments
- 3) Determining possible funds
- 4) Acquiring stakeholder support
- 5) Acquiring political agreement

## C6 Monitoring and review

### STEPS 11 and 12



This cluster includes two main challenges:

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

## C6

### Monitoring and review: challenge 1 - ensure continuity and accountability

- a) Keep track of all **key “events”** by phase (ideation, design, implementation, operation) and by cross-cutting theme
- b) Organise at least **quarterly updates**
- c) Use **simple templates and visualisation tools** to monitor achievements vs. deviations
- d) **Publicise** achievements



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

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

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

## C6

### Monitoring and review: challenge 2 - take remedial actions

- a) **Be transparent** in any relevant change, **inform the public** on the reasons and **explain problems**
- b) Try to anticipate possible failures with **prompt modifications**
- c) **Involve stakeholders** and citizens to understand any problems and develop solutions with them



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

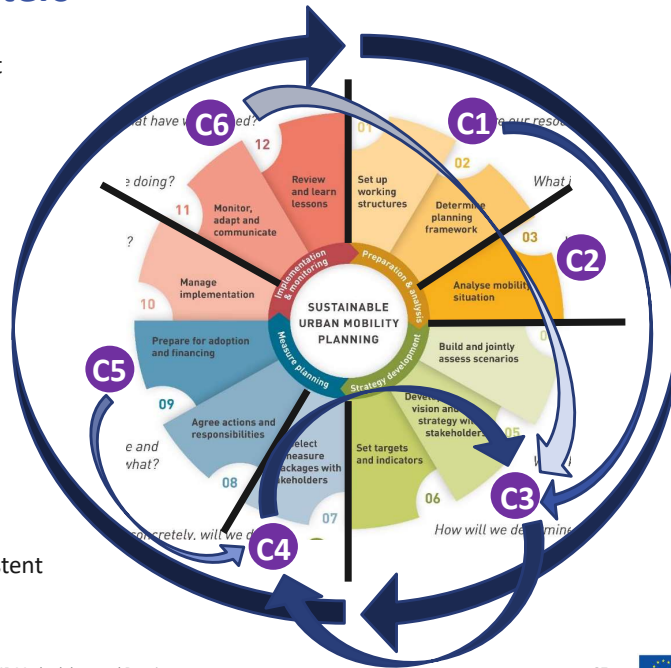
But this can be also relevant during the current SUMP Cycle to take remedial actions.

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

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

## Consistencies between clusters

- **C1** (resources and planning framework) set limits on SUMP development - through to **C6**
- An estimate of likely scale of funds should be part Planning Framework considerations (**C1**), and should affect scale of ambition in Vision and Strategy (**C3**)
- Selection of measures (**C4**) is based on assessment of how well they achieve indicator targets (**C3**)
- Selected packages of measures (**C4**) to deliver Vision (**C3**) should also take into account scale of funds, and financing options (**C5**)
- **C6** assesses what has been achieved – consistent with **C3** (targets) – adapt and learn lessons



Steps should be consistent:

- **C1** (resources and planning framework) set limits on SUMP development - through to **C6**
- Selection of measures (**C4**) is based on assessment of how well they achieve indicator targets (**C3**)
- An estimate of likely scale of funds should be part Planning Framework considerations (**C1**), and should affect scale of ambition in Vision and Strategy (**C3**)
- Selected packages of measures (**C4**) to deliver Vision (**C3**) should also take into account scale of funds, and financing options (**C5**)
- **C6** assesses what has been achieved – consistent with **C3** (targets) – adapt and learn lessons



## Summary of key challenges

C1

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

C2

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

C3

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

C4

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

C5

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

C6

1. ENSURE CONTINUITY AND ACCOUNTABILITY
2. TAKE REMEDIAL ACTION

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

## What makes a quality SUMP?

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

*Any final reflection?*