



TOPIC GUIDE

ANNEX: GOOD PRACTICES COLLECTION

SUSTAINABLE URBAN MOBILITY PLANNING IN METROPOLITAN REGIONS

Sustainable urban mobility planning and governance models in EU metropolitan regions



Imprint

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1. Good practices overview

Good practice	SUMP principle(s)	SUMP step(s)
A. Informal and soft cooperation		
1. Region of Central Macedonia		
Setting-up a soft cooperation scheme for SUMP development at metropolitan level.	Plan for sustainable mobility in the 'functional city'; Cooperate across institutional boundaries; Assess current and future performance; Arrange for monitoring and evaluation; Assure quality.	Step 1: Set up working structures; Step 2: Determine planning framework; Step 3: Analyse mobility situation; Step 8: Agree actions and responsibilities; Step 10: Manage implementation; Steps 11: Monitor, adapt and communicate.
A participatory process for the development of the metropolitan sustainable urban development strategy.	Cooperate across institutional boundaries; Involve citizens and stakeholders; Define a long-term vision and a clear implementation plan.	Step 1: Set up working structures; Step 3: Analyse mobility situation; Step 5: Develop vision and objectives with stakeholders.
Development of a mobility monitoring centre for the metropolitan region.	Assess current and future performance; Arrange for monitoring and evaluation.	Step 2: Determine planning framework; Step 3: Analyse mobility situation; Step 11: Monitor, adapt and communicate; Step 12: Review and learn lessons.
2. Prague metropolitan region		
Scenario selection through a participatory approach.	Cooperate across institutional boundaries; Involve citizens and stakeholders; Assure quality.	Step 1: Set up working structures; Step 4: Build and jointly assess scenarios; Step 5: Develop vision and objectives with the stakeholders; Step 7: Select measure packages with stakeholders.

Good practice	SUMP principle(s)	SUMP step(s)
B. Inter-municipal governance structures		
3. Metropolitan area of Lisbon		
Multilevel governance and decision-making process for SUMP preparation.	Plan for sustainable mobility in the 'functional city'; Cooperate across institutional boundaries; Involve citizens and stakeholders.	Step 1: Set up working structures; Step 2: Determine planning framework; Step 3: Analyse mobility situation; Step 5: Develop vision and objectives with the stakeholders; Step 7: Select measure packages with stakeholders.
4. Lisbon metropolitan area		
Integrated public transport fare system for the metropolitan area.	Cooperate across institutional boundaries; Develop all transport modes in an integrated manner.	Step 8: Agree actions and responsibilities; Step 10: Manage implementation.
5. Oslo metropolitan region		
Joint financing of the metropolitan toll ring system.	Plan for sustainable mobility in the 'functional city'; Cooperate across institutional boundaries; Define a long-term vision and a clear implementation plan.	Step 2: Determine planning framework; Step 8: Agree actions and responsibilities; Step 9: Prepare for adoption and financing; Step 10: Manage implementation.
C. Supra-municipal authorities		
6. Greater Manchester		
Creation of a transport authority to support transport delivery across the metropolitan region.	Plan for sustainable mobility in the 'functional city'; Cooperate across institutional boundaries; Develop all transport modes in an integrated manner; Assure quality.	Step 1: Set up working structures; Step 2: Determine planning framework;

1. GOOD PRACTICES OVERVIEW

Good practice	SUMP principle(s)	SUMP step(s)
Planning for stakeholders' involvement throughout the SUMP process.	Involve citizens and stakeholders; Define a long-term vision and a clear implementation plan.	Step 1: Set up working structures; Step 5: Develop vision and objectives with the stakeholders; Step 7: Select measure packages with stakeholders; Step 9: Prepare for adoption and financing; Step 11: Monitor, adapt and communicate.
SUMP evidence base and information gathering.	Assess current and future performance; Arrange for monitoring and evaluation.	Step 3: Analyse mobility situation; Step 11: Monitor, adapt and communicate; Step 12: Review and learn lessons.
Developing a SUMP with a spatial approach.	Cooperate across institutional boundaries; Develop all transport modes in an integrated manner; Define a long-term vision and a clear implementation plan; Assure quality.	Step 2: Determine planning framework; Step 10: Manage implementation.
7. Metropolitan city of Bologna		
Creation of a SUMP scientific committee	Define a long-term vision and a clear implementation plan; Develop all transport modes in an integrated manner; Assure quality.	Step 1: Set up working structures; Step 2: Determine planning framework.
Multimodal integration strategies to increase public transport demand at wider area level	Cooperate across institutional boundaries; Define a long-term vision and a clear implementation plan; Develop all transport modes in an integrated manner.	Step 7: Select measure packages with stakeholders; Step 10: Manage implementation.
8. European Metropolis of Lille		
Using micro SUMP's to tackle issues at the best geographical scale	Plan for sustainable mobility in the 'functional city'; Cooperate across institutional boundaries.	Step 2: Determine planning framework; Step 8: Agree actions and responsibilities.

Good practice	SUMP principle(s)	SUMP step(s)
9. Metropolis of Grand Nancy		
Integrating SUMP with housing and development plans	Cooperate across institutional boundaries; Define a long-term vision and a clear implementation plan; Develop all transport modes in an integrated manner; Assure quality.	Step 2: Determine planning framework; Step 7: Select measure packages with stakeholders.

2. Informal and soft cooperation

2.1 Region of Central Macedonia

Region of Central Macedonia (RCM) is one of the thirteen administrative regions of Greece, consisting of the central part of the geographical and historical region of Macedonia. With a population of almost 1.9 million, it is the second most populous region in Greece. Along with East Macedonia and Thrace, it is supervised by the Decentralised Administration of Macedonia and Thrace, based in Thessaloniki. The region, whose offices are housed in its capital city of Thessaloniki, is divided into seven regional units. These are further subdivided into 38 municipalities. The capital city, together with 11 other municipalities constitutes the Metropolitan Unit of Thessaloniki. The Thessaloniki Metropolitan Unit of the Region of Central Macedonia carries out metropolitan responsibilities as part of the regional operational programme. These responsibilities are in the areas of environment and quality of life, spatial planning and urban renewal, transport and mobility, civil protection and security, which go beyond the municipal administrative boundaries. The deputy-head of the Region (acting as the Governor of the Metropolitan Unit) and the fifteen members of the metropolitan committee (elected members of the Regional Council) constitute the Metropolitan Unit of Thessaloniki.

Currently, the major cities of RCM have started the development of their local SUMP's under the so-called Green Fund allocated by the Greek Ministry of Environment for SUMP preparation and implementation.

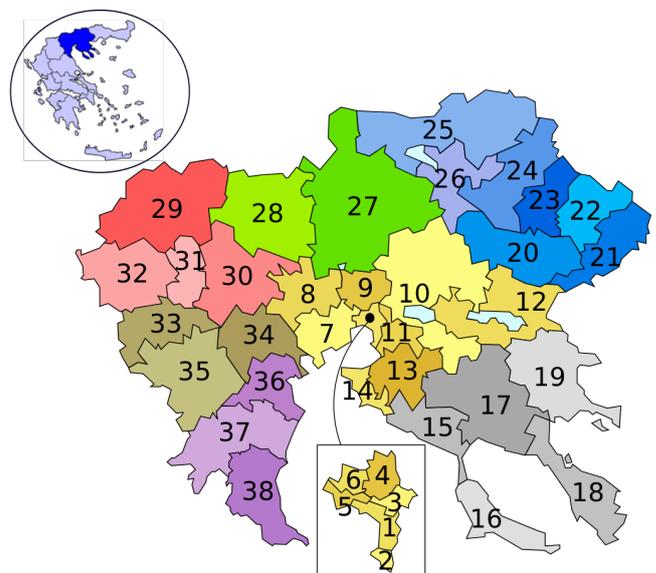


Figure 1: Region of Central Macedonia. Source: CERTH - HIT

2.1.1 Setting-up a soft cooperation scheme for SUMP development at metropolitan level¹

BENEFITS

- Applies to all the types of metropolitan governance;
- Tackles mobility issues arising at various local areas;
- Better integrates the metropolitan SUMP with the different needs and planning tools of the local areas (municipalities);
- Improves effectiveness of the measures' selection and implementation processes;
- Ensures homogeneity of different planning instruments;
- Transfers technical skills that are available for the local sustainable mobility planning;
- Integrates all the data that is needed for metropolitan SUMP.

The Region of Central Macedonia set up a soft coordination structure in the form of a competence centre and an observatory for sustainable mobility for the coordination of the SUMP that are currently being developed in the municipalities of the Metropolitan Unit of Thessaloniki.

The RCM is currently developing, under its independent directorate for innovation and entrepreneurship support, and in cooperation with the Hellenic Institute of Transport, a competence centre to support all municipalities of the region that are under such a process, as well as a sustainable urban mobility observatory at metropolitan level.

The objective of the competence centre is to provide technical support concerning SUMP development, implementation and monitoring and at the same time to act as a communication channel between the stakeholders for exchanging experiences and good practices.

Additionally, at metropolitan level, the sustainable urban mobility observatory is being set up to gather and analyse all the data related to urban mobility of the metropolitan area. The aim of the observatory is to ensure the complementarity of the local plans, to collect and analyse

data that are being gathered at local level, and to develop accessible and up-to-date databases, including monitoring indicators, in order to support the implementation of the metropolitan mobility planning as well as the regional strategy for sustainable mobility.

STEPS TO SUCCESS

- Ensure political support and agreement between the different levels of local and regional governance;
- Formalise the agreement between the municipalities and the regional or metropolitan body;
- Offer a platform for communication and knowledge sharing;
- Make sure that the technical skills at metropolitan or regional level are also transferred to the participating municipalities;
- Evaluate the quality of final local SUMP and their impact on the overall metropolitan SUMP.

2.1.2 A participatory process for the development of the metropolitan sustainable urban development strategy²

BENEFITS

- Applies to metropolitan areas without formal supra-municipal authorities;
- Enhances collaboration and trust among a range of local authorities in a metropolitan region;
- Engages different local authorities, citizens and a variety of stakeholders from the early stages of a development strategy;
- Sets the basis for initiating a planning process at metropolitan scale where a formal supra-municipal authority does not exist.

In June 2017, the Region of Central Macedonia published the 'Strategic Plan of Sustainable Urban Development of the Metropolitan area of Thessaloniki for 2014-2020 (SPSUD)'. This is an ambitious strategy aiming to create a new roadmap for the ongoing development of the

¹ Interreg Europe Project REFORM (2018)

² Interreg Europe Project REFORM (2018)

metropolitan area. The main vision of the strategic plan concerned the 'renaissance of the city and the creation of a sustainable living and working environment for the inhabitants'.

The key element of innovation in the elaboration of this 2014-2020 strategy was putting forward a participatory process with the citizens and the various actors of the metropolitan area via the Monitoring Committee of the Urban Development Strategy of Thessaloniki Metropolitan Unit. The approach was based on the active participation of more than 1,200 citizens and collaboration with more than 37 organisations across the area, with a special focus on the disadvantaged groups. The specific process that was used for implementing the strategy was a state-of-the-art process for the development of a metropolitan plan, taking into account the needs and opinions of the local stakeholders and also the expectation of the wider interested parties. The same procedure could easily be transferred to the development of a metropolitan or regional SUMP.

The SPSUD for the metropolitan area of Thessaloniki was prepared through a two-phase process:

- Firstly, the Monitoring Committee of the Urban Development Strategy of Thessaloniki Metropolitan Unit was established on 21 October 2016 by decision of the deputy head of the Metropolitan Unit of Thessaloniki. The main objectives of the committee were to initiate the dialogue and the broad engagement of the local authorities; split responsibilities; carry out metropolitan planning and implementation.
- Secondly, a specific procedure of consultations, public meeting, exchange of knowledge and participatory events was used to ensure that the final proposed strategy would be accepted by all the relevant stakeholders and include their common expectations.

The SPSUD mapped many actions (i.e. projects, plans, initiatives and policies) from the municipalities belonging to the metropolitan area, academia, private sector and civil society groups that participated in the process in order to diagnose where the cities and their citizens were focusing their efforts and resources. Differences emerged between the areas where local authorities (municipalities and region) and academia focus their actions, and the areas prioritised by civil society actors. Additionally, the consultation procedure highlighted a

lack of communication among stakeholders as well as the existence of institutional barriers.

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

A crucial aspect was close cooperation between the Region of Central Macedonia and the mayors of the municipalities belonging to the metropolitan unit. Political willingness was a necessary element for the successful completion of the project. The Region of Central Macedonia was mainly supported by the special planning and evaluation team of the SPSUD of the Metropolitan area of Thessaloniki under the guidance of the Managing Authority of the Operational Programme of the Region of Central Macedonia. Additionally, a considerable number of public servants were called to provide their assistance. Finally, an external advisor was connecting each step.

STEPS TO SUCCESS

- Ensure that the different local authorities involved politically endorse the process;
- Reinforce the dialogue both inside the metropolitan area and with external stakeholders and communities through seminars, workshops, and open discussions;
- Adopt rational management of resources and develop partnerships;
- Develop a model plan in order to observe and to assess the strategy plan, which includes monitoring and evaluation reports;
- Set up a dedicated and interdisciplinary team and make sure that enough resources are allocated;
- Ensure that the team meets regularly.

2.1.3 Development of a mobility monitoring centre for the metropolitan region³

BENEFITS

- Provides data and quantitative evidence about the mobility patterns of the metropolitan area;
- Supports planning and decision making related to mobility (i.e. SUMP development);
- Facilitates regional and local authorities in the planning of urban mobility measures and infrastructure;
- Monitors the operation and development of the mobility and transport system of the city (i.e. SUMP implementation monitoring) and is a tool to assess its mobility measures;
- Provides easy access to information for better management of all issues related to urban mobility;
- Fosters cooperation between actors providing a platform where different stakeholders of the region can share and disseminate data for the promotion of sustainable mobility;
- Provides information to the general public and gives the floor to end users to communicate their opinions and recommendations;
- Contributes to scientific analyses through its rich data content;
- Promotes sustainable mobility, and as a result, improves quality of life in the city.

The mobility monitoring centre of Thessaloniki has been implemented by the Hellenic Institute of Transport of the Centre for Research and Technology Hellas (CERTH/HIT) with the support of and the necessary cooperation agreements with the Region of Central Macedonia, the capital city of the Region (Thessaloniki), other smaller municipalities belonging to the metropolitan region, Thessaloniki’s public transport authority and large Taxi associations. The mobility monitoring centre is operated by CERTH/HIT and collects, processes and disseminates data related to the mobility system of the Thessaloniki metropolitan area.

The roadmap for the implementation of the mobility monitoring centre in a metropolitan area includes eight actions:

1. Define the scope and services of the centre: the organisation that will implement the mobility monitoring centre should first define its aims, scope and services. Indicative typical services depend on the type of users and can include:

- Planning of trips encouraging the use of soft transport modes and retrieving of data related to Points Of Interest, incidents, etc. (for end users);
- Retrieving of data that can be used for monitoring and improving existing transport services or/and data that can be used for planning new services (for transport operators);
- Retrieving of quantitative information that can be used for planning transport systems and infrastructure, and improving existing ones while in parallel supporting the development, monitoring and evaluation of SUMPs (for authorities and policy makers).

2. Conduct a feasibility study

The feasibility study is usually a necessary step before the implementation of an IT system that will define and analyse not only the aims and services of the system, but also its investment, sources of funding, technical and technological requirements,

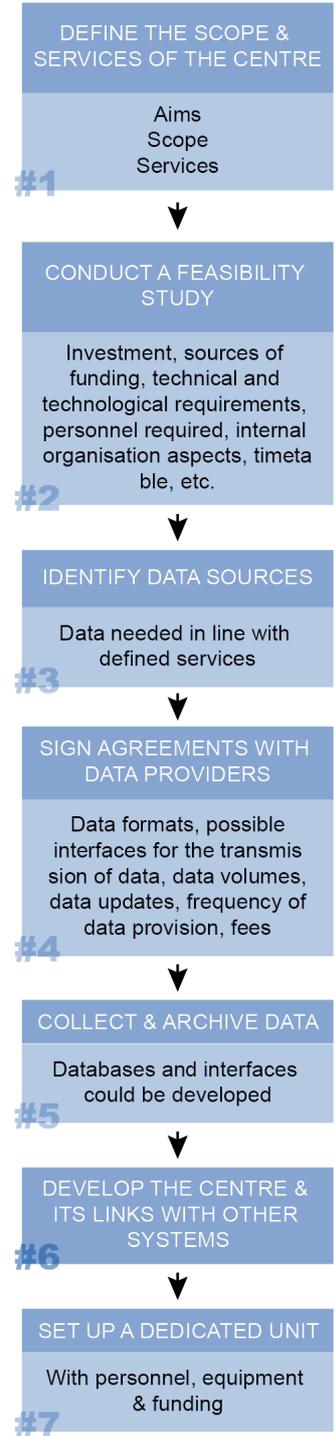


Figure 2: steps for the development of a mobility monitoring centre in a metropolitan region. Source: EUROCITIES

³ Interreg Europe Project REFORM (2018)

personnel required, internal organisation aspects, timetable and more.

3. Identify data sources

The next action is to identify all the data needed for the mobility monitoring centre according to the already defined services. For the specific system, as it has been implemented in the city of Thessaloniki, sensors (loops, radars and cameras), public transport (buses) scheduling and vehicle monitoring data, probe data (stationary and floating) and social media (i.e. Facebook, Twitter etc.) have been used.

4. Sign agreements with data providers

The organisation that will establish the mobility monitoring centre should sign cooperation agreements with these data providers for the regular provision of data. These agreements should also determine data formats, possible interfaces for the transmission of data, data volumes, data updates, frequency of data provision, fees, etc.

5. Collect and archive data

The next step is to collect the data identified previously. This is usually a complicated and time-consuming action, since according to the type of data source and type of data, different practices and means could be employed. For example, databases and interfaces could be developed.

6. Develop the centre and its links with other systems

Additionally, there may be the need to develop links between the centre and other systems and models. In the case of Thessaloniki, useful data for all modes of the city's transport network were collected and fed into the traffic simulation model that was set up for the city.

7. Set up a dedicated unit

The proper operation of the mobility monitoring centre requires a dedicated unit in the organisational chart of the organisation that will run it. The unit should be equipped with the appropriate personnel (at all levels) and equipment, and a dedicated funding should be allocated. All these issues should also be addressed in the feasibility study.

In addition to the above sequential actions, some steps of a horizontal character are necessary in order to further strengthen the success of the whole process,

such as the presentation of the centre to authorities and stakeholders, the engagement of relevant stakeholders, the organisation of technical visits and the wider publicity of the centre.

STEPS TO SUCCESS

The implementation of a mobility monitoring centre in a metropolitan area requires some conditions:

- Secure funding for skilled personnel and Intelligent transportation system (ITS) infrastructure;
- Recruit personnel with relevant technical know-how and high-level skills;
- Ensure significant resources for implementation (specifically in cases where ITS systems do not already exist);
- Secure resources for maintenance and update;
- Sign cooperation agreements with data providers.

2.2 Prague metropolitan region

Administrative breakdown of the region

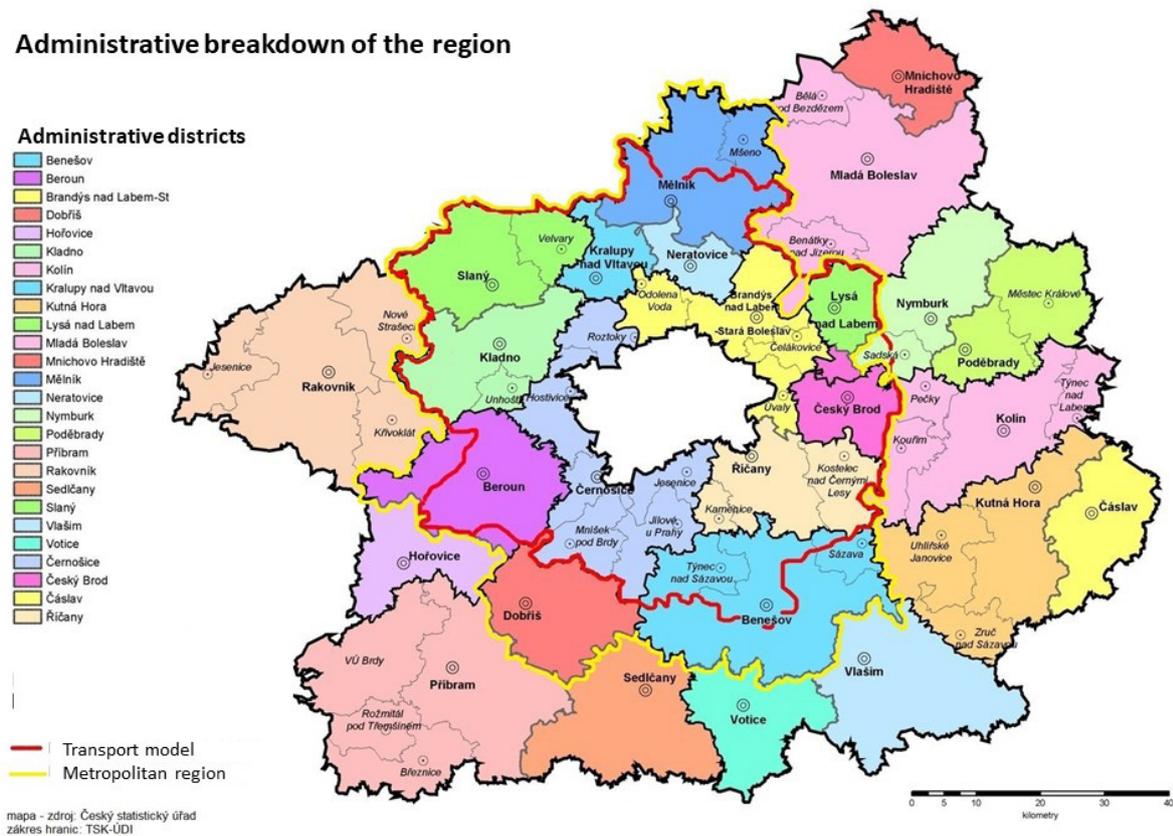


Figure 3: Prague metropolitan region. Source: TSK

The city of Prague is one of the 14 regional self-governing units in the Czech Republic, lying at the centre of the Central Bohemian region, but administratively separate from it. There is no formal representation for the metropolitan region of Prague, which extends well beyond the city’s administrative borders to encompass 515 municipalities across the two regional authorities of Prague and Central Bohemia (ESPON 2018).

The city is home to about 1.3 million people, while its metropolitan region is estimated to have a population of 1.9 million. The city is divided into 22 administrative districts and in 57 self-governing municipal boroughs (some boroughs are also districts), as shown in Figure 3. Each borough has its own elected local council and elected representatives but is financially dependent on the city of Prague.

The Prague municipality heads the system and is responsible for public transport.

Because there is no formal representation for the metropolitan region of Prague, cooperation happens in an informal way. The city of Prague, in cooperation with the Central Bohemian region, approved the SUMP for Prague and its surrounding area in May 2019. The plan is based on the long-term strategy 2030 that Prague and the Central Bohemia region have developed for transport planning. Nowadays 150,000 people per day are commuting into Prague and 25,000 people out of Prague for work, a commuter flow that the metropolitan SUMP aims to address. The SUMP working process is led by an external project manager who coordinates the collaboration of the city organisations and companies involved in the process. The working group consists of representatives from the Prague Institute of Planning and Development (IPR Prague), an organisation funded by Prague that represents the city in spatial, strategic and infrastructure planning matters; Prague Municipality; Prague’s integrated transport organiser; the technical roads administration of the city of Prague; Prague’s public transit company; Prague’s ICT



Figure 4: Administrative and municipal districts of Prague. Source: Wikipedia

infrastructure operator; and representatives of the Central Bohemian region with the Central Bohemian integrated transport organiser. The Central Bohemian region and the Central Bohemian integrated transport organiser act on behalf of the municipalities in the work catchment area around Prague from which they collect strategic inputs and specific needs, especially concerning the commuting flows to and from Prague. Further representation of the agglomeration around Prague was ensured through dedicated workshops with representatives from the 13 bigger districts in the Central Bohemian region, which also acted on behalf of the smaller municipalities in their districts.

2.2.1 Scenario selection through a participatory approach

BENEFITS

- Very easy, cheap and clear solution for scenario selection among a wide range of stakeholders;
- There is no need to rely on transport models;
- Ensures strong support for the agreed scenario among the stakeholders;
- Provides a powerful basis vis-à-vis political approval as it is based on broad and balanced experts' opinions.

The SUMP for Prague and its agglomeration started in 2015 and the whole process was participated in by citizens and stakeholders from the early stages. Three half day workshops were organised with stakeholders along the process: for the analysis of problems; agreement on a common scenario; and on the definition of the methodology for measures selection. The most important and unique was the workshop on the scenario selection.

Before the scenario selection workshop, the SUMP working group prepared three different scenarios as different ways to achieve the sustainable mobility vision in line with the Prague Strategic plan.

The first scenario, **Prague effective**, sees the future of mobility in a high-quality, interconnected and accessible network of integrated public transport, based on the advantages of electric rail traffic (trains, trams, metro, etc.). Other modes such as walking, cycling or cars should be connected via transport hubs.

The second scenario, **Prague rational** wants a city that is comfortable to live in. Mobility in the city is based on sustainable and effective modes of transport such as on-street public transport or cycling and focusing on the upgrade of existing infrastructure. In this scenario, Prague must become a city of shorter distances, which will not increase travelling demand, especially from the agglomeration. A more effectively used street area enables a reduction in the share of space dedicated to traffic, while the gained public area will be used for the improvement of local life conditions.

The third scenario, **Prague liberal** wants to continue with the existing city and agglomeration development trends. This scenario aims at the construction of high-capacity road infrastructure, more convenient routes in combination with other measures on the existing roads. This scenario wants to secure conditions for environmental improvement in the wider residential areas, while accessibility to the city’s territory for its users should not be reduced. It wants to use the free space on avenues for people and share it among sustainable traffic modes and clean vehicles. Development of the road network will go hand in hand with the strong economic regulation of automobile traffic in the city centre by using a toll system and appropriate parking policies.

57 experts attended this workshop, including experts from most of the Prague’s municipal districts, specialists from the towns in the Central Bohemian region, expert organisations, academia, non-governmental organisations and associations as well as the SUMP steering group.

The stakeholders worked in six small groups. The workshop was based only on expert knowledge and known transportation problems in Prague. The main objective was to acquire an opinion about the mobility vision for Prague and its surrounding areas, to raise awareness about the risks on the path to achieving such a vision and to complement the preferred mobility scenario with further elements so as to find a compromise among all the experts. Besides the three possible scenarios prepared in advance, six topic areas related to Prague’s pre-identified transport problems were prepared too. These six topics were:

- Interconnection between Prague and its metropolitan area;
- Capacity and reliability of the public transport system;
- Inaccessibility and barriers for pedestrians and cyclists;
- Overload and vulnerability of the road network;
- Traffic impact on environment and public areas;
- Ineffective processes and city administration.

The workshop consisted of four steps:

1. Mobility scenarios vs. problems (30 min):

the objective was to understand the prepared scenarios’ definitions and connect them with the six main problematic areas – topics.



Figure 5: Scenario selection workshop. Source: IPR

2. Benefits and risks of mobility scenarios (60 min): the objective was to discuss the solution methods (different for each scenario) for each of the six problematic areas and to assess the benefits and risks for execution.

The assessment of the benefits and risks of the proposed solutions for the problematic issues continued by placing cards into four quadrants, consisting of two priority axes: benefits (vertical), risks (horizontal). These quadrants showed the solutions with higher benefits and higher risks, higher benefits and lower risks, lower benefits and higher risks and also lower benefits and lower risks.



Figure 6: Scenario selection workshop. Source: IPR

3. Discussion and selection of the preferred mobility scenario (60 min): the objective was to assess the mobility scenarios as a whole, select one and complement it to mitigate its risks, moving from the problematic issues to the assessment of each mobility scenario in entirety. Every participant could explain his/her opinion about the scenarios, including preliminary preferences and the supporting reasons. After listening to all the participants, each group at the round tables decided which scenario to select as their preferred one for further elaboration. The following discussion focused on the motivation behind the scenario selection, collecting suggestions for improvement, providing additional elements, highlighting scenarios' risks and solutions for their mitigation (risks were weighed for scenario preparation and execution).

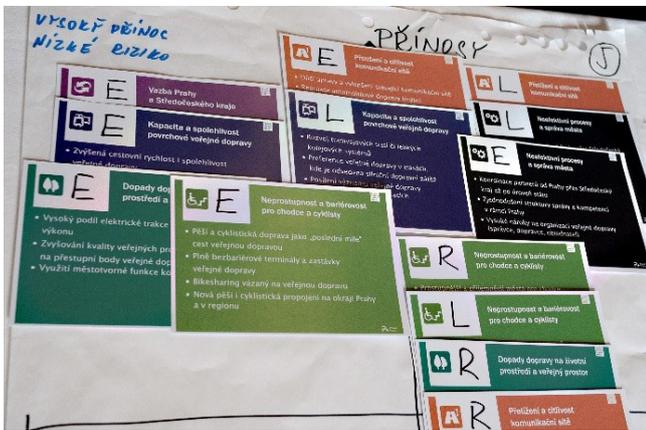


Figure 7: Scenario selection workshop. Source: IPR

4. Common mobility vision (60 min): the objective was to report the results of the work of each group to the others and potentially have the groups confront each other.

The biggest surprise was that every round table voted for the 'Prague effective' scenario and some of them recommended adding some improvements from other scenarios, for example the upgrade of the existing infrastructure, or building the outer city freeway ring.

STEPS TO SUCCESS

- Carefully select the invited stakeholders from the city and its agglomeration so as to ensure sound representativeness of the actors on the scene;
- As a precondition, have a future sustainable mobility vision approved by the city assembly. This mobility vision should be part of a wider strategic plan or transport policy of the city. When not possible, refer to the mobility vision from the national mobility strategy for cities;
- Well prepare scenarios in advance. Each scenario must respect the strategic mobility vision and achieve that sustainable mobility vision in different ways;
- Prepare the discussion in the form of a game based on known transport problems in the agglomeration and scenarios' risks;
- Have well prepared and briefed facilitators for each discussion table;
- Ensure a good mix of different stakeholders at each table, and that stakeholders from similar organisations are not sitting at the same table;
- Start with light lunch and coffee for better mood.

3. Inter-municipal governance structures

3.1 Ljubljana Urban Region (LUR)

Bodies of the LUR and RRA LUR

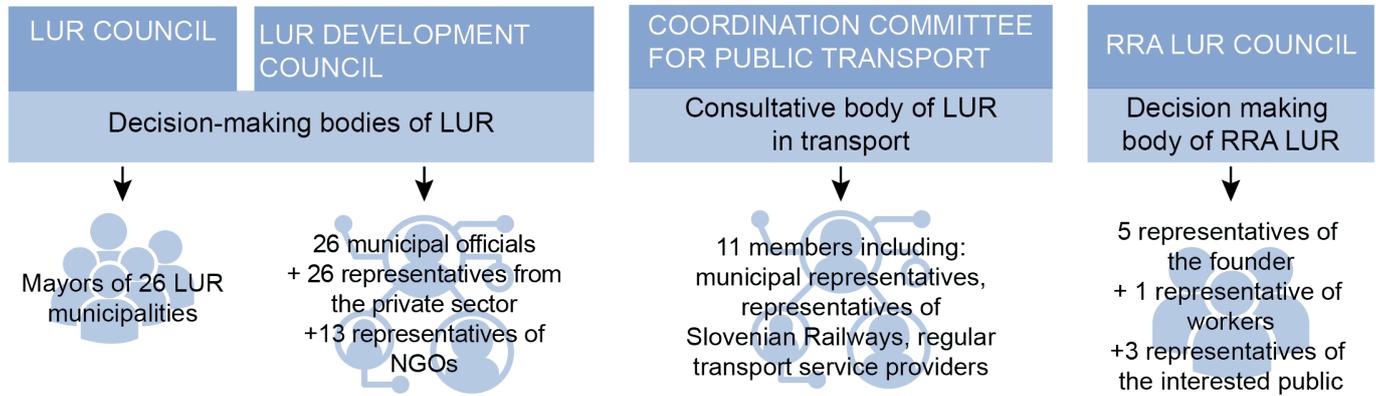


Figure 8: Bodies of the LUR and RRA LUR. Source: EUROCITIES

The Ljubljana Urban Region (LUR) unites 26 municipalities in central Slovenia and it is the region with the highest daily migration rates in Slovenia. Besides 550,000 LUR residents, there are 28,000 students and 142,500 commuters that are commuting daily to LUR from other Slovenian regions, the great majority with cars. The Regional development agency of Ljubljana urban region (RRA LUR) is an intermunicipal structure with competence to harmonise regional development and regional transport objectives. Decisions, including the decision to develop a regional SUMP, are taken by the Regional Council composed of all 26 mayors of the municipalities in the LUR.

In the recent years, nine municipalities located in LUR have prepared and adopted local SUMPs. The SUMP for the Ljubljana urban region (SUMP LUR) is the first regional SUMP in Slovenia that was officially adopted from a formal body of a regional council comprised of all 26 mayors of LUR municipalities.

The process of preparation of the regional SUMP was led by RRA LUR within the framework of the SMART-MR Interreg Europe project. In addition to RRA LUR, there were four professional partners that contributed to the SUMP LUR preparation: Urban institute of Ljubljana, Institute of Traffic and Transport Ljubljana, Institute for Spatial Policies and Anton Melik Geographical Institute - ZRC SAZU.

3.1.1 Multilevel governance and decision making process for SUMP preparation

BENEFITS

- The Involvement of multilevel stakeholders offers better understanding on the main regional spatial and transport needs and encourages stakeholders to share not only mutual understanding, but also regional transport limitations and shortcomings;
- The inclusion of various stakeholders gives the metropolitan SUMP all the necessary capability to generate multi-level and multi-stakeholder dialogue on short and long- term mobility challenges;
- A multilevel approach to metropolitan SUMP action plans that are agreed in cooperation among various levels of stakeholders and incorporate multilevel governance is more comprehensive, viable and acceptable than customary one-level approach to the SUMP preparation.

In line with more traditional and old-style transport planning, public participation and multilevel governance have not always been a priority within the preparation of mobility related measures in the Ljubljana urban region (LUR). However, following many bright examples with local SUMPs, the preparation of the regional (e.g. metropolitan) SUMP has finally paved the way for the development of multilevel stakeholder’s involvement within the areas of regional transport and spatial planning. Having previous experiences

with devising and implementing various long-term transport measures on the regional level (such as regional Park and Ride systems), the Regional development agency of the Ljubljana urban region (RRA LUR) recognised the multilevel planning and long-term governance models as the main objectives of SUMP LUR preparation.



Figure 9: Participatory process in LUR SUMP. Source: RRA LUR

Following the European and national guidelines, various stakeholders and the general public were involved in SUMP LUR preparation throughout most of the SUMP cycle. In order to understand local needs and identify municipal interdependencies on the regional scale, it was decided to conduct in-depth interviews with all 26 mayors in the region. Two workshops for state-of-the-art analysis with technical representatives of municipalities and key regional and national stakeholders identified public transport and multimodality as the integral part of the current and future regional transport system. Higher political involvement was achieved by active participation of various national organisations (e.g. Ministry of Economic Development and Technology, Ministry of the Environment and Spatial Planning, Ministry of Infrastructure), regional bodies (regional development council and regional council comprised of all municipal mayors) and transport operators (regional bus operators, Slovenian Railway Passenger transport). Besides NGOs, institutes and researchers, the Regional Coordination Committee for public transport was also brought on board. Its main role was to outline the needs for future public transport development, propose potential public transport measures and advise on necessary regional public transport organisational adjustments.

Five workshops and an online survey on travel habits were then designed and performed to attract and target the general public. Almost 2,000 inhabitants of LUR outlined their vision, expectations and priorities for the future

development of sustainable mobility in the region. The priority regional mobility and spatial planning measures were then selected based on the stakeholders' proposals, the public preferences, the regional transport vision and operational goals. In the final stages, the key measures were then transformed into an action plan that was once again verified at a workshop with the technical representatives of the municipalities, and final interviews with key stakeholders. At the end of the process, the proposed draft action plan was reviewed and the final version adopted by the regional council on the 24 October 2018.

Through a multilevel involvement and decision making process, SUMP LUR has become the main transport-related strategic input for Regional Development Programme of Ljubljana urban region (RDP LUR) for the next programming period 2021-2027.

STEPS TO SUCCESS

- The long-term acknowledgement of the importance of sustainable mobility for the development of the LUR was key to motivate the participation from high-level spatial and transport planning authorities in the regional SUMP preparation;
- Strategic transport related documents at national and regional scale, as well as stakeholders needs and proposals, provide fundamental policy background for implementation of measures defined in the action plan;
- Make use of the existing knowledge and experience at local level. For instance, in LUR nine municipalities had already developed local SUMPs. Representatives were thus familiar with the process and could give important insight into the action plan for the regional SUMP;
- Even smaller additional funding can make a difference in the SUMP preparation phase. LUR municipalities decided to financially contribute to the SUMP LUR preparation and thus increase their overall involvement and ownership of the process;
- Promotion of public events should be planned well in advance and be carefully they should be promoted through various channels to ensure a high level of involvement of the general public in the public debates;
- It is important to spend time to strategically build a regional transport vision and reach wide consensus on common regional strategic goals that will translate into a smooth measure selection process.

3.2 Metropolitan area of Lisbon

The metropolitan area of Lisbon extends beyond the city’s administrative limits, comprising 18 municipalities and almost 3 million inhabitants. Every day around 370,000 vehicles enter the city of Lisbon and the car modal share is more than 50%. Congestion and Greenhouse Gas (GHG) emissions are central problems that urgently need to be tackled. For these reasons, fostering the use of public transport is a central objective of Area Metropolitana de Lisboa (AML) which, since 2015, has acted as the central transport authority for the whole metropolitan region.

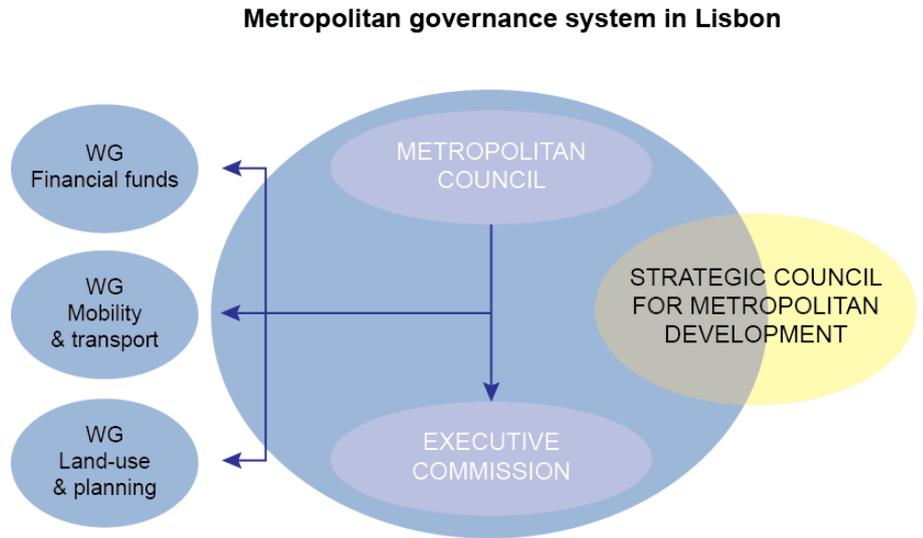


Figure 10: Metropolitan governance system in Lisbon. Source: EUROCITIES

AML is an inter-municipal governance system, which participates in the preparation of plans and programmes at metropolitan scale; ensures the articulation of the actions between the municipalities and the services of the central administration in the area of territory planning, mobility and transport; exercises the capacities transferred by the central administration and the joint exercise of the powers delegated by the municipalities of which it consists. Since 2015, the Metropolitan Area of Lisbon has also been in charge of the definition of the strategic objectives of the mobility system, the planning, organisation, operation, allocation, supervision, investment, financing, dissemination and development of the transport by road, river, rail and others. The above mentioned tasks are carried out through defined organs: the metropolitan council, the deliberative body constituted by the mayors of the 18 municipalities and presided over by the mayor of Lisbon; the executive committee, the executive body consisting of a first secretary and four metropolitan secretaries designated by the municipal assemblies at the proposal of the council; and the strategic council for metropolitan development, a body that supports the decision-making process of the other organs of the metropolitan area. It is made up of representatives of institutions, entities and organisations with relevance and intervention in the field of metropolitan interests (AML, 2019). Thematic working groups were also created by the metropolitan council and the executive commission as non-formal organs to support the work on specific areas. Those are, for example, the mobility and transport working group, the land use planning working group, and the financial funds

working group, which are composed of the councillors in the relevant thematic area from the 18 municipalities. They usually meet once a month.

With the support of the CIVITAS Prosperity project, Lisbon is now developing its SUMP which aims to tackle commuting traffic by reducing the number of cars entering the city to 150,000 per day and to reduce deaths on the road to 0 by 2030.

3.2.1 Integrated public transport fare system for the metropolitan area

BENEFITS

- Simplifies the fare system and makes it cheaper for users;
- Stimulates users, especially ones from the outer metropolitan area, to shift from individual transport modes to public transport;
- Encourages users to make more and different types of trips by public transport instead of by individual transport modes;
- Fosters multimodality and a better integration of the transport system.

The transport fare system for the metropolitan area of Lisbon, that was in place since 1977, offered more than 7,000 fare options, but did not cover the whole metropolitan region nor all transport operators and was

thus inefficient. In its new role and in line with the Sustainable Urban Mobility Action Plan of the Lisbon Metropolitan Area (PAMUS) approved in February 2016, AML started to analyse the fare system, the trips and the users' needs with a view to improving the fare system and ultimately increasing the share of people using public transport across the metropolitan area. Interviews and targeted mobility surveys were carried out, with the support of national census and Eurostat data, and benchmarking of similar measures in other European cities to draw a complete picture of the current situation and possible scenarios. This thorough analysis showed a growing pattern in people shifting from public transport to individual transport modes over the last 20 years, which made it urgent for politicians to focus their attention on mobility and on investment in the public transport system. In the first meeting of the metropolitan political council after the 2017 local elections, all the 18 mayors of the municipalities belonging to the metropolitan area, across all political parties, agreed to look at ways to improve the public transport system and encourage its use, especially with regard to the existing inefficient fare system.

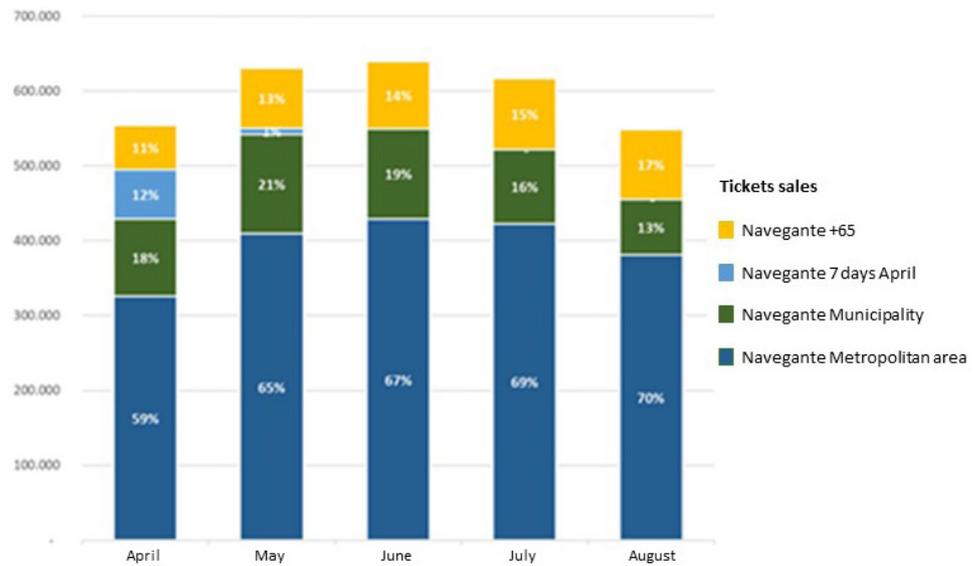


Figure 12: Tickets' sales from April to August 2019. Source: AML

Based on the studies and analyses carried out since 2016, AML worked closely for several months with the eight transport operators in the metropolitan area and with the national government, which owns the train and ferry systems, to identify the most viable solutions. Regular and frequent meetings of the metropolitan political council in this phase helped build a solid consensus on the final solution among all the 18 municipalities. With the support of a national funding programme, the metropolitan area of Lisbon, together with its 18 municipalities, put forward a financial proposal for the simplification of the fare system and reduction of tariffs. The national government agreed to contribute with €70 million and the 18 municipalities with additional €10 million to compensate, in the beginning of the new process, the deficit created by the new fare system. It is estimated that the deficit will progressively decrease due to the new passengers acquired thanks to a more efficient network. The new tariffs were implemented in April 2019 and now include two main simplified fare options: one covering the whole metropolitan area (€40 per month) and the other covering a single municipality (€30 per month). Some specific fares were also designed for elderly people, more than 65 years old, for €20 per month, throughout the metropolitan area; children up to 12 years old ride for free; and since August 2019 a fare for families costing €80 per month for the metropolitan area and €60 per month for one municipality only. This was huge progress compared to the previous situation, where the monthly pass for a metropolitan trip could cost up to €140/150 per month. The biggest improvement, however, is the



Figure 11: New tariff system in the metropolitan area of Lisbon. Source: AML

possibility to use the monthly pass across every transport operator thus encouraging multimodality and the use of public transport beyond the usual home-school or home-work trips (for example during weekends, by night, or for ad-hoc destinations). 625,000 passes were bought in May 2019, 65% of those for the metropolitan area, 21% for the municipal areas and 13% for the elderly. Also, the proportion of the metropolitan passes has increased since May, to reach 70% of the total in August. Provisional data shows that the number of passengers has increased by 14% compared with May 2018. An interesting result is that the new fare system indicates that there are more passengers in the network outside the commuting hours, mainly on late hours, weekends and during holidays.

STEPS TO SUCCESS

- Make sure that all relevant stakeholders and concerned mayors are involved in the process and meet regularly;
- Build consensus around the measure and its different steps by creating political support and negotiating;
- Prepare well through targeted studies and analyses of the current system, needs, users' behaviour, estimated costs, and projected changes;
- Benchmark similar measures in different metropolitan areas and countries to get inspired and find the most suitable solution adapted to your specific features;
- Take into consideration the changes and the support needed by the ITS system;
- Invest in communication campaigns and in supporting the transition (FAQ, call centres, etc.);
- Evaluate the impact of the measure regularly.

3.3 Oslo metropolitan region



Figure 13: Oslo and Akershus de jure metropolitan structure: City of Oslo

The metropolitan region of Oslo comprises the core city of Oslo and the 22 municipalities in the county of Akershus. Altogether, the metropolitan region thus covers 23 municipalities spread over a territory of 5,370 km² and has a population of about 1.23 million inhabitants. The population is split evenly between Oslo and Akershus. Oslo and Akershus closely match the functional urban area (OECD 2012), and more than ¾ of the total population lives in the built-up agglomeration.

Although politically independent from each other, Oslo and Akershus have worked jointly in an established cooperation and legal framework on mobility since the 80s.

As a matter of fact, already in 1980, strategic planners and politicians from Oslo were aware of the importance of working with Akershus, which has resulted today in three complementary pillars of regional collaboration, as described below.

The regional land-use and transport plan for Oslo - Akershus (2015) is the first plan to be developed for the metropolitan area in 40 years. (ESPON 2018)

3.3.1 Joint financing of the metropolitan toll ring system

BENEFITS

- Ensures a long-term funding scheme for public transport and other sustainable transport infrastructure;
- Contributes to reducing congestion and shifting towards more sustainable transport modes;
- Aligns and improves transport and infrastructure investments across the whole functional urban area;
- Helps build strategic political alliances to tackle mobility issues at metropolitan level and to negotiate with higher levels of government (i.e. national level).

Oslo and Akershus work jointly in an established cooperation and legal framework on mobility which is founded on the following strategic agreements:

1. The Oslo Packages, three long-term programmes for funding transport in the whole region supported by the income generated over a ring of automatic toll-stations around the city, known as the Toll-Ring;
2. A joint venture public transport organisation, which has the strategic, financial and operating capacity to serve the whole of Oslo and Akershus County;
3. A joint regional plan for transport and land-use (2015) which provides strong, binding commitments for all 23 municipalities. This is the first plan to be developed for the metropolitan area in 40 years. The main objective is to develop the Oslo region into a competitive and sustainable region in Europe. (ESPON 2018)

The Toll-Ring was established in 1990 to provide local financing for the first phase of the Oslo Package based on a cross-party political agreement between Oslo, Akershus, and the national government to raise money to finance long-term transport investments across the area. This was extended to two periods (Oslo Package 1 from 1990 to 2002, and Oslo Package 2 from 2002 to 2008), and the revenue was used to complement national government funding, for roads and public transport infrastructure. Since 2008 (Oslo Package 3), and with the increase of fees, part of the operating costs of public transportation have also been funded by the toll ring, as well as cycle paths. In the period 2008–2012, about 50% of the toll charges were allocated to public transport in Oslo and Akershus. In May 2012, the list of prioritised projects was revised based on the transversal input of political parties to better respond to the challenges ahead. In June 2016, the Oslo Package 3 agreement was extended until 2036 with additional features. A higher congestion toll was introduced, toll charges were differentiated according to the fuel (with electric and hydrogen cars exempted), and new toll cordon stations in the city are now in place, so that 76% of all traffic now has to pay, and not only those who cross the original ring.

The overall budget in the agreement period (2017-2036) amounts to €13-14 billion, which is financed mostly through the toll charges (approximately €8-9 billion), in addition to central and local government funding. The Toll-Ring collects €300 million annually.

The key to success lies in the cross-party agreement between Oslo and Akershus politicians, ensuring that there is something in it for all, with clearly defined objectives and strictly earmarked funds.

As a final remark, two national initiatives force the city to adapt its regional collaboration in the future. Reductions in the number of municipalities and counties lead to changes for Akershus from January 2020. The former Akershus County is merged into a much larger region, with twice the

STEPS TO SUCCESS

- Set up a governance structure that, despite being voluntary, clearly defines the legal framework for cooperation;
- Build a cross-party agreement among all politicians and administrative levels involved that will ensure continuation and cooperation over the long-term;
- Find a way to broad consensus, at least on the common principles;
- Start a joint financing company that is mandated to raise loans for funding transport investments, designs long-term investments and build and operate the toll system;
- Every time new changes are introduced (i.e. increased fees, new toll stations, etc.), make sure that those decisions are agreed among the broader political spectrum, to ensure legitimacy over time;
- Coordinate toll system measures with complementary spatial planning strategies, for example limit the development of shopping malls outside the city to avoid diverting cars there.

population and five times more land area, while leaving the structure and independence of Oslo unchanged. The national government has also committed to some additional funding for major metro-extensions, at the same time as requiring

increased influence in the regional collaboration programmes. These changes require careful adaptation of the 30-year old metropolitan area collaboration to fit a new geographical and political framework.

4. Supra-municipal authorities

4.1 Greater Manchester

Greater Manchester (GM) is a metropolitan county and combined authority area in North West England, with a population of 2.8 million.

The Greater Manchester Combined Authority (GMCA) is the governing body of Greater Manchester, which consists of ten indirectly elected members (councillors from the constituent metropolitan districts of Greater Manchester) plus a directly elected mayor. Transport for Greater Manchester (TfGM) is a not-for-profit organisation that delivers the GMCA transport policies. The formation of TfGM, further explained in the best description below, played a vital role in contributing to the development of a SUMP at metropolitan level and allowed the implementation of a collaborative platform where representatives from the ten district councils meet on a monthly basis to discuss any issues. Its first SUMP is the 'Greater Manchester Transport Strategy 2040,' currently in the implementation phase. GM believes that excellent transport connectivity based on ultralow emissions can act as a catalyst for new development and regeneration. For this reason, GM invested in the in the creation of a transport authority to support transport delivery across the metropolitan area and in the development of a SUMP at metropolitan scale.

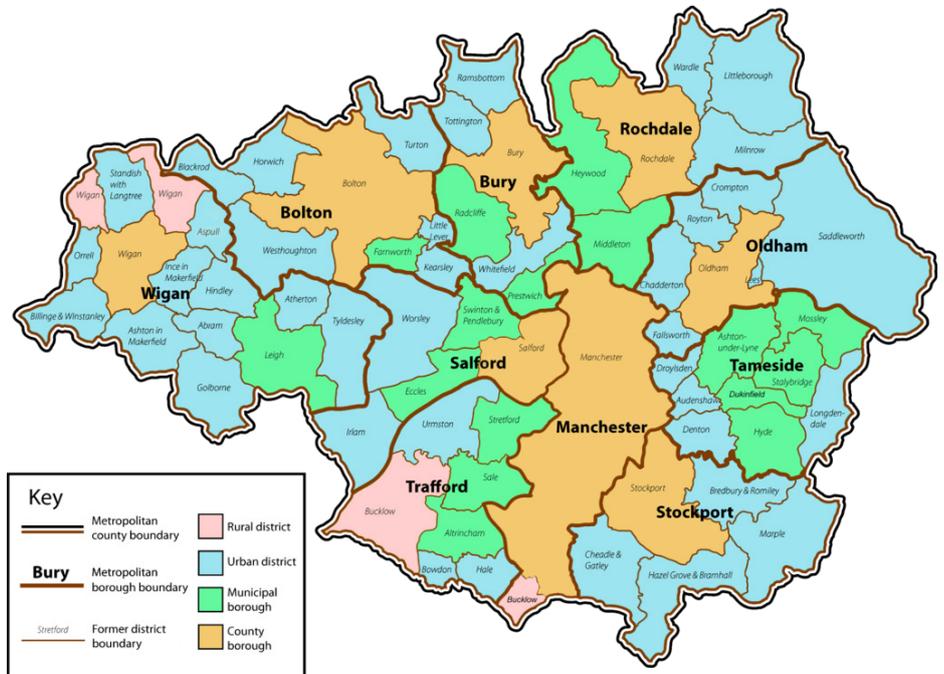


Figure 14: Greater Manchester metropolitan region and municipalities. Source: Wikipedia

4.1.1 Creation of a transport authority to support transport delivery across the metropolitan region⁴

BENEFITS

The creation of a single transport authority for the metropolitan area:

- Enables significant improvements in transport planning at a strategic level;
- Makes SUMP development a straightforward process;
- Improves cooperation across the participating municipalities/districts and transport operators;
- Helps secure funding;
- Enhances integration with wider planning in the metropolitan area, particularly spatial/land use and health.

⁴ Interreg Europe Project REFORM (2018)



Figure 15: Traffic for Greater Manchester logo. Source: TfGM

Transport for Greater Manchester (TfGM) is a not-for-profit organisation that delivers the Greater Manchester Combined Authorities (GMCA) transport policies. It coordinates transport networks across the region, decides where to invest transport funding, and owns and runs the Metrolink tram service. It also manages walking and cycling infrastructure investment and promotion, the ownership of the Metrolink network, and the strategic planning for the key route network. Moreover, it subsidises the socially necessary bus routes and it coordinates the city region requirements to secure national funding for investment. From 1974 until 2011, the transport authority was Greater Manchester Public Transport Executive. Then a reformation of local government arrangements in Greater Manchester granted the city region more powers and enabled a rebranding and reallocation of responsibilities, unifying governance over transport policy in the ten districts under one body. Alongside TfGM, the TfGM Committee comprising representatives from the Greater Manchester Combined Authority (GMCA) and the ten local districts in Greater Manchester was established, which consists of 33 councillors who have voting rights on most transport issues. The Committee is responsible for advising the GMCA on transport policy, recommending how much money is spent on supporting public transport and monitoring the quality and performance of transport services. TfGM carries out the decisions of the GMCA and the committee.

Previously some aspects of transport had been planned locally, which limited the amount of collaboration and cross-district coordination. The creation of a centralised body responsible for the transport policies of a wide area is a powerful tool for ensuring integration between different local plans and visions, and can represent (when local conditions allow such a solution) the most effective way of developing and maintaining a large territorial scale SUMP, such as Greater Manchester's.

The formation of Transport for Greater Manchester (TfGM) played a vital role in contributing to the development of a SUMP at metropolitan level. The Greater Manchester SUMP was a two-stage process, from 2015-2017, that originally started with a high-level vision document produced by TfGM in collaboration with the districts. Once this document had been agreed, it formed the basis for the SUMP. Since different versions were discussed, the districts had the opportunity to

input their feedbacks into the SUMP. Prior to this approach being taken, local transport plans had been written by the Greater Manchester Public Transport Executive (the organisation that existed before Transport for Greater Manchester) and staff members on loan from the districts. With the new approach, the process for preparation has been significantly streamlined and the centralised approach has enabled the creation of a strategic and shared vision for the metropolitan area. This has also allowed the implementation of a collaborative platform where representatives from the ten district councils meet on a monthly basis to discuss any issues.

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

STEPS TO SUCCESS

- Create a strong sense of collaboration and shared objectives amongst all partners involved in supporting transport strategy and delivery;
- Create the appropriate groups of stakeholders with active representation from all those involved;
- Develop a system of clear accountability to ensure municipalities/districts are fully involved and able to participate at a political and officer level;
- Develop a metropolitan level body responsible for directing the overall vision of the region and representing the various municipalities. In Greater Manchester this is known as the GMCA;
- Create an executive body responsible for transport. In the case of Greater Manchester, this already existed between 1974 and 2011 as the Greater Manchester Public Transport Executive, in 2011 TfGM inherited its responsibilities;

In order to successfully coordinate a large-scale SUMP across different municipalities/districts:

- Agree across the participating districts/municipalities for the SUMP to be coordinated at metropolitan level and written by a single body;
- Set up a collaborative process of SUMP development prior to it being published;
- Secure the endorsement from the metropolitan body of the SUMP, allowing it to be published;
- Create a supra-municipal committee as a means of providing a single governance structure.

4.1.2 Planning for stakeholders' involvement throughout the SUMP process⁵

BENEFITS

- Applies well to metropolitan areas with a big population with a large variety of stakeholders;
- Reaches out and engages stakeholders and the public in SUMP development;
- Generates technical and detailed responses to inform the SUMP elaboration;
- Uses meaningful consultation to foster shared ownership of the SUMP;
- Communicates with stakeholders and the public to help identify measures and inform the development of the SUMP.

Transport for Greater Manchester (TfGM) used the 2040 Transport Strategy (SUMP) consultation process as an opportunity to engage more proactively with residents,

businesses and other stakeholders on Greater Manchester's transport aspirations and priorities.

The consultation, managed internally by the TfGM Communications staff team, ran for 12 weeks between July and September 2016. Within the first 24 hours there were 292 responses received. At the end of the consultation, the responses were fed back into the draft SUMP, which was published in February 2017. The consultation was wide reaching due to the multiple target audiences, which included residents, businesses, politicians, districts, transport operators, neighbouring authorities, national agencies and internal colleagues.

Various methods of engagement were used, including digital media, print materials, stakeholder relations, media relations, stakeholder workshops, public engagement events and internal communications. Alongside this, a variety of response mechanisms were available including web form, dedicated email or posting a hard copy via a freepost address. Finally, supporting materials included full draft SUMP, executive summary, accessible versions, online versions, animations which summed up the SUMP content accessibly for a range of audiences and a 4-page leaflet.

STEPS TO SUCCESS

- Guarantee significant knowledge and understanding of current communications and marketing in the local area;
- Access demographic information of the target audience to ensure that the correct method of engagement is used to effectively convey messages;
- Ensure a significant level of resource to manage and evaluate the number of consultation responses;
- Make IT infrastructure available to host and support the consultation;
- Consult with the relevant communications team to design a communications/engagement plan suitable for all the target groups identified;
- Consult with the appropriate digital team to secure the provision of a digital platform to host the consultation;
- Consult with the relevant design team to produce creative supporting materials that are appropriate to the target audiences;
- Develop a sound summary of the draft SUMP and in different formats in order to present it to the participants;
- Create a draft version of the consultation and gather trial respondents to give feedback on this;
- Take the feedback on board and circulate a final version to the necessary approvers;
- Promote the consultation via multiple channels to generate interest and boost participation rates;
- Organise workshops and other events to engage specific stakeholders;
- Plan or procure the necessary resource to analyse the consultation responses and to develop a plan for how the results will be disseminated;
- Plan for how the consultation responses will be fed back into the original document;
- After the consultation, inform the participants about its key findings and the actions taken by the SUMP developers.

⁵ Interreg Europe Project REFORM (2018)

The stakeholder consultation played a significant role in the SUMP development. The consultation was used to ensure that the public and key stakeholders understood all aspects of the SUMP including the strategy development and delivery process, the core messages being communicated, and the key interventions suggested. It also acted as a tool to provide an opportunity for respondents to give feedback and input in a meaningful way. This process enabled TfGM to gauge support for the SUMP's core policies and proposals. Through conducting this form of public engagement, it ensured that the final version of the SUMP best reflected stakeholder and community priorities at metropolitan scale.

4.1.3 SUMP evidence base and information gathering⁶

BENEFITS

- Provides data on locally relevant trends that could support decision making;
- Tool to communicate the issues within the metropolitan authority and define the ambitions for the future of the territory;
- Provides a huge amount of data from a variety of sources in order to depict the existing situation accurately and develop reliable scenarios;
- Increases SUMP reliability;
- Offers SUMP developers a useful tool to conduct studies and data analyses.

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

⁶ Interreg Europe Project REFORM (2018)

⁷ For further details regarding the organisational structure, please refer to the chapter 'Creation of a transport authority to support transport delivery across the metropolitan area (Greater Manchester)'

The six evidence bases (or drivers), compiled by internal staff at Transport for Greater Manchester (TfGM) and signed off by the Greater Manchester Combined Authority (GMCA)⁷ as part of the final publication of the SUMP, are:

1. Economy and employment;
2. Society and community;
3. Urban development;
4. Environment and resources;
5. Technology and innovation;
6. Policy and governance.

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

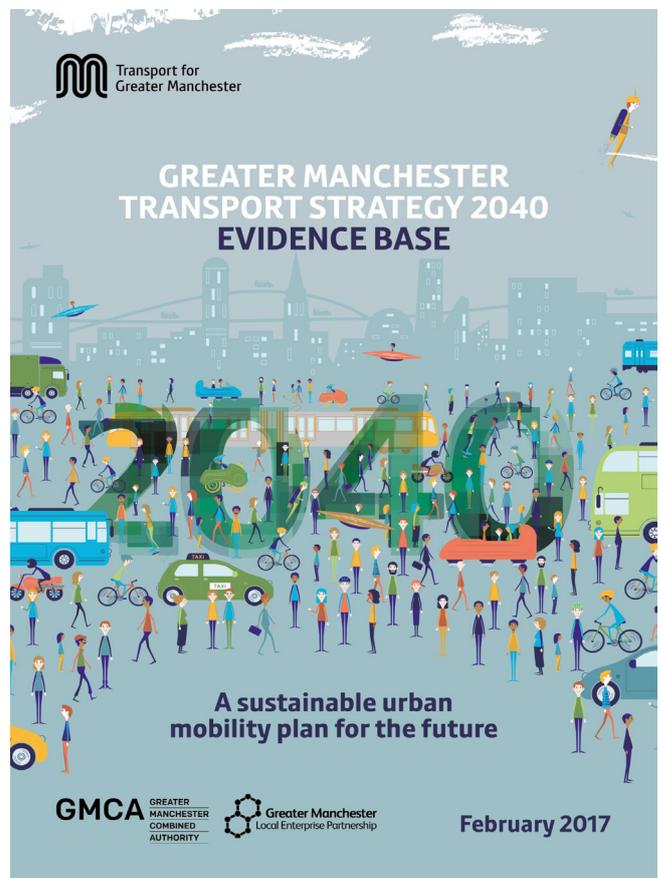


Figure 16: Evidence base. Source: TfGM

Previous local transport plans may have considered some of this information; however, this was the first time a range of evidence bases had been developed to support a SUMP.

Data collection, analysis and elaboration is particularly resource intensive and requires a significant amount of effort in the mobility planning process. Creating the evidence base facilitates the development of plans by the ten Greater Manchester districts as the data is readily available and non-commercially sensitive. The nature of the evidence base enhances the integration between the different kinds of planning instruments, which can often rely on homogenous sets of data and evidence, as it

includes information from multiple sources. Moreover, it is now regarded as the first point of call for making informed decisions.

Developing an evidence base and gathering information mechanisms has a vital role to play in SUMP development, especially since the evidence bases were developed during the SUMP writing process and therefore fed into the overall SUMP development. The evidence bases supported the aspirations within the document, meaning that the SUMP maintains local relevancy and highlights how the identified trends/drivers may impact transport planning in the future.

STEPS TO SUCCESS

This approach is mainly applicable to sufficiently large areas and is easily implemented when an organisation capable of supporting the required efforts is available.

To ensure success when gathering information to develop an evidence base, certain conditions are required:

- Access to data and information from multiple sources;
- Technical capability to analyse and evaluate the collected data;
- Enough resources to ensure the lasting significance of the evidence gathered, through a process of forward planning to deliver regular, systematic updates of the data/information.

When developing an evidence base to support a SUMP, it is important to undertake the following actions:

- Ensure that the appropriate level of resources is available to gather, analyse and evaluate the data;
- Develop a collaborative working arrangement between the team that is writing the SUMP and the team that is creating the evidence base;
- Once the goals of the SUMP have been determined, break them down into workable sections. In Greater Manchester these became six thematic sections, known as the 'drivers' of transport demand;
- Conduct baseline research to understand what information is already known and identify the gaps that need to be filled;
- Develop a story that needs to be conveyed for each of the sections. In Greater Manchester, this included identifying current trends and their implications for the future;
- Maintain a detailed record of the information that has been gathered in order to easily facilitate the planned updates to the evidence base.

4.1.4 Developing a SUMP with a spatial approach⁸

BENEFITS

- Allows for metropolitan, strategic and multi-modal oversight in transport planning and service delivery, as well as strong cross-sectoral integration with land-use planning;
- Tackles environmental and health challenges in a holistic and impactful way;
- Increases synergies and connections across the municipalities covered by the metropolitan SUMP.

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

⁸ Interreg Europe Project REFORM (2018)

the SUMP will influence development in the metropolitan region and people's travel choices. The GM SUMP takes into consideration spatial planning, as accommodating Manchester's scale of growth without significant additional congestion on the already busy transport networks will be a huge challenge. The SUMP will therefore identify not only development locations that are well served by public transport, walking and cycling, but also less accessible locations where a sufficient scale and density of development could support new provision, applying public transport-oriented development principles wherever possible. Integration with spatial planning is critical in influencing people's travel choices. Fundamentally, the transport network needs to connect people with places of work, education and leisure. By locating housing developments close to facilities and public transport, GM aims to reduce the level of car dependency in the city region. Specifically, the GM SUMP encourages travel behaviour change and mode shift. It also notes that locating housing close to facilities and public transport may enable travellers to reduce their reliance on private on vehicles for everyday trips. Whilst a significant proportion of GM is well served by public transport, some developments have been designed around the car, making them difficult to reach in any other way. In GM, the car will continue to play an important role in supporting economic growth and opening up opportunities for people to improve their quality of life. However, many of the negative impacts of transport, such as congestion, high emissions, and noise and road traffic casualties, are a consequence of travellers' over-reliance on the car, and the locational decisions that have made it a more convenient choice for many journeys have contributed to this. The design of development, e.g. in terms of the availability of parking, the availability of safe and direct walk/cycle routes, the provision of secure cycle parking or the availability of EV charging points, also influences travel choices.

This approach is currently being implemented through the SUMP delivery plans. The specific schemes that will be delivered as part of the SUMP will be set out in a series of five-year Delivery Plans, the first of which runs from 2016-2021. Regarding the implementation process, the SUMP was developed by the ten districts and Transport for Greater Manchester (TfGM)⁹. All the districts and the Greater Manchester Combined Authority (GMCA) agreed on a spatial approach to planning transport, in order to ensure development in future was conducted with sustainability and integration as key factors. It has to be underlined that this is the first time a SUMP or Local Transport Plan has considered

transport spatially and holistically in the UK. Prior to this SUMP, transport investment had been planned and delivered as per the requirements of individual modes and the needs of individual districts.

The SUMP has been published and transport planning and investments are being considered alongside the Greater Manchester Spatial Framework and the Greater Manchester Strategy in a holistic way. The Delivery Plan contains the investment and planning priorities across a five year timescale. Progress with the SUMP will be reported in the annual update of this Delivery Plan. The main problem encountered was the need to consult with a wide range of stakeholders. This was overcome by the development of a draft Strategy and Delivery Plan which were then used as the subject of a 12 week consultation, beginning in July 2016, to which over 80 stakeholder groups and almost 1,690 members of the public responded. This incorporated a range of elements including a dedicated webpage, an animation that distilled the strategy into a three minute video, strong media coverage, a comprehensive social and mainstream media plan, and a well-attended stakeholder event. The documents themselves were available online and this included accessible versions, a British Sign Language video, easy read, large print and audio versions¹⁰.

STEPS TO SUCCESS

- Set up an agreement across the districts or municipalities involved and the metropolitan authority that a spatial approach would enable improvements in strategic transport planning and also in ensuring future sustainable development in line with metropolitan goals;
- Ensure a significant amount of political agreement at a local and metropolitan level;
- No further resources are needed beyond those required in SUMP development;
- Meetings and workshop are required that demonstrate the potential benefits of adopting a spatial planning approach.

⁹ For further details regarding the process, please refer to the chapter "Creation of a transport authority to support transport delivery across the metropolitan area (Greater Manchester)"

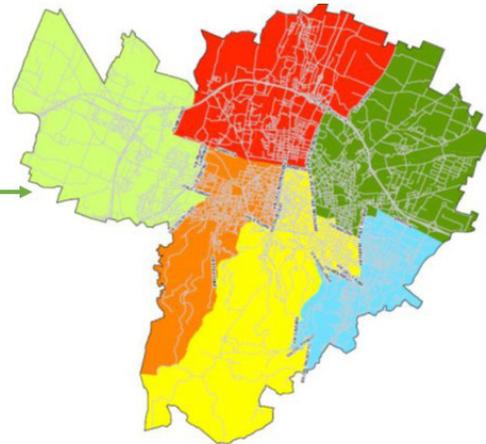
¹⁰ For further details regarding the process, please refer to the chapter "Planning for stakeholders' involvement throughout the SUMP process (Greater Manchester)"

4.2 Metropolitan city of Bologna

Metropolitan City of Bologna
 55 Municipalities, 7 Unions of Municipalities
 1,000,000 inhabitants



Municipality of Bologna
 6 Urban Districts
 385,000 inhabitants



The metropolitan city of Bologna is a supra-municipal metropolitan authority which comprises 1,013,376 inhabitants and 55 municipalities grouped in seven Unions of municipalities, associations of municipalities having up to 5,000 inhabitants that are created for the joint exercise of functions or services of municipal competence.

The metropolitan city of Bologna is a mix of plains and hills, where mountains occupy 21.3% of the territory and is a crucial node of railway and road traffic of national importance.

The metropolitan city of Bologna was created by regulation number 56 of 7 April 2014, together with 13 other Italian metropolitan cities. The 2014 law also establishes the organs of the metropolitan city, which are:

- the metropolitan mayor, who represents the institution, convenes and presides over the metropolitan council and the metropolitan conference and oversees the execution of the acts;
- the metropolitan council, which is the governing and control body, proposes the statute and its amendments to the conference, approves regulations, plans and programmes; approves and adopts any other act submitted to it by the metropolitan mayor;

- the metropolitan conference, which is the collegial body composed of all the mayors of the municipalities included in the metropolitan city, with proposing, consultative and deliberative powers.

Metropolitan governance system in Bologna

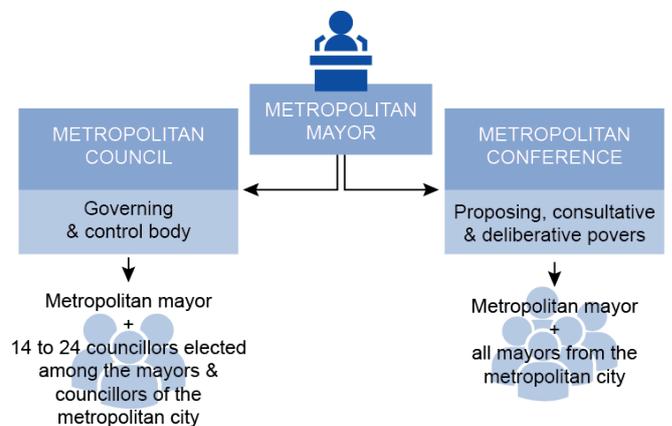


Figure 17: Metropolitan governance system in Bologna. source: EUROCITIES

Table 1: split of competences between the metropolitan city and the municipalities. Source; EUROCITIES

Metropolitan city	Municipality or Union of municipalities
Adoption and annual update of a three year strategic plan for the metropolitan area...	...which guides the municipalities and the unions of municipalities included in the territory in the exercise of their functions
General territorial planning, including the communication structures, the networks of services and infrastructure belonging to the competence of the metropolitan community...	...also by setting constraints and objectives on the activity and the exercise of the functions of the municipalities included in the metropolitan territory
Structuring of coordinated public service management systems, organisation of public services of general interest in the metropolitan area.	In agreement with the municipalities involved, the metropolitan city can prepare tender documents, contract, and monitor service contracts, as well as organise competitions and selective procedures
Mobility and road traffic...	...also ensuring the compatibility and coherence of municipal urban planning in the metropolitan area

Since 2018, the Italian ministry of infrastructure has required by law that a SUMP covers the whole metropolitan region. However, the SUMP process for the

metropolitan area of Bologna was already launched in 2016 and was the first metropolitan SUMP to be formally adopted in Italy in November 2018.

4.2.1 Creation of a SUMP scientific committee

BENEFITS

- Brings scientific substance that helps maintain high ambition in the SUMP;
- Cross-fertilise the SUMP process with experiences from other cities and other countries;
- Maintains general oversight and thus it is ideally placed to provide guidance at systemic level;
- Acts as an independent body and thus expresses its recommendations freely and in the sole interest of a good outcome of the process;
- Fosters political engagement;
- Applies well to metropolitan areas and all those big cities that can be scientifically relevant.

The SUMP process was launched in 2016 when the metropolitan city of Bologna cooperated with the municipality of Bologna for the elaboration of the SUMP guiding principles that set the macro objective of cutting 40% greenhouse gas emissions (GHG) by 2030 through sustainable mobility measures. Right after the adoption of the SUMP guiding principles, a joint transdisciplinary SUMP office was created featuring technical staff from

both the metropolitan city and the municipality. With the official kick-off of the SUMP process in September 2017, a scientific committee was established as a complementary body.

The scientific committee is an external, independent and scientific body that oversees and provides guidance throughout the whole SUMP process. It is composed of a small number (five) of eminent professionals with mobility, environment, urban planning and socio-economic background respectively, thus bringing about a diverse and transversal perspective.

The scientific committee is not appointed with the task of drafting or elaborating selected parts of the SUMP, but instead to provide valuable advice to the technical staff and the political representatives and to keep a general oversight of the SUMP as a whole.

The scientific committee members were chosen among dedicated and motivated representatives of the scientific community, and where a trust-based professional relationship already existed or could be started. Four out of five members were not linked to Bologna to make sure that the process could be influenced with experiences and views from other cities and countries. To ensure neutrality and a critical friend review, the scientific committee members did not receive a professional fee, but a reimbursement for their expenses.

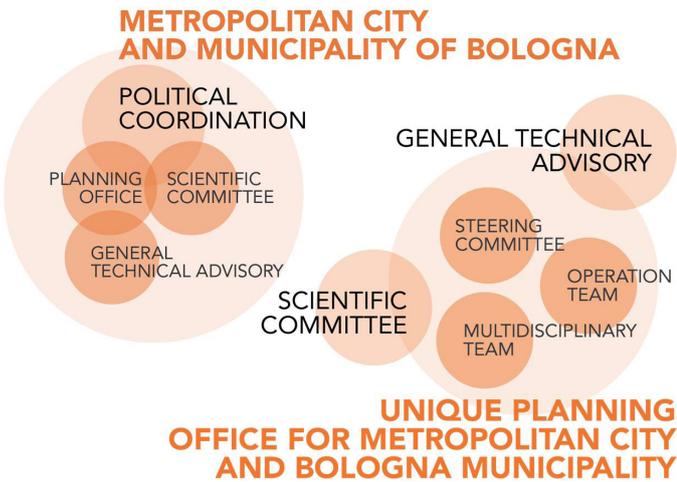


Figure 18: Planning board. Source: Metropolitan city of Bologna

The scientific committee performed its task through a combination of online and offline exchanges with the Bologna SUMP office. Five physical meetings took place throughout the SUMP process, jointly gathering the political representatives and the technical staff in charge of SUMP development. Supporting material was shared ahead of the meetings to better prepare the discussion.

The scientific committee helped pursue ambitious policies and objectives in the SUMP and to bring scientific substance and authority to the measures contained in the plan.

STEPS TO SUCCESS

- Carefully select the scientific committee members among eminent representatives of the scientific community who show a sincere interest in contributing to the elaboration of the plan;
- Ensure a variegated and balanced background of the members to improve transversal perspective;
- Pick representatives from other cities in your country or other countries to broaden the spectrum of experiences that could positively influence your SUMP;
- Be open to criticism and to suggestions that you had not foreseen in the first place;
- Make sure that you can trust the professional relationship and the work of the scientific committee;
- Allow for reimbursements, rather than professional fees, to ensure impartiality and independent expression of thoughts.

4.2.2 Multimodal integration strategies to increase public transport demand at wider area level

BENEFITS

- Promotes behavioural change and citizens’ attitude towards multimodal journeys in their daily movements by establishing a system that allows multimodal public transport with the same ticket;
- Supports the demand of public sustainable transport services in the metropolitan area;
- Reduces personal car use and promotes modal shift towards public transport;
- Improves usability and accessibility of public transport and main traffic streams within and towards the city;
- Collects mobility data for planning and monitoring purposes at metropolitan level;
- Promotes integrated planning of different modes of public transport (e.g. train, bus, metro, bike sharing) at wider area level;
- Integrated tickets are available in many big European cities, but the case of the metropolitan city of Bologna shows the strong link between this strategy and the SUMP. In fact, this strategy is put into practice thanks to the long-term planning approach of the SUMP and specifically aims to decrease car usage and promote public transport use.

Currently, in the metropolitan city of Bologna 57% of the journeys are done by car, 22% by foot, 25% by public transport and only 5% by bike. The SUMP objective is to drastically reduce car usage and promote the use of all sustainable transport modes. At metropolitan area, this means shifting 440,000 journeys to one of the following modes: bike, bus, train, tram or foot.

This ambitious objective will be achieved through different measures included in the SUMP, adopted in 2018, the most important being the development and expansion of a metropolitan public transport system. This system consists of a unique integrated and connected service network that overcomes the concept of urban, suburban and extra urban networks. This is particularly important as population density varies across different areas.

The new metropolitan concept for the public transport network is that it should not be seen as separate services (e.g. bus, train) but as a holistic system. Currently, the metropolitan region of Bologna relies on the metropolitan train service, the urban and suburban bus service, and specific designated mobility centres where users can switch between transport modes thanks to harmonised timetables. This network will be constantly improved and new infrastructures (e.g. the tram) will be progressively added.

The pillar of this system is the creation of a ticket that can be used on different modes of public transport at the same fare and in a seamless way. This way, users start planning for their journey regardless of the transport mode, because they rely on a system that is affordable, safe and responds to the users' needs.

The Emilia-Romagna region, where the metropolitan city of Bologna is located, and the metropolitan city itself work closely to promote this integrated fare system. The region has invested over €19 million for the implementation of the system, and €500,000 for promotional campaigns of the integrated ticket 'Mi Nuovo' (I Move). The region is also planning on expanding the integrated fare system in all its municipalities and has defined a roadmap.

In the future, there will be only one 'mobility card' which will make purchase of tickets easier. To make the metropolitan public transport system possible, different actions have already taken place:

- The technology for the system (including the validation machines) was acquired and installed in 2018. The region had also developed a number of IT tools to ease integrated fares, such as the GIM project (creation of an infomobility system) and the travel planner (real-time information on public transport);
- The metropolitan area of Bologna was divided in zones, to harmonise the system for all operators;
- The system was opened to the bike sharing options;
- Transport and network operators are testing paperless tickets and smartphone tickets.

It is also important to mention that there are many stakeholders involved in the process: the municipalities, the Emilia-Romagna region, local transport agencies,

train operators, and others (e.g. Consorzio Trasporti Integrati).

STEPS TO SUCCESS

This system is applicable to large areas and requires much effort and long-term planning. To be successful, it requires:

- Commitment of the institutional body governing the wider/metropolitan area and human and financial resources to employ in this system;
- Long-term planning (such as a SUMP);
- Involvement of all key stakeholders, particularly other municipalities, the regions and public transport agency;
- Deep understanding of the local context, the demand and needs of passengers and users;
- Improvement of public transport to match the requirements and needs of the integrated system;
- Access to data and information from multiple sources;
- Technical capability to analyse and evaluate the collected data;
- Creation of an integrated system and harmonised fare system;
- Acquisition and deployment of suitable technology to support the system;
- Agreement in place with transport operators based on the fare system;
- Communication campaigns for users.

4.3 European Metropolis of Lille (MEL)

The European metropolis of Lille (MEL) is the capital of Nord-Pas-de-Calais, a region in the north of France near the border with Flanders (Belgium). MEL brings together 90 municipalities and 1.2 million inhabitants in a territory at the same time rural and urban.

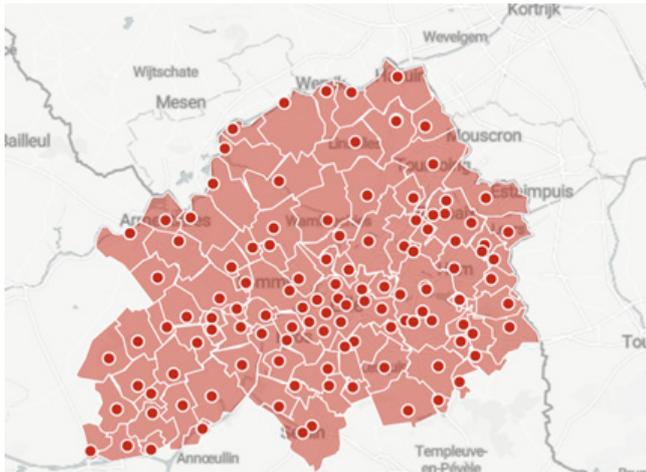


Figure 19: 90 municipalities of the MEL. Source: MEL

Being located next to the Belgian border, MEL also forms a cross-border urban agglomeration of 2.1 million inhabitants, together with the Belgian cities of Kortrijk, Tournai, Mouscron, Roeselare, Ath, Tielt and Ieper that is known as the Eurométropole Lille-Kortrijk-Tournai.

MEL is a French public institution of intermunicipal cooperation with its own taxation system and classified as a metropolis, which is comparable to a supra-municipal governance system. It has competence in 20 different domains, including transport, spatial planning, housing, energy, environment and economy.

The president is responsible for the implementation of the metropolitan policy, including the execution of the deliberations voted by the metropolitan council. The metropolitan bureau is the executive body of the MEL, it is composed of the president, deputy presidents and metropolitan councillors and presidents of the thematic commissions. The metropolitan council is the deliberative assembly of the metropole which meets four to six times a year in public sessions, convened by the president, who sets the agenda.

Lille's first metropolitan SUMP was initiated in 1995 and adopted in June 2000 proposing an improved living

environment for its inhabitants and a more sustainable and reasoned transport policy for the metropolis. Adopted in 2011, the new 2010-2020 SUMP, is a new generation plan that sets out the framework for all actions undertaken by the MEL and its partners with a strong connection between mobility and other public policies, such as spatial planning, economic development and housing.

Preceded by a wide consultation that involved the Eurometropole too, the 2010-2020 SUMP comprises 170 actions around six main axes. These are: a city of short distances; a strong public transport network; alternative modes and shared streets; freight transport; environment, health and safety; and implementation, monitoring and evaluation.

4.3.1 Using micro SUMPs to tackle issues at the best geographical scale¹¹

BENEFITS

- Relevant for all planning authorities for which the principle of subsidiarity applies, namely multi-nuclear cities, bigger cities and regions with a network of cities;
- Tackles mobility issues arising at various geographical scales;
- Designs and implements measures in a way that they correspond as much as possible to the needs of specific geographic areas;
- Better integrates the metropolitan SUMP with other existing planning tools and among different scale territorial planning;
- Improves effectiveness of the measures' selection and implementation processes;
- Ensures homogeneity of different planning instruments.

To best tackle mobility issues at the most relevant scale, MEL has introduced the concept of subsidiarity in its SUMP, via micro-SUMPs, covering specific areas that do not follow the lines of the traditional administrative boundaries (communes). According to the concept of 'subsidiarity', decisions should be taken at the lowest possible level, or closest to where they will have their

¹¹ Interreg Europe Project REFORM (2018)

effect. This kind of approach can be relevant for different types of planning authorities to both improve the measure selection and the implementation process.

The SUMP outlines the implementation of 10 micro-SUMPs to deal with different types of issues. Different kinds of micro-SUMPs were implemented:

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

The micro-SUMPs are supervised by a MEL elected representative and the mayors of the municipalities/districts covered by the micro-SUMPs. The mayors of the territorial unit on which the micro-SUMPs are implemented sign a micro-SUMP charter (charte micro-PDU) with MEL. Their teams assist/take part in the definition and the implementation of the micro-SUMPs. Of course, the micro-SUMPs complement and are aligned with the metropolitan scale SUMP.

The approach of micro-SUMP is unique in France and in Europe.

STEPS TO SUCCESS

- Ensure political support and agreement between the different levels;
- Formalise the agreement through a contract between the territorial units and the metropolitan body;
- Involve local teams in the definition and implementation of the micro-SUMPs. The experience showed that the participation of local teams was particularly important and successful for the 'analysis' phase, during the preparation of the micro-SUMPs;
- Make sure that the technical skills are also available at the local level, and, if not, provide the needed knowledge and support;
- Evaluate the quality of the micro-SUMPs and their impact on the overall SUMP.

4.4 Metropolis of Grand Nancy



Figure 20: 20 municipalities in the metropole of Grand Nancy. Source: Comersis.com

The Grand Nancy Metropole is a formal metropolitan authority, located in the Meurthe-et-Moselle department in the north east of France, in a territory that gathers 20 municipalities. The metropole has a population of around 260,000 inhabitants, of which 106,860 in Nancy proper, which is the core of the metropolitan region.

Grand Nancy gained the status of metropolitan community in July 2016, replacing the previous urban community of Greater Nancy, in place since 1996. The national recognition conferred to Grand Nancy Metropole all the tools for the development of the economic growth and the attractiveness of its territory, including its own taxation system.

The metropolis of Greater Nancy has competences over territorial development; economic, social and cultural affairs; metropolitan spatial planning; housing policy; urban policy; management of services of collective interest; protection and enhancement of the environment. The decisions of the Greater Nancy Metropole are taken by the Metropolitan Council, which is the deliberative body that brings together 76 elected members representing the 20 municipalities of the metropolis. The Metropolitan Council delegates part of its deliberative powers to the Metropolitan Bureau, which is composed of delegated council members and deputy presidents.

The metropole of Grand Nancy has been working to make sustainable development a viable long-term

objective for its territory since 1997. In this framework, the first SUMP was approved already in 2000, and updated in 2006. Since 2015, the metropole has been working on a third generation SUMP that will integrate different sectorial plans under the same document, as explained in the best practice description.

4.4.1 Integrating SUMP with housing and development plans

BENEFITS

- Addresses transport and environmental challenges jointly by promoting proximity, facilitating sustainable mobility; saving local resources; controlling energy consumption and improving health, comfort and well-being;
- Strengthens accessibility and infrastructure projects through an integrated approach;
- Contributes to economic development by both improving and preserving land potential;
- Guarantees social cohesion and consolidates residential quality improving the quality of life of inhabitants and encourages sustainable and innovative housing;
- It is a great way to improve cooperation across different departments at metropolitan and municipal level and to develop a new organisational mindset;
- Allows approaching issues with a wider perspective and finding synergies that will ultimately increase the impact of the adopted measures.

Grand Nancy is engaged in the elaboration of a metropolitan inter-municipal local urban plan for housing and development (PLUi-HD), which determines its spatial development strategy for the next 10 years. The novelty of the Grand Nancy PLUi-HD is the integration of a variety of plans into a single one with the aim of fighting urban sprawl, preserving biodiversity, reducing greenhouse gases, controlling energy consumption and reducing car use.

By pooling resources and skills at the agglomeration level, this unique document aims at harmonising public policies on urban planning, housing, mobility, economic and commercial development and the environment to enable the emergence of a shared, coherent and united territorial project.

This comprehensive and integrated process started back in 2015 with a political decision of the Grand Nancy metropolitan council. According to the French law, the PDU - Plan de déplacements urbains (SUMP) has been mandatory for urban areas with over 100,000 inhabitants since 1996. The law also indicates that it can be merged with the land use plan, but only on a voluntary basis and does not inform about its integration with the housing plan, the plan for the economic strategy and the sustainable development plan, as it is the case for the Grand Nancy PLUi-HD.

As a matter of fact, the Grand Nancy PLUi-HD covers all the Grand Nancy agglomeration. It replaces 20 existing municipal urban plans and integrates the Local Housing Programme, the SUMP and the Green and Blue Framework (la Trame Verte et Bleue). By promoting the harmonisation of public policies, it makes it possible to implement coherent urban programming in a rapidly changing context.

The PLUi-HD is a programming and planning tool, answering several functions:

- Prospective function: it determines the spatial development project of the territory;
- Pre-operational function: it proposes programmatic orientations and supervises development operations;
- Regulatory function: it defines urban planning rules.
- Function of protection and enhancement of the territory: it safeguards the buildings and landscape's heritage, preserves biodiversity and ensures the maintenance of agricultural activities.

In practical terms, the elaboration of the PLUi-HD is carried out by a transdisciplinary technical team gathering staff from the urban planning, housing, economic development, sustainable development and mobility departments of the Grand Nancy metropolitan authority. The technical team is composed of around 12 people that meet regularly under the coordination of the urban planning department. The work of the technical team is supported by the regional agency for development and urban planning that is in charge of the drafting of the document.

The technical team informs and exchanges with the political steering committee three or four times a year on all advancements. The political steering committee is composed of the elected representatives of the

metropolitan council in charge of the themes covered by the PLUi-HD.

The different steps of the elaboration process are first discussed by the technical team in its regular internal meetings. The metropolitan technical team then coordinates with the technical staff from the different municipalities covered by the PLUi-HD. This phase is followed by discussion with the political representatives at both metropolitan and municipal level. Consultation rounds are then organised with citizens and stakeholders through dedicated workshops and conferences whose outcomes are then analysed and integrated into the process.

The PLUi-HD will be approved in 2022.

STEPS TO SUCCESS

- Make sure that this comprehensive process is politically endorsed by all the local authorities in the metropolitan area;
- Expect and plan for a long and complex process: ensure that the timeline is realistic and that enough resources are allocated;
- Invest time to align expectations and to create a common language among the different departments and politicians involved;
- Make sure that technical meetings are organised on a regular basis and are more frequent at the beginning of the process in order to build a strong cooperation culture;
- Whenever possible, establish partnerships with existing agencies and other territorial bodies that can bring their know-how.

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