REFORM
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Manual on "Transferability of good practices, policies and experiences from the REFORM Project to other European Regions"

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T1.3. Analysis of transferability of the selected policies/practices/instruments to other Regions and contexts

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1 - Introduction

Aims of the Report

This report aims at describing the actions that should be taken for the successful promotion and implementation of the REFORM selected Good Practices (GPs) to other areas. The project has identified a series of GPs that can strengthen the role of the regions in achieving innovative, sustainable and low-carbon mobility which is also the main scope of the project. Selected GPs out of them have been the inspiration for the development of Regional Action Plans for promoting sustainable mobility that will be implemented in REFORM regions in the next two years. With the appropriate prerequisites, conditions and actions these GPs can also bring the same results to other regions and relief them also from their problems generated by urban congestion.

Transferability of knowledge (in that case GPs) is a multidimensional practice that requires collective effort from many stakeholders, diverse and complex actions, as well as effective organization. All these constitute roadmaps; one for each GP, which are described in this report and for the selected REFORM GPs coming from REFORM cooperating Regions. Prior to the description of the roadmaps, a strategic framework that will enable a good cooperation between the 'origin' and 'destination' regions that will eventually guarantee the expected results is provided.

Structure of the Report

In addition to this introductory chapter, the report contains 13 chapters:

Chapter 2 provides the correlation between the selected for transferring GPs and the Regional Needs and Gaps for the development and monitoring of Regional/Metropolitan SUMPs that they answer to.

Chapter 3 provides the strategic framework that supports the roadmaps for the transferability of the REFORM GPs. The chapter also includes the success factors that have been taken into account for the formulation of the framework and the roadmaps.

Chapters 3-12 include the transferability roadmaps. For each of the selected 10 GPs, a roadmap is described that includes a short description of the GP, the problems and particular characteristics of the target areas that the GP can address, the preconditions that will ensure a successful transfer, and the actions that should be taken by the target area. The actions are distinguished in direct ones and supportive. The first category includes a sequential order of actions directly related to the GP under examination, while the second more general and horizontal actions.

The final chapter includes some final concluding remarks and recommendations for the near future for the stakeholders that will adopt the GPs.

2 – REFORM Good Practices for the Regional SUMP Development

The REFORM Project

Sustainable mobility planning principles are more and more promoted during the last years in Europe and are applied with different speed by various cities all over the continent. Urban means city, Municipality, or a group of adjoining Municipalities, a metropolitan area. Even more, with the urban sprawl, it could mean a wider region with metropolitan area(s) and satellite conurbations.

Not putting the blame on Municipalities with active Mayors and staff that proactively – or just following the trend – have enrolled to national and international programmes, initiatives and projects which ensure financial support and grants for elaborating Sustainable Urban Mobility Plans elaboration, **quite often a discontinuity of proper, integrated and coordinated planning and monitoring is evident.** This leads to **unbalanced and fragmented actions among the different, even bordering, Municipalities of the very same city or metropolitan area.**

On the other hand, citizens, users of the mobility – transport system and the system itself do not perceive nor recognize municipal borders when commuting, walking, biking for business, for leisure or any other purpose. What is directly and easily understood by them, though, is when the environment is obviously different than their "back yard", neighbourhood or Municipality.
Extending the currently adopted supporting methodologies in sustainable urban mobility planning could provide a clear guidance and support to all regional cities in their SUMPs development and deployment.

Based on the above-mentioned conclusion, the goal of the REFORM project is to improve, through a mutual learning process, the policies of Regional Operational Programs supporting the funding and diffusion of SUMP and also trigger SUMPs development by enchasing the key role of the Regions. A strong exchange of experiences and good practices on SUMP has taken place in order to generate a huge interregional exchange of experience and produce European added value. Four policy instruments are addressed and consequently four Actions Plans have been prepared serving the main target of enhancing regional sustainable mobility planning.

Overview of selected Good Practices

One of the initial outputs of REFORM project was the recognition of multiple characteristics and needs of the European Regions and Metropolitan Areas as regards their role on the sustainable mobility planning. This is generated by the differentiations of the responsibilities that are allocated to Regions as regards Sustainable Mobility Planning and Monitoring. There are mainly two categories of Regions/Metropolitan Areas; the ones who are responsible for monitoring local/municipal sustainable mobility plans development and integrating their results to regional planning or strategy (i.e. Greater Manchester, Parkstaad Limburg Region) and others who have no responsibility to monitor or integrate sustainable mobility plans of the different Municipalities (i.e. Central Macedonia Region, Emilia Romagna Region) and no obligation to develop, implement and monitor a Regional SUMP.

Nevertheless, there is a common opinion between the regional authorities, that it is essential to strengthen their role in sustainable mobility planning in order to promote the new environmentally friendly mobility and minimize the emissions coming from the urban transport system. For this reason, during the implementation of the first phase of the REFORM project, an exhaustive exchange of knowledge and practices between the participated regions took place.

As a result, REFORM has identified in total 26 Good Practices (GPs) that answer to the specific needs of REFORM cooperating Regions. The description of all the collected GPs is included in the "EU Good Practices on sustainable mobility planning and SUMP" report which can be found at: **http://bit.ly/REFORM-GPs** and an overview of the GPs is presented in the table below:

Table 1: The 26 collected REFORM Good Practices

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

From all these GPs, the following 10, have been selected by REFORM regions to inspire their Action Plans and will be soon implemented in the regions that participate in REFORM project.

Table 2: The 10 selected REFORM Good Practices

No.	Title	Area of influence
GP 3	Bella Mossa: a gamification process to promote sustainable mobility	Bologna, IT
GP 7	Creation of TfGM - an organisation to support transport delivery across the re-gion	Manchester, UK
GP 8	Development of a SUMP as a means of delivering a more innovative approach to local transport planning	Manchester, UK
GP 9	Development of the Mobility Monitoring Centre for the metropolitan area	Thessaloniki, GR
GP 10	Employer approach by Maastricht Bereikbaar: influencing employees' mobility behaviour	South Limburg, NL
GP 11	SUMP Evidence Base and Information Gathering	Manchester, UK
GP 14	SUMP Stakeholder Consultation	Manchester, UK
GP 18	Regional funding scheme via Regional Operating Programme funds for SUMP development	Region Emilia-Romagna, IT
GP 19	Cooperation between municipalities and stakeholders to define vision, goals and priorities for a polycentric SUMP	Parkstad Limburg, NL
GP 22	Set-up of a special section within the Region Emilia-Romagna of an In-house company for managing traffic and mobility data	Emilia-Romagna, IT

Relation and contribution of the selected Good Practices to the SUMP cycle

These GPs are serving specific steps of the ELTIS SUMP cycle and address the relevant needs of the Regions as analyzed below.

Step 1: Determine your potential for a successful SUMP

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

GP 14: SUMP Stakeholder Consultation

Need being addressed: Development of a specific organization or department of the Region or Metropolitan Authority who will have the responsibility of SUMP development, implementation and monitoring, also integrating local SUMPs. The organization will work in a close cooperation and consultation with all relevant local, regional and national stakeholders.

Step 2: Define the development process and scope of the plan

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

Need being addressed: According to the characteristics and responsibilities of the Regional/Metropolitan Authority the relevant SUMP must be based on the input of the local/Municipal Plans that will or will not be monitored or financed by the Region. The Regional SUMP should be developed using a specific methodology that will take into consideration the results and outputs of these plans, integrating them in the regional strategy.

Step 3: Analyse the mobility situation and develop scenarios

GP3: Bella Mossa initiative: a gamification process to promote sustainable mobility

GP9: Development of the Mobility Monitoring Centre for the metropolitan area

GP10: Employer approach by Maastricht Bereikbaar: influencing employees' mobility behaviour

GP11: SUMP Evidence Base and Information Gathering

GP22: Set-up of a special section within the Region Emilia-Romagna of an In-house company for managing traffic and mobility data

Need being addressed: The Regions/Metropolitan areas should create specific mechanisms in order to collect data relevant to sustainable development and mobility and should be able to implement their strategy and planning and also decide for their priorities.

Step 4: Develop a common vision

GP19: Cooperation between municipalities and stakeholders to define vision, goals and priorities for a polycentric SUMP

GP14: SUMP Stakeholder Consultation

Need being addressed: See below.

Step 5: Set priorities and measurable targets

GP19: Cooperation between municipalities and stakeholders to define vision, goals and priorities for a polycentric SUMP

GP14: SUMP Stakeholder Consultation

Need being addressed: For the polycentric Regions the development of a common vision, priorities and target is a complicated procedure, as it has to integrate the different willigness, needs and objectives of the different Municipalities and stakeholders. A very good and close consultation and also specific procedures should be followed.

Step 6: Develop effective packages of measures

GP10: Employer approach by Maastricht Bereikbaar: influencing employees' mobility behaviour

GP3: Bella Mossa initiative: a gamification process to promote sustainable mobility

Need being addressed: Two examples for effective measures in regional level. The measures that promote te sustainable mobility in metropolitan or regional level are mostly targeted to the development of a well structured and operating public transport system, the policies and strategies that must be adopted by all the local or regional stakeholders and to PPT schemes that should be developed for introducing new sustainalbe modes of transport or changing citizens and visitors travel behavior.

Step 7: Agree on clear responsibilities and allocate budgets

GP7: Creation of TfGM - an organisation to support transport delivery across the region

GP18: Regional funding scheme via Regional Operating Programme funds for SUMP development

Need being addressed: The responsibilities of the staff who will undertake the regional SUMP development must be also clear for its implementation and monitoring phase. Additionally, the regional operating programme can fund not only SUMP development but also some of the proposed measures implementation.

Step 8: Build systems for monitoring and assessment into the plan

GP9: Development of the Mobility Monitoring Centre for the metropolitan area

GP11: SUMP Evidence Base and Information Gathering

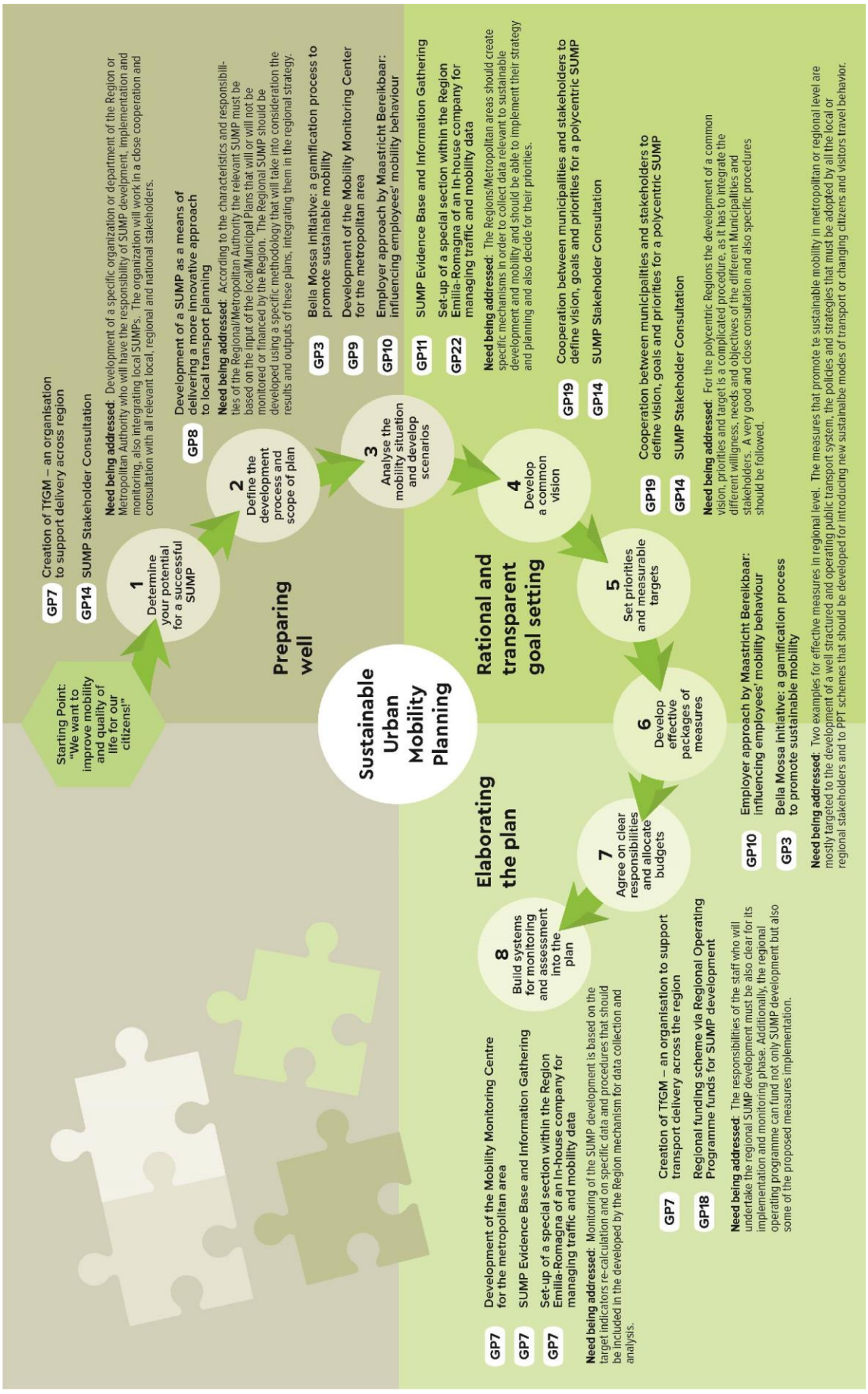
GP22: Set-up of a special section within the Region Emilia-Romagna of an In-house company for managing traffic and mobility data

Need being addressed: Monitoring of the SUMP development is based on the target indicators re-calculation and on specific data and procedures that should be included in the developed by the Region mechanism for data collection and analysis.

The above are also be presented in the following diagram (Figure 1) linking the selected GPs with the ELTIS SUMP cycle steps.

The present report aims to share the results and outputs from the GPs selection and the Action Plans development process and spread the project's knowledge to other Cities, Regions both at consortium and European level. This experience for tranfering these 10 GPs is presented in a hierarchical framework and in specific roadmaps/manuals for transfering these GPs described in details in the next chapters of the current tranferability manual.

Figure 1: Allocation of the GPs in the SUMP cycle



3 – A hierarchical framework for successful transferability of GPs

Aims and scope of the Framework

The successful transferability of policies and good practices requires a wider spectrum of actions than the simple duplication of policies and good practices to the target areas. It requires an identification and deep understanding of the particular characteristics, conditions and needs of the transportation environment in the target areas, but also supplementary actions that will facilitate the transferability process.

In this context, it is evident that the successful exchange of experiences and good practices on SUMPs, which is the key objective of REFORM, among the target regions and beyond requires not only a road map of appropriate actions for the transferability of the identified good practices, but also a general framework that will enable a good cooperation between the 'origin' and 'destination' regions that will eventually guarantee the expected results.

Thus, a strategic framework has been identified (the so-called REFORM Framework) that defines the overall organizational structure, cooperation actions and communication channels to be used by the two sides, i.e. the region that produced a specific policy or good practice and the target region that will adopt this policy or good practice. The REFORM Framework constitutes a knowledge transfer "mechanism", presenting general guidelines and levels of actions, which should be initiated by the key players of both sides, who wish to establish an effective communication and cooperation platform for SUMP know-how transfer.

Success factors towards effective GPs transfer

The transferability of a best practice from one region/city to another is not a simple and straightforward action; it depends on a series of factors that determine its success. Many scientists and professionals have examined the success factors in the general aspect of a knowledge transfer; the best practice is indeed a knowledge in its broader sense.

The knowledge transfer has been extensively examined in the cases of PPPs (Public Private Partnerships) and PFIs (Private Finance Initiatives). Kwawu et al (2010) identified and evaluated the most significant critical factors for improving knowledge transfer in PPP/PFI projects (*). Their findings suggest that a supportive leadership, participation/commitment from the relevant parties, and good communication between the relevant parties are crucial to improving knowledge transfer processes in PFI schemes. Furthermore, Liyanage et al. (2009) studied the process of knowledge transfer in PFI environments of the UK construction industry (**). From all factors examined, avoiding cost overruns, avoiding time overruns, communication and collaboration, and strategic planning were identified as most critical.

* Kwawu, W., Elhag, T. and Ballal, T. (2010) Knowledge transfer processes in PFI/PPP: critical success factors. In: Egbu, C. (Ed) Procs 26th Annual ARCOM Conference, 6-8 September 2010, Leeds, UK, Association of Researchers in Construction Management, 839-848.

** Liyanage, C.L., Ballal, T. and Elhag, T. (2009) *Critical success factors that make knowledge transfer successful in PFI environments.* In: Proceedings of the 'Revamping PPPs' Symposium, University of Hong Kong.

Reviewing the literature, like the above, the most critical factors that determine the success of knowledge transfer can be summarized to the following:

- Avoid cost overruns
- Avoid time overruns
- Ensure communication and collaboration among the key stakeholders
- Achieve a win-win situation for all parties involved
- Achieve already set quality targets
- Ensure client satisfaction
- Meet requirements set out in the legislations
- Adopt tried and tested techniques
- Good judgement and evaluation

As Kwawu et al (2010) correctly stated, although knowledge transfer is context based, understanding the critical success factors can lead to improvements in the transfer process.

Description of the Framework components

General outline

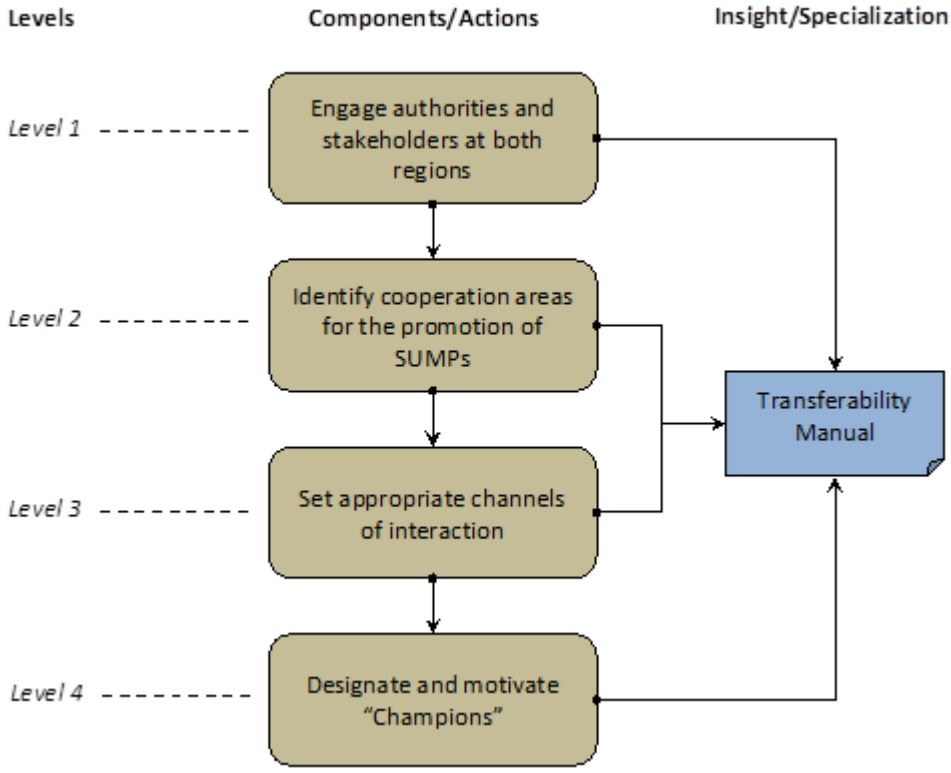
Any know-how transfer and cooperation framework comes to address a specific situation and serve specific needs of the countries and regions that will apply this framework. Moreover, it assumes that an analysis of the existing situation (state of play) has been done, as this should be the starting point for the definition and application of the framework. In the case of REFORM, this has been done and documented in the report of task T1.1, and therefore all subsequent actions (as part of the framework) are based on this analysis.

The REFORM Framework for the transferability of good practices is composed of four major components, meaning building blocks of actions. These are:

- the identification of authorities and stakeholders to be involved at both regions/areas in the transferability of a given GP
- the identification of cooperation areas for the promotion of SUMPs and mobility policies in general
- the establishment of appropriate channels of interaction between the two regions, and
- the designation and motivation of "champions" that will undertake the primary role in the GPs transfer

The above components are in sequential order; each one of them serves a specific objective and consists of a series of actions. Figure 2 illustrates the general Framework, as well as the link between the components of the Framework and the transferability manual. The figure depicts a hierarchical structure composed by four levels of components, aiming at the smooth transferability of the identified good practices to the target regions. The Framework consists of general components that need to be initiated for the realization of the above goal. Each component provides the possibility for further and more specific actions. Each component is described separately in the following section.

Figure 2: The REFORM Framework for the transferability of good practices



Engagement of authorities and stakeholders at both regions

The effective knowledge (in this case SUMP GPs) transfer mechanism requires the involvement (to a lesser or greater degree) of authorities and appropriate stakeholders at various levels and from different scientific sectors, since a SUMP is by default a multi-disciplinary topic. The cooperation of regions and countries is primarily a decision that should be taken at policy level and engage authorities directly or indirectly involved in urban and regional mobility both inside the target urban area and in its greater area. Indicative authorities and stakeholders that should be engaged in the transferability of GPs are:

- Regional authorities
- Municipalities inside each region
- Academic or research organizations
- SMEs related to urban mobility
- Transport operators and authorities
- Chambers, trade unions etc.
- Citizens groups
- Media

It should be highlighted that the knowledge transfer itself is an action that requires the participation of the private sector. Both big players and SMEs should be convinced for the necessity of this initiative and allocate efforts to adopt the proposed solutions (best practices). Therefore, the above authorities should work together with the private sector in order to ensure successful knowledge and technology transfer, and most importantly adoption by all parties involved in urban mobility sector.

Identification of cooperation areas for the promotion of SUMPs

The transfer of a good practice related to SUMP from one region/city to another should be the starting point for a wider cooperation between the two regions/cities. Considering the major

challenges on mobility faced by urban areas, especially large ones, and the wide range of disciplines involved in the implementation of a SUMP, the transferability of a SUMP offers a great opportunity for the stimulation of collective and joint actions at interregional level. Thus, the transferability of a SUMP could be seen as an excellent field for cooperation between stakeholders of the two regions for the mutual benefit.

The areas of cooperation should be derived taking into account the urban mobility needs, problems and barriers of the regions, especially of the target ones. Indicatively, the following examples are presented:

- ITS for supporting the implementation of SUMPs
- On site visits
- Training and learning in topics, such as transport modelling
- Legislative frameworks

Setting the appropriate channels of interaction

This action is made in order to establish the necessary channels and means of interaction between the involved stakeholders, authorities and organizations between the two regions, as identified in the first component. The main goal for the involved entities is to exchange information and data on best practices, policies, technologies for applications and other aspects of know- how, expertise and experience. In this respect, a "formal" framework of communication and interaction should be established between the two regions so that it:

- creates common objectives and structures for the cooperation and best practices transfer;
- provides incentives and innovative funding schemes for cooperation;
- enhances mobility of scientists, experts and other relevant human capital;
- promotes the interaction of appropriately trained administrators and managers for the exchange of best practices;
- organizes on-site technical visits and joint awareness raising campaigns;
- facilitates communication across cultures by allowing for cross-cultural competency and sensitivity;
- exchanges information on current success stories as guiding examples; and
- promotes improved access to soft research infrastructures, such as libraries, data and knowledge bases.

Designation and motivation of "Champions"

The experience from other similar transferability attempts, has shown that a successful transferability of a good practices requires an organization that should carry out the major role of leading this initiative. The term "Champion" refers to those involved stakeholders and/or authorities that should take the lead to materialize the business cooperation and knowledge transfer between the regions. This action is very important and critical for the success of the overall Framework. The champions will hold the responsibility to:

- Motivate and coordinate the rest of the stakeholders
- Define the agenda for knowledge transfer
- Communicate with their counterparts in the target region
- Promote the wide implementation of the appropriate solutions in the target region

In the present Framework, it is recommended that champions are found for each cooperation area identified in section 2.3.3. The rest of the stakeholders should be defined for each area and clear roles should be attributed to all of them. Action plans, organization aspects and other issues should also be defined.

4 – Transferability manual for GP 3: Bella Mossa initiative: a gamification process to promote sustainable mobility

Short description of the GP

The Bella Mossa initiative was promoted and organized by SRM – Reti e Mobilità, the agency for the local public transport of the Municipality and Metropolitan city of Bologna. The key objective of this GP is to foster sustainable mobility across the Metropolitan City area of Bologna rewarding citizens using public transport and soft mobility.

The initiative uses an already existing APP, called BetterPoints, developed by an English company 7-8 years ago. The BetterPoints APP was born for campaigns focused on behavioural change and it has been used in other countries, such as Poland and France. The APP foresees a rewarding system for the end users that use sustainable transport modes. In particular, every movement using soft mobility, the public transport system or car sharing gives a score (based upon distance and number of movements). When a threshold is reached, the rewards are given to the end user. To participate, an end user need only to download the APP. So, the end user just needs a smartphone and a data connection.

So, the GP is based on a gamification process, providing a sort of challenge among a single user or a company's team, that can really encourage people to use the APP, and therefore a sustainable way of moving.

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

The Metropolitan City area of Bologna is a typical European city with many of the known transportation problems (congestion etc.). The need for promoting transit and other soft mobility modes is imperative. Bella Mossa was the first experience in Bologna and in Italy overall to promote sustainable mobility on such a large scale through a gamification process. The initiative provided also mobility data for planning purposes (i.e. development of a SUMP). The rewarding system has been put in place and strong incentives have been given to those citizens using public transport and other soft modes of transport.

Prerequisites for successful transfer

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

Adoption Plan of relevant actions

The roadmap for the implementation of the Bella Mossa initiative contains the following actions:

- Definition of the rewarding scheme
- Signing of the necessary agreements with the commercial partners to support it
- Definition of the exact services and functions of the app
- Definition of the app use cases
- Definition of the app architecture and technical specifications
- Development of the app
- Testing and validation of the app
- Dissemination and promotion of the app

Contribution to SUMP development

Through the app used in the Bella Mossa initiative, valuable geospatial data was collected and was used for the development of the SUMP in Bologna. This included "heat maps", i.e. graphical representation of data where values are represented as colors, as for example the areas characterized by the highest number of trips are red, the other fade to green according to the number of trips. Other relevant data included travel patterns and trips' durations.

Benefits from the adoption of the GP

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

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

Thanks to Bella Mossa, the CIVITAS award was won by the city of Bologna, for the 4th time. The app had more success among women (60% of users were women) and among people who work and are in 25-34 age group.

Similar benefits should be expected to be gained for the regions/cities that will adopt the Bella Mossa initiative and the specific app.

5 - Transferability manual for GP 7: Creation of Transport for Greater Manchester – an organisation to support transport delivery across the Greater Manchester region

Short description of the GP

Transport for Greater Manchester (TfGM) is a not-for-profit organisation that delivers the Greater Manchester Combined Authorities transport policies. It co-ordinates 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, splintering governance over transport policy in the ten districts under one body. Alongside TfGM, the TfGM Committee was established, which consists of 33 councillors who have voting rights on most transport issues.

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

With respect to SUMPs, aspects of the GP that are interesting for the SUMP process are:

- Enabled significant improvements in transport planning at a strategic level
- Collaborative working across Greater Manchester's ten districts
- A mechanism to help secure funding
- Integration with wider planning in the city region, particularly spatial/land use and health

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

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.

In Greater Manchester, where this GP has been implemented, 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.

Prerequisites for successful transfer

The creation of a single organisation to support transport delivery across a large region requires a regional level body to direct the functions of a regional level transport authority and support at a political level.

Adoption Plan of relevant actions

When creating an organisation to support transport delivery across a region it is important to undertake the following actions:

- 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 districts are fully involved and able to participate at a political and officer level.
- Develop a regional 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 their responsibilities.

Contribution to SUMP development

The formation of Transport for Greater Manchester (TfGM) played a vital role in contributing to the development of a SUMP at a regional level. As an organisation, TfGM coordinated the development of the Greater Manchester Transport Strategy 2040 (SUMP) on behalf of the ten district councils across Greater Manchester, and in doing so defined a strongly collaborative development process. Since TfGM has acquired responsibility for developing the Local Travel Plan (LTP), the process for preparation has been significantly streamlined and the centralized approach has enabled the creation of a strategic and shared vision for the city region. This has also allowed the implementation of the SUMP in that representatives from the ten district councils meet on a monthly basis to discuss any issues.

Benefits from the adoption of the GP

The lack of a central body (transport authority) that will promote, organize and coordinate the development of not only a SUMP, but also of sustainable mobility policies in general is usually one of the maim barriers that city or region faces. In the hierarchical strategic framework presented in chapter 2, this body was called 'champion'. The benefits from the existence of such a body are numerous; some of them can be summarized as follows:

- The local transport system is much better organized and coordinated.
- All relevant stakeholders (transport operators, champers, authorities etc.) can be better coordinated.
- The problems generated by the local transport system can be better handled and resolved.
- Soft mobility measures and transport modes can be better defined and promoted.
- The development of a SUMP is a more straightforward process.

6 - Transferability manual for GP 8: Development of a SUMP as a means of delivering a more innovative approach to local transport planning

Short description of the GP

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

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

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

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

With respect to SUMPs, aspects of the GP that are interesting for the SUMP process are:

- Underlines the importance and the benefits of a continual planning process of sustainable mobility.
- Improves access to national funding.

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

The particular GP is addressed to regions with many local areas, where each area is required to prepare a LTP/SUMP. The problems and needs are more or less similar to all areas that need to produce SUMPs. In this case, the coordinated approach among all areas of the region in terms of common goals, supplementary measures and collective efforts from all stakeholders involved is a strong success factor.

Prerequisites for successful transfer

Developing a SUMP as a means of delivering a more innovative approach to local transport planning requires certain conditions for its success. In the UK, national requirements ensure that strategic transport authorities develop an LTP/SUMP. Where there isn't such a requirement, an area could produce a LTP, voluntarily but significant resources would be required to prepare the document, either internally or by procuring external expertise. A further necessary condition is the level of buy-in locally from the strategic transport authority, public bodies and governing bodies and without it being a national requirement this could be difficult.

Adoption Plan of relevant actions

When developing a Local Transport Plan (LTP) it is important to undertake the following actions:

- Determine and agree the scope of the plan: LTPs should cover all of an authority's policies and delivery plans relating to transport, explaining how these contribute to the wider local agenda.
- Determine and agree the spatial coverage of the plan: the LTP should cover transport to, from and within their area and bear in mind that patterns of transport use are not restricted by local authority boundaries. Consulting with neighboring authorities is a key.
- Determine the duration that the LTP is expected to cover and engage with adjoining authorities and regional partners to find the most suitable length of time. This includes deciding when the LTP is to reviewed, altered and replaced to ensure that it is kept up-to-date.
- Integrate other policy documents from local, regional and national levels within the LTP.
- Clarify the goals of the plan.
- Specify the problems and challenges.
- Generate options for meeting the specified challenges.
- Appraise the transport options and prioritize accordingly.
- Develop an implementation plan that complements the LTP and acts as a detailed business plan for implementing the measures which contribute to the strategy.
- Consider the intended audience and consult with them accordingly.
- Develop a monitoring and evaluation plan to track the benefits from any interventions that have been implemented.

Contribution to SUMP development

The continual process of LTP preparation exampled in Greater Manchester has an essential contribution to SUMP development. The process allows local authorities to plan strategically for transport in their areas focusing on long term aims and goals that coincide with national policy and providing TfGM a baseline knowledge when bringing these LTPs together to form the Greater Manchester Transport Strategy 2040 (SUMP).

Benefits from the adoption of the GP

Within Greater Manchester, TfGM has taken the initiative to developing a SUMP in fulfilling the statutory requirement of a Local Transport Plan. Through coordinating this exercise centrally, it has ensured that local objectives are embedded in the strategic vision and fosters collaboration across all areas of Greater Manchester, matching local objectives to national policy. This GP also improves access to national funding by outlining a programme of activity set out for investment.

7 – Transferability manual for GP 9: Mobility Monitoring Centre of Thessaloniki

Short description of the GP

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 authority, the Municipalities of the Region, the Thessaloniki's Public Transport Authority and the Taxiway association. The GP is operated at the premises of CERTH/HIT and collects, processes and disseminates data related to the mobility system of Thessaloniki. Its main objectives are to:

- Support planning and decision making related to mobility (i.e. SUMP development)
- Monitor the operation and development of the mobility and transport system of the city (i.e. SUMP implementation monitoring)
- Provide easy access to information for better management of all issues related to urban mobility
- Provide a platform where different actors can share and disseminate data
- Provide information to the general public
- Promote sustainable mobility, and as a result, improve quality of life in the city

With respect to SUMPs, aspects of the GP that are interesting for the SUMP process are:

- Tool for monitoring and assessing the mobility system
- Support for planning/decision making
- Tool for evaluating the implementation of various measures in the mobility system
- Regional scale implementation
- Cooperation between actors

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

Often, transport operators in large urban areas generate big amounts of data, which are difficult to handle and manage. The recent years, big data has been evolved as a challenging scientific topic for transportation engineers and analysts. In these urban areas, the need for data aggregation, data analytics, data mining, methods and tools for scientific processing is imperative, since on the one hand commuters and travellers need processed data in various forms for supporting their trips and on the other transport operators and policy makers need the outcomes of this processing (e.g. indicators, charts etc.) for taking actions and decisions that will improve the transportation system.

In the city of Thessaloniki, where the above GP has been implemented, through a number of different initiatives, a mass of mobility related data is being produced and the need for all this content aggregation has been made crucial.

Prerequisites for successful transfer

The implementation of a Mobility Monitoring Centre in a region requires some conditions that will ensure its success:

- Secure funding for skilled personnel and ITS infrastructures
- 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

Adoption Plan of relevant actions

The roadmap for the implementation of the Mobility Monitoring Centre in a region contains eight actions. These are described below in sequential order.

Define the scope and services of the Centre

The organization that will implement the Mobility Monitoring Centre (the so called 'Champion' according to the section 3.3.5) should define first its aims, scope and services. This first action is very important as it will also determine various other relevant actions. Usually, such a centre aims at promoting sustainable mobility via the establishment of a platform through which the end users can facilitate they mobility in urban areas. Indicative typical services are the following depending on the type of users:

End users:

- Plan trips encouraging the use of soft transport modes
- Retrieve data related to POIs, incidents etc.
- Download visualized information related to their personal mobility
- Upload comments, experiences and suggestions

Transport operators:

- Retrieve data that can be used for monitoring and improving their existing transport services
- Retrieve data that can be used for planning new services

Authorities and policy makers:

- Retrieve quantified information that can be used for planning transport systems and infrastructures, and improving existing ones
- Support the monitoring and evaluation of SUMPs
- Support the development of SUMPs

Conduct a feasibility study

The definition of the aims, scope and services of the Mobility Monitoring Centre should be part of a complete feasibility study. However, due to the importance of this action it was described separately. 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, personnel required, internal organization aspects, timetable and others. Especially, the funding and skilled personnel have been recognized as key prerequisites for the implementation of the Mobility Monitoring Centre.

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 city of Thessaloniki, the following data/data sources have been used:

- Sensors (loops, radars and cameras)
- Public transport (buses) scheduling and vehicles monitoring data
- Probe data (stationary and floating)
- Social media (i.e. Facebook, Twitter etc.)

Of course, in an implementation of the Mobility Monitoring Centre in another region more data sources can be added.

Sign agreements with data providers

The identification of the data sources will also lead to the identification of the data providers. The organization that will establish the Mobility Monitoring Centre should sign cooperation agreements with these data providers for the regular provision of the data. These agreements should also determine the data formats, possible interfaces for the transmission of data, data volumes, data updates, frequency for data provision, fees etc.

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, data bases and interfaces could be developed.

Develop the Centre and its links with other systems

This is the most difficult action, in which the Mobility Monitoring Centre will be developed, tested and validated.

Additionally, links may need to be developed 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 the traffic simulation model that was set up for the city.

Demonstrate the Centre

Upon developed and validated, a useful action is to organize an event during which the Mobility Monitoring Centre will be showed to the authorities and stakeholders of the region. This action may lead to possible improvements depending on the needs of all these parties, but it will certainly increase the Centre's acceptance and ensure a viable future use.

Set up a dedicated unit

The proper operation of the Mobility Monitoring Centre requires a dedicated unit in the organizational chart of the organization 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 at the feasibility study.

Other useful actions

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

Stakeholders engagement

The participation of all, if necessary, stakeholders of the region is a crucial factor for the success of the Mobility Monitoring Centre. The stakeholders' participation should take place at various stages of the Centre development, from the services definition, to the data collection and the Centre validation. Special attention should be placed to the data aspects of the Centre through the necessary cooperation agreements with the transport operators, since the richness and comprehensiveness of the content and its constant updating will determine to a major extent the use and viability of the Centre.

Technical visits

It is very useful that the organization that will take the lead to implement the Mobility Monitoring Centre in a region organize one or more technical visits to the city/region that the Centre is already in operation. In particular, representatives from this organization (managers, transportation engineers, IT developers) visit the premises of the organization that currently operates the Centre (in this case CERTH/HIT) and discuss with their counterparts' aspects related to the services and development of the Centre, the funding, the cooperation with the stakeholders and the internal organization for its operation. This action will help these representatives to gain managerial, scientific and technical know-how and experience that will be transferred to their organization and it will be proved very useful for the success of the entire process.

Publicity & marketing

The Mobility Monitoring Centre needs extensive publicity and marketing targeting primarily the commuters in order to increase its acceptance and use. Indicative means that can be used are social media, awareness campaigns (e.g. events), leaflets etc.

Contribution to SUMP development

The contribution of the Mobility Monitoring Centre to the development of SUMPs is essential, since it constitutes an excellent source of aggregated data and processed information (e.g. quantified indicators). In the case of Thessaloniki, the Centre supported the development of the city's Sustainable Urban Mobility Plan. In particular, this was the result of a formal cooperation between the Municipality of Thessaloniki and CERTH/HIT for supporting the development of the city's SUMP with data from the Mobility Monitoring Centre, as well as testing scenarios in the transport modeling lab.

Benefits from the adoption of the GP

In addition to its contribution to the development of SUMPs, as described above, the adoption of the GP will bring the following benefits:

- It can play the role of a cooperation platform among all stakeholders of the region for the promotion of sustainable mobility.
- It can provide data and quantitative evidence about the mobility patterns of the region.
- It can facilitate regional and local authorities in the planning of urban mobility measures and infrastructures.
- It can give the floor to end users to communicate their opinions and recommendations.
- It can contribute to scientific analyses through its rich data content.

8 - Transferability manual for GP 10: Employers approach by Maastricht Bereikbaar: influencing employees' mobility behaviour

Short description of the GP

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

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

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

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

This GP is primarily addressed to regions with big companies and organizations, and large number of employees aiming at providing them alternative and sustainable ways of transport and ultimately at changing their mobility habits. There are numerous such regions across Europe. In this way, Maastricht Bereikbaar focuses on a sustainable behavioural change in mobility choices of the following target groups:

- Employees / commuters
- Visitors
- Students
- Logistics carriers

No particular needs and challenges are reported. However, it should be noted that a good cooperation between the employers and employees is needed to raise the awareness about the sustainable mobility possibilities.

Prerequisites for successful transfer

Key prerequisites and preconditions that will ensure the successful implementation of Maastricht Bereikbaar in other regions are:

- Establish a strong collaboration between the mobility broker of Maastricht Bereikbaar and large employers.

› Establish a continuous communication channel with the employer.

› Provide continuous support to the implementation of the agreed mobility measures and products.

› Provide continuous monitoring and evaluation of the implemented measures, and proceed to corrective actions where necessary.

Adoption Plan of relevant actions

The roadmap for the implementation of Maastricht Bereikbaar in a region includes the following:
A collaboration between the mobility broker of Maastricht Bereikbaar and large employers in the region. Together with the employer, the mobility broker investigates the qualitative and quantitative objectives to work smarter and travel smarter based on accessibility and analysis of travel behavior of employees.

Based on experiences of Maastricht Bereikbaar and the needs of the business community, the employers' approach has been professionalized containing the following actions:

› Organize an introductory meeting with the representatives of the employer and decision of the employer to participate.

› Carry out a mobility scan (current mobility options).

› Presentation of the outcomes of the mobility scan.

› Employer chooses the most promising mobility themes, formulates a company-specific ambition and starts in coordination with Maastricht Bereikbaar the implementation of a package of measures and / or products.

› Annual consultation with feedback of the achieved results with the aim to appoint new joint measures and actions for the coming year.

Contribution to SUMP development

The contribution of Maastricht Bereikbaar to the development of SUMP is crucial, because of its specific approach and by copying the approach in Parkstad Limburg an important part of the measures to extend the use of bicycle and to ensure that the behavior with respect to the choice of mobility is changed into sustainable solutions.

The innovative aspect of this measure relies on the tailor-made offers including public transport, e-bicycles, etc. This measure is therefore transferable and adaptable to all contexts. By offering people advice and giving them choices on their own mobility, the awareness of employees can be easily raised.

Benefits from the adoption of the GP

By investing in more cycling with partners in the region, the adoption of Maastricht Bereikbaar will emphasize the theme of cycling: cycling is fun, healthy, cheap, good for the body, the environment and the accessibility of the city and region. All positive effects, which provide enormous social benefits.

In a cost-benefit analysis carried out in 2018, it has been shown that every euro invested in bicycle stimulation yields twice the social benefit. At the same time, the intended behavioral change will continue to work over the next 10 years and will generate additional social benefits.

9 – Transferability manual for GP 11: SUMP Evidence Base and Information Gathering

Short description of the GP

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.

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

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

Data was taken from a range of sources, including census information, passenger trips and survey data. Local 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.

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.

With respect to SUMPs, aspects of the GP that are interesting for the SUMP process are:

- Provision of data on locally relevant trends that could support decision making
- Tool to communicate the issues within the region and define the ambitions for the future of the region

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

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.

Prerequisites for successful transfer

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

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

Adoption Plan of relevant actions

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

- Ensure that the appropriate level of resource is available to gather, analyse and evaluate the data
- Development of the evidence base
- 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

Contribution to SUMP development

Developing an evidence base and gathering information mechanism 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.

Benefits from the adoption of the GP

The benefits that can be gained through the development of the evidence base and gathering information mechanism are rather evident, since it is widely known that a SUMP requires a huge amount of data and from many sources in order to depict the existing situation as much accurate as possible, and also to develop sufficient scenarios to support the future mobility trends in the area under study. Therefore, the availability of the evidence bases not only adds to the SUMP reliability, but they are also very useful tools for the SUMP developers to conduct their studies and data analyses.

10 – Transferability manual for GP 14: SUMP Stakeholder Consultation

Short description of the GP

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.

With respect to SUMPs, aspects of the GP that are interesting for the SUMP process are:

- Demonstration of how to generate technical and detailed responses to inform the SUMP
- Using meaningful consultation to foster shared ownership of the SUMP
- Communicating with stakeholders and the public to help identify measures and inform the development of the regional SUMP

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

Greater Manchester is a polycentric city region in the UK, made up of ten districts with a total population of 2.7 million people. TfGM is the transport authority responsible for developing the SUMP for this region. Previous versions of this SUMP have used a limited range of techniques to engage with the public, and other stakeholders, and have received a response rate and quality of responses that reflected this. By implementing a comprehensive, accessible and targeted consultation over a three-month period a significant level of engagement was possible. This offered greater insight into the needs and expectations of stakeholders and members of the public in relation to transport planning and delivery.

Prerequisites for successful transfer

To conduct a successful stakeholder consultation requires that certain conditions are met to ensure its success:

- Significant knowledge and understanding of current communications and marketing in the local area

- Access to demographic information of the target audience to ensure that the correct method of engagement is used to effectively convey messages
- Significant level of resource to manage and evaluate the number of consultation responses
- IT infrastructure that will host and support the consultation

Adoption Plan of relevant actions

To undertake a SUMP stakeholder consultation, it is important to implement the following actions:

- Identify the stakeholders and conduct an analysis of demographic data to identify the most appropriate method of engagement
- Consult with the relevant communications team to design a communications/engagement plan suitable for all those 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 audience
- Develop a sound summary of the draft SUMP and in different forms in order to present it to the participants
- Create a draft version of the consultation and gather trial respondents to 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 analyze 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

Contribution to SUMP development

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 feedback and input in a meaningful way. This process enabled TfGM to gauge support for the SUMPs 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.

Benefits from the adoption of the GP

This GP is particularly important for metropolitan regions with major populations and large number of stakeholders of different types. One of the most important characteristics of a SUMP that differentiates it from the traditional transportation study is the engagement of stakeholders and the public. As such, the active participation of stakeholders and community in the development of a SUMP is a major success factor and at the same time a major challenge. The consultation also ensures shared ownership of the SUMP.

11 – Transferability manual for GP 18: Regional funding scheme via Regional Operating Programme funds for SUMP development

Short description of the GP

Most of the Municipalities in the Region Emilia-Romagna drafted in the recent years their local Urban Traffic Plan (PUT) and Urban Mobility Plan (PUM), but the Region wanted to standardize the sectorial planning framework of the major municipalities of Region in a wider and long-term perspective. Thus, in 2015 RER allocated 350.000 Euros to the cities in Emilia-Romagna with more than 50.000 inhabitants that would draft and approve its own "SUMP Guidelines". This amount was allocated to each Municipality based on its population.

Region Emilia-Romagna defined and coordinated this action with "Environmental and land planning" General Directorate. The municipalities were involved by signing a special Memorandum of Understanding (MOU). Moreover, each city involved its own stakeholders to develop the SUMP. Following the conclusion of the MOU with the Municipalities, the Region also provided technical support defining a set of minimum contents for SUMP development.

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

It is common in many cities that the availability of funding is one of the main problems towards the development of SUMPs. This GP answers to this problem, since it aimed to start up the SUMP adoption process in the main cities of the Region by providing technical advice and funds to facilitate it. In general, the purpose was to increase Sustainable mobility in urban areas promoting Low-carbon strategies in the territories.

Prerequisites for successful transfer

The GP can be considered fully portable and transferrable to other Regions with the same administrative structure. Conditions needed are: Regional Operating Programme (ROP) found to be allocated to sustainability planning and cooperation between regional government and municipalities on sustainability mobility planning. This is a strong supporting policy to SUMP development.

Furthermore, at the time of the implementation of the practice in the Region Emilia-Romagna, there was a lack of a specific law at national level related to SUMP adoption and also difficulties to find skilled technicians and to involve citizens and stakeholders. Therefore, these should be addressed before the adoption of this GP.

Adoption Plan of relevant actions

The adoption of this GP by a Region is a typical process for the development and approval of a Regional Programme. In this context, the following key steps are required:

- Approval of a Regional Operating Programme allocating resources for sustainable mobility.
- Approval of a Regional Committee to manage the Programme.
- Signing of a MoU between the Region and the Municipalities.
- Development and approval of guidelines for the development of SUMPs by the Municipalities.
- Development of the SUMPs by the Municipalities.
- Approval of the SUMPs by the Regional Committee or any other committee formulated by the Region.

From an administrative point of view, the practice is referred to Regional Committee Resolution and Regional Committee Resolution.

Contribution to SUMP development

The actions foreseen in this GP (i.e. funding and technical support) is the first and most important conditions prior to the development of a SUMP.

Benefits from the adoption of the GP

The availability of sufficient funding, as well as high level technical expertise and support is a strong factor that ensures a successful SUMP. In this respect, this GP provides an excellent example of how other regions can benefit from this prerequisite, since the specific GP fully achieved the objectives initially set, as all the 12 cities involved started and completed their SUMP development with the formal approval of the Guidelines.

Beyond the known benefits that can be gained from the implementation of a SUMP, an unexpected effect is the creation of an informal network among municipalities and the region. In the Region Emilia-Romagna, the latter provided know-how and competence. On the other hand, municipalities can benefit from this network by sharing their experiences, problems and solutions.

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

Short description of the GP

This action is about regional coordination to make the regional Sustainable Urban Mobility Plan (SUMP) a basis for the implementation of SUMPs in municipalities.

The first step consisted the analysis of the current situation, policy documents and indicators to generate a regional profile (based on mobility indicators and general used GINI-factors) used to define problems, stakeholders and responsibilities. In a second phase, a two-day workshop (using the Local Future Search Workshop methodology) with the stakeholders was used to define actions for a more sustainable mobility. These steps were carried out and documented by an external advisor.

Stadsregio Parkstad Limburg discussed the results of the first steps (workshop) with the municipalities and defined a proposal. Consensus was found on the vision to adopt and the direction to follow. Based on this consensus, the proposal was adopted by the regional board. The region together with the municipalities built a regional SUMP.

The common vision could allow the adoption of local SUMPs by the Municipalities as the SUMP is binding for all Municipalities.

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

It is common in many cities that the availability of funding is one of the main problems towards the development of SUMPs. This GP answers to this problem, since it aimed to start up the SUMP adoption process in the main cities of the Region by providing technical advice and funds to facilitate it. In general, the purpose was to increase Sustainable mobility in urban areas promoting Low-carbon strategies in the territories.

The historical and demographic development of towns, cities and regions has resulted in an abundance of polycentric regions in Europe. In such regions, commuting and other travel take place between numerous centres and across municipal, regional and/or national boundaries. The geographic spread of regular work, services and leisure destinations is increasing the average commuting distance and leads to a higher dependency on individual car use. When significant mobility flows cross the boundaries of individual cities, developing regional strategies is the key to stimulate a shift towards cleaner and more sustainable transport modes in a region. This also calls for integrated and coordinated mobility planning within and across different municipalities and their stakeholders.

The Poly-SUMP Methodology works along three stages. Firstly, it is important to understand the regions mobility behavior. Insights into this are obtained through the application of a regional

profile tool. Secondly, a common vision and action plan is developed for the entire region through a participatory process involving all key stakeholders. The basis of this is the Future Search Workshop technique. Finally, follow-up activities are carried out in order to refine the identified actions and commence a formal coordination process that may lead to a Sustainable Urban Mobility Plan covering the whole region.

Prerequisites for successful transfer

This GP is addressed to polycentric regions, i.e. regions containing numerous municipalities, each with a different centre. There are many polycentric regions in Europe. These regions have very demanding commuting and other travel, and usually the transportation is carried out using many and different transport means and services.

Beyond this, there are no other particular prerequisites and conditions for the implementation of this GP.

Adoption Plan of relevant actions

The roadmap for the implementation of this GP contains the following actions:

1. Prepare well by understanding the region

Before the real planning stage can start, it is important to understand the profile and daily mobility patterns of the region. It is also important to understand how responsibilities are scattered across different administrative boundaries in the region. The first step represents, therefore, the assessment of the urban mobility planning context and practices.
Get the Poly-SUMP underway with the following actions: a. Define the region and specify boundaries; b. Identify current framework conditions that may influence mobility planning; c. Analyse whether other policies in the region support or conflict with a sustainable mobility approach; d. Understand the region's planning processes; e. Identify the stakeholders and competences to be involved in the planning process, e.g. transport planners, land use planners, architects etc.; and f. Analyse and summarize the drivers, barriers and possibilities for the process based on the above actions.

2. Create common ground and vision

The process of goal setting in poly-centric regions needs close coordination and facilitation. The Future Search Workshop is an excellent technique that can be used to develop a common ground and vision for the future. Through the participation of all relevant mobility stakeholders, the workshops deliver concrete actions to realize this vision. It is important to have the right mix of stakeholders at the workshops. For that reason, a stakeholder analysis should be conducted before any invitations are made. Participants that have the power to decide on changing the mobility situation should most certainly be at the table. The workshops are built around three themes that are covered over three days:

- Diagnosis: Take a look back in time to analyse how the current mobility situation has developed. Then look forward to the future by exploring structural trends that are likely to influence mobility patterns in the future.
- The future we want: Define the ideal future situation and share these amongst the other participants. Common ground is sought and principles of actions to reach the desired future are outlined. Any differences and disagreements are also collected.
- Action plan: In the final step of the process, the focus falls upon the formulation of concrete projects and actions, based on the visions developed in the previous phase.

3. Use the outcomes and elaborate the plan

Following the Future Search Workshop, the actions developed should be further refined and prioritized. By doing so, you are taking steps towards preparing and implementing actions in the

context of a 'SUMP for a poly-centric region'. In order to finalize the SUMP for the region, the following activities should be undertaken:

› Validate the outcomes of the workshop: A survey of workshop participants will help rank the identified actions, based on the potential impact these may have.

› Refine the actions: The outcomes of the survey should lead to a further refinement of the actions, vision and goals for the region as defined through the workshops and the regional profiling processes.

› Follow up with decision makers and stakeholders in order to facilitate a follow-up to the planned actions, the decision makers and stakeholders will need to be involved. To this end, an analysis with the stakeholders on potential barriers, drivers and activities is recommended to ease the implementation.

Contribution to SUMP development

This GP can create a momentum towards the development of a SUMP for the whole region and/or adaptation of its vision and actions within the existing regional Transport Strategies/Plans through its bottom up approach.

The Poly-SUMP approach can therefore be used to assist and speed up the process of developing a SUMP for a polycentric region. The conventional SUMP process consists of four stages – preparing well, rational and transparent goal setting, elaborating the plan and implementing the plan – as detailed in the ELTIS SUMP Guidelines. The Poly-SUMP methodology adds to this a well prepared, carefully run Future Search workshop, and the assessment of follow-up activities needed to capitalize the action plans and concretely influence the elaborating and implementing plan stages (in particular helping the competent authorities in the polycentric region to coordinate their own plans and follow a common strategy).

Benefits from the adoption of the GP

The polycentric SUMP takes the traditional SUMP some steps further and it is particularly necessary in metropolitan regions that contain several centres. This GP facilitates the implementation of a polycentric SUMP and aims at stimulating one of its fundamental sections. i.e. the cooperation between municipalities and stakeholders to define vision, goals and priorities. Taking into account the large number and variety of stakeholders acting in polycentric regions, the GP provides a very good approach and tool (Future Search Workshop) that will be proved beneficial to the developers of the polycentric SUMP.

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

Short description of the GP

Region Emilia-Romagna (RER) created a specific in-house company (LEPIDA SpA) in order to support innovation policies and technologies. Over time, LEPIDA SpA has also taken projects related to transport data management and development of innovative solutions to support mobility. Thus, this GP is related to the establishment of a centralized public company that manages innovative ICT projects, network infrastructure and big data for the Region Emilia-Romagna and all Municipalities, which specifically supply network services. The importance of this GP lies on the provision services that are usually expensive and technical challenging, to manage from a Municipality alone.

LEPIDA SpA has successfully developed a number of projects related to ICT under the direct strategic coordination of the Region. Specifically, LEPIDA is a good practice in "ICT use for facilitating the SUMP development" because it provides reliable data on traffic that municipalities, and local mobility agencies, would not be able to procure themselves easily. It also provides services at a higher level for all the administrative territory of the Region Emilia-Romagna. It is involved in the governance of the Regional ICT Plan (PiTER, a five-year framework programme on Information Society run by the Regional Government, namely the Regional Digital Agenda) and was given responsibility for:

- planning, development and management of the ICT infrastructures
- definition and implementation of actions to reduce the Digital Divide
- development and supply of ICT services for the Public Administrations

More information about this GP is included in Annex of the present document.

Problems, needs and peculiarities of the Regions that the GP answers

All large municipalities and moreover metropolitan regions that aim at developing a SUMP face the problem of data collection. In this context, the need for a body or agency that will undertake this demanding task is imperative. It is even better, if this body plays a greater role in favour of the regional authority.
Lepida SpA was created to design, realize and manage broadband infrastructures for the regional public administrations as well as innovation projects related to ICT. LEPIDA SpA works for the Region and its services cover the administrative and territorial area of Region Emilia-Romagna, providing services related to ICT in a range of sectors including transport. LEPIDA SpA is also the Regional centre that collects and manages big data related to mobility in Emilia-Romagna. It gives its contribution also in the field of urban mobility through the creation and management of regional data bases on mobility, which serve the planning purposes to the Region and the Municipalities.

Prerequisites for successful transfer

The GP could be transferrable to other regions under the following conditions:

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

Adoption Plan of relevant actions

The roadmap for the implementation of this GP in a region contains the following actions:

- Establishment of a company and definition of the business model to run the company
- Involvement of human resources with high-level technical competences
- Installation of IT infrastructure to collect data
- Engagement of stakeholders that possess mobility related data
- Signing of agreements with other data providers and development of tools to grab data
- Development of infrastructure to manage big data (servers)
- Development of data analysis and decision support tools
- Provision of analyzed data to local authorities and mobility agencies to support their planning activities
- Development of services to provide info to the citizens

It should be noted that Lepida SpA was established by a Regional Law. This means that an appropriate legislative framework should exist before the establishment of any company.

Contribution to SUMP development

Taking into account the fact that a SUMP is very data-demanding process for all municipalities, the establishment of a company or a body that will reliably and effectively undertake this process provides to the municipalities a very important service. This is a GP in ICT use for facilitating the SUMP development because it provides reliable data on mobility that municipalities, and local mobility agencies, would not be able to easily procure or collect themselves. Moreover, it provides services that are usually expensive and technical challenging to manage from a Municipality alone.

Benefits from the adoption of the GP

LEPIDA SpA is effectively supporting the Region in innovative projects and collecting big data regarding traffic. The purpose is to allow municipalities and public bodies to improve their planning process and to access a variety of data at different governance levels, since all data regarding public transport and other mobility systems are very helpful in order to support decision-making and provide evidence for long-term and short-term strategies. Moreover, it facilitates the monitoring of the activities of the mobility agencies.

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

14 - Conclusions

Effective stakeholder engagement and cooperation, lack of relevant with SUMP development and implementation capacity and knowledge of the regional staff, lack of a system to monitor the different local transport plans ensuring the complementarity among them and consistency with the regional strategy, as well as the collection and exploitation of best practices/measures that can effectively promote sustainable mobility in metropolitan and regional levels, were recognized by the REFORM participating regions as main regional needs that should be covered through knowledge and good practices exchange.

In this respect, the REFORM project collected and analysed 26 Good Practices (GPs), which address the above needs and requirements of the REFORM regions. These practices are quite different and vary a lot both in terms of relation with the ELTIS SUMP Cycle, as clearly demonstrated in chapter 2, as well as in terms of nature and thematic coverage (organizational, data collection, stakeholders cooperation, legislative etc.).

From all these GPs, 10 of them have been selected by the REFORM regions to inspire their Action Plans and will be soon implemented in the regions that participate in REFORM project. It has been decided to include in the transferability manual and develop roadmaps for these 10 GPs.

The approach followed in the REFORM project for the transferability of the 10 GPs goes beyond the development of typical roadmaps of actions that will facilitate the GPs implementation by the interested regions. The project partners developed first a strategic framework that plays the role of a knowledge transfer "mechanism" aiming to facilitate the GPs transferability between the regions that transfer their GPs and the target regions that will adopt them. The framework contains four components: Engagement of authorities and stakeholders at both regions; Identification of cooperation areas for the promotion of SUMPs; Setting the appropriate channels of interaction; and Designation and motivation of "Champions". The framework defines also the critical factors that determine the success of GPs transfer, such as ensure communication and collaboration among the key stakeholders, meet requirements set out in the legislations, avoid cost overruns and time overruns, and good judgement and evaluation.

The transferability manual developed for each of the 10 GPs includes all the information that is necessary so that the target regions can effectively and successfully adopt them. The following table presents the most important transferability aspects for all GPs. In particular, it contains for each GP the primary need addressed by the GP, the major condition that should be in place at the target region so that the GP's adoption is facilitated, and the key actions that should be taken by the target region as part of its roadmap. All these are explained in more detail in the respective roadmaps of the previous chapters.

Table 3: Key transferability aspects of the 10 REFORM Good Practices

No.	Title	Primary need addressed	Major condition for transferability	Key adoption actions
GP3	Bella Mossa initiative: a gamification process to promote sustainable mobility	The promotion of transit and other soft mobility	The definition of a proper rewarding scheme balancing cost and benefits for the public administration	The definition of the rewarding scheme and the development of the gamification app
GP7	Creation of TfGM - an organisation to support transport delivery across the region	The existence of a centralised body responsible for the transport policies in a major region	The existence of a regional level body to direct the functions at a regional level transport authority and support at a political level	Creation of a single organisation to support transport delivery and a system of clear accountability to ensure municipalities are fully involved
GP8	Development of a SUMP as a means of delivering a more innovative approach to local transport planning	The existence of many local areas, where each area is required to prepare a local transport plan or a SUMP	Significant resources are required to produce the local transport plans	Development of an implementation plan that acts as a business plan for implementing the measures of the local transport plans
GP9	Development of the Mobility Monitoring Centre for the metropolitan area	Data aggregation, data analytics, data mining, methods and tools for scientific processing	Sign cooperation agreements with data providers	Development of the Monitoring Centre and its links with other systems, and strong engagement of stakeholders
GP10	Employer approach by Maastricht Bereikbaar: influencing employees' mobility behaviour	Big companies and organizations with large number of employees aiming to provide them alternative and sustainable ways of transport	Establishment of a strong collaboration between the mobility broker and the large employers	Analysis of the mobility habits and patterns of the employees and definition of the appropriate mobility measures for them
GP11	SUMP Evidence Base and Information Gathering	The resource intensive data collection, analysis and elaboration	Access to data and information from multiple sources	Development of the evidence base and a collaborative working arrangement between the team that is writing the SUMP and the team that is creating the evidence base
GP14	SUMP Stakeholder Consultation	Polycentric and metropolitan regions with too many authorities and stakeholders	Significant level of resources to manage and evaluate all the consultation responses	Identify the staheloders and organise workshops and other events to engage the stakeholders
GP18	Regional funding scheme via Regional Operating Programme funds for SUMP development	Lack of funding to develop a SUMP	Existence of a regional programme allocated to sustainability planning	Approval of a regional programme for sustainable mobility and approval of a committee to manage the programme
GP19	Cooperation between municipalities and stakeholders to define vision, goals and priorities for a polycentric SUMP	In large regions commuting and other travel take place between numerous centres and across municipal and regional boundaries	The existence of polycentric regions, i.e. regions containing numerous municipalities, each with a different centre	Understanding of the profile and daily mobility patterns of the region and how responsibilities are scattered across different administrative boundaries in the region, and produce the Poly-SUMP
GP22	Set-up of a special section within the Region Emilia-Romagna of an In-house company for managing traffic and mobility data	Lack of a company, body or agency that will undertake data collection and elaboration	Skilled technical human resources with high-level competences	Establishment of the company and definition of the business model to run the company

The above table demonstrates the complexity of the transferability process, and at the same time the variety of the GPs and their contribution to the various stages of the SUMP development. Furthermore, the table helps to derive two more findings:

- It can be easily seen that most of the GPs give emphasis on the data collection and management (3 of them: 9, 11 and 22). It was mentioned before that the GPs have been selected by the regions, thus the emphasis given on the data related GPs highlights the strong need of the regions.

- Another important aspect addressed by some GPs is the engagement of the stakeholders (2 of them: 14 and 19). The REFORM project places particular focus on major and polycentric regions, which by default include many and diverse stakeholders. Therefore, it is a major challenge for the numerous such regions across Europe to find effective ways to engage them in the SUMP development.

Concluding the REFORM GPs provide excellent examples for the effective implementation of all SUMP aspects (i.e. steps). The transferability manual developed for these GPs provides a guide that could be used by the interested regions across Europe to successfully define and implement their own SUMPs. The experience and know-how of the REFORM regions has been embedded in the GPs' roadmaps, while the strategic framework may ensure an excellent cooperation between the regions.

ANNEX I

REFORM selected Good Practices on sustainable mobility planning and SUMP

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

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

LOCATION
Bologna and its metropolitan area, Italy

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

TIMESCALE
1st April 2017 – 30th September 2017

CONTACTS
SRM Reti e Mobilità Srl
Via Alfredo Calzoni, 1/3- 40128 Bologna
T: +39.051.361328 F: +39.051.361260
srm@srmbologna.it
srmbologna@pec.it

General Framework

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

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

Detailed description of the GP and its implementation

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

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

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

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

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

Results achieved and problems encountered

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

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

Analysis of transferability

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

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

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

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

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

TIMESCALE
2011 - ongoing

LOCATION
Greater Manchester city region, UK

CONTACTS
TfGM (Transport for Greater Manchester)
2 Piccadilly Place, Manchester, M1 3BG
T: 0161 244 1586
clara.dolce@tfgm.com

INSTITUTION INVOLVED
Greater Manchester Combined Authority (GMCA)

General Framework

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

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

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

Detailed description of the GP and its implementation

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

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

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

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

Results achieved and problems encountered

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

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

Analysis of transferability

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

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

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

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

LOCATION
Greater Manchester region, UK

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

TIMESCALE
Each strategic transport authority has prepared an LTP since 2000

CONTACTS
TfGM (Transport for Greater Manchester)
2 Piccadilly Place, Manchester, M1 3BG
T: 0161 244 1586
clara.dolce@tfgm.com

General Framework

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

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

Detailed description of the GP and its implementation

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

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

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

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

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

Results achieved and problems encountered

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

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

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

Analysis of transferability

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

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

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

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

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

LOCATION
Thessaloniki, Greece

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

TIMESCALE
2012 - ongoing

CONTACTS
Centre for Research and Technology Hellas – CERTH
Thermi Thessaloniki – Central Directorate
6th km Charilaou-Thermi Rd P.O. Box 60361
GR 57001 Thermi, Thessaloniki
T: +30 2310 498100, F: +30 2310 498180
certh@certh.gr

General Framework

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

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

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

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

Detailed description of the GP and its implementation

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

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

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

To implement the practice several steps were followed:

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

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

Results achieved and problems encountered

The capabilities of the Monitoring Centre have been used:

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

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

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

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

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

Analysis of transferability

To implement the described practice, some elements are needed:

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

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

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

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

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

LOCATION
South Limburg, the Netherlands

INSTITUTION INVOLVED
Parkstad, Municipality of Heerlen and Maastricht Bereikbaar

TIMESCALE
2013 – 2016

CONTACTS
Paul Alzer - Parkstad Limburg
p.alzer@parkstad-limburg.nl
Rob Schaap - Maastricht Bereikbaar
rob.schaap@maastricht-bereikbaar.nl

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

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

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

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

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

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

Results achieved and problems encountered

To provide a better idea on the results achieved:

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

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

Analysis of transferability

To adopt the GP described, some prerequisites are needed:

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

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

GP 11: SUMP Evidence Base and Information Gathering

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

TIMESCALE
October 2015 - February 2017

LOCATION
Greater Manchester city region, UK

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

INSTITUTION INVOLVED
Transport for Greater Manchester

General Framework

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

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

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

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

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

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

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

Results achieved and problems encountered

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

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

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

Analysis of transferability

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

GP 14: SUMP Stakeholder Consultation

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

TIMESCALE
July - September 2016

LOCATION
Greater Manchester city region, UK

CONTACTS
Transport for Greater Manchester (TfGM)
2 Piccadilly Place, Manchester, M1 3BG
T: 0161 244 1586
clara.dolce@tfgm.com

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

General Framework

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

Detailed description of the GP and its implementation

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

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

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

Results achieved and problems encountered

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

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

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

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

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

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

Analysis of transferability

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

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

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

TIMESCALE
2015

LOCATION
Emilia-Romagna Region, Italy

CONTACTS
Alessandro Meggiato
viale Aldo Moro, 30, 40127 Bologna
T: 051.527.3855, F: 051.527.3833
Servtre02@Regione.Emilia-Romagna.it

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

General Framework

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

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

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

Detailed description of the GP and its implementation

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

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

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

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

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

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

Results achieved and problems encountered

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

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

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

Analysis of transferability

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

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

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

OBJECTIVES
To draft a polycentric SUMP focusing on sustainable mobility

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

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

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

CONTACTS
P. Alzer Parkstad Limburg
p.alzer@parkstad-limburg.nl

General Framework

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

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

Detailed description of the GP and its implementation

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

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

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

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

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

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

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

3 - Development of a green logistics/distribution centre

4 - Public transport improvement (also cross border)

5 - Raise awareness and promotion activities to support sustainable mobility

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

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

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

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

Results achieved and problems encountered

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

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

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

Analysis of transferability

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

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

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

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

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

LOCATION
Emilia-Romagna Region, Italy

INSTITUTION INVOLVED
Emilia-Romagna Region; Lepida SpA

TIMESCALE
2007 - ongoing

CONTACTS
LepidaSpA
Via della Liberazione, 15, 40128 Bologna
F: +39 051 952 5156
segreteria@pec.lepida.it

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

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

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

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

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

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

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

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

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

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

Results achieved and problems encountered

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

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

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

Analysis of transferability

The GP could be transferrable under the following conditions:

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

Notes

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Author(s): Maria Morfoulaki, Maria Chatziathanasiou, Katerina Chrysostomou (CERTH)

Co-author(s): Anna Giarandoni, Eleonora Tu (ITL), Mia Crowther, Clara Dolce (TfGM), Clara Dolce (TfGM)), Rob Beentjes (PL)

Date: December 2018

REFORM Partners

REFORM Contact

REFORM coordinator:

CERTH
Centre for Research and Technology Hellas
Maria Morfoulaki **marmor@certh.gr**


interregeurope.eu/REFORM


REFORM group


@InterregREFORM


@InterregREFORM