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BUMP – Boosting Urban Mobility Plans



Guidelines for the definition of Sustainable Urban Mobility Plans

‘Developing Sustainable Urban Mobility Plans in medium and small cities’

Lessons learnt while coaching cities in the frame of the BUMP project

June 2016



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Guidelines for the definition of Sustainable Urban Mobility Plans: 'Developing Sustainable Urban Mobility Plans in medium and small cities'. Lessons learnt while coaching cities in the frame of the BUMP Project.

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Introduction

Local politics is one of the most important fields in institutional work, which stands out because it is close to the regular citizen. During the last few years it has focused on improving the sustainability of municipalities, with the aim of improving the quality of citizens' life. Every day, people are exposed to significant externalities as a result of the current models of mobility in the cities. Traffic congestion, restriction of public space, poor air quality and noises are some of the daily issues, which far from disappearing, have been intensified during the past years.

The European Commission has focused part of its environmental and transport policy efforts¹ in improving cities by reducing the environmental impact the existing models of mobility has on the city and its users. As part of these efforts, they have been launching several projects aimed to the development and research of sustainable mobility and the dissemination of the Sustainable Urban Mobility Plans (SUMPs). The latter have been called to be the tool to act on mobility and to improve its impact from a local planning focus, which has already demonstrated its potential on others areas closely related with the mobility planning such as town-planning.

Thus, the project BUMP offered to cities with a population ranging from about 40.000 to about 350.000 inhabitants an integrated package of training, coaching and dedicated assistance to help them building the necessary capacity to develop their SUMPs. Mutual learning between participants and experts play a key role. The work-programme includes a first training phase based on a concrete, result-oriented approach, and international sessions aimed at sharing know-how and fostering mutual learning. Finally, the most committed local authorities will then be selected for a coaching programme aiming at supporting them to produce their own SUMPs.

The specific methodology developed by BUMP has been very useful in helping more than 100 cities spread across Europe to acquire specific capabilities and to improve mobility in their environment from an efficient, effective and objective planning. Thanks to a consortium made up of 9 partners, experts on mobility and sustainability, the project has managed to actively reach countries like Italy, Spain, Bulgaria, UK, Romania, Czech Republic, Hungary, Poland and Germany.

The implementation of the project in various countries, working together with a large range of municipalities and the study of the different national contexts, has also served to get great experience in planning in the matter of sustainable mobility. The following table reports common beliefs and reality in SUMP development, as a result of lessons learnt collected during project implementation

<i>Common beliefs</i>	<i>Reality</i>
It is not necessary to dedicate resources to mobility planning on a consistent and sustainable basis.	The process of developing a SUMP can be optimized and its resources can be viewed as a small/medium investment, with large returns to the city.

¹ See, for example: "The White Paper: Roadmap to a Single European Transport Area", approved in 2011 by the European Commission.

SUMP elaboration can be entrusted to an outside company and the only worry will be setting a deadline.	The drawing up of the SUMP should be coordinated and supervised by a member of the municipality with sufficient experience in urban mobility.
Most of the measures included in a SUMP are designed to fight against private vehicles.	The SUMP measures should be in line with improving sustainability in urban transport, including different areas of application and an integrated and efficient configuration.
The first task is to write the entire SUMP and then show it to stakeholders.	It should take into account all stakeholders in the process of developing a SUMP, being especially important after the analysis of the initial situation.
Once the SUMP is approved the work is completed.	The SUMP is a supporting document and after its elaboration, continuous work must be implemented, so it is reviewed and updated constantly, specifying deadlines, responsible and tasks from the initial document.
Municipal technical officers are not trained to carry out a process of drawing up a SUMP with sufficient quality and scope.	Municipal technical officers are well aware of the city methodologies of transportation and after a specific process of education and training they are a valuable resource that can handle the process of developing a SUMP.
All SUMPs are equal and therefore can be processed similarly by using a template.	The SUMP should be tailored to the specific needs of each municipality. It must follow a few basic concepts for processing, but adjusting it to the specific conditions of the city, mobility and citizens.

Table 1: Common beliefs and reality in SUMP development .

The present report has a specific goal, which is to transfer all the knowledge and lessons learned over the three years of the BUMP project implementation. Sustainable mobility has been significantly improved in a relevant number of European cities, through local planning. Moreover, as the project has focused on working with small- and medium-sized cities, deprived of resources and with a lower level of implementation of measures for sustainable patterns of urban transport, the project intends to provide them with a set of tools and general support, so they can bring down some of the barriers surrounding the improvement of sustainable mobility in environments with fewer inhabitants.

Chapter 1 – Developing SUMPs: Does size matter?

Despite the delay in addressing the problem, European local authorities have agreed that urban transportation is among the most intense activities on which they should focus their efforts in order to mitigate the adverse impact of the classic mobility schemes. Usually, the problems associated with the air quality, noise nuisance, over-exploitation of non-renewable resources and climate change are more intense in major cities or metropolitan areas. This does not mean that smaller cities or small and medium municipalities, are not affected by this kind of problem.

While in large cities the problem may be more intense with severe impacts, the capabilities and resources available to deal with these negative externalities are often much higher than those

available in small and medium municipalities. The case of sustainable mobility through the introduction on the SUMP's, it is not a peculiar case, since larger cities have usually a long tradition in sustainable mobility planning. Nonetheless, in smaller municipalities, the absence of sufficient resources and capacity combined with the fact that the problems resulting from the current absence of sustainable mobility planning are less relevant, make sustainable mobility planning not so urgent, limiting the approval of SUMP's. The figure below summarizes the main existing characteristics responsible of the fact that small and medium cities have much less tradition in sustainable mobility planning.

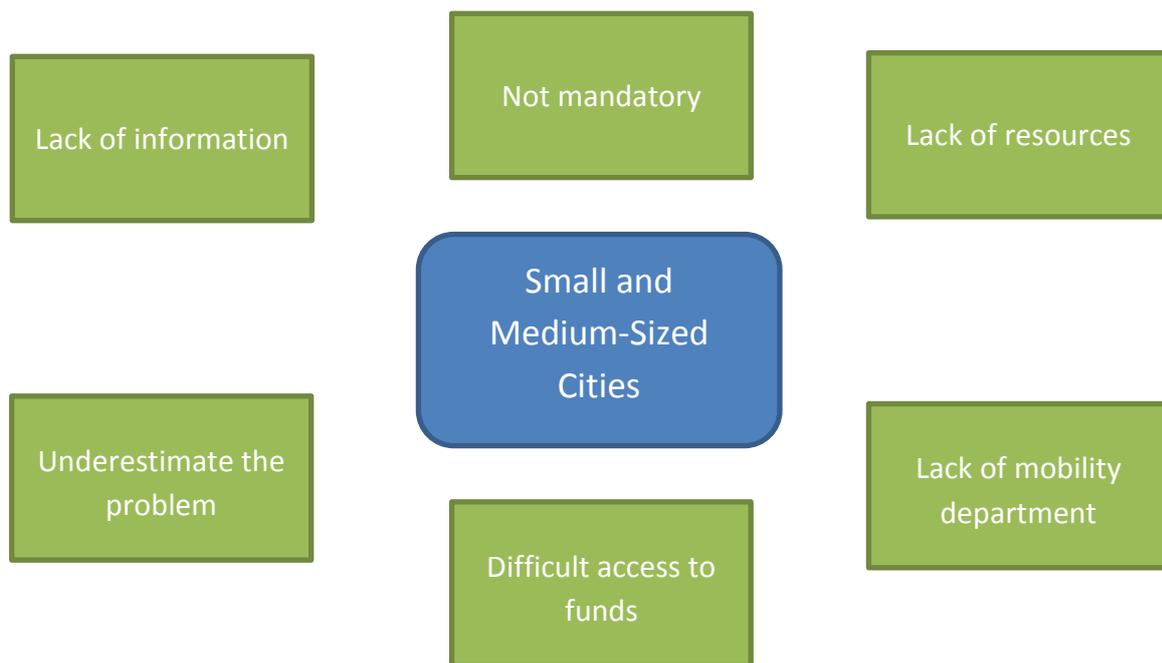


Figure 1: Main characteristics in small and medium-sized cities.

When it comes to characterize cities based on their size, the number of inhabitants is the most widely used indicator. However, as far as mobility is concerned, although it is significant indicator in measuring the extent of the municipality and the sizing of the measures from the SUMP's, we should point out that it is not all about the number of registered inhabitants. That is, there may be small municipalities with special characteristics of mobility that make them appropriate for the requirement of the SUMP's. In very touristic municipalities, with peculiar situation or geographical characteristics it is common to find severe mobility disturbances and related important environmental issues. Because of such circumstances, the number of registered inhabitants is not the only indicator to be considered when assessing the adequacy and necessity of the SUMP's in the municipality. Within the BUMP project, a range of 40,000 to 350,000² inhabitants was established to focus the activities of the project. The subsequent feedback from partners and groups required the revision of this criterion, including new indicators for the inclusion of some municipalities. In the municipality of Jaca (Spain), despite its low level of registered population, the

² Others initiatives as the project LIFE+ PERHT (<http://www.perht-lifeplus.org/>) chose a ranged of 50000-180000 inhabitants.

average level of overnight stay is four times higher than the number of registered inhabitants, bringing in major issues related to mobility, which entitles the city to the development of SUMP.

These barriers are the ones that explain the low level of sustainable mobility planning in small cities, all of which are measured according to the existing cases that already carried on drafting rules, approval and implementation of the SUMP. Despite of this lower level of implementation, local authorities of smaller and medium municipalities are becoming increasingly interested in such planning, partly due to the previous intense European policy aimed to help those types of municipalities to benefit from the many advantages of a sustainable mobility. Projects like BUMP and other European initiatives such as the urban mobility observatory ELTIS³, have helped the cities overcoming these impediments that prevent them from having a sustainable mobility plan. The possibility of obtaining effective, real and practical information about the process, knowing cases of good practices in similar cities, is undoubtedly the most efficient way to help those municipalities. Therefore, the BUMP methodology acting on its capacity building (in-class training, mutual learning and coaching) was suitable to get the sustainable mobility to small and medium cities. In addition, the information provided by the consortium, through this methodology of work throughout the nine countries, has provided tools and technical resources to carry out major sustainable mobility planning.

The lack of resources is another barrier to take in consideration, not only financially, but also related to the existence of political and technic staff capable of addressing the future direction of the planning project. It so happens that in larger cities the preparation of a draft is usually subcontracted to an external company. This methodology is useful for this type of cities as long as there is a clear direction and coordination of the work done by consistory staff itself. However, in smaller municipalities, the fact that there is a limited budget and the presence of other priorities make this practice much harder. One advantage to consider for these smaller municipalities is that despite the lack of excessive applied knowledge on sustainable mobility planning and the elaboration of the SUMP, the council staff has great knowledge of the city, its infrastructure, the systems and mobility patterns. This knowledge has a great value and is much harder to get than the generic footsteps necessary for drafting a SUMP. Therefore, it is advisable to count on technical staff and some political figures who are familiarized with the process, other experiences and what are the tools and resources available to tap into for drawing up the plan, leaving to external specialists the more specific tasks, less related to planning, such as the revitalization of citizen participation on workshops or traffic mapping and polluting emissions. In addition, the council work load and assigned staff has to be determined, since they should be given enough time during the execution of the process to undertake the work with the quality and suitable scope.

Not being so hard to get, the project success is definitely ensured by the presence of a working team formed by technicians and motivated politicians who want to get involved in this exciting professional adventure. From another angle, it is important that municipalities are aware that

³ See in <http://www.eltis.org>.

multiple methodologies (national and international) to develop SUMP⁴, are valid to be used in its implementation and monitoring, but the results achieved may not be exactly like the ones obtained in other cases such as in large cities with major SUMP problems and solutions.

In general terms, the steps of analysis of the context or the initial diagnosis of mobility should take less effort in small and medium cities, focusing surpluses to develop ambitious plans for citizen participation. The problematic linked to mobility is lower in small cities than the one existing in larger cities, due to fact that they have less mobility infrastructure and lower demand and supply of public transport. However, the local character of the municipality asks for a higher level of engagement with the citizens, requiring more public and institutional involvement to increase the successful implementation of the measures and a sufficient level of public acceptance of the plan. On the other hand, some of the characteristic measures of SUMP in large cities and just like the scope of many others, have little to do with what is actually proposed and makes sense in small and medium cities. Furthermore, there are also measures with less interest or degree of implementation in large cities and which are much more suitable for smaller municipalities. That is, measures such as those involving large public transport infrastructures like tramway, lanes dedicated to electric bus or traffic light prioritization, are not intended for implementation in small and medium urban areas. However, awareness-raising measures and training can be much more effective in small and medium cities than in large ones.

Another point of disparity between small, medium and large cities is the behavior of its citizens. In a strange way, as behavior patterns differ by country, culture or region, there is also an apparent variance between different sizes of cities. For example, the use of public transport or walking as means of transport is much greater in large cities than in small or medium, therefore, it is important that during the drafting of the SUMP the circumstances and characteristics of the city are taken into account, largely conditioned by their size or special conditions. For example, if the low population density does not allow public transportation with the frequencies and paths of a big city, we must seek methodologies and measures which help optimizing its use. In other words, the size will not prevent the SUMP to succeed, but will require that the processes and working methods are adapted to get sufficient quality.

Since cities with a much limited size need a higher level of institutional support to keep implementing the planning and the sustainable mobility as a hub for improving the quality of life of citizens, the member states of the EU, and ultimately the European Commission, must continue to support this type of municipalities. Maybe not a strictly economic support but through information, tools, rules and projects like BUMP which encourage municipalities to invest by themselves in sustainable mobility programs through the advantages offered by a good SUMP. On the other hand, it is important to raise awareness, since the environmental problems associated with traditional methods of mobility indeed affect, and largely, almost all cities, regardless of whether they have the status of metropolis. The existence of networks that can also support these cities as they act as forum for both, work and exchange of experiences and good practices, should

⁴ Stand out as the most important document, for its level of scope and precision, the European Commission purpose in 2013 with: "GUIDELINES: Developing and implementing a Sustainable Urban Mobility Plan".

be noted. Although there is no specific network for small and medium cities, the existing ones own all types of cities, so the exchange of knowledge is assured, not only between cities of smaller size, but by learning from all the know-how and the experience gained for the big cities, after years of sustainable urban mobility planning and the development, implementation and review of sumps.

It is clear that the work done during the BUMP project serves effectively to analyze the situation in these local authorities, since it has allowed to work directly with numerous small and medium municipalities with difficulties in the implementation of the SUMP, being able to obtain a complete picture of the functioning of this type of entities and how it affects the development of a new SUMP. Furthermore, as indicated by the vast majority of participants in the project activities, the methodology proposed by BUMP has allowed to take down most of these barriers (derived from the characteristics shown in Figure 1), and that the project has met the objectives set in its proposal.

Chapter 2 – BUMP cities set the path

A brief summary of the best practices achieved by the project is presented, showing relevant information about the cities and the most interesting new SUMPs (one per country involved).

SPAIN (CIRCE)



A) Jaca

Located down northwest of the Iberian Peninsula as part of the Aragon region, the municipality of Jaca is located in the province of Huesca, at 144 Km from Zaragoza, capital of the region, at 453 Km from Madrid, capital of the country, and at only 27 Km away from the border with France. Given its status of touristic, sporting and second residence municipality; the seasonal residential population, which is mainly concentrated during summertime, winter and weekends, significantly increases the number of local residents during those times and easily reaches an average of 43,948 people, far from the actual registered population which is around 14,000 people. Due to its highly touristic character, prime location and low population density, the city of Jaca is an interesting choice for the implementation of measures and planning of sustainable mobility. It is mainly a city of services with numerous hotels, shops, and restaurants which provide services to the tourists, mostly from Spain, France and UK. Jaca is located in the middle of one of the uniting roads between Spain and France, specifically the one linking the two countries through the tunnel of Somport. Despite of not being one of the road most-used routes, it has a great relevance within the Aragon community. There are various moments throughout the year when the peak in number of visitors goes further than 50.000 people, for instance, the whole month of August. However, it is the Folk Festival, an event taking



place during the beginning of summertime, and the many winter sports associated with snow sports, which monopolize the municipality testing of their patterns of mobility.



B) The SUMP

Jaca has always stressed the importance of an environmental consciousness, which has been the key factor of its tourist achievement. Despite the huge influx of tourist, all the problems related with traffic management have never cause serious inconvenience to the locals. Nevertheless, sustainable mobility is still one of the outstanding subjects the city has in mind, in order to fulfill its ambitious environmental strategy. In this way, the institutional support for cycling and the enhancement of public transport, among others, are some outstanding tasks to develop in the municipality, leading the city to carry out enthusiastically its SUMP project.

The idea behind the elaboration of the SUMP of Jaca is to give continuity to the goals set by the local agenda 21, implementing sustainable mobility in the municipality with the ultimate purpose to improving the quality of life of the locals.

This general purpose is to be achieved through the following specifics objectives of the plan:

- To make Jaca a comfortable city, friendly, sustainable, accessible, healthy and environmentally friendly.
- Enhance the use of appropriate means of transportation and travel for such purposes, especially: walking, cycling and electric vehicles.
- Reduce the use of individual motorized transportation, noisy and polluting.
- Give preference to the pedestrians over the bike and motor vehicles in the mobility system.

A clear system for monitoring the implementation and functioning of the SUMP has been established within the plan, which includes a complete scoreboard with significant improvement goals, the most relevant indicators being:

- 10% reduction in private traffic in 5 years.

- Increase to 70% the surface of the road in a single platform preferably for pedestrians and cycling in 2 years.
- Improve by 30% the public opinion regarding the situation of pedestrian mobility by cycling and public transportation in 2 years.
- Decrease by 50% the rate of road accidents

Before defining this base of indicators, an extended diagnosis of the mobility situation in Jaca was required. The analysis focused on analyzing uses, methods, and existing urban transport infrastructure, the main tractor effect centres and generators of mobility and, equally important, the local residents' thoughts about it. The data collection was done using primary data obtained at street level, databases and information under the control of the city hall, and a study of the municipality main streets capacity. This study gave to the town council a picture of the mobility situation in Jaca and, while at the same time, they were able to see first-hand the weaknesses and strengths of the current system.

Once the diagnosis of the mobility was developed, the city set in motion important plans involving civil participation. Based on the diagnosis elaborated and their own experiences, they sketched out a set of measures. These measures were ordered and publicly agreed and then moved to be scanned by the municipal staff in charge of drafting the final plan.

Following these steps, they managed to gather a package of measures specifying in detail the full description, the timetable for implementation and the estimated budget for each measure. To sum up, the measures were focused on urban landscape, the change of traffic system, the enhancement of universal accessibility of the mobility system within the municipality, parking, public transport and the distribution of goods, addressing the majority of measures in order to promote public transportation, cycling, walking, prioritizing them over private means of transportation such as car (much popular today).

The SUMP has many strengths, which assure its successful implementation and the achievement of most of the goals set. Its main strength lies in the fact that its entire elaboration was coordinated and managed by the very staff of the municipality, experts on mobility and problems related, with a high level of commitment to the cause and involving third parties just for very concrete matter and only in case of extreme necessity. Besides, at political level, the dedication has been complete and all the measures, goals and sub-plans have been discussed and agreed by most of the political groups. All this has led the new SUMP to be tailored to the city by and for the locals.

Despite the success achieved with the development of the pilot action that resulted in the SUMP of Jaca, the way to get there was not free of obstacles or barriers. Perhaps the main barriers are common with other local planning disciplines, like the excessive administrative complexity suffered by documents of this nature. That is, there is a large range of procedures and administrative obstacles that may distort and / or delay the development, approval and implementation of a SUMP. It is in the approval stage of the SUMP where more administrative procedures load must be taken into account. In the case of Jaca, the best way to minimize the effects of these obstacles was the anticipation, that is, taking into account all the administrative circumstances that may hinder the proper development of the plan when planning the process. Nevertheless, in the course of preparing the SUMP, several administrative obstacles delayed the planned activities, such as the process of political, technical approval and publication of the SUMP or measurement of traffic counts.



Gloucestershire is a county in South West England with 597,000 inhabitants across multiple settlements (Cheltenham and Gloucester Primary Urban Area 200,000). The county comprises part of the Cotswold Hills, part of the flat fertile valley of the River Severn, and the entire Forest of Dean. The county town is the city of Gloucester, and other principal towns include Cheltenham, Cirencester, Stroud, and Tewkesbury. Within the county there are high traffic flows between the major settlements and it is very common for people to work and utilize leisure facilities in a different settlement to that in which they live. There are also large rural areas with peak flows of traffic between these and the major towns and cities. Gloucestershire is well connected to the north and south-west of the country by the M5 and to Wales, London and the south-east by the M4.

B) The SUMP

Vision underpinning the plan:

Gloucestershire contains a number of key settlements and issues surrounding access between these settlements are at least as important as issues linked to transport within them. Therefore GCC have taken a 'corridor' approach looking at the main inter-urban routes and how the SUMP approach can be used to improve access along them. They are producing 6 'Connecting Places Strategies', each covering one of 6 main focus areas into which the county has been split (see map below).



Long-term strategic objectives:

Gloucestershire's vision for transport is for: - 'A resilient transport network that enables long term economic growth providing door to door travel choices.' The vision encapsulates the importance of journey time, reliability and travel choice as the economy grows. It is important to move away from a culture where the car is the dominant mode of transport towards one where the car is one transport choice within a range of realistic travel options. For some residents it may not be feasible to have a full range of transport choices, but there may be a choice for part of their journey.

The long-term strategic objectives for transport within Gloucestershire include:

- Support sustainable economic growth;
- Enable community connectivity;
- Conserve the environment; and
- Improve community health and well-being.

Mid-term goals:

- Gloucestershire to be viewed as a place to do business and attract investment.

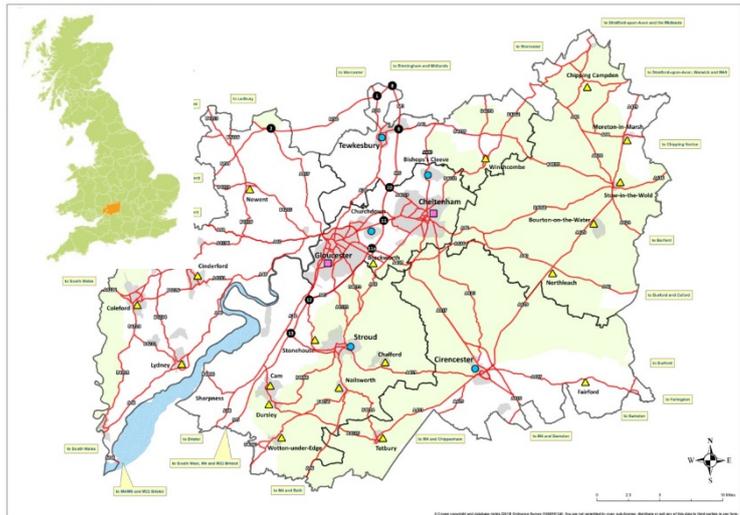
- The transport network is reliable, fit for purpose and demonstrates value for money.
- An integrated transport network provides genuine transport choices and provides individuals with the confidence to consider all travel choices.
- A healthy more active population (addressing obesity and associated conditions).
- A reduction in reliance on the private car, and an increased uptake of sustainable transport modes (walking, cycling and public transport) which will assist in reducing the adverse impact of transport on Gloucestershire's high quality natural, built and historic environments.
- Increased journey time reliability.
- HGV movements balanced between the needs of business and local communities.
- A thriving tourist industry which benefits from ease of access to the county's natural, built and historic environmental assets.

Specific indicators:

- To maintain the % of HGV traffic on inappropriate roads use to less than 5%
- Maintain the percentage of principal road network requiring maintenance at or below 4%
- Maintain the percentage of non-principal classified road network where maintenance should be considered at or below 9%
- Maintain the length of strategic road network with deficient friction (skid resistance) to at or below 20%
- Increase the number of rail ticket sales from railway stations located within Gloucestershire
- Increase the number of cycle users at sites across the county
- Increase number of bus passenger journeys
- Maintain level of Access to GP services and facilities by public transport within 45 minutes
- Increase the percentage of bus passengers on commercially provided public transport
- Reduce the number of highway casualties - Indicators for the Road Safety Framework (DfT), Killed and Seriously Injured Casualties
- Reduce the number of child highway casualties - Indicators for the Road Safety Framework (DfT), Killed and Seriously Injured child Casualties
- Reduce the number of Air Quality Management Areas in the county
- Restrain transport derived carbon emissions levels to 2015/16 levels by monitoring levels on seven key corridors

Main implementation features

At the outset of the SUMP process an independent review of the strengths and weaknesses of the transport network was commissioned. This evidence base provided the foundation to begin the SUMP process. It was also determined that views from all stakeholder groups should be captured. To achieve this inclusivity a multi-layered consultation programme was delivered over a six month period. The review process aimed to engage included both internal and external stakeholders. Internal stakeholders included those members of staff that either implement the policies outlined in the Local Transport Plan or oversee its delivery and management. Views from County Councillors were also sought to ensure the priorities identified through the review process matched those of the public and the wider organisation.



All responses were reviewed and a Consultation Report published documenting how the County Council would react to the issues raised. These views were used to inform the final plan. A final 12 week public consultation is about to be completed (February 2016).

Views on transport were also sought during the consultation phase from a range of external stakeholders including: transport operators, District and Parish Councils, Neighbouring authorities, Consultants, Environmental bodies, Transport bodies, Interest groups, Minority groups and the general public.

The 6 SUMP's (Connecting Places Strategies) form part of the Local Transport Plan and link to a number of strategic documents which will help shape Gloucestershire's future. Each SUMP characterizes the distinctive transport issues affecting that area of Gloucestershire. They identify the challenges faced over the next 15 years and propose transport schemes for that area to support the delivery of plan outcomes.

The integration of travel modes providing travel choices for door to door journeys is essential to manage congestion in our urban areas. Transport schemes included within the each SUMP have been identified on the basis of need and compliance with the overarching LTP objectives.

Within the Local Transport Plan, six SUMPS or spatial delivery strategies referred to as Connecting Place Strategies (CPS) within the plan reflect transport issues and priorities across different parts of the county.

The diagram provided on the next page illustrates how the new multi document structure Local Transport Plan has been developed reflecting different transport modes and place based strategies (SUMP's).

The Local Transport Plan (and its SUMPS) will be a living document, and will be updated and amended to reflect changes in policy, funding or implementation at a local and national level.

Updates will be agreed through discussions with the Lead Cabinet Member. Where significant, approval will be sought from the County Council's Cabinet. Where the decision to amend the strategy is considered to have a significant impact on a local community, local stakeholders will have an opportunity to comment through a targeted local consultation process.

Major reviews of the SUMP's will be undertaken periodically and linked to changes in local and nation transport policy.

Implementation Reports will be produced annually to document scheme delivery, changes in policies and performance against the monitoring indicators. All documents will be published on the GCC website and a document management system used.

The main barriers and the solutions adopted were:

- Getting a fundamental understanding of the SUMP tool as this was the first to be developed in Wales – achieved through the travel plan ‘lite’ approach to SUMP planning to bring key officers on board.
- Lack of vision – when the initial main SUMP was developed there was lack of clarity on geographic scope and measures were biased towards public transport and operational solutions. Through the coaching Programme, the Council was able to move to a more balanced approach.

BULGARIA (CSDCS)



A) *Kardjali*

Kardjali (43.880 inhabitants) is located in the low eastern part of Rhodope Mountains, on both banks of the river Arda between the Kardjali Reservoir to the west and the Studen Kladenets Reservoir to the east. When it is at its maximum capacity, the waters of the Studen Kladenets Dam extend up to the foot of the old Veselchane bridge. The concrete wall of the Kurdzhali Dam is located only about two kilometers upstream from that bridge. The banks of the river running through the town have been adjusted by the recently completed Water Mirror reservoir, creating environment for water sports and recreational activities.¹

The town is 260 km southeast of Sofia. It has a crossroad position from Thrace to the Aegean Sea — part of European transportation route 9, via the Makaza mountain pass. The freight traffic is very intense and most of the vehicles pass close to the city centre.

Nowadays retail trade and services constitute the largest share of local production. Commercial activities are developing mainly with Turkey and Greece. The abundance of cultural and natural sights in the area also makes it a promising area for tourism. The Thracian town of Perperikon is located near the city on a rock high above the valley. The Kardjali Museum of History has one of the most extensive exhibitions in Southern Bulgaria. This includes pre-historic tools and ceramics from the Thracian cities of Perperikon and Tatul, Christian icons and ethnographic exhibits. It is located in the old konak (the Turkish town-hall built around 1870) with its period exterior architecture. 5 km from the city centre is situated a place with several white pillars eroded out of the volcanic tuff, named the "Kardjali Pyramids". Ensembles have been given names based on resemblances. One is known as "The Mushrooms" and another as the "Stone Wedding". Long distance hiking path the Sultans Trail passes Kardjali dam, city center and many villages.



B) The SUMP

Vision underpinning the plan: The Kardjali SUMP puts on a planned basis local initiatives and intentions to achieve urban sustainability and improve the quality of life of the citizens through effective and well targeted policy for mobility and transport.

Long-term strategic objectives: To transform Kardjali into an attractive city for citizens and tourists with modern, environmental-friendly, accessible and safe PT-system, green pedestrian zones, cycling paths connecting the city centre with the neighborhoods and increased use of e-vehicles and car-sharing.

Mid-term goals: To raise the awareness of all local stakeholders about sustainable mobility as a tool for achieving a sustainable urban development; to elaborate plans for the new PT scheme, cycling scheme and freight transport strategy.

Specific indicators:

- *reductions in CO2 equivalent, NOx, and PM 10 emissions – with 5%*
- *reduction of car use – with 10%*
- *increase of investment in mobility measures related to urban environment friendly to pedestrians and PT-users – with 30%*
- *creation of 1000 new parking slots and zoning the city*
- *investments connected to the SUMP implementation: € 7.9 Mio;*

Main implementation features:

Kardjali case is unique because nothing has been done before BUMP in the mobility area. The city situated nearly the south border and with the biggest Turkish minority in Bulgaria didn't have any specialists in mobility. The PT used an archaic transport scheme inherited from the socialist time, which didn't correspond to the city enlargement and the construction of the new neighborhoods. The transportation in the past was performed mainly by buses of the former big factories most of them closed after the political changes in 1990. Kardjali team started working on their SUMP from the zero point and thanks to the training and coaching in the frames of BUMP they achieved to establish a strong plan that will transform completely the city in the near future, if implemented.



The main barrier in Kardjali was the total lack of traditions and experience not only in the area of SUMP and mobility but also in transport management and planning in general. The municipality never had any transport department. In order to overcome this obstacle we had a long discussion with the Mayor and he agreed to send more than 2 people for the training phase of BUMP. We had 4 participants from Kardjali and some of them were only "listeners" in order to gain some experience. During the coaching phase we paid a special attention to Kardjali and involved in the development process the Director of the EU-projects department Mrs. Nadejda Tsvetkova. She coordinated locally the development process and the local meetings with the stakeholders and maintained a permanent dialogue with CSDCS coaches. We invited her to participate in the SMARTMOVE event for exchanging experience with other Balkan cities. Actually she is the main "motor" for the SUMP-implementation in the city.

The context analysis covered the geographic, demographic, economic, environmental and transport areas. The methodology was based on primary and secondary sources of information and on experts' evaluations. The major part of data was collected from secondary information sources – Municipal Development Plans

and Strategies, statistic data from NSI, District office and the ministries, local studies, municipal reports as well as some materials from previous projects related to local development. The primary sources included some discussions with experts from the local council, meetings with the transport operators, road authority, local professional associations and NGOs. The first draft of the SUMP was published on the municipal site for public discussion and the public opinions were collected and proceeded.

The main measures of the Kardjali SUMP are:

1. Elaboration of new PT scheme of the city and introduction of ICT-system for transport management
2. Ensure the safety and accessibility to the PT and improving the walking possibility for citizens
3. New parking policy
4. New cycling plan for the city relating the existing short cycling segments in an explicit scheme.
5. Measures for the freight traffic and removal of the transit traffic out city centre
6. New policy for the taxi transport and private cars – car-sharing and electro-mobility
7. Training, information and awareness raising on mobility

The monitoring and evaluation procedures include a special system with 2 levels: the 1st level will be performed by the Municipal council and will be financed by the municipal budget; the 2nd level will be performed by expert teams funded by the national budget or SF (OP).

ROMANIA (ALEA)



A) *Ploiești Municipality*

Ploiesti, the capital of Prahova County, is one of the eight growth poles in Romania, and have 209.945 inhabitants but the conurbation attains 327.300 inhabitants totally. The city is situated in the south part of Romania, at 60 km north of Bucharest and close to Henri Coandă Airport and to the corridor TEN-TEN IV and IX.

Covering an area of about 60 km² the city is located in a densely populated and urbanized region. Ploiești is a railway and road junction, it can be easily approached from all sides. Its economic activity is based on oil processing, the city having four major refineries and other industries related to this sector (engineering, electrical equipment, maintenance). In terms of types of companies, trade and services sector are best represented, with a share of 77.5%, while industry and construction has 22.5%.



B) The SUMP

Vision underpinning the plan

The preliminary analysis reveals the existing weaknesses in the transport system, such as lack of organization and of main links, insufficient public transport, inefficient use of capacity and undeveloped road network for non-motorized transport users. The SUMP was elaborated taking into consideration the existing weaknesses aiming to establish strategies for developing urban transport system efficiently meeting the requirements of social, environmental and financial sustainability ensuring access of all citizens to social and economic activities, improving the safety of all users of the road, minimizing the negative impact of traffic on environment and ensuring a sustainable and attractive urban space.

Long-term strategic objectives

- Ensuring all citizens transportation options that allow them access to essential destinations and services;
- Improving the safety and security;
- Reducing air and noise pollution, reducing greenhouse gas emissions and transport energy consumption;
- Increasing the efficiency and profitability of freight and passenger transport;
- Contributing to the increase of the attractiveness and quality of the environment and urban landscape for the benefit of citizens, the economy and society as a whole.

Mid-term goals

- Improvement of the public transport accessibility, usability, attractiveness, effectiveness, capacity and regional connectivity;
- More efficient use of the road network and performance optimization of intersections;
- Creation of better conditions for non-motorized transport;
- Ensuring well situated parking places and parking management.

A comprehensive system for monitoring the SUMP implementation has been established within the plan, which includes some relevant indicators:

- Increasing by 25% the average speed for public transport vehicles;
- The share of non-motorized transport and public transport will reach 52% by 2030;
- Reduction in CO2 equivalent, NOx, and PM 10 emissions: by 16%
- Reduction by 50% the number of road accidents with deaths by 2030;
- Investments connected to the SUMP: 390.000.000 Euros in 2016 -2030 period



Main implementation features

General context was set up related to the following aspects: study analysis, strategies, plans, proposals and progress in order to correlate and report existing strategies. Analyses were made horizontally and vertically, namely consultations on general strategies, but sector consultation at European, national, regional, county and local level was done as well. Particular attention was paid to the General Transport Master Plan for Romania which is a source of reference data for future transport infrastructure projects.

The measures addressed to secure horizontal and vertical integration and participation of all main stakeholders:

- Integration and horizontal as well as vertical participation of all stakeholders;
- Cooperation of different departments of the local council, with other relevant institutions in the region and comprehensive participatory processes;
- Cooperation, coordination and consultation between the various levels of government bodies and between authorities;
- Information and raising awareness on mobility among the large public.

In order to integrate and optimize all modes of transport ITS-type measures, traffic management and traffic control actions are proposed:

- Set up of a traffic management centre;
- Extension of the traffic management by integrating new intersections with traffic lights with adaptive operating system and extensions of other systems such as: public transport management, parking management, information with variable message signs, control of passage access, monitoring and sanctioning.
- Integrating bike lanes in the traffic management system by installing traffic lights for bicycles and detection equipment, by implementing ITS solutions for prioritization of local public transport and transport by bicycle.

Monitoring and evaluation procedures:

- Creation and development of appropriate structures and procedures to manage the SUMP implementation;
- Development of dedicated data collection techniques;
- Updating and calibration of the transport model;
- Monitoring, analysis and reporting with regular frequency are very important for a successful SUMP implementation process.

ITALY (AREA)



A) *Pordenone*

Located in the western part of the Friuli Venezia Giulia Region, Pordenone is the third

A detailed context analysis was carried out for private traffic flows, public transport and cycling mobility using vehicle counting, counting of cycling flows, interviews on origins and destinations of trips, supply and demand analysis of parking and urban and non-urban bus trips, dedicated supply and demand analysis for railway services, interviews on propensity to cycle, interviews to citizens, craftsmen, business owners, pedestrians.

The outcomes showed a daily **mobility demand** of 99,500 trips (of which 85.9% done using a motorized vehicle, 8.9% a bicycle and 5.2% using public transport) and a **modal split** (peak time, morning hours, weekdays) with the following features: cars 84%; bicycle 9.5%; public transport 6.5%.

Further to this, data on trips per hour subdivided by mode (motorized vehicles vs. bicycles) and length show the results reported in the table

	Trips/hour in the municipality	O/D in the municipality	length < 2 Km	length < 3 Km	length < 4 Km
Motorized vehicles	26.621	6.018	1.297 (4.9%);	3.636 (13.7%),	35.799 (21.8%)
Bicycles	1.164	850	446 (52.4%)	695 (81.7%)	787 (92.5%)

In the elaboration of the SUMP, besides realizing an interdepartmental working group involving several internal departments (environment, urban planning, trade, energy, local police), technical officers and political decision makers, the City of Pordenone worked closely with institutions (Regional Authority, Province, Regional Environmental Protection Agency, town councils surrounding the city) and associations (of business and trade, of crafts, of industrialists), as well as with NGOs (environmental organizations, associations of cyclists, etc.). A participatory process also granted the possibility for citizens and their representative organizations to participate in the design and evaluation of the plan during its shaping.

The SUMP specifically aims to improve air quality; reduce noise pollution; reduce greenhouse gases and CO2 emissions; reduce the use of fossil fuels. The measures chosen to reach these strategic objectives in the mid-to long-term along the strategic axes of the ASI approach are the following:

- **AVOID/REDUCE**: city logistics; ITS systems; multimodal travel and traffic information services.
- **SHIFT**: park and ride systems; traffic calming; 30 Km/h zones; restricted traffic areas; car-sharing; car-pooling; cycling and pedestrian mobility; bike sharing.
- **IMPROVE**: hectometric systems; on-demand public transport systems; van-pooling; electric vehicles.

In the short- and mid-term, envisaged measures and actions focus specifically upon improving traffic flow and road safety in urban and peri-urban areas; improved public transport services; 30 Km/h zones; completion and enhancement of the cycling path infrastructure; integrated multi-modal park and ride systems.

Along with infrastructural measures, a number of intangible actions are envisaged to foster the shifting of the modal split towards more sustainable ratios, as:

- Harmonizing the city's times to make public transport more efficient and effective, increasing the number of users and their fidelization ;
- Information portals and APPs for smartphones: remote video monitoring to foster access to the city for people using car-sharing or car-pooling; possibility to use bus lanes for cars carrying the maximum number of passengers; cheaper car parks for those using car-sharing/pooling and park and ride systems combined with bike-sharing
- Granting a more rational and profitable management of parking areas through more efficient payment schemes

The specific monitoring indicators chosen to evaluate the SUMP's measures and actions performance are reported in the table

Fuel consumption / emissions	Measurement unit	Current scenario	Short- to mid-term scenario	Variation vs. current	Yearly reduction (tons)	Long-term scenario	Variation vs. current	Yearly reduction (tons)
Fuel consumption	g/h	5,129,751	5,117,061	-12,690	-52.62	4,978,097	-151,654	-628.82
NOx	g/h	66,426	66,285	-141	-0.58	64,783	-1,643	-6.81
CO	g/h	129,439	128,987	-452	-1.87	123,735	-5,704	-23.65
PM 10	g/h	5,391	5,381	-10	-0.04	5,242	-149	-0.62
TSP	g/h	6,833	6,821	-12	-0.05	6,663	-170	-0.70
CO2	g/h	16,187,994	16,147,928	-40,066	-166.13	15,709,213	-478,781	-1,985.22
N2O	g/h	460	459	-1	0.00	443	-17	-0.07
CH4	g/h	1,174	1,172	-2	-0.01	1,140	-34	-0.14

In terms of barriers and lessons learnt, In Italy there is a lack of mandatory procedures for the definition and approval of SUMPs, particularly as concerns such aspects as the definition of parameters for participatory processes. Lacking mandatory guidelines, the city adopted those normally applied for the elaboration and approval of general urban traffic plans, with a specific attention paid to the involvement of the main relevant territorial actors, stakeholders and local population. Being able to create an interdisciplinary and interdepartmental working group is essential for the development of a successful SUMP, with diffused technical and political ownership within the city council. This process becomes particularly effective when the city council needs to develop also other strategic plans at the same time (land use, urban planning, etc.), as was the case in Pordenone. Ideally, the development of a strategic plan should start as close as possible to the beginning of a mayor's mandate to find favorable conditions for a swift process.



Population: 75.112 inhabitants

Zlín is a city in the Zlín Region, southeastern Moravia, Czech Republic, on the Dřevnice River. The development of the modern city is closely connected

to the Bata Shoes company and its social scheme, developed after the First World War. The city is home to the Tomas Bata University in Zlín, which opened in 2001. With approximately 12,000 students, it ranks as a medium-sized Czech university, and offers courses in technology, economics, humanities, arts and health care.

The basic vision of the city of Zlín

- Increase the quality of life in the city
- Economic and social development of the city
- Improve the city's image
- Improving traffic safety

Long-term strategic objectives

Zlín wants to be an enterprising, clever, creative and sustainable city.

Mid-term goals

Promote the construction of speedway transnational importance R49 / R6 Hulin – Puchov

Promote ease down traffic in the center giving preference to public transport

Develop public transport in the city environmentally friendly and supporting smart solutions

Develop cycling and walking in the city

Specific indicators

- Increases in the bike use: 5%
- Increases in the number of passengers in public transport: 5%
- Reductions in private cars use: 3%

- Increases in the number of pedestrian trips: 5%
- Reductions in CO2 equivalent, NOx, and PM 10 emissions: 8%

Indicators should be revised in the first half of 2016

SUMP description

SUMP was produced as Traffic Master Plan document and was in accordance with the methodology of creating SUMPS. The context analysis covered the geographic, demographic, economic, environmental and transport areas. The methodology was based on primary and secondary sources of information and on experts' evaluations.

Questionnaire survey was implemented on a sample of nearly 3,000 people.

Measures design process respected cooperation of different departments of the local council, with other relevant institutions in the region and comprehensive participatory processes, cooperation, coordination and consultation between the various levels of government bodies and between authorities and as one of the main goals information and awareness raising on mobility of the large public.

The Local Transport Plan (and its SUMPS) will be a living document, and will be updated and amended to reflect changes in policy, funding or implementation at a local and national level.

Unlike other cities in the Czech Republic, in Zlin there was no problem with the political support of development of this strategic material. City management sees this issue as crucial. The biggest problem was selecting an appropriate communication strategy of the city with its stakeholders and citizens. Implementation of this strategy was challenging in the organizational and financial point of view. This problem was solved thanks to the support from EU funds which could be used to these purposes.

HUNGARY (REC)



A) Székesfehérvár

The city of Székesfehérvár is situated in the northern part of Mezőföld, halfway between Budapest and the Lake Balaton. The city is an important railway and highway junction. Székesfehérvár is one of Hungary's oldest historic cities that used to control certain functions at national level. With a population of 106 thousand Székesfehérvár is the 8th most populated city of the country. With a total area of 170.9 sq km it is the second largest county centre in the Transdanubian region. The density of population is 622-person/sq km that ranks it among the middle-sized cities of the country.

Székesfehérvár "city of county rank" is the administrative, cultural and economic centre of County Fejér. Being the county centre, it has a very important role in the life of the county attracting 38% of the population. The vicinity of the capital has huge influence not only on Székesfehérvár but

also on the county. Among all the large cities in the country, Székesfehérvár is the closest to the capital. The city is 60 air kilometers from the centre of Budapest. There are nearly 30 villages in its small region; on the confines of the city, extensive agricultural fields can be found. There are no villages within the immediate neighborhood of the city.

On the basis of the Strategic Conditions of the City (geographical location, national transport peak point, dynamism of foreign investments, production management of companies, education, skilled labor, etc.) the Municipality takes the initiative role in the following spheres:

An economy development and management Programme started which will establish and maintain the city's competitiveness according primarily to the European standard.

- The construction of a regional logistic centre has started, and it will be in close connection with the national and most probably with the international system. (LSC)

- The city may become the centre of the regional innovative processes by using the rapid development abilities and intentions of the foreign companies as well as the modern system of production management and controlling, partly brought-in and accepted already.



The fast re-organisation and development period of the economy is, however, coming to its end. Therefore the city has come up to a stage of development where it is necessary to establish a high-quality development background by various strategic programmes, aiming to provide opportunities for the companies already settled, framing the capital-maintenance policy and the establishment of the city's maintainable economic growth.

According to the promising development of the city, the sustainable transport mobility plan can serve as a basis for the effective and innovative transport in and around the city.

A) The SUMP

Vision underpinning the plan:

With the training support of the BUMP project the drafting of the SUMP has started to promote sustainable transport and mobility in the city, specially the public transport by inter-operable

systems, intermodal connections and improved service quality towards a livable, conscious and dynamic European city.

Long-term strategic objectives are the followings:

The overall goal is to promote sustainable transport and mobility in the city, specially the public transport by inter-operable systems, inter-modal connections and improved service quality towards a livable, conscious and dynamic European city.

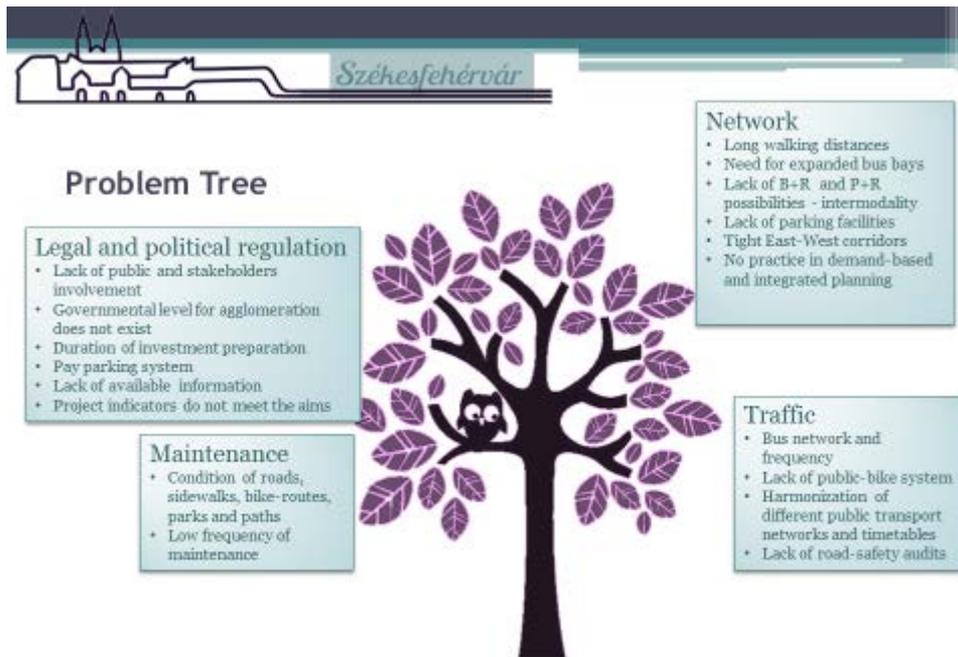
Mid-term goals are developed on the basis of the strategic conditions of the city:

- Improving the network of public transport, specially fitting to the local needs
- Preparation of the intermodal center and connections
- Improving the service quality and the data base for efficient sustainable mobility
- Integrating and promotion of cycling and walking into the current city transport network
- Improving the transport information system for the public and, in general, including environmental data
- Increasing the livable public spaces and the use of green areas

Specific indicators are required for monitoring and implementation of the SUMP:
(these are estimates)

- *reduction in fuel consumption (10-20%); depending on the infrastructure development, the financial resources and the increase of the public transport needs*
 - *reductions in CO2 equivalent, NOx, and PM 10 emissions; the CO2 reduction has national target, 20% till 2020 (basic year is 1990). The transport share is about 40%. The NOx and PM10 emission reduction is set according to the WHO standards and the national /local environmental protection target. NOx/ PM10 40µg/m3/year*
 - *investments connected to the SUMP; - EU TOP resources:*
 - a. The inter-modal center planning and implementation requires EU TOP resources.*
 - b. The creation of efficient public transport data base requires EU support (eventually)*
- reduction in road deaths –the death reduction is set according to the WHO target, which is adapted the national conditions.*

Main implementation features are the followings:



How does the city tackle the following features?

1. Context analysis (covered fields of analysis, data collection procedures, sources, methodology); the data mapping, still not finished, takes a long time. Setting up the data base cost some money which is covered by the city. The current drafted goals are based on the first context analysis.
2. Measures addressed to secure horizontal and vertical integration and participation of all main stakeholders (securing cooperation of different departments within the local council, with other relevant institutions in the territory and comprehensive participatory processes); the team of the SUMP preparation is in place and the stakeholder forum gives feedback on the measures and integrations. Health and environment are important priorities in the SUMP. Promotion of SUMP requires investments and improvement of the air quality monitoring system.
3. Measures and actions chosen in the SUMP to support a balanced development of all transport modes; **the compilation of the data base is necessary**. Some institutions own the data which are/ should be integrated in one city data base. The institutions are identified and the experts met. Resources are identified for the data base development.
4. Monitoring and evaluation procedures; the SUMP methodology Guidelines proposed a good basis for monitoring and evaluation. The city uses this methodology and adapts it to the local cycle.
5. Other relevant issues such as the financing options, feasibility studies, strategic environmental assessment procedures are adapted to the local needs. The EU TOP and other EU fund can be used. According to the decision of the City Council the SUMP resources are on place for the overall planning.

Highlights, special features that make the city's SUMP particularly interesting:

- new way of planning, environment, economy, social aspects of transport and mobility are integrated
- joining the European system in sustainable urban mobility planning
- promotion of horizontal and vertical integration in the city management
- livable city, good health and wellbeing (citizens)

POLAND (REC, TRAKO)



A) *Biała Podlaska*

Population: 59,280 inhabitants

Biała Podlaska is a city in eastern Poland, lying on the Krzna river. Elevation is 150 m/137m, area: 49.40 km²

It lies near the Belarusian border River on the railroad linking Warsaw and Moscow. It was an important village during the 15th century, belonged to the Radziwiłł princes. The city is noted for its pottery and carpet manufacturing. Today, the city is a country town and simultaneously it performs the function of the capital and the administrative centre. The city has an excellent transport accessibility based on the road and railway transport networks of international



importance. The city authorities together with subordinate companies successively undertake investment activities aimed at providing all stakeholders (citizens as well as business entities located within the area) with the access to high quality public services.

B) The SUMP

The SUMP Vision underpinning the plan:

The drafting of the SUMP has started with technical support of the BUMP project. After the BUMP training program the cycle of the SUMP preparation has been implemented with expert advises of

TRAKO company. The draft overall goal of the SUMP is to promote sustainable transport and mobility in the city, specially the inter-operable public transport systems, by environmentally friendly/smart technologies and improved service quality towards a livable, friendly and dynamic city.

Long-term strategic objectives:

The drafting of the SUMP has started with technical support of the BUMP project. The overall goal is to promote sustainable transport and mobility in the city, specially the inter-operable public transport systems, by environmentally friendly/smart technologies. Reduced consumption of natural resources and the use of smart solutions are important strategic objectives. The improved service quality towards a livable, friendly and dynamic city is one of the key objectives.

Mid-term goals:

- Improving the service quality towards a healthy and sustainable mobility
- Improving the network of public transport, more connections and efficient information system
- Promotion of cycling and walking networks
- Improving the transport information system for the public and in general
- Increasing the livable public spaces in green areas
- Focusing on smart solutions in transport and mobility

Specific indicators:

Note: the figures are only estimates:

- Reduction in fuel consumption (10-20-30%); depending on the infrastructure development, the financial resources and the increase of the public transport needs
- Reductions in CO₂ equivalent, NO_x, and PM₁₀ emissions; the CO₂ reduction has national target, 20% until 2020 (base year is 1990). The transport share is about 35 %. The NO_x and PM₁₀ emission reduction is set according to the WHO standards and the national /local environmental protection target. NO_x/ PM₁₀ 40µg/m³/year
- Investments connected to the SUMP; - EU TOP resources: a. The smart city infrastructure requires EU TOP resources. b. The creation of efficient public transport and support green space use requires EU TOP support.
- Reduction in road deaths –the death reduction is set according to the WHO target, which is adapted to the national conditions (eventually).

Main implementation features

How does the city tackle the following features:

1. Context analysis (covered fields of analysis, data collection procedures, sources, methodology); after the first context analysis and the overall goal, mid/long turn goals were clarified, a more integrated data base is in development, which can give more options for in-depth analysis

2. Measures addressed to secure horizontal and vertical integration and participation of all main stakeholders (securing cooperation of different departments within the local council, with other relevant institutions in the territory and comprehensive participatory processes); stakeholder forum is a good tool for consultation on integration which is organized in the second quarter of 2016 to discuss the list of measures and integration aspects

3. Measures and actions chosen in the SUMP to support a balanced development of all transport modes; it is in progress, the preference is the smart solution with reduced use of natural resources. Biala Podlaska takes the smart city initiative and work on the smart city strategy to reduce the energy consumption and move toward renewable energy resources

4. Monitoring and evaluation procedures; the SUMP methodology is used for monitoring and evaluation.

5. Other relevant issues (financing options, feasibility studies, strategic environmental assessment procedures adopted, etc.): the EU TOP fund can be used for implementation and further progress of SUMP. It is in progress.

Highlight any special features that make the city's SUMP particularly interesting, explain synthetically why and who it is of interest:

- stakeholder involvement, new way of planning
- smart solutions in transport and mobility (infrastructure)
- livable city and sustainable future (interest of citizens)
- reduced carbon emissions of the city 2014-2020



Conclusion – Learn from BUMP pioneers

The drafting of this guide, intends to give the reader a comprehensive view the process of developing a SUMP in small and medium European municipalities. Through the experience gained from the BUMP project, the main lessons learned from the project are presented here, giving a complete overview of the SUMP's development processes in the 8 most significant municipalities supported by BUMP, where better final results have been achieved with the process and implementation of the project. For each of the 8 SUMP's, data on the city, vision, goals (with different time ranges), monitoring indicators and the main features have been provided.

The selection of cities covers a wide range of city types, enabling to give an integrated vision of different SUMP's configurations. Among the success stories, coastal and maritime and/or river traffic cities, border cities, cities with administrative importance, fully touristic cities, cities with services and high importance of industry, individual cities and also metropolitan cities, cities that have undergone restructurings towards industry from the primary sector or cities with strategic geographical positions and high logistical importance, have been included.

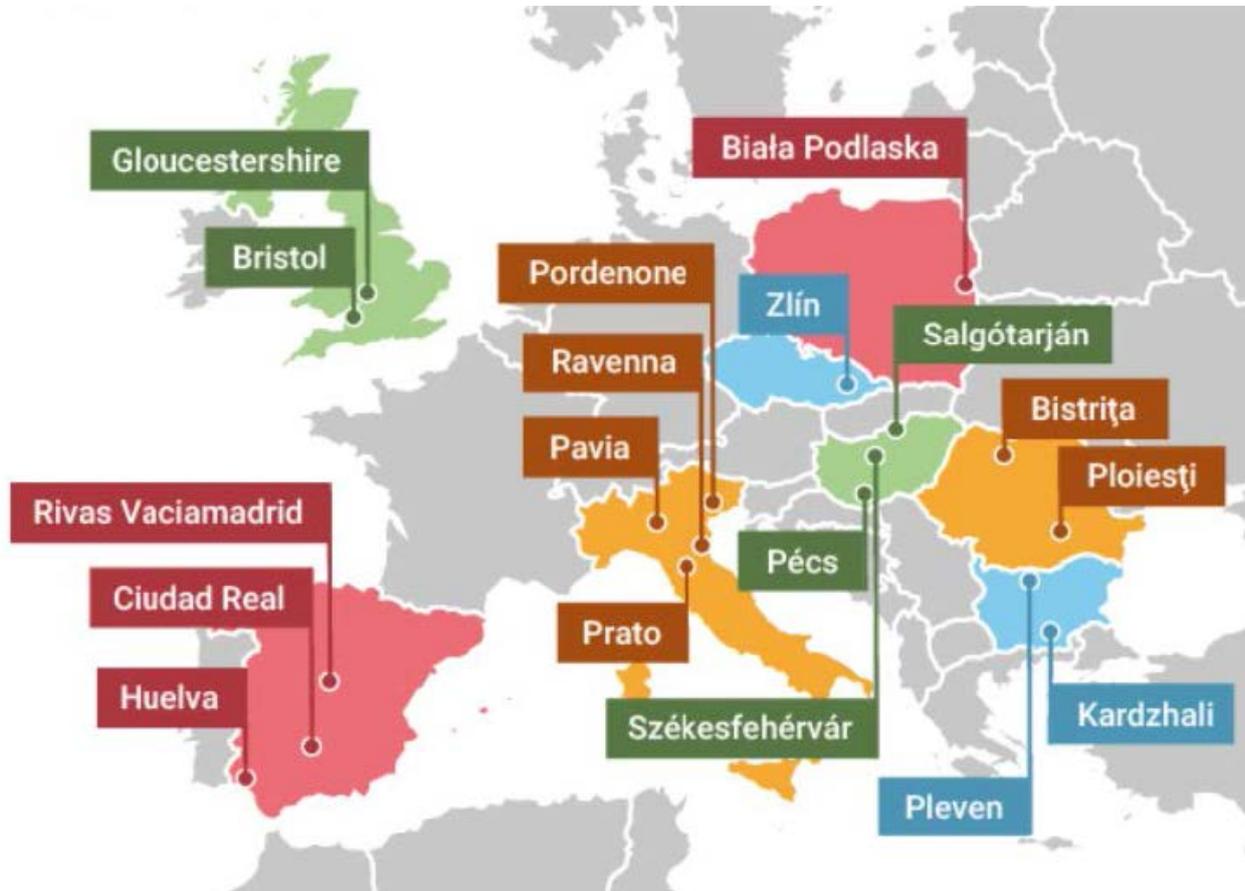


Figure 2: BUMP pioneers.

The lessons learned from the implementation of all these pilot actions and many other, allow us to ensure that the development of a SUMP is a logical process that must have municipal public interest, proper integration of stakeholders and a range of feasible and eligible measures so as to help reducing the impact of urban mobility in the surrounding environment. This process has been collected in many guides, reports and working papers as a PDCA system (Plan, Do, Check, Act) adapted to the specific needs of sustainability and urban mobility. However, even though these methodologies are a good starting point, they must be adapted to the SUMP needs, requirements and particularities to perform and specifically to the city that should serve as an action plan for.

Success stories seen here are examples of cities committed to sustainable urban mobility that have opted for the development of a SUMP as an integrating tool of sustainable mobility policies. In addition to the good practices that have been seen through this guide, the project selected some additional cities which, together with the ones showed in this guide, were referred to as the

BUMP pioneers and it is worth to take them into account since they can extend the lessons shown here. Figure 2 shows a map with the cities that have been marked as BUMP pioneers in the project and where they have organized several study visits, with the aim of disseminating the BUMP approach and its application results in those cities.

The study visits are part of one of the dissemination activities of the project and aim to continue the approach designed and applied to the BUMP pioneers, so that new municipalities and organizations know firsthand the benefits of a SUMP and join its development following the methodology designed through the project.

The coaching process launched and followed by partners and participating municipalities can be very useful for the approval of SUMP elsewhere. As already mentioned, it is common to find external actors responsible for much of the work of a SUMP approval. In some cases, these external experts can be in charge of carrying out all the activities, delivering the SUMP as if it were a "turnkey" project. This is common in small and medium municipalities due to the widespread thought that these resources are scarce and not suitable to be involved in these processes. The support and monitoring methodology applied in the coaching phase of the project, can be a good solution to eliminate these inefficient practices in this type of local authorities. Thus, national and/or regional authorities greatly concerned with improving the planning of sustainable mobility can make available to their cities a coaching service. In this way, continuous support and advice to municipalities can increase and improve the involvement of technical and political staff in drafting new SUMP. The level of usability of the document, its quality and depth could be improved and, more importantly, it could make the process feasible at the local level without a large commitment to regional and/or national funds.

Finally, it is worth to highlight the importance of the indicators and the objectives associated with them, which have been included in all SUMP analyzed here. These indicators show the results of the action plan implementation, analyzing the impact of the measures and the compliance with the objectives. Thus, it is important to mark the starting indicators and monitoring, and from then on, how they evolve with the execution of each of the plan's measures. In this way, we can adjust and review the measures that have not had the desired impact and adopt the procedures which impact had been underestimated. In short, the development of a SUMP is a highly recommended initiative for European local authorities, which benefits are not related to size. That is, more or less standard procedures are useful in the beginning and the size and type of city can adapt the process and scope thereof, but the size should not be taken as an excuse not to initiate a planning process for sustainable mobility.