



# SUMP-PLUS



## Mapping the current engagement experience in SUMP-PLUS cities

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## Disclaimer

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## Abstract

The present report summarises the findings of the research undertaken in order to understand the development of the current approaches of engaging with stakeholders, citizens, and business in the six SUMP-PLUS cities. The research involved three strands: desk research, a questionnaire, and interviews with each of the cities. The report underlines that a participatory approach is at the core of the SUMP process, making planning transparent to local citizens and stakeholders. Although they are at different stages in their transition to sustainable mobility and differ significantly in terms of capacity, knowledge, available instruments, or engagement experiences, all SUMP-PLUS cities have adopted a vision that has sustainable mobility at its core. A major expectation of cities in SUMP-PLUS is to design and implement an engagement strategy that will support their sustainable mobility vision.

## List of beneficiaries

No	Name	Short name	Country
1	STAD ANTWERPEN	ANTWERP	Belgium
2	MUNICIPALITY OF ALBA IULIA	ALBA IULIA	Romania
3	KLAIPĖDOS MIESTO SAVIVALDYBĖS ADMINISTRACIJA	KLAIPĖDA	Lithuania
4	COMUNE DI LUCCA	LUCCA	Italy
5	DIMOS PLATANIAS	PLATANIAS	Greece
6	TRANSPORT FOR GREATER MANCHESTER	TfGM	United Kingdom
7	FONDATION NATIONALE DES SCIENCES POLITIQUE	SCIENCES PO	France
8	POLYTECHNEIO KRITIS	TUC	Greece
9	UNIVERSITY COLLEGE LONDON	UCL	United Kingdom
10	EUROPEAN INTEGRATED PROJECT S.R.L.	EIP	Romania
11	FORSCHUNGSGESELLSCHAFT MOBILITÄT – AUSTRIAN MOBILITY RESEARCH gGmbH	FGM-AMOR	Austria
12	MEMEX S.R.L.	MEMEX	Italy
13	SPACE SYNTAX LIMITED	SPACE SYNTAX	United Kingdom
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# 1 Executive summary

The present report addresses the central issue of how cities engage with their citizens, stakeholders, and business communities. Its aim is to understand the development of the current engagement practices in the six SUMP-PLUS cities. Successfully meeting the project's objectives requires (i) strong support from businesses, stakeholders, and citizen groups and (ii) innovation in the methods of engagement used in the development and implementation of SUMP principles and concepts as applied in the six local contexts.

The report starts with a brief introduction on the SUMP-PLUS's main objectives and the role of engagement in supporting these objectives, as well as on the research methodology used in developing the present report. Following this introduction, Chapter 3 and Chapter 4 constitute the core part of the report. Chapter 3 underlines that participatory planning is at the core of the SUMP process and discusses some structural aspects concerning stakeholder engagement and citizen participation. Chapter 4 focuses on the current engagement approaches in SUMP-PLUS cities, outlining the findings of the questionnaire and online interviews, supported by desk research, undertaken as part of documenting this report.

The Sustainable Urban Mobility Plan (SUMP) concept is fundamentally a participatory one. A SUMP follows a transparent and participatory approach, actively engaging citizens and other stakeholders in its development and implementation. Following this consideration, the report discusses various aspects such as the goals that may be pursued by stakeholder and citizen engagement, the relevant benefits of a participatory approach, as well as practical recommendations for staging engagement activities during a SUMP process. Structural aspects as distinguishing various degrees of involvement in decision making or typical barriers to engagement (unclear aim, reluctance to participation, institutional barriers, lack of trust or representativeness, accessibility barriers) are discussed at length. The chapter concludes with the observation that many barriers are the result of a cycle of poor engagement and makes some recommendations for an effective and meaningful public participation process.

In order to get an assessment of the actual engagement situation, SUMP-PLUS cities were evaluated along a number of qualitative aspects such as institutional actors' engagement, citizen engagement, engaging private businesses, capacity and funding for engagement, participatory approach to decision making, as well as clear vision and commitment to action. Each of these aspects was assessed separately, based on the research of the current engagement practices in the six SUMP-PLUS cities and the answers provided to the questionnaire and online interviews. Chapter 4 outlines the main findings, with Sub-sections 4.1.1 to 4.1.6 discussing each of these aspects in detail.

Although they are at different stages in their transition to sustainable mobility and differ significantly in terms of capacity, knowledge, available instruments and procedures, or engagement experiences, all SUMP-PLUS cities have adopted a vision that has sustainable mobility at its core. A major expectation of cities in SUMP-PLUS is to design and implement an engagement strategy that will support their sustainable mobility vision. The planned engagement activities are designed to create better awareness and commitment for

sustainable mobility among institutional stakeholders, private businesses, and citizens, as well as to help building momentum for some of the core measures that cities plan to undertake or to generate new solutions and business models. The conclusion section outlines the engagement instruments proposed in order to accomplish these tasks. These instruments will take engagement and participation practices in the six SUMP-PLUS cities to a higher level of development and implementation, tailored to the specific contexts.

## 2 Introduction

The present report summarises the findings of the research undertaken in order to respond to the aim of understanding the development of the current situation of engaging with stakeholders, citizens, and business in SUMP-PLUS cities. A clear understanding of the current situation allows the development and implementation of stakeholder engagement strategies tailored to the SUMP-PLUS cities' specific contexts and needs.

### 2.1 Engagement supporting the SUMP-PLUS objectives

The project *Sustainable Urban Mobility Planning: Pathways and Links to Urban Systems* (SUMP-PLUS) is a Horizon 2020 three-year project, designed to address urban mobility related challenges and to exploit new opportunities, by developing a strong, rigorous evidence base through a co-created City Laboratories approach building on the strengths of the existing Sustainable Urban Mobility Plans (SUMP) and Sustainable Urban Logistics Plans (SULP). The approach is to be demonstrated in six European cities / city regions, very diverse in terms of size or capacity, geography, governance and approach to decision making, or mobility policies implemented, namely Alba Iulia (RO), Antwerp (BE), Lucca (IT), Klaipėda (LT), Greater Manchester (UK), and Plataniás (GR). SUMP-PLUS will develop and apply transition pathways towards more sustainable cities considering the need to establish stronger links with other components of the urban system. It has four primary policy objectives:



**Pathways** | To develop and apply a set of context-specific mobility transformation pathways that will enable cities to map out a practical implementation pathway.



**Links** | To demonstrate how cities can develop stronger links with other urban system components (education, health, tourism, retail, land use planning, etc.), so that urban mobility and accessibility can be delivered more comprehensively, efficiently, and effectively.



**Solutions** | To identify new solutions that will increase efficiency and sustainability, in both the freight and passenger sectors.



**Partnerships** | To identify and demonstrate new partnerships and business models that enable various mobility objectives to be met cost-effectively through appropriate public/private sector partnerships.

These objectives are to be met and demonstrated through a programme of trials and comprehensive evaluations in six co-created City Laboratories. This requires achieving four operational objectives: developing appropriate urban governance arrangements and advanced analytics (the work of WP3); extensive stakeholder engagement and co-creation of

outputs (WP4); producing enhanced SUMP-PLUS guidance matching the different needs (WP6); and maximising impact through a targeted range of dissemination, capacity building, knowledge transfer, and legacy exploitation activities (WP7).

**Figure 1: SUMP-PLUS cities**



**Alba Iulia**



**Antwerp**



**Lucca**



**Klaipėda**



**Greater Manchester**



**Platanias**

Successfully meeting the project objectives requires strong support from business and citizen groups and innovation in the methods of engagement used in the development and application of principles and concepts, as applied in the co-created City Laboratories. The work package on engaging people and business (WP4) focuses on the development of the relationships between major stakeholders and actors involved in the mobility sector (and

other related policy areas) at local level, to develop a tailored strategy for each city to improve the existing collaborations. This will be supported by the analysis of the influence relationships between the local stakeholders and the authorities that will be performed under the work package addressing governance aspects (WP3). Engagement aspects underpin the work of most other work packages by establishing close engagement with stakeholders, citizens, and businesses in the six SUMP-PLUS cities. A range of innovative engagement methods and scenario approaches are planned in order to explore the attitudes to change, willingness to adapt, and likely behavioural responses.

In this context, the main goals concerning stakeholder engagement include:

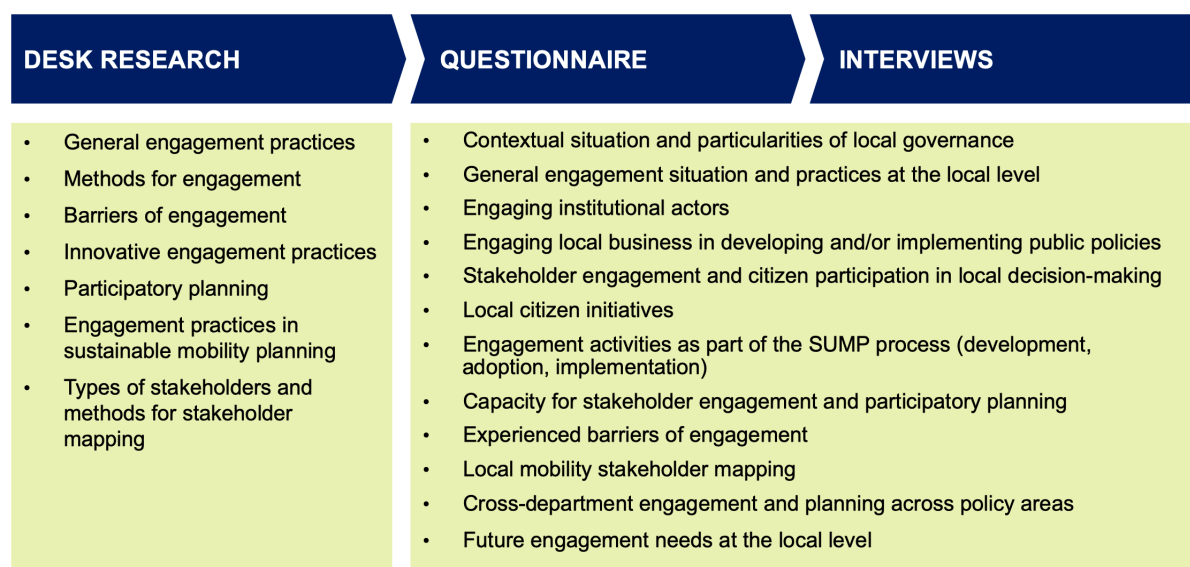
- Understanding the development of the current situation of engaging with stakeholders, citizens, and business in SUMP-PLUS cities;
- Creating local platforms to take the strategy of engagement to a superior level of development and implementation, tailored to the specific contexts;
- Assessment of the efficiency of the methods applied and building blocks for future engagement.

The present report summarises the findings of the research undertaken during the first six months of the project in order to respond to the first of these aims. A correct understanding of the current situation in each of the SUMP-PLUS cities is preparatory for the next stage of activities in the work package on engaging people and businesses, which consists in developing and implementing engagement strategies tailored to their specific contexts and needs.

## 2.2 Research methodology

In order to collect information about the approach taken by each SUMP-PLUS city in engaging their stakeholders and citizens, a three-stage process was followed.

**Figure 2: Three-strands research approach**



Desk research on general engagement practices and methods, barriers and ways to overcome them, participatory planning and innovative approaches, practices of engaging stakeholders, citizens, and businesses in the mobility-related decisions (including SUMP), types of stakeholders and methods of stakeholder mapping was carried out as an initial stage (Subtask 4.1.1). The results of this activity are useful both in performing the analysis of the current engagement situation in SUMP-PLUS cities (Subtask 4.1.2) and in designing the future engagement exercise (Task 4.2).

The second stage was an extensive qualitative survey sent to the SUMP-PLUS city representatives – developed in close cooperation with Sciences Po, as the leader of the work package on governance and capacity building, and covering both governance and engagement aspects. That was followed by online interviews with city representatives on engagement and participation practices at local level. The focus of the questionnaire and of the follow-up interviews was on collecting information from the SUMP-PLUS cities in order to perform an analysis on the current engagement situation. The aspects covered included the general engagement situation, contextual situation and particularities of local governance, citizen participation readiness, engaging institutional actors, engagement activities in SUMP development and implementation, barriers to engagement, capacity aspects, cross-department engagement and planning across policy areas, future engagement needs. The interviews totalled more than 15 hours of discussion and involved interaction with 29 representatives from the six cities (detailed in Annex 1).

## 3 Why stakeholder and citizen engagement?

Sustainable urban mobility planning represents a new paradigm in mobility planning, which shifts the focus from traffic to people. Under this paradigm, mobility planning is not done exclusively by experts, but it involves stakeholders and citizens, using a transparent and participatory approach in the process.

Stakeholders are individuals, groups, or organisations which are affected by a specific initiative or which can affect an initiative and its implementation. They include the general public as well as a wide range of other groups, e.g. business, special interest groups, public authorities, etc. *Stakeholder engagement* refers to the involvement of individuals, groups, or organisations in policy decision-making processes through a variety of mechanisms. *Citizen participation* aims to encourage citizens to get involved in public policy debates and to enable them to be part of collective decision making.

Stakeholder engagement supports the development of more effective policies and plans. In most cases, a dedicated strategy for stakeholder engagement is needed, drawing on different formats and mechanisms depending on the aim of the engagement initiative or on the targeted stakeholders: authorities, private business, civil society organisations, or all citizens. Involving stakeholders and citizens in planning improves decision making, being at the same time a fundamental duty of local authorities stipulated by EU directives or national regulations, as well as international conventions.

### 3.1 A new paradigm in mobility planning

The SUMP concept is fundamentally a participatory one. The SUMP Guidelines<sup>1</sup> define the SUMP as “a strategic plan design to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. It builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles.” The SUMP process is based on the following principles:

1. Plan for sustainable mobility in the “functional urban area”
- 2. Cooperate across institutional boundaries**
- 3. Involve citizens and stakeholders**
4. Assess current and future performance
5. Define a long-term vision and a clear implementation plan
6. Develop all transport modes in an integrated manner
7. Arrange for monitoring and evaluation

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<sup>1</sup> The second edition of the SUMP Guidelines was released in October 2019 and is available online on the Eltis platform: <https://www.eltis.org/mobility-plans/sump-guidelines>.

## 8. Assure quality.

A SUMP follows a transparent and participatory approach, actively engaging citizens and other stakeholders in its development and implementation. Participatory planning is a prerequisite for people to take ownership of the plan and the policies it promotes. A participatory approach is central to the concept of SUMP for at least two reasons:

- as SUMP have a significant impact on the daily lives of residents, they invite broad consultation with people;
- the aims of a SUMP include behaviour change and a transition towards sustainable mobility; active support from the public and creating ownership, including via new forms of engagement and partnerships, is essential to such an endeavour.

The goals that may be pursued by citizen involvement are diverse: surveying citizens' needs, collecting original ideas and proposals, detecting problems that have gone unnoticed by experts involved in the planning process, testing the acceptability of proposed measures, citizen appropriation of policy issues, or ensuring transparency concerning decision making in public matters. The citizens have local knowledge and can provide opinions which contribute to the development of effective plans and measures. Furthermore, participation encourages stakeholders and citizens to take ownership of ideas, policies and projects developed as part of the SUMP process. The practice shows that the planning process is significantly improved by the involvement of stakeholders and citizens. Some of the benefits are:

- understanding the current problems as perceived by citizens and the objectives they wish the SUMP would address;
- improving the knowledge base by considering new ideas and concerns, and increasing the range of options;
- creating a positive foundation for working with interested parties to build trust, resolve problems, make informed decisions and reach common goals;
- revealing potentially unforeseen barriers or possible conflicts early in the process;
- increasing the public authority's transparency and accountability to the public throughout the planning process, thus building legitimacy for the plan;
- increasing the overall quality and credibility of decision making.

In the process of SUMP development, a participatory planning process is necessary at least for the initial analysis and identification of local mobility problems, the development of scenarios, the development of a vision, objectives, and targets for the mobility plan, the identification and selection of measures that are accepted and supported by the public, as well as for monitoring, final review and identification of new challenges. Early and active citizen involvement makes public acceptance and support more likely, thereby facilitating the plan's approval and implementation.

The SUMP guidelines recommend formulating a dedicated strategy for stakeholder and citizen involvement in the preparatory stage of the SUMP process. The strategy should identify suitable milestones and tools for stakeholder and citizen engagement, establish involvement activities throughout the planning process, identify key stakeholders and vulnerable or underrepresented groups, develop a communication plan that includes a

timeline and an overall strategy for PR activities (including media involvement), provide mitigation mechanisms in case of eventual conflicts between stakeholders or of conflicting lobby groups that can disrupt the process. When preparing the engagement strategy, one should consider questions like why is the engagement process being undertaken and how will it influence the overall planning, who should be involved in the decision making and how can such stakeholders be identified, how will the engagement be undertaken (which engagement mechanisms are appropriate to reach the set aims), as well as when should the engagement activities take place (again, depending on the desired outcomes). Planning the main engagement activities should be done before initiating the actual planning process.

Depending on the local context, experience with participatory practice, size of the city and available budget, human resources, and capacity for participatory planning, one can think of activities that go beyond essential requirements such as: using a wider range of participatory tools throughout the process (including more innovative and targeted ones as diagnosis while walking, co-creation through social media and so on), widen the scope of stakeholder involvement to more groups, allowing a higher level of participation by involving stakeholders and citizens actively in the decision making process (cities with a strong participatory culture or with strong stakeholder networks – enhanced thorough several generations of SUMPs, in some cases – can think of involving stakeholders actively even in steering and managing the SUMP).

### 3.2 Degrees of involvement in decision making

Stakeholder engagement generally can be defined as the practice of involving stakeholders (individuals or organisations) in activities of institutions responsible for policy development having to do with setting the agenda, decision making, planning, or elaborating policies. Various levels of engaging with stakeholders may be adopted across different stages of the policy development. For example, in some situations stakeholders might be informed only through communication campaigns. In such cases, stakeholders are engaged simply by being the passive recipients of information from the relevant authorities. There are also situations when stakeholders' input is sought, as in the form of public opinion requested through dedicated surveys. There may be also situations of active participation of stakeholders or citizens in decision making, as in co-design processes.

Three main categories of engagement practices can be outlined, based on the flow of information between participants and the engagement initiators:<sup>2</sup>

1. **Communication** – when the information is conveyed from the initiators of the exercise to relevant stakeholders or the general public;
2. **Consultation** – when the direction of the information exchange goes from the stakeholders to the initiators of the exercise;
3. **Participation** – when the information exchange is bidirectional.

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<sup>2</sup> See, e.g., Gene Rowe and Lynn J. Frewer, "A Typology of Public Engagement Mechanisms", *Science, Technology, & Human Values*, 30(2), 2005, pp. 251-90.

Through communication with stakeholders or citizens, the information exchange is one-way: feedback is not required or specifically sought. In stakeholder consultations, the process is initiated and designed by the organisers of the exercise, information being conveyed from stakeholders to the organisers. In participation initiatives, information is exchanged between stakeholders and the initiators of the exercise. This distinction is important, because all these situations count as forms of stakeholder engagement, but they have different aims and are effective in different specific contexts, they assume significantly different levels of involvement, and they require different engagement mechanisms to be put in practice.

Even within the category of citizen participation, further distinctions can be made. For example, the International Association of Public Participation (IAP2) distinguishes between the following engagement levels, the last three counting as participation:<sup>3</sup>

**Figure 3: Degrees of citizen involvement in decision making**

<b>INFORM</b>	The goal is to provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.
≡	
<b>CONSULT</b>	When the goal is to obtain public feedback on analysis, alternatives and/or decision.
≡	
<b>INVOLVE</b>	In this case, the goal is to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
≡	
<b>COLLABORATE</b>	The goal is partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.
≡	
<b>EMPOWER</b>	With the goal of placing final decision-making in the hands of the public.

Source: IAP2

As the next chapter – presenting the findings on the actual engagement situation – shows, all SUMP-PLUS cities experienced some engagement practices, but many of them limited their endeavours to informing and consulting stakeholders and citizens. Therefore, these distinctions are relevant in assessing the actual situation and preparing future engagement exercises. The new paradigm in mobility planning requires ample participation and building capacity for such participatory practices is essential for a successful SUMP process.

<sup>3</sup> IAP2 is an international association of members who seek to promote and improve the practice of public participation / public engagement in relation to individuals, governments, institutions, and other entities that affect the public interest. The *IAP2 Spectrum of Public Participation* can be consulted online: [https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum\\_8.5x11\\_Print.pdf](https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf).

### 3.3 Barriers for engagement

Several barriers prevent effective stakeholder engagement and participation, ranging from lack of political will to lack of participation tradition in some countries. This section outlines some of the common barriers and some strategies to overcome them.<sup>4</sup>

**Unclear aim** | In some cases, the aim of the proposed engagement exercise is unclear: is it to understand the needs of certain groups (e.g. people with mobility difficulties, parents and guardians of young children, etc.) or maybe to validate the vision? Clarifying the aim of engagement is needed in order to be able to decide on who should be involved, what form of engagement mechanism is appropriate, when it is best for a particular engagement exercise to be performed during the planning process, and what type of outcome is to be expected. Involvement without strategy will result in an unclear outcome that will prove ineffective in the planning process, but also in frustrated participants, loss of trust, and reluctance to participate in future initiatives.

**Public reluctance to participation** | There are several instances where people are reluctant to participate because they feel they have little free time to give to this activity, or they feel that their views are not taken into account and that the decision-making process remains opaque despite consultation. A particular case is that when groups that face forms of social exclusion or discrimination have little trust in formal participation. While there are no simple answers to problems of reluctance to participate, it is likely that interest will increase if people see the relevance of participating and feel that the processes are transparent and trustworthy. It is the responsibility of public authorities to indicate how public or stakeholder involvement influences decisions and to show people that their participation makes a difference.

**Institutional barriers** | Institutional barriers to participation include limitations in institutional resources (insufficient capacity) or difficulty in securing resources required for participation (inadequate financial resources). These could be resources of knowledge and competence (lack of collaborative skills among those in charge of the process), human resources (lack of employees dedicated to engagement activities) or even material resources. A special case is constituted by institutional cultures which place a low priority on participation. These might lead to poorly planned participation or a failure to incorporate the results of participation (maybe on account of a belief that the public is poorly informed, does not have expert knowledge and so on). Most institutional barriers can be overcome by capacity building processes (specialised trainings) and establishing institutional practices aiming at appropriate participation, for example dedicated strategies for stakeholder engagement and citizen participation in policy processes or development of plans, continuously work towards establishing a participatory culture.

**Lack of trust** | There are inherent limits to what participation can achieve and public authorities must ensure that only appropriate claims are made for a specific engagement

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<sup>4</sup> This clustering of typical barriers to effective stakeholder and citizen engagement reflects both the EIP's practice and the relevant literature on the subject. See, e.g., Miriam Lindenau and Susanne Böhler-Baedeker, *Participation: Actively Engaging Citizens and Stakeholders in the Development of Sustainable Urban Mobility Plans*, CH4LLenge project, 2016 (available online: [https://www.eltis.org/sites/default/files/trainingmaterials/manual\\_participation\\_en.pdf](https://www.eltis.org/sites/default/files/trainingmaterials/manual_participation_en.pdf)) or CEREMA, *Involving Citizens in the SUMP Process: Challenges and Recent Trends in French PDU's*, 2015 (available online: <https://www.cerema.fr/fr/centre-ressources/boutique/mobility-and-transport-local-practices-sheets-ndeg-2-3>).

initiative, otherwise there is a risk that loss of public trust will follow. For example, authorities should avoid claiming that the public has expressed a given view when it is likely that substantial disagreement exists among the public. Similarly, claims that respondents represent the public should be avoided when only some members of the public or some stakeholders were involved in the process. Otherwise, people might think that public participation exercises are just a pretence, exploiting what people say in order to promote the authorities' already decided plans. A dynamic exchange between citizens and authorities should be created, following which the latter must explain what they will be taken away from the public participation exercise. A continuous process of building trust between public authorities and citizens is important in building a participatory culture.

**Lack of representativeness** | Those involved in participatory processes know that if proper care is not taken in selecting the people involved in a particular exercise, the initiators end up hearing the same people, most often the loudest groups with a particular agenda, and often their views are not representative of the wider community. Some stakeholders tend to be hard to reach – e.g. residents of foreign background, ethnic minorities, the long term unemployed, people from less affluent categories, and so on – and might have been underrepresented in previous participatory processes. In order to ensure a diverse participation, specific involvement methods need to be applied (depending also on the particular mechanism that will be used). Maybe solutions are not always straightforward (using community gatekeepers or role models for recruitment are some of the options), but the right balance of representation of different interest must be found in order to have a fair and meaningful participation process.

**Accessibility barriers** | Barriers to participation occur if people cannot physically reach a venue in which participatory initiatives occur at that time of day or if information is not provided in a format that can be clearly understood by intended representatives. In overcoming such barriers, the initiators of the engagement process should consider aspects such as what is the availability of transport to the venue; whether there is wheelchair access; whether people can attend after work; whether there is provision for children at events; how opportunities for participation are promoted and how the material is distributed (e.g. online questionnaires are cost-effective and have a broad reach, but may exclude some groups of people); whether information is presented in clear language that can be understood by a lay person; whether information is provided in braille, large text, or audio formats; whether information should be translated into the main different languages spoken in the city. Making sure that participation is accessible for all intended audiences is essential in making the specific engagement initiative successful.

Many of these barriers were singled out as affecting their engagement practices by the six SUMP-PLUS cities. As we will see in the following section, organizing appropriate engagement processes aims at avoiding many of these barriers and it is essential in building a healthy participatory culture at local level.

### 3.4 Why an appropriate engagement process is essential?

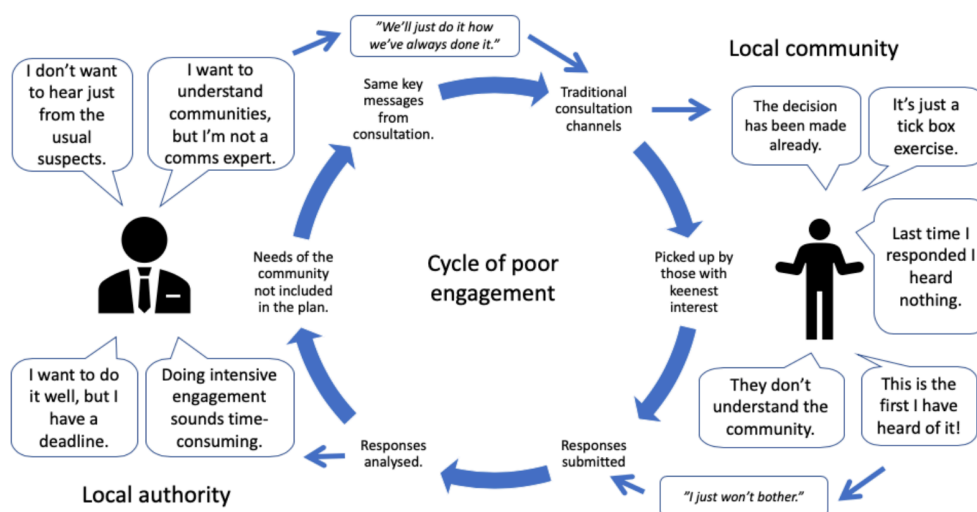
The International Association of Public Participation (IAP2) developed a list of core values for the practice of public involvement. Broad international input supported the formulation of these values, therefore they could be validated across national or cultural specificities. The

public participation process becomes more meaningful if it follows these core values. They also help the initiators of the participation process in making better decisions which reflect the interests and concerns of potentially affected people and entities. The *IAP2 Core Values of Public Participation*<sup>5</sup> include the following:

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

Failing to follow such principles could result in poor engagement, which in turn results in stakeholders and citizens becoming disengaged with public processes: they feel their input is not sought after and that the decision is already made, and thus that it is not worth their time or effort.

**Figure 4: The cycle of poor engagement**



Source: Mobility Lab UK <sup>6</sup>

<sup>5</sup> Available online: [https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/2017\\_core\\_values-24x36\\_iap2\\_.pdf](https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/2017_core_values-24x36_iap2_.pdf).

<sup>6</sup> Rachael Brydges, James Gleave, and Anna Rothnie, *Barriers to a Community Paradigm in Transport – A Discussion Paper*, Mobility Lab UK, 2019 (available online: <https://www.mobilitylab.org.uk/toolset.html>).

Also, as a result, citizens might feel powerless, as if they have no say on public aspects having to do with the community they live in or on public services, and that generates irritation, lack of trust, and opposition. Local authorities are also negatively impacted, as they end up with input only from familiar participants (“the usual suspects”) and thus miss opportunities for local knowledge and insights that only the diverse body of citizens can offer.

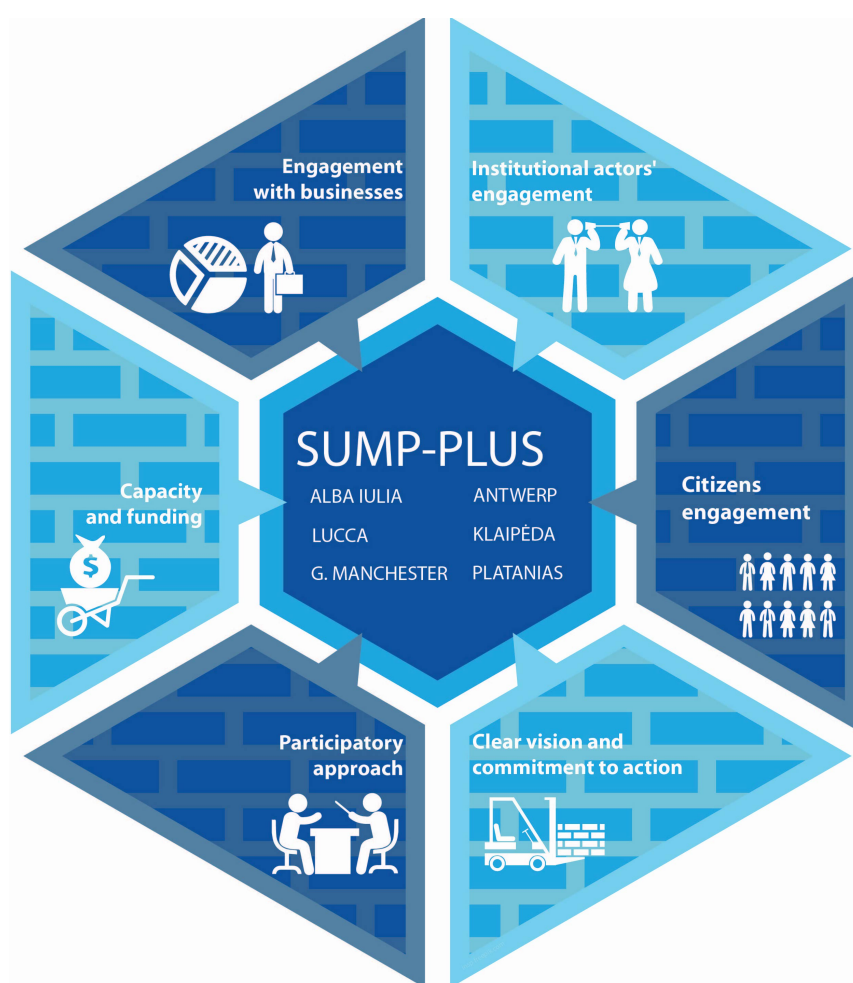
Lack of relevant input, as well as lack of knowledge about how to organize a meaningful process, or maybe other pressing deadlines, result in formal processes that are aimed only at ticking a box in order to meet the legal requirements. All these aspects result in a cycle of flawed public engagement, with local authorities only aiming at meeting their legal duties and citizens and other stakeholders being constantly disengaged. The cycle can be broken only by well-organised and meaningful engagement practices; that is why setting up and managing an appropriate engagement process is essential.

Summing things up, an effective and meaningful public participation process must be *inclusive*, *transparent*, *interactive*, and *continuous*. Inclusivity supposes that there is an adequate number of opportunities for the general public and interested stakeholders to input to the process and that adequate mechanisms have been put in place to ensure a diverse and representative audience. Transparency assures that the aims of public involvement activities have a clear aim and that the results of the public involvement and evidence on how they were used in the planning process are presented. Interactivity is about the number and distribution of opportunities for discussion and the particular methods used to engage the public in the process. Continuity assures that several subsequent and complementary activities have been planned and that the outcome of participation has been evaluated in order to inform further processes.

## 4 The current engagement approaches in SUMP-PLUS cities

Key aspects in assessing stakeholder and citizen engagement and participatory planning include: engaging institutional actors, citizen engagement, engaging private businesses, capacity and funding for engagement, participatory approach in decision making, clear vision and commitment to action. Each of these aspects was assessed separately, based on the research of the current engagement practices in the six SUMP-PLUS cities and the answers provided to the questionnaire and online interviews.

**Figure 5: The structure of engagement and participatory planning**



Source: EIP's analysis

### 4.1 Findings on the actual engagement situation

#### 4.1.1 Institutional actors' engagement

SUMP development and implementation is a complex process that implies a high level of cooperation, coordination, and consultation across different levels of government and

between various institutions and departments. The process involves close cooperation between the local authorities in the planning area, as well as exchanges with relevant authorities at other levels of government (e.g., region, national level). At the same time, the process requires cooperation in order to ensure consistency and complementarity of the SUMP measures with policies and planning in sectors other than mobility and transport, for example, land use and spatial planning, social services, environmental policy, energy, health, education, tourism and enforcement agencies. Furthermore, there is a diversification of transport services (e.g., sharing services, ride-hailing, micro-mobility) and coordination between public and private sector providers is highly relevant.

Our research focused on identifying the barriers that SUMP-PLUS cities faced concerning institutional actors' engagement. All cities identified barriers in SUMP development and/or implementation having to do with this aspect.

**Table 1: Barriers to institutional actors' engagement in SUMP-PLUS cities**

Alba Iulia	Antwerp	Klaipėda
<ul style="list-style-type: none"> <li>challenges concerning internal departments coordination</li> </ul>	<ul style="list-style-type: none"> <li>organisational fragmentation</li> <li>effective engagement of transport companies, both public and private</li> </ul>	<ul style="list-style-type: none"> <li>organisational fragmentation</li> <li>lack of political support</li> </ul>
Lucca	Greater Manchester	Platanias
<ul style="list-style-type: none"> <li>organisational fragmentation</li> <li>institutional complexity (levels of government)</li> </ul>	<ul style="list-style-type: none"> <li>(internal) organisational fragmentation</li> <li>institutional competition (between levels of government)</li> <li>effective engagement of transport companies, both public and private</li> </ul>	<ul style="list-style-type: none"> <li>organisational fragmentation</li> <li>institutional competition (between levels of government)</li> </ul>

Some form of organisational fragmentation was mentioned in all cases as a barrier. Also, for cities operating in complex governance situations (Antwerp, Lucca, Greater Manchester, Platanias), institutional complexity and/or institutional competition were identified as relevant barriers. Engaging transport service providers, public and private, is also an important aspect. Overcoming these barriers requires a more sustained effort in planning engagement, considering the specificity of the local situation. Political leadership and the existence of a political champion might prove instrumental in addressing these barriers.

Another aspect that was researched is whether there are any regular meetings addressing mobility planning and policy involving various institutional actors or other stakeholders. No regular forums addressing sustainable mobility exists in any of the SUMP-PLUS cities, but established working groups on logistics exist in Antwerp, Lucca, and Greater Manchester, as well as more occasional meetings on micromobility and other specific topics in Antwerp. Also, with the exception of Lucca and Greater Manchester, SUMP implementation monitoring meetings involve only technical personnel at the level of the municipality and eventually public transport authorities.

### 4.1.2 Citizen engagement

As already detailed in Section 3.1, citizen engagement is an essential element of the SUMP development and implementation. Public involvement is fundamental to ensure the legitimacy and quality of the decision-making process and local authorities often mention it as a key challenge in the SUMP process.

The key aspects enquired about to understand the level of citizen's engagement in the SUMP PLUS cities include:

- general citizen involvement in decision making;
- citizen engagement in SUMP development;
- citizen engagement in SUMP implementation;
- existing citizen initiatives at local level;
- existence of a dedicated engagement department or personnel.

As was expected, the six SUMP-PLUS cities differ significantly across aspects that describe citizen participation. To collect information on the relevant local situation, cities have been requested to address both the general engagement situation, as well as the activities related to engaging citizens in the SUMP process (development, approval, implementation). One of the goals of the research carried out was to understand whether citizen involvement processes are a regular practice at local level, how often and in which contexts they are initiated, what is the influence of citizens' input in policy development and decision making, whether there are local citizen initiatives and the citizens' readiness for a more participatory approach, and finally capacity aspects, which is a transversal issue, but it is a good indicator of barriers or potential.

While all SUMP-PLUS cities mentioned that they are consulting their citizens in order to meet the legal requirements, it seems that consultation and participation processes influence decision making to a significant degree only in Antwerp and Greater Manchester. A good indicator for that is whether citizens are consulted in the early stage of a decision-making process, when the options are on the table, or only at the end of the process, when the decision is actually taken. Greater Manchester is the only city that explicitly mentioned that engaging stakeholders and citizens early in the decision process is the current practice at local level.

The SUMP concept assumes that a participatory approach is at the core of the process. However, the experiences in SUMP-PLUS cities are very different, planning in some of the cities being done just at the technical level. The process was truly a participatory one in Greater Manchester, with citizens being involved in several stages of the process, from the analysis of the current mobility situation, to vision creating and measure selection, and further on proper implementation. In Lucca, citizens were involved in vision creating, setting the strategic objectives, validation of the proposed measures, as well as being informed and engaged in the implementation phase.

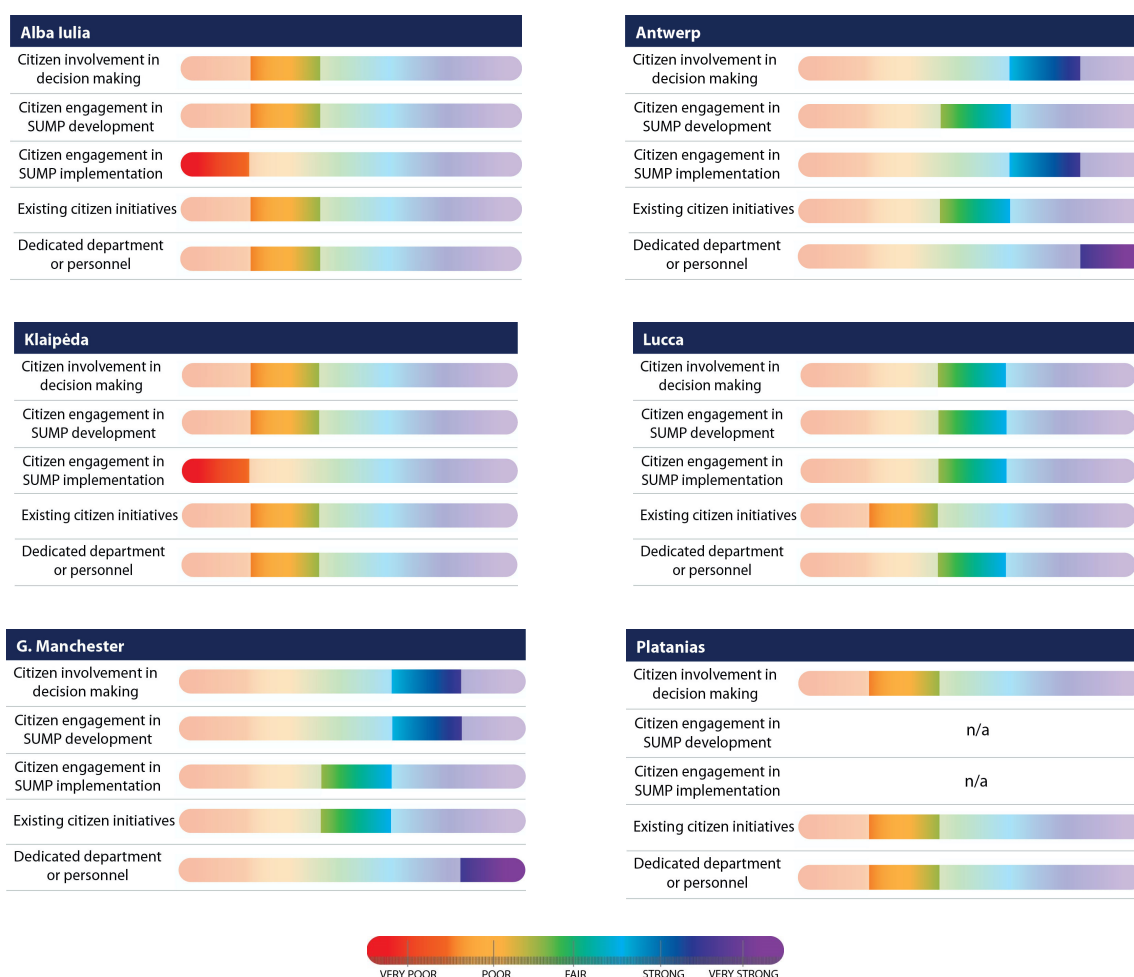
Antwerp only mentioned involving citizens in the final stage of SUMP approval, but with a very consistent strategy of citizen involvement as part of implementing the plan. The city is recognized for its progressive strategy for public communication as part of implementing its SUMP; in 2019, it received the CIVITAS award for "Citizen and Stakeholder Engagement" as

a recognition of this fact. Through the *Smart Ways to Antwerp* brand, it is raising awareness, supporting the development of innovative mobility solutions, and driving real behavioural change.

In Alba Iulia and Klaipėda, planning was done at the level of technical departments of the municipalities, helped by external experts, with citizens only involved in the approval phase, to meet the legal requirements. However, during the process of SUMP development, meetings with citizens were organised in order to disseminate the principles of sustainable mobility planning which, considering it was the first generation of SUMPs for both cities, they might prove useful in terms of achieving a better participation and driving to behaviour change on a longer run.

Platanias is the only SUMP-PLUS city that does not yet have a SUMP, but as they will develop one as part of the present project, they aim for an efficient and highly participatory process.

**Figure 6: Citizen engagement in SUMP-PLUS cities**



Source: EIP's analysis<sup>7</sup>

<sup>7</sup> The scale from VERY POOR to VERY STRONG was developed by weighing answers to the questionnaire and the online interview, which are presented in more details and analysed in this sub-section.

Existing citizen initiatives – active (e.g., reclaiming unused space or buildings, advocacy for active mobility infrastructure or clean air) or reactive ones (e.g., protests or petitioning against a proposed development or policy), eventually some of them adopted and implemented by the local authorities – are a good indicator of the local participatory culture. Although cases where citizens voluntarily joined some actions organized by the municipality were identified in all cities, proper grassroots citizen initiatives of relevance were identified only in Antwerp and Manchester. Jointly with direct assessments of the cities' representatives during the online interviews, this aspect was used in order to weigh the citizens' readiness for a more participatory approach to local governance (see Figure 6).

Capacity aspects, such as the existence of dedicated departments or personnel, are fundamental for effective engagement activities. These aspects are detailed separately in Section 4.1.4.

Lack of willingness of citizens to participate in actions initiated by the local authorities was mentioned as a barrier to stakeholder engagement and citizen participation by all cities except Antwerp and Lucca. That might be a result of the local culture but, in many cases, it is the result of poorly planned engagement processes (as detailed in Section 3.4). Engaging citizens is a long-term process that is essentially dependent on building trust, transparent policy making, and allowing for participatory decision making.

### 4.1.3 Engaging with local businesses

Engaging private businesses is crucial for identifying new solutions, products, and services that will provide increased efficiency and sustainability, or for defining and demonstrating new partnerships and business models that enable various mobility objectives to be met cost-effectively and funded through appropriate public/private sector partnerships.

Within the SUMP-PLUS cities, Antwerp and Manchester are clearly very experienced in this respect, with constant engagement of private businesses and a significant number of projects implemented via public-private partnerships. Lucca comes close, engaging private businesses especially in the logistics sector, but there are no public-private partnerships. Also, the Chamber of Commerce was mentioned as an important stakeholder in representing businesses in their relation with the public authorities. Alba Iulia, Klaipėda, and Platánias did not yet explore the potential of public-private partnerships or new business models, sometimes due to legislative barriers. Alba Iulia profiled itself as a smart city, piloting a significant number of solutions in partnership with various private companies, but none of these solutions was scaled up or rolled out city-wide as a result of a proper partnership with the business sector. In Platánias, being a touristic destination, there are many consultations with the private tourism operators or services; also, consulting local businesses was mentioned as a common practice generally.

Engaging economic and business groups was mentioned as a barrier to SUMP development and/or implementation by Alba Iulia and Lucca. Overcoming such a barrier requires a well prepared engagement strategy as well as targeted activities.

#### 4.1.4 Local capacity issues and funding for engagement activities

In terms of capacity for designing and managing engagement activities, Antwerp and Manchester have dedicated departments in charge of these activities at different governance levels. Although Lucca does not have a dedicated department, it has dedicated personnel addressing such tasks. At the same time, Alba Iulia, Klaipėda, and Platanias have neither dedicated departments nor dedicated personnel to carry out engagement activities; they mainly use staff from other functional departments to carry out such tasks.

**Table 2: Existing dedicated communication/engagement department or personnel**

Existing dedicated department or personnel	Alba Iulia	Antwerp	Klaipėda	Lucca	G. Manchester	Platanias
YES (dedicated department)		✓			✓	
YES (dedicated personnel)				✓		
NO	✓		✓			✓

The capacity aspects are particularly relevant for very small cities such as Platanias (with a population of 16,874). A dedicated department for engagement activities in such cases cannot be supported and budgets for stakeholder and citizen engagement are typically scarce. Further, the role of the cities in their immediate regions in terms of governance structures is highly relevant for how influential they are in some areas of policy; it is to be mentioned that Platanias is the only SUMP-PLUS city that is not the main city in its immediate region. Alba Iulia (population: 63,536) and Lucca (population: 89,346) also suffer from capacity issues, although admittedly not to the same degree.

**Table 3: Barriers to stakeholder engagement and participation in SUMP-PLUS cities**

Potential barriers	Alba Iulia	Antwerp	Klaipėda	Lucca	G. Manchester	Platanias
Limited capacity of local authority			✓		✓	✓
Lack of knowledge and expertise			✓			
Limited financial resources	✓		✓	✓	✓	✓
Inadequate instruments or procedures		✓				✓
Citizens' lack of willingness for participation	✓		✓		✓	
Participation fatigue					✓	

Although the local contexts differ significantly, all cities identified lack of expertise and funds as major barriers to stakeholder engagement. Limited financial resources were identified as a significant barrier by most SUMP-PLUS cities (Alba Iulia, Klaipėda, Lucca, Greater Manchester, and Platanias), while limited capacity was identified as a barrier by Alba Iulia, Klaipėda, Greater Manchester, and Platanias. One thing to note here is that the cities that

mentioned limited capacity as a barrier are not the same as those lacking dedicated departments or personnel for engagement activities. Lack of knowledge and expertise (Klaipėda) and inadequate instruments or procedures (Antwerp and Platanias) are also aspects that have to do with capacity. In discussion, Antwerp made explicit the fact that, in their specific context, inadequate instruments and procedures has to do with the limited array of instruments available in order to engage with stakeholders and citizens. Existing local plans to develop online instruments for such purposes were mentioned.

Limited capacity in local authorities is sometimes supplemented by collaborations with local NGOs or universities (Alba Iulia, Klaipėda, Lucca, Platanias) or by occasionally contracting external consultants for engagement activities (Klaipėda, Lucca, Greater Manchester, Platanias).

#### 4.1.5 Participatory approach in decision making

Through a number of specific questions in the questionnaire, as well as in the online interviews, we tried to establish how much local policy making follows a participatory approach. Also, we enquired both about decision makers' willingness and about citizens' readiness for a more participatory approach in local governance.

When it comes to stakeholder involvement, in most cities decisions are taken at the executive level and relevant stakeholders are informed (Alba Iulia, Klaipėda, Platanias) or consulted (Lucca) in the process. Platanias specified that there are a few consultations per year which follow a formal procedure imposed by the law (Consultation Committee), in which the elected local communities' representatives are involved in issues of their concern; individual citizens can also submit claims and proposals for these meetings. Lucca pointed out that there is a wide consultation before a decision is made if the law requires it and that the various contributions from the stakeholders typically influence the final decision. Antwerp and Greater Manchester mentioned that any decision is preceded by a wide stakeholder consultation process.

**Table 4: Degrees of stakeholder engagement in local decision making**

Degrees of stakeholder engagement	Alba Iulia	Antwerp	Klaipėda	Lucca	G. Manchester	Platanias
There is wide consultation before any decision is made and all contributions influence the final decision.		✓			✓	
Decisions are generally made at the executive level, but relevant stakeholders are consulted.				✓		
Decisions are generally made at the executive level and relevant stakeholders are informed.	✓		✓			✓

Similarly about citizen involvement, most cities mentioned that citizens are usually consulted about the most important aspects of local policies when final decisions are made. However,

only Antwerp and Greater Manchester mentioned that citizen engagement is a constant element of their local policy making and that the decision-making process is to a significant degree a participatory endeavour. Participation fatigue is typically a symptom of extensive engagement activities and, indeed, Manchester mentioned it as one of the barriers for stakeholder and citizen engagement. Meeting legal demands about consulting citizens is an important aspect, as it was mentioned by most cities. Also, as a particularity, Platanias mentioned that local policy makers sometimes get involved in non-formal consultations in order to take various decisions.

**Table 5: Degrees of citizen involvement in local decision making**

Degrees of citizen involvement	Alba Iulia	Antwerp	Klaipėda	Lucca	G. Manchester	Platanias
Citizens are constantly consulted in decision making and policies at local level are influenced by their opinion.		✓			✓	
Citizens are consulted about the most important aspects of local policy when final decisions are made.	✓		✓	✓		✓
Citizens are formally consulted to meet the legal demands, but their inputs do not really influence decisions concerning local policies.						

Grassroots community initiatives about various aspects of public life are a good indicator of the participation culture of a city. Also, public authorities supporting such initiatives, or adopting them and making them subject to a public investment, are a good sign of a willingness to adopt a more participatory approach to local governance. When solicited to identify activities of this sort, Antwerp and Greater Manchester were able to mention some, while all the other cities at best mentioned top-down initiatives of the local authorities that were eventually voluntarily joined or supported by citizens. When asked directly about encouraging a more participatory approach to local policy making in the future, most cities mentioned they would want more stakeholder and citizen engagement.

#### 4.1.6 Clear vision and commitment to action

A clear vision and commitment to action for sustainable mobility implementation are transversal aspects, impacting in a significant way all aspects of the policy making process. A clear vision defines the direction in which a city is heading and it creates the proper context for strategic planning. The effectiveness of the local governance is dependent on such a vision, which also helps in focusing and aligning diverse policy making efforts. A SUMP is based on a long-term vision for transport and mobility development for the planning area and it integrates all modes and forms of transport, including infrastructure and services.

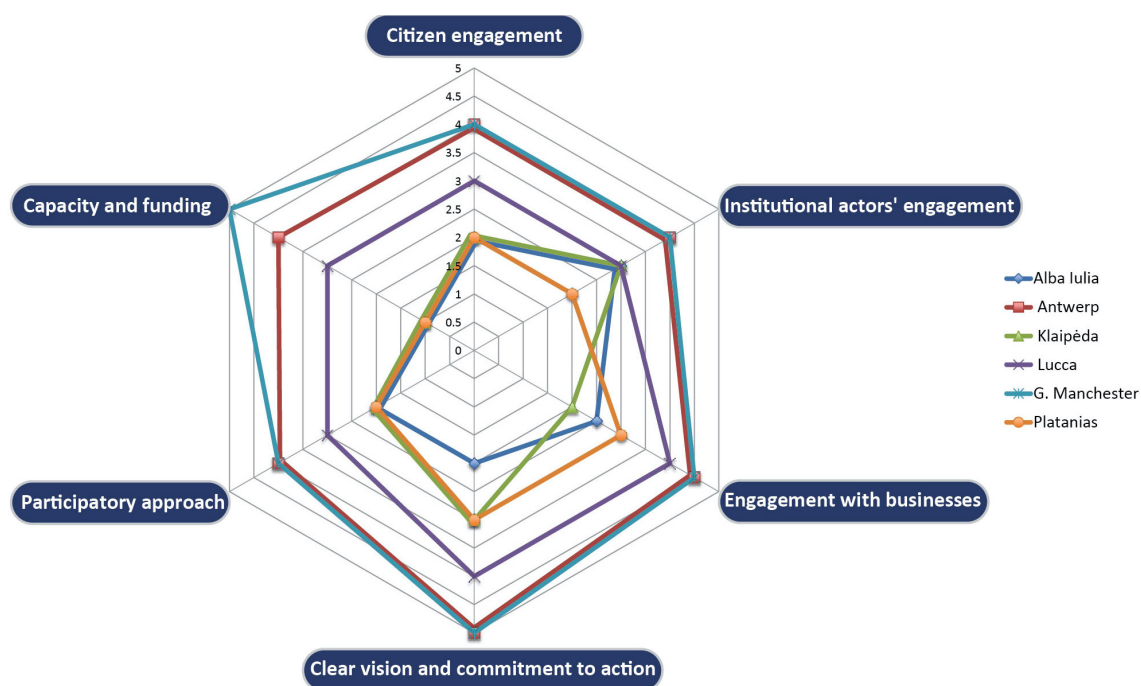
Transitioning to sustainable mobility builds on awareness and commitment to action from all levels. Decision makers' commitment is essential for creating momentum for the measures that generate this transition. There might be situations when commitment to action is vitiated by insecurity about whether there is political or public support for a certain measure. Engagement activities are essential in achieving commitment; for example, one can generally build awareness of sustainable mobility through involving the public in SUMP processes or key political champions may actively involve civil society to convince local politicians that there is public support.

Although they are at different stages in their transition to sustainable mobility and they differ significantly in terms of capacity, knowledge, or available instruments, all SUMP-PLUS cities have adopted a vision that has sustainable mobility at its core. A major expectation of cities in SUMP-PLUS is to design and implement an engagement strategy that will support their sustainable mobility vision. The planned engagement activities are designed to promote better awareness and commitment for sustainable mobility among institutional stakeholders, private businesses, and citizens, as well as to help building momentum for some of the core measures that cities plan to implement.

## 4.2 Putting things together: An integrated appraisal of the current engagement approaches

In order to get an assessment of the actual engagement situation, SUMP-PLUS cities were evaluated along a number of qualitative aspects, such as engaging institutional actors, citizen engagement, engaging private businesses, capacity and funding for engagement, participatory approach to decision making, as well as clear vision and commitment to action.

**Figure 7: The current engagement experience in SUMP-PLUS cities**



Source: EIP's analysis

Figure 7 above represents the synthesis of this assessment of the current engagement practices in the six SUMP-PLUS cities.<sup>8</sup> One thing to note is that, although considered separately, all these aspects are interrelated in important ways: the quality of the engagement experiences is directly related to capacity and funding for such processes, a participatory approach to decision making is the direct result of actively and correctly engaging stakeholders and citizens, and clear vision and commitment to action is both the trigger and the outcome of engagement activities.

The findings on the actual engagement situation will be instrumental in defining the engagement strategy for each of the SUMP-PLUS cities (Deliverable D4.2). At the same time, Figure 7 above represents the initial situation against which the performance of the extensive engagement exercise proposed under Task 4.2 and Task 4.3 will be assessed.

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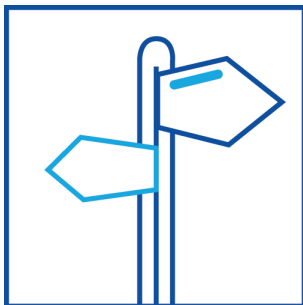
<sup>8</sup> The scale used here was developed by weighing answers to the questionnaire and the online interview, as well as desk research results, which are presented in a detailed manner in Section 4.1.

## 5 Conclusions and proposed action

We often encounter inappropriate engagement processes that do not achieve genuine participation in planning or other decisions and that seldom can be said to improve the decisions the local authorities make. Furthermore, stakeholders or citizens participating in such meetings end up dissatisfied and the same is true for planners and public officials, who end up initiating engagement activities in order to only satisfy legal requirements.

However, complex planning processes as the ones involved in developing a SUMP require effective and meaningful stakeholder engagement and citizen involvement. Effective participation builds on the interactions among local governments, various institutional actors, business organizations, NGOs and advocacy groups, as well as the general public. When the conditions for authentic engagement are met, trust between relevant actors is built, genuine learning takes place, the base of knowledge is increased, jointly developed visions and objectives can emerge and innovative solutions are developed. An effective public participation process is a continuous, long-term one, that requires specific knowledge, coherence, and resources.

Once we have generated a good understanding of the current situation of engaging with stakeholders, citizens, and business organisations in SUMP-PLUS cities, the next step is to develop local platforms to take the strategy of engagement to a higher level of development and implementation, tailored to the specific contexts. The proposed SUMP-PLUS engagement instruments, detailed below, are tailored to support the specific project objectives.



### Local Mobility Forum

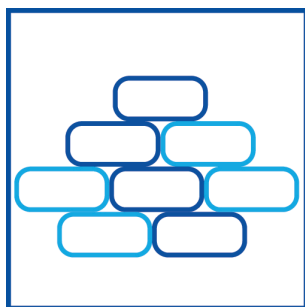
Establishing a Mobility Forum in a city aims at improving institutional cooperation and participation in transport planning through facilitating communication among stakeholders on transportation issues. In the framework of a Mobility Forum, stakeholders in the transport planning process, including municipality departments, public transport companies, associations representing public transport passengers and cyclists, city or district councillors, shopkeepers associations and other stakeholders meet to discuss solutions to specific transport problems.

A Mobility Forum meets regularly and the outcomes of discussions support adjustments to an existing project or the development of new projects. As good practice, the recommendations of the Mobility Forum representatives should be provided to the city's decision makers to incorporate in their activity.

Mobility Fora were established in a number of CIVITAS cities (e.g. Cracow, Constanța) and there is evidence that the results of these

have supported the politicians and decision-makers to improve local policies or to adjust some mobility projects' details.

During SUMP-PLUS, the Mobility Forum is expected to bring together the main stakeholders for mobility at the city level for an active dialogue about the main local issues related to mobility in the city. It is expected that this tool will support mainly the implementation of the PATHWAYS, LINKS, and PARTNERSHIPS concepts.



### City Mobility Integrator

The City Mobility Integrator represents a platform for discussions and exchange of views and information between major city departments' representatives. The Integrator is a way to facilitate a joint understanding regarding mobility issues and how they are impacting the activities of different departments in terms of decision making or daily activities.

The City Mobility Integrator is a relatively new concept and it is not formalised in any form at the city level, at least in SUMP-PLUS cities, although there is evidence that some cities have started to look at the mobility in a more integrated way, incorporating different perspectives.

During SUMP-PLUS, the meetings of the City Mobility Integrator are expected to facilitate the implementation of the LINKS concept, as identified and developed in the work package addressing the conceptual framework and analytical tools (WP1). Also, new solutions might be identified as a result of establishing links with other urban system components, thus supporting the SOLUTIONS objective. A specific programme of actions related to this tool will be developed in close cooperation with the city representatives, taking into account the calendar of actions developed in the relevant City Lab Plans.



### Citizen Engagement Platform

The Citizen Engagement Platform represents a tool for cities to “take the pulse” of their citizens regarding mobility issues and, at the same time, to facilitate the citizens' direct access to the decision-making process on mobility issues.

The platform is intended as a tool that cities will use to engage the citizens in the decision-making process. The way the Citizen Engagement Platform is implemented will be developed within each SUMP-PLUS city's engagement strategy and it will be tailored to each city's particular needs to engage with citizens. The

Citizen Engagement Platform will contribute particularly to support the implementation of PATHWAYS and LINKS.

These instruments will be developed and implemented according to local needs and activities, in order to create better awareness and commitment for sustainable mobility among institutional stakeholders, private businesses, and citizens, as well as to help in building momentum for some of the core measures that cities plan to undertake, or to generate new solutions and business models. They will take engagement and participation practices in the six SUMP-PLUS cities to a higher level of development and implementation, tailored to the specific contexts.

Developing these instruments in each SUMP-PLUS city will be followed by a city cross-fertilization exercise, both in pairs of cities and at project level, facilitating the exchange of experiences on engagement methods, approaches, and good practices, as well as the consolidation of the outcomes of the engagement strategy.

Across Europe, there is a diversity of experiences and traditions of engagement in the planning process; and indeed, variation in the political will to engage. The work in this report provides detail on the key issues and diverse experiences of the engagement process from cities across the European Union. In this way, the work provides the necessary platform to develop concrete strategies with the cities to raise the quality of the engagement and participation to the ambitions of the European Commission for its SUMP policy.

## ANNEX 1

### Participants to the WPs 3&4 online interviews

SUMP-PLUS city	Date of the interview	Names and roles of participants
<b>Alba Iulia</b>	23 January 2020	<ul style="list-style-type: none"> <li>• <b>Ovidiu Boc</b>, Local Expert, Alba Iulia Municipality</li> <li>• <b>Nicolae Victor Pavel</b>, Head of the Land Registry and Agriculture Department, Alba Iulia Municipality</li> <li>• <b>Maria Elena Seemann</b>, Public Manager, Alba Iulia Municipality</li> </ul>
<b>Antwerp</b>	27 January 2020	<ul style="list-style-type: none"> <li>• <b>Bram De Pooter</b>, Mobility Consultant, Antwerp Municipality</li> <li>• <b>Annelies Heijns</b>, SUMP-PLUS Coordinator, Smart Ways to Antwerp, Antwerp Municipality</li> <li>• <b>Chris Van Maroey</b>, Project Coordinator, Smart Ways to Antwerp, Antwerp Municipality</li> <li>• <b>Tom Vinck</b>, Consultant / Project Manager, City Development, Antwerp Municipality</li> <li>• <b>Steven Windey</b>, Mobility Consultant, Department of Mobility / Smart Ways to Antwerp, Antwerp Municipality</li> </ul>
<b>Lucca</b>	29 January 2020	<ul style="list-style-type: none"> <li>• <b>Gabriele Bove</b>, Councillor for Mobility and Local Public Transport, Lucca Municipality</li> <li>• <b>Valentina Della Lena</b>, Specialist in the Environmental Department, Lucca Municipality</li> <li>• <b>Mauro Di Bugno</b>, Head of the Environmental Department, Lucca Municipality</li> <li>• <b>Stefan Guerra</b>, Mobility &amp; Logistics Consultant, Lucca Municipality / Lucense</li> </ul>
<b>Klaipėda</b>	13 & 29 January 2020	<ul style="list-style-type: none"> <li>• <b>Rimantas Mockus</b>, Head of Transport Division, Klaipėda Municipality</li> <li>• <b>Karolis Šakarnis</b>, Specialist in the City Maintenance Department, Klaipėda Municipality</li> <li>• <b>Jūratė Sokolova</b>, Specialist in the Strategic Planning Unit, Klaipėda Municipality (only for 13 January 2020)</li> <li>• <b>Lina Žemaitytė</b>, Specialist in the Transport Department, Klaipėda Municipality</li> <li>• <b>Interviewee 1</b>, Acting CEO, Klaipėda Public Transport Authority (only for 29 January 2020)</li> </ul>
<b>Greater Manchester</b>	4 February 2020	<ul style="list-style-type: none"> <li>• <b>Richard Banks</b>, Senior Manager, Transport Strategy, TfGM</li> <li>• <b>Stuart Blackadder</b>, Reporting &amp; Governance Officer, Logistics &amp; Environment Department, TfGM</li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Ben Brisbane</b>, Transport Strategy Officer, Strategic Planning – Transport Strategy, TfGM</li> <li>• <b>Anna Crăciun</b>, Transport Strategy Innovation Officer, TfGM</li> <li>• <b>Nicola Kane</b>, Head of Strategic Planning, Insight &amp; Innovation, TfGM</li> </ul>
<b>Platanias</b>	17 January 2020	<ul style="list-style-type: none"> <li>• <b>Maria Aryblia</b>, Research Associate, Renewable and Sustainable Energy Systems Lab, TUC</li> <li>• <b>Olga Bertoulaki</b>, Head of Department of Planning, Organizing &amp; IT, Platanias Municipality</li> <li>• <b>Maria Frangou</b>, Research Associate, Renewable and Sustainable Energy Systems Lab, TUC</li> <li>• <b>Aikaterini Litou</b>, Scientific Contributor, Platanias Municipality</li> <li>• <b>Markos Malandrakis</b>, Special Associate to the Mayor, Platanias Municipality</li> <li>• <b>Stavroula Tournaki</b>, Senior Expert, Renewable and Sustainable Energy Systems Lab, TUC</li> <li>• <b>Theocharis Tsoutsos</b>, Professor, Renewable and Sustainable Energy Systems Lab, TUC</li> </ul>