

SUMP-PLUS



CityConsult Agency Roadmap

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Responsible Co-Author(s):	

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Abstract

The CityConsult Agency that will be developed within CIVITAS SUMP-PLUS will ensure a continuing process of knowledge share, mentoring, learning, and replication – bringing together mobility experts and practitioners from diverse cities – both during and beyond the project's lifetime.

SUMP-PLUS D7.4 – “CityConsult Agency Roadmap” - sets out the operational methodology for establishing the CityConsult Agency. More specifically, it introduces the Sharing and Learning Community as well as the CityConsult Agency and their components. It sets the target group and details the various methods and tools that will be used to support the unique combination of project-activated initiatives and peer-activated interactions that will comprise the CityConsult. The document further summarises the main input that has been or will be collected from the different Work Packages to develop the variety of tools and knowledge of the learning programme.

List of beneficiaries

No	Name	Short name	Country
1	STAD ANTWERPEN	ANT	Belgium
2	MUNICIPALITY OF ALBA IULIA	ALBA IULIA	Romania
3	KLAIPEDOS MIESTO SAVIVALDYBES ADMINISTRACIJA	KLAIPEDA	Lithuania
4	COMUNE DI LUCCA	COMUNE DI LUCCA	Italy
5	DIMOS PLATANIAS	PLATANIAS CRETE	Greece
6	TRANSPORT FOR GREATER MANCHESTER	TR G MANCHESTER	United Kingdom
7	FONDATION NATIONALE DES SCIENCES POLITIQUE	Science Po	France
8	POLYTECHNEIO KRITIS	TECH UNIV CRETE	Greece
9	UNIVERSITY COLLEGE LONDON	UCL	United Kingdom
10	EUROPEAN INTEGRATED PROJECT	EIP	Romania
11	FORSCHUNGSGESELLSCHAFT MOBILITÄT – Austrian Mobility Research FGM-AMOR gGmbH	FGM-AMOR	Austria
12	MEMEX SRL	MEMEX	Italy
13	SPACE SYNTAX LIMITED	SPACE SYNTAX	United Kingdom
14	VECTOS LIMITED	VECTOS	Germany
15	ICLEI EUROPEAN SECRETARIAT GMBH	ICLEI EURO	Germany
16	UNION INTERNATIONALE DES TRANSPORTS PUBLICS	UITP	Belgium

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Glossary

CityConnect match-making function

A component of the CityConsult online platform that seeks to connect city officials with experts in other cities who are able to provide advice and input during key stages in the planning and measure implementation cycle.

CityConsult Agency

A programme that provides an effective solution to foster city exchanges and transferability, by ensuring a continuous process of knowledge share, mentoring, learning, and replication that is based on SUMP-PLUS guidance tools and the experience and feedback generated by the City Laboratories (CLs) and Follower Cities Group. The CityConsult Agency is divided into two parts: knowledge transfer activities and an online platform (Moodle).

CityConsult online platform

Known also as the SUMP-PLUS Knowledge and Planning Database, the platform provides users with content relevant to their needs. The platform draws on the experiences and results of SUMP-PLUS work, includes relevant content beyond the project, hosts the CityConsult learning programme, and links client city authorities with experts via the CityConnect match-making function.

City Laboratories (CLs)

A specific programme of activities co-created with each of the City Partners to test the new approaches and tools produced in SUMP-PLUS. Behind each of the six CLs are ongoing transversal processes, namely stakeholder engagement, governance capacity building, and advanced analytics.

City Partners

The six local authorities – Antwerp (BE), Alba Iulia (RO), Greater Manchester (UK), Klaipeda (LT), Lucca (IT), and Plataniás (GR) – that make up the SUMP-PLUS consortium, along with the 10 technical partners.

Client city authorities

Local authorities at critical stages in planning and measure design processes and who will be able to use the online platform to connect with other cities authorities with relevant experience or participate in the 'project-activated' content based on the SUMP-PLUS City Laboratories.

Consultant city authorities

Local authorities with relevant experience to whom client city authorities turn to for expert advice at critical stages in the planning and measure design process, such as via the CityConnect matchmaking function.

Follower Cities

A closed group of local authorities selected to closely follow the actions taken by the assigned CL(s), participate in a series of knowledge transfer activities linked to the CLs, and support the transfer of knowledge by sharing their own experiences linked to sustainable urban mobility planning and implementation.

Knowledge transfer workshops

Workshops designed to build capacity and skills within public administrations and private market actors on topics related to sustainable mobility and provide them with the tools to further spread the knowledge within and beyond their cities. One workshop will be conducted for the host country of each of the City Partners.

Moodle

Moodle represents a learning management system, and is one of the most widely used open-source e-learning platforms. It allows for the exchange of information among users that are geographically dispersed and will be used for the CityConsult online platform.

Sharing and Learning Community

A comprehensive, three-tier community that allows decision makers and technicians from diverse cities, as well as regional- and national-level representatives who contribute to defining SUMP guidelines, monitoring their development and implementation, and assessing their results, to exchange on good practices and facilitate the exploitation of project results. The CityConsult Agency is a component within the Sharing and Learning Community.

1 Executive Summary

In recent years, the shift towards sustainable mobility has gathered pace, with Sustainable Urban Mobility Plans (SUMP) crucial to driving this development. Despite their success, there remain some gaps.

Plans often gather dust as realistic implementation pathways are sometimes missing, whilst cities - particularly small- and medium-sized ones – can lack the resources and competencies to implement SUMP. In addition, links between mobility and other sectors that generate mobility demand, such as education and health, are frequently underdeveloped.

That is where the CIVITAS SUMP-PLUS project comes in. This highly ambitious three-year project, which started in September 2019, is helping towns and cities of all sizes and at varying stages of development to bridge this gap and address diverse mobility challenges. By building on the EU's rich SUMP heritage, it will enable cities to become accessible, green, and liveable places where people can easily move from A to B.

To reach its objectives, CIVITAS SUMP-PLUS works in co-creation, innovation laboratories in six cities - Antwerp (BE), Alba Iulia (RO), Greater Manchester (UK), Klaipeda (LT), Lucca (IT), and Platanias (GR) – that will test solutions and Transition Pathways (long term) and Implementation Strategies (5-10 years). It further establishes a comprehensive, three-tier Sharing and Learning Community that will allow decision makers and technicians from diverse cities to exchange good practices and facilitate the exploitation of project results.

The good practices and lessons learned from the labs will be transferred to a new set of politicians, practitioners, and researchers via the Sharing and Learning Community as well as practical guidance tools.

The CityConsult Agency will be developed to ensure a continuing process of knowledge share, mentoring, learning, and replication. This will involve a unique combination of project-activated initiatives and peer-activated initiatives and interactions. The project-activated initiatives will be based on the practical experience and feedback generated by the innovative solutions that will be tested by the six co-created City Laboratories (CLs) and the Follower Cities group, as well as guidance that will be produced within the project. Peer-activated exchange and dialogue will be enabled through online network building amongst city authority staff, with the aim to enable time-responsive and tailored exchange amongst peers.

This document sets out the operational methodology for establishing the CityConsult Agency and outlines the learning and sharing activities that will be carried out for mobility experts and practitioners in the cities within the framework of the SUMP-PLUS project.

More specifically, it sets the target group, defines the methods to be used, clarifies responsibilities for tasks, sets a preliminary time plan, and opens up the thematic focus of the learning activities.

The CityConsult Agency will have a dedicated page on the SUMP-PLUS website.

2 Introduction

Despite the SUMP support and knowledge that became available for local authorities in recent years, the continued need for knowledge and exchange between European cities remains high. There is a clear need for a more systematic understanding and support for SUMP implementation strategies.

The comprehensive, three-tier Sharing and Learning Community will allow decision makers and technicians from diverse cities, as well as regional- and national-level representatives who contribute to defining SUMP guidelines, monitoring their development and implementation, and assessing their results, to exchange on good practices and facilitate the exploitation of project results.

The CityConsult Agency will provide an effective solution to foster city exchanges and transferability, by ensuring a continuous process of knowledge share, mentoring, learning, and replication. This process will be based on SUMP-PLUS guidance tools and the experience and feedback generated by the City Laboratories (CLs) and Follower Cities Group.

The learning activities will take on a mixed learning approach that combines both online and face-to-face interactions and will enable different levels of participation, ranging from self-study to more active participation and exchange with colleagues from other European cities. These learning opportunities will take the form of online learning courses, webinars, and training events. The entire learning programme will be set up on the project's Moodle platform and will be openly accessible online to all mobility experts.

The CityConsult Agency is divided into two parts, namely the knowledge transfer activities and an online platform (Moodle).

































Figure 1: Components of CityConsult Agency

3 SUMP-PLUS Sharing and Learning Programme

3.1 SUMP-PLUS sharing and learning activities – methods and tools used

This chapter provides an overview of the concept and the main elements of the SUMP-PLUS Sharing and Learning Programme, as manifested through the CityConsult Agency.

It outlines the content of the various activities and the input that has been or will be collected from the different Work Packages (WPs) to develop the variety of tools and knowledge. It also summarises the lessons learnt with regard to organising this extensive learning programme once the programme has been completed. The feedback provided by cities as well as all lessons learnt will support the Consortium in shaping a better version of the learning programme. Based on the city typology that was developed within WP1, cities will be able to identify similar cities whom they can exchange with, learn from, and track their progress against, as well as whose mobility measures they can replicate.

Region / City population size	less than 50.000	between 50.000 and 500.000	more than 500.000
Northern and Western Europe			
			
			
Central and Eastern Europe			
			
			
Southern Europe			
			
			
Level 1 indicators:		Level 2 indicators:	
City population size	Population density	GDP (PPP) per capita	Car modal share and trend
Region of Europe			

F	S	C	L	P
Function(s) of the city	Spatial Context	CREATE stages	Local Autonomy	Planning Capacity
Main economic sectors and user groups that define the city.	Location of the city in relation to Functional Urban Area and interdependence of movement patterns	Political and public acceptability for different kinds of policies according to the CREATEH2020 project categorisation.	Local autonomy is a highly valued feature of good governance. It is the ability of local governments to have an independent impact on the well-being of their citizens.	Capacity for integrated sustainable transport planning, as indicated by adoption of SUMP or other strategic mobility vision and action plan.
Administrative	Free-standing	Car-based	High: score of 26-30 on Local Autonomy Index	High - Fully integrated planning - the administration has now experience with SUMP and it has been through at least one development and implementation process
Agricultural	Polycentric	Sustainable mobility-based	Medium: score of 21-25 on Local Autonomy Index	
Commercial	Satellite	Place-based	Low: score of 12-20 on Local Autonomy Index	Medium - Some integration of measures - The administration is not familiar yet with SUMP but wishes to learn or beginner, getting familiar with SUMP
Industrial	Suburb			
Port				Low - No strategic planning - The administration is not familiar with mobility planning.
Touristic				

Figure 2: City typology – levels and categories

The SUMP-PLUS survey questionnaire was distributed among SUMP-PLUS city partners, who responded to all survey questions in March 2020. Drawing on survey responses and the additional variables highlighted above, the SUMP-PLUS cities were classified in relation to the new SUMP-PLUS city typology, as displayed in below.

Figure 3 below visualises the differing context of the six SUMP-PLUS cities in terms of private vehicle mode share and GDP per capita. The trend line illustrates a shift towards reduced private vehicle modal shares in cities with higher GDP / capita.

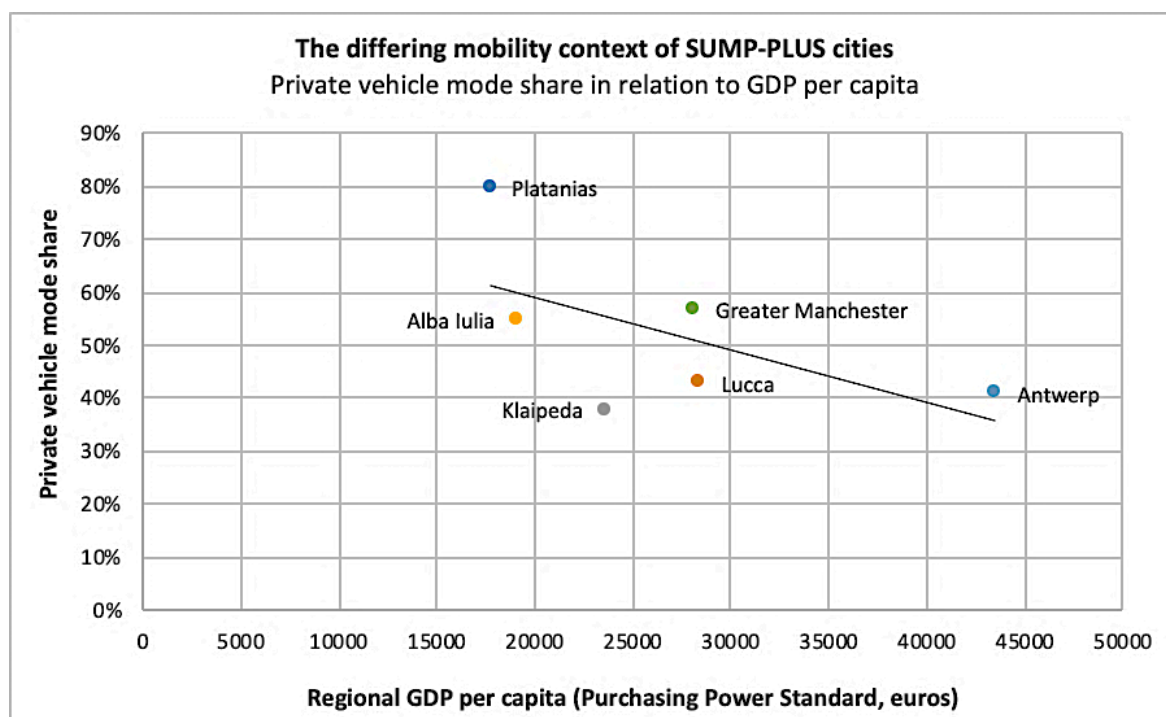










Figure 3: The different mobility context of SUMP-PLUS cities

		Very small municipalities (<50.000)	Small and mid-sized cities (50.000-500.000)	Large cities and city-regions (>500.000)
Southern Europe		PLATANIAS	LUCCA	
		Population: 20.972 inhab. Population density: 42.6 inhab./km2	Population: 89.346 inhab. Population density: 480 inhab./km2	
		Adjusted regional GDP/capita: €14.676	Adjusted regional GDP/capita: €25.113	
		Mode share (private car): 70%, trend- increasing	Mode share (private car): 64.7%, trend- slowly decreasing	
	F	AGRICULTURAL / TOURISM	COMMERCIAL / TOURISM	
	S	SATELLITE / Commuting zone	POLYCENTRIC	
	C	CAR-BASED	CAR-BASED	
	L	LOW AUTONOMY	MEDIUM AUTONOMY	
	P	LOW CAPACITY Not yet familiar with sustainable urban transport planning. Does not have a SUMP, with the first plan currently under development.	MEDIUM CAPACITY Has applied sustainable mobility measures, but not systematically. Currently implementing the SUMP.	

		Very small municipalities (<50.000)	Small and mid-sized cities (50.000-500.000)	Large cities and city-regions (>500.000)
Central and Eastern Europe			KLAIPEDA	
			Population: 172.272 inhab. Population density: 1356 inhab./km2	
			Adjusted regional GDP/capita: €15.600	
			Mode share (private car): 34%, trend- decreasing	
	F		INDUSTRIAL / PORT	
	S		POLYCENTRIC	
	C		CAR-BASED	
	L		MEDIUM AUTONOMY	
	P		MEDIUM CAPACITY Has applied sustainable mobility measures, but not systematically. Currently implementing the SUMP.	
			ALBA IULIA	
			Population: 74.885 inhab. Population density: 720 inhab./km2	
			Adjusted regional GDP/capita: €11.995 (county level)	
			Mode share (private car): 55%, trend- increasing	
	F		ADMINISTRATIVE / TOURISM	
	S		POLYCENTRIC	
	C		SUSTAINABLE MOBILITY	
	L		LOW AUTONOMY	
	P		MEDIUM CAPACITY Has applied sustainable mobility measures, but not systematically. Currently implementing the SUMP.	







	Very small municipalities (<50.000)	Small and mid-sized cities (50.000-500.000)	Large cities and city-regions (>500.000)
Northern and Western Europe			ANTWERP
			Population: 523.248 inhab. Population density: 2595 inhab./km2
			Adjusted regional GDP/capita: €19.911
			Mode share (private car): 42.2%, trend-decreasing
	F		COMMERCIAL / PORT
	S		POLYCENTRIC
	C		SUSTAINABLE MOBILITY
	L		MEDIUM AUTONOMY
	P		HIGH CAPACITY Has experience with integrated sustainable urban transport planning. Currently implementing its 2nd or 3rd generation SUMP.
			GREATER MANCHESTER
			Population: 2.8812.569 inhab. Population density: 2031 inhab./km2
			Adjusted regional GDP/capita: €30.500
			Mode share (private car): 61%, trend-increasing
	F		COMMERCIAL / INDUSTRIAL
	S		POLYCENTRIC
	C		SUSTAINABLE MOBILITY
	L		MEDIUM AUTONOMY (Greater Manchester has unique autonomy agreements that extend beyond typical UK local government structures).
	P		HIGH CAPACITY Has experience with integrated sustainable urban transport planning, and is currently implementing the SUMP for the city-region.

Figure 4: Classification of SUMP-PLUS cities within the city clusters

Different Work Packages will produce knowledge content that will support tailor-made learning and peer-to-peer exchange activities for European local authorities. The content will draw on the city typology, as well as the conceptual framework and supporting analytical tools that will be developed (WP1); SUMP-PLUS core activities related to the co-created City Laboratories (WP2); the analysis on the role of governance capacity building in creating local transition pathways, with a focus on governance structures and policy processes (WP3); and innovative engagement methods and scenario approaches to explore behavioural change and responses (WP4).

3.2 Online knowledge and planning database for tailored support to cities

The materialisation of sophisticated communication technologies has enabled a new generation of tools that can satisfy knowledge demands without the need for physical meetings. Following experiences linked to the COVID-19 pandemic and the subsequent lockdown, a robust, high-quality learning environment (usually called a learning management system) is a vital tool that can provide content to attendees and also facilitate timely and accurate sharing and exchange.

The CityConsult online platform will enable ‘client’ city authorities to rapidly gain the advice of ‘consultant’ city authorities at critical stages in planning and measure design processes. Client cities will be able to browse and participate in the ‘project-activated’ content based on the SUMP-PLUS City Laboratories, but also commence ‘peer-activated’ requests for dialogue through the CityConnect match-making function.

Project-activated - The online platform will host the Knowledge Transfer Workshop videos and podcasts, CL reports developed by City Partners, and 10 action plan replicability reports developed by the Follower Cities. It will furthermore host all of the online activities that are planned with cities within CIVITAS SUMP-PLUS as well as the findings of all relevant project activities, thereby ensuring the longevity of project results beyond the lifetime of SUMP-PLUS.

The online knowledge platform will serve cities as a search engine to find and navigate the fitting content and experiences to their needs. Following the city typology (see 3.1) as well as a definition of needs by a small set of characteristics, users get relevant content presented on experiences and results of SUMP-PLUS work, relevant content beyond the project, and are linked to fitting experts via the CityConnect match-making function. The platform will allow users to enter their own experiences and add these to the ones provided in the course of SUMP-PLUS.

As the platform will consider different project activities, it is important that a platform is selected that serves all of the SUMP-PLUS partner needs and their envisaged contributions to the CityConsult Agency.

Peer-activated - Users of the knowledge platform will be able to interact with other users, provide and collect feedback, have conversations, and network. The platform that will be used for the CityConsult Agency platform should provide a set of configurable features, in order to allow for the creation of online courses, thematic pages, working groups, and learning communities.

An experimental aspect of the platform will be the **CityConnect** matchmaking function, which seeks to connect city officials in a time responsive manner at key stages in the planning and measure implementation cycle when advice and input from a peer with relevant experience are most beneficial. The three main steps to establishing a connection are:

- **Step 1** – Search profiles of city officials on the platform for key terms, which could be a specific measure/solution, or cross-cutting activity. It is also important for mobility practitioners from specific types of cities to be able to run through certain criteria and be redirected towards tailored advice from an expert in a similar city.

- **Step 2** - Specify the relevant process stage (e.g. concept development, data gathering, community engagement, public procurement, detailed design) and type of dialogue that would be beneficial (e.g. one-hour online dialogue; specific methodologies/reports; site visit, etc.); and
- **Step 3** – The CityConnect request is sent to selected city official(s) – based on their profiles – and an appropriate dialogue and exchange package is confirmed.

In order to ensure the functionality of the CityConnect matchmaking function and thereby also the CityConsult Agency, it will be necessary to continuously encourage city officials with good experiences to register themselves as experts on the matchmaking function to whom other cities could turn to for guidance.


At a trial stage of the CityConnect initiative, SUMP-PLUS cities will be invited to upload staff profiles onto the CityConnect matchmaking function. As the project progresses and as the initiative is updated based on the feedback received from the test run, the intention is to expand the list of staff profiles also to include experts and good experiences from: SUMP-PLUS Follower Cities, cities that have implemented relevant measures or strategies during previous projects, ICLEI member cities.


ICLEI will fund the CityConsult Agency online platform beyond SUMP-PLUS through future projects. By way of these projects, ICLEI will be able to continue the process of encouraging experts to register themselves on CityConnect, expanding knowledge exchange between consultant and client cities, and ensuring the use and longevity of the CityConsult Agency.


In encouraging city experts to add their profiles to the CityConsult matchmaking initiative, experts will be made aware of the many advantages of doing so. Advantages include a news item feature on CityConsult regarding the good mobility-related experience within the respective city, opportunities to promote their experience during different online and offline activities and with different cities across Europe (webinars, e-courses, conference sessions, etc.), and expanding their own networks.

To ensure that the CityConnect initiative is of maximum use and value, all expert profiles will be individually screened to ensure that there are no double entries and that all entries are completed properly. Furthermore, every couple of years, all submitted expert profiles will be reviewed again to ensure that they are still valid, especially as positions or jobs are changed. During this review process, experts that have been inactive in responding to client cities will further be removed to allow room for others. The feedback provided by client cities will be especially useful in this regard, as they will be asked to notify ICLEI in instances where they have never received a response or a meeting never took place.

The image below provides a representation of a city official profile, for someone that has specific experience and is willing to provide expert advice to other participating city officials:








Steve Windey


Green Travel Plans

Engaging with businesses | Mobility scans

Marketplace for Mobility | Incentives for sustainable travel

Apply for advice	
Telco	
Exchange visit	
Meeting with politician	
Templates & documents	
Procurement specifications	





The CityConnect function would take into account the learning from the development of matchmaking in other projects, such as CIVITAS ECCENTRIC or Smart Cities Marketplace. The matchmaking is thus based on the assessment of cities' potential to meaningfully contribute to these activities. They offer a unique knowledge-sharing opportunity for those in charge of policy-making and those representing cities and regions, and gives cities the opportunity to offer advice to peers, learn from best practices and present projects.

Monitoring and enhancement - In addition to the pedagogical dimension, the system should entail a set of features for registering, monitoring and evaluation activities. The CityConsult Agency and its different components, such as the e-learning courses, will first be tested with the SUMP-PLUS Follower Cities. The monitoring and evaluation activities will, therefore, be particularly significant in improving the different activities and ensuring their success once the CityConsult Agency is opened to other European cities at a later stage.

3.2.1 The e-learning platform - Moodle

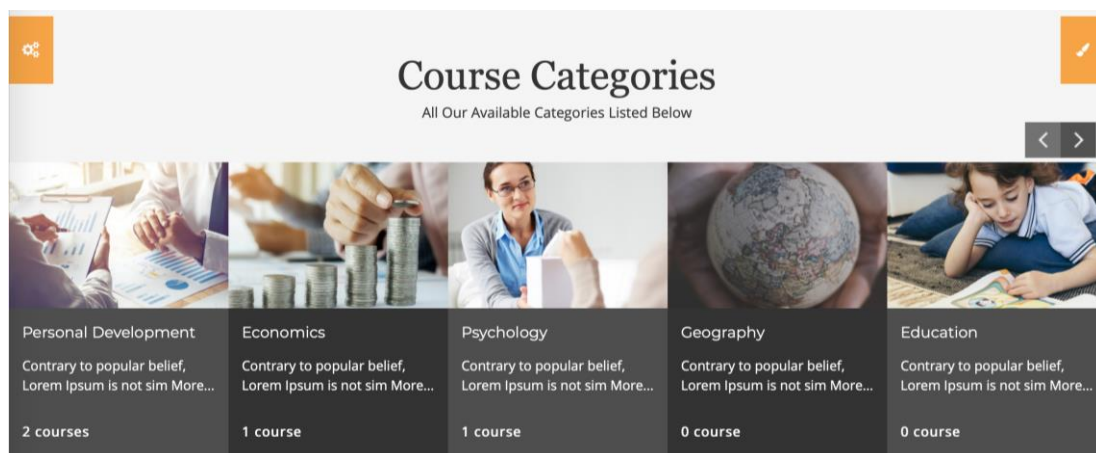
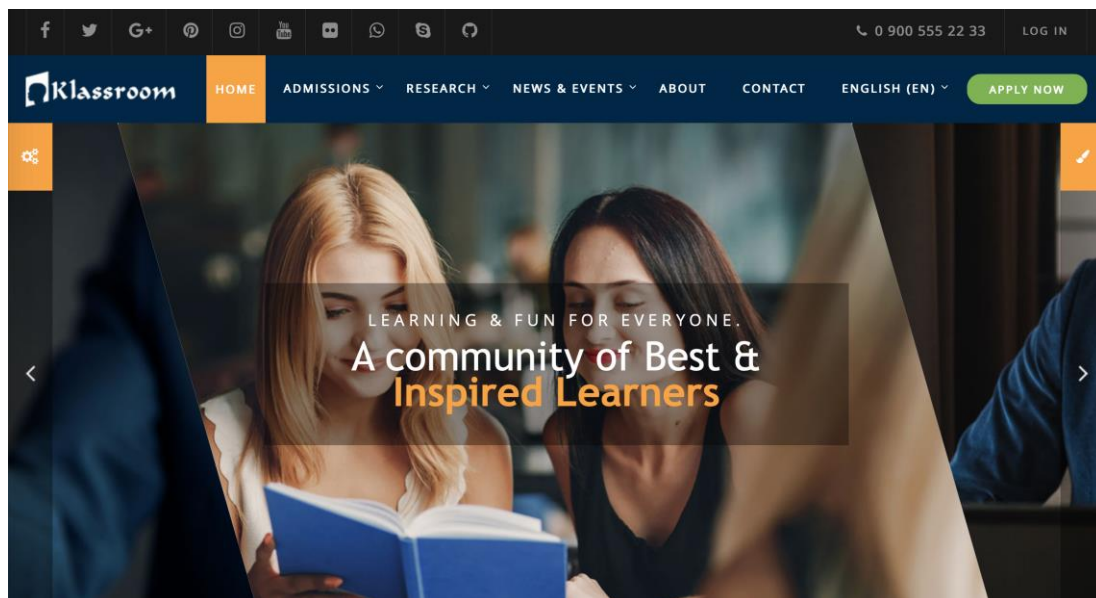
Moodle represents a learning management system, providing a platform for e-learning and helping to assemble and relate various courses, course structures, and the curriculum, thus facilitating interaction with online attendees. It suitably contributes to the system of e-learning and facilitates online education.

It represents one of the most widely used open-source e-learning platforms. It enables the creation of a course website and ensures access only to attendees.

This platform allows for the exchange of information among users that are geographically dispersed, through synchronised chats or discussion forums.

Some of the most important features work together to provide a smooth experience for users:

- **Development**
 - The platform enables the building of, displaying of, and searching through a bank of record entries about any topic and it allows for the sharing of data;
- **Functionality**
 - Material can be ordered by topics following a specific criteria. Completed tasks can be collected from attendees and they can be evaluated and sent back;
 - Workshops can be organised within the platform as a peer review activity;
 - Communication chats allow for real-time exchange and discussion forums can also be used for the exchange of ideas.



Available Courses
All Our Available Courses Listed Below

- Essential Strategies
- Powerful mental tools
- Microeconomic Theory
- Human thought and behavior

Upcoming Events

- Art Open Day**
Paris, France
31 DEC 2017
There are many variations of passages of Lorem Ipsum available...
VIEW MAP \$99
- Conference**
Paris, France
28 MAR 2017
There are many variations of passages of Lorem Ipsum available...
VIEW MAP \$30
- Performance**
Paris, France
15 AUG 2017
There are many variations of passages of Lorem Ipsum available...
VIEW MAP \$45
- Lecture**
Paris, France
26 JAN 2017
There are many variations of passages of Lorem Ipsum available...
VIEW MAP \$78

LESSONS

Lesson activities can deliver content in interesting and flexible ways. It consists of a number of pages. Each page generally ends with a question and a number of possible answers, and leads to another page based on the student's choice.

- Lesson 1 - Basic parts
- Lesson 2 - Question types

[Lesson module documentation](#)

FORUMS

Forums provide the opportunity for asynchronous discussions.

- A standard forum for general use
- Each person posts one discussion
- A single discussion

[Forum module documentation](#)

Lead Teachers
The names we are proud of

- HELEN LEVINGS
Phd, English
- MARTHA FLOWERS
Phd, Master
- RUTH LOUISE WILLIAMS**
Biology Instructor
4.0/5
"thank u mam for explaining so well!! and showing ur concern towards me!! :"
- LUCY HARSHBARGER
Phd, English
- DORIS WILSON
Phd, Master

Figure 5: Examples of Moodle-created platforms – specific features

3.2.2 Methods and tools for the online knowledge and planning database

Three key methods and tools will be used as part of the CityConsult Agency programme: online university classes, e-courses, and webinars. The purpose of these different tools and the structure, described further in this section and section 4.2, has been developed to take into account the differences in knowledge and experience levels of the project's target audience when it comes to sustainable urban mobility planning and implementation.

More specifically, the online university classes will be carried out first, and will cater to (i) cities with limited knowledge about sustainable urban mobility planning or (2) simply any cities interested in having a recap on key concepts. Following the online university classes, the project will continue the programme by offering e-courses for cities interested in gaining deeper knowledge about specific aspects presented during the e-courses or cities that are at a more advanced level when it comes to sustainable urban mobility planning. Lastly, specific webinars will be organised in order to cater to specialist cities that have already conducted integrated urban transport planning.

In this way, the structure consists of three different levels and gives cities the opportunity, based on their experience with and knowledge of sustainable urban mobility planning, to choose to move on to a next level.

Online University Classes

The online university classes offer knowledge transfer through a set of online events similar to webinars that are well intertwined and building up on each other and include a strong practical focus. The classes will be offered to a closed group of cities, namely the follower cities.

The online university classes are designed as online sessions for beginner cities with regard to sustainable urban mobility planning and implementation. While the classes will be developed in a way that teaches project findings starting from a basis of a low level of knowledge about sustainable urban mobility planning, all follower cities – even advanced cities – will be invited to join the classes.

There will be five classes – called units - with a duration of 2 hours each. Each unit is built on speakers' input on theory, best practise, and advice as well as exercises done in breakout sessions. A unit includes icebreaking activities and a summary of the previous unit, and connects with bridging input to the next unit. All SUMP-PLUS partners act as teachers and moderators, and provide technical assistance in planning and delivering. The programme sees only 1 unit per week.

The online university classes make use of online meeting software that allows for simple polling and break-out sessions (GoToWebinar is recommended). They further involve interactive exercises using online whiteboards, such as Miro or Mural, as well as any developed or used tools out of SUMP-PLUS work.

To give an example: an online university class could be a five-unit class alongside the added value developed by SUMP-PLUS to Sustainable Urban Mobility Planning and Implementation:

- Unit 1: Governance settings
- Unit 2: Participation and engagement

- Unit 3: Links to other policy areas
- Unit 4: Monitoring and evaluation of SUM planning and implementation
- Unit 5: Pathways to successful implementation of SUMP vision, objectives and measures

The speaker's (or speakers') input focuses on the topic of the relevant unit, well connecting to SUMP-PLUS results and mixing theory, experiences and practise examples. The exercises using the whiteboard can

- allow cities to work on their own case with peers; and/or
- focus on specific topics from the CLs.

Exercises of one unit based on the results of a former one demonstrate the interdependencies of the single unit topics as well as the SUMP steps altogether.

In light of the e-courses that will follow the online university classes, the introductory university class will provide an overview of the CityConsult Agency programme. It will further inform cities of the possibility to join an e-course later based on the university unit of most interest to them and the topic of which they would like to learn more about.

E-courses (hosted by the Knowledge and Planning Database – Moodle platform)

The online courses will allow for interaction among and between SUMP-PLUS experts and the participants from Follower Cities and other European cities. The e-courses will only be made available to other European cities after a first go with the Follower Cities. Participants will need a basic knowledge level on the subjects of the courses as delivered by the Online University Classes and their documentation. The SUMP-PLUS consortium is responsible for developing the course content.

The participant cities will be assigned exercises to carry out after each of the online courses. They will upload their completed assignments on the online platform, and these will then be reviewed by the course moderators.

The moderation of the course will be divided among the project partners, with ICLEI supporting the entire process.

In addition, a discussion forum will be offered where participants could ask questions and discuss with the SUMP-PLUS online learning community. All online communication, discussion, and learning will be handled through Moodle on the Knowledge and Planning Database, which will be hosted by ICLEI.

Webinars

The webinars represent a fast and easy way of learning about a particular topic. In the case of SUMP-PLUS, the webinars will be regarded as expert talks as part of which knowledge about sustainable urban mobility planning and implementation is delivered in more detail for cities experienced in integrated urban transport planning.

At least four webinars will be organised during the course of the SUMP-PLUS project. Each webinar will focus on a very limited amount of topics, will last 1.5 hours, and will include two to three presentations as well as room for questions and discussion.

A facilitator will moderate the webinars and will provide a short introductory presentation, which will relate the webinar to the other learning activities. SUMP-PLUS City Partners and other members of the consortium will act as knowledge experts.

Technical assistance and access to the software for testing and performing webinars, specifically GoToWebinar, will be provided by ICLEI.

3.3 Knowledge Transfer workshops

3.3.1 The aim of Knowledge Transfer workshops

The main objective of these training workshops is to build capacity and skills within public administrations and private market actors on topics related to sustainable mobility, ensuring that the capacity building delivered deals with the most pressing issues in SUMP development and implementation and that it is, therefore, of maximum value and interest to trainees.

The knowledge transfer

SUMP-PLUS holds an extensive and broad knowledge of EU-wide experience. It will build its training structure from the experience of former projects that the partners have been involved in (CREATE, PROSPERITY, SUMP-UP, etc.) and on activities and lessons learnt within the lifetime of SUMP-PLUS.

It has been learnt from previous projects that knowledge transfer approaches are difficult to achieve successfully, since those to whom the knowledge is being transferred need to learn new technical content and new methodological tasks. SUMP-PLUS will base the design of knowledge transfer events on these experiences to ensure that the activities are carried out in a way that is most effective.

The aim is to transfer the knowledge directly to the end target group, namely the future implementers, and that the trainings will be able to meet their needs in terms of usability of the gained knowledge and the organisation of the trainings (e.g. location and language).

The topics will be derived from activities implemented in SUMP-PLUS Work Packages:

- New processes for mobility implementation strategies and cross-sector planning;
- Innovative products and services for both freight and passenger transport services; and
- New public-private business and organisational models.

While the main trainers of these workshops will be the SUMP-PLUS knowledge partners, the City Partners and Follower Cities will also support the transfer of knowledge by sharing their own experiences linked to sustainable urban mobility planning and implementation and to replication of different processes. In addition, by transferring knowledge to the public administrations and private market actors who will participate in the workshops, the project hopes that these actors will themselves act as trainers by spreading the knowledge even further. A goal of these workshops is that the participants will not only receive the information

in a way that is easy to understand, but that they will then internalize the knowledge and share it with colleagues, relevant city departments or individuals working within their own city, or with the authorities of other cities when given the opportunity. While further sharing the knowledge with others or conducting further trainings following the workshops will not be a requirement for participants, it will be encouraged.

With this goal in mind, the focus of the knowledge transfer workshops when it comes to the participating public administrations and private market actors is two-part: (i) sharing technical knowledge related to sustainable urban mobility planning and implementation with them, and (ii) providing them with some training skills in order to foster the further spread of the knowledge both within and beyond their cities.

With regard to the first point, in addition to the mobility implementation strategies and cross-sectoral planning, the demonstration components of the co-created City Laboratories will show how cities can make use of new data to better develop mobility policy and how the public and private sector can develop new robust forms of partnerships and business models to meet consumer and citizen requirements. The six City Laboratories are illustrated in Figure 6.

Behind all of the City Labs are certain ongoing transversal processes, namely stakeholder engagement, governance capacity building, and advanced analytics.

The rigorous evidence base resulting from practical application, demonstration, and evaluation will inform practical guidance tools and the training programme.

With regard to the second focus point, participants will be presented, for example, with some helpful methodologies for spreading the knowledge to others or conducting trainings, useful exercises, tips for how to deal with others who are not familiar with the knowledge, small-scale didactics, etc.

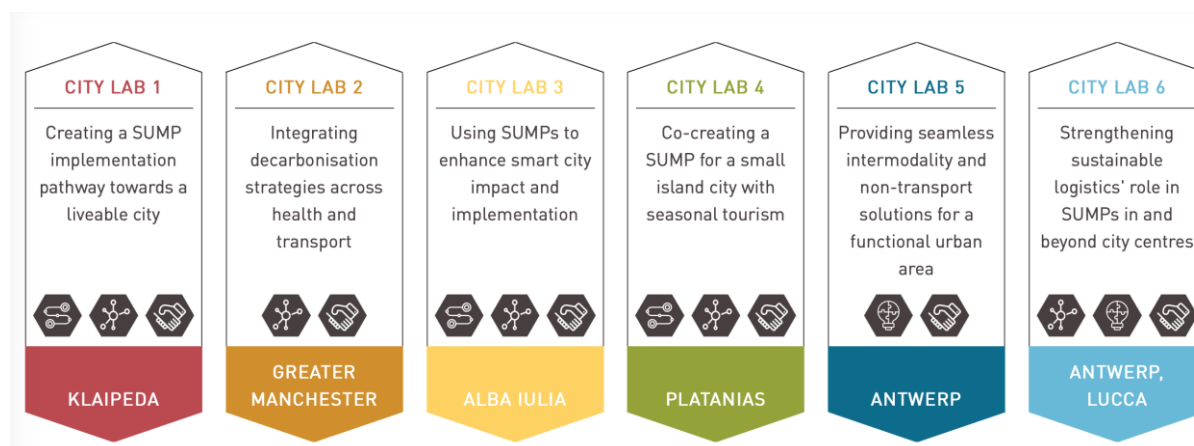


Figure 6: City Labs - each of the six cities involved is devising its own specific programme of activities that can be transferred to similar cities

There will be six groups, each led by one of the six City Partners. Each of the groups will be comprised of 10 to 15 city representatives from the same country. All trainings will be held in the local language. The six groups will be composed of representatives from planning authorities, local and regional stakeholders, or mobility expert organisations. The participants

will learn together, exchange experiences, and support each other in implementing the activities.

The training needs and requirements of local and regional authorities across Europe became clear as a result of the Needs Assessment Survey that was implemented within the CIVITAS SUMP-Up and CIVITAS PROSPERITY projects.

Each of the six groups will further involve the organisation of a knowledge transfer workshop. The workshops will be professionally moderated and will be organised based on the consolidation of existing knowledge and the information that the SUMP-PLUS WPs will produce by implementing the project's activities. A total of at least 50 experts from the SUMP-PLUS Consortium (City Partners and knowledge partners), together with Follower Cities, will actively contribute to delivering these workshops. A widespread geographical coverage is aimed for (6 countries / one workshop per country) and all relevant target groups (city representatives, city networks, city associations, academia) will be invited to attend the events.

The six hosting countries will be: Romania, Belgium, Crete, United Kingdom (UK), Lithuania, and Italy. The workshops will be hosted by the SUMP-PLUS City Partners, involving attendees from across the country. In the case of Belgium, actors from the Netherlands who are tasked with activities related to sustainable urban mobility planning and implemented will also be invited, due to having a shared language.

The trainings might differ in terms of aims, target groups, timing, and content. It is the ambition of SUMP-PLUS to offer all training events in the respective national language and to customise each training event, as much as possible, to national needs and requirements.

Knowledge Transfer workshops	
Aim of the training	Knowledge transfer that will enable individuals from target countries to further moderate and facilitate this kind of knowledge transfer workshop and to ensure the continuity of support offered to cities on these specific topics.
Target groups	The target audience of the knowledge transfer workshops in the six countries will be experienced individuals with expertise in urban mobility issues and integrated planning (city representatives, city networks, city associations, academia).
Involved countries	Romania, Belgium, Crete, UK, Lithuania, and Italy.
Set-up	Workshop hosted by City Partners that includes plenary sessions and group exercises.
Duration	1.5 – 2 days (limiting participants' time out-of-the-office to a maximum of two full working days).
Content	All training material / curricula and organisational issues will be detailed at a later stage, depending on the content produced by WPs.
Tools	PowerPoint presentations, case studies, group exercises, site visits (if applicable), question and answer sessions.

3.3.2 Implementation of the Knowledge Transfer workshops

Overview of the training

The SUMP-PLUS training will be designed in two parts: a technical section and a practical part. The technical part forms the capacity building via the technical training components, as prepared and implemented by different WPs according to their specific focus. The practical work sets the gained knowledge into practise, with the trainees planning and implementing practical exercises in their professional context.

Important prerequisites, such as a timetable for all training in each of the six countries, the preparation of training venues, as well as detailed schedules for each technical training component, will be the first steps to be taken care of while implementing the training programme. Following this will be the production of the training materials, preparation of special equipment and specific actions for each technical training component, translation, as well as reimbursing the travel and accommodation for trainers and trainees.

All steps are the responsibility of the workshop hosts and the trainees. The implementation of the entire programme will be supported by ICLEI.

Registrations / Invitations

Training hosts will send out invitations via e-mail asking potential participants from the agreed target groups to confirm whether or not they would be interested in the training and, if so, to register using the registration form that will be set-up for each of the events. Hosts will attach details of the training, including agendas, schedules, venue locations, nearby hotels, web links, and other general information about the project to the invitations.

To provide easy-to-use registration, SUMP-PLUS will use different methods to meet different technical preferences: online registration, a PDF-form, or a plain Microsoft Word document. When registering, trainees will be asked to provide input relating to their backgrounds, interests, needs, and expectations.

Location – Face-to-face workshops / Online workshops

Due to the COVID-19 situation, all events or parts of them might be moved online. If some of them are organised as face-to-face meetings, they will be held, as previously mentioned, in the locations of the SUMP-PLUS city partners: Alba Iulia, Antwerp, Klaipeda, Platania, Lucca, and Greater Manchester.

When deciding on the venues, the hosts will have to consider the best value for money or, even better, to use their own premises if this is an option.

Agendas

To ensure consistency when it comes to the trainings, the training events will, as far as possible, have to follow a similar structure for all modules. Whilst a generic agenda template will be developed that will provide a basic framework, each trainer and host will be able to create their own tailored agenda, geared to the specific location, topic, and time that the trainers feel is required to cover each section.

Promotion of the trainings

The training hosts take responsibility for the promotion of their country's knowledge transfer components to the main SUMP-PLUS target groups. The promotion of the training will specifically ask for local administration representatives and other practitioners that are involved in mobility planning and project delivery on a daily basis.

Promotion will be organised and carried out at national level. Promotion to main target groups should make use of all the direct business contacts of SUMP-PLUS partners, direct communication to municipalities and other suitable associations, as well as large European networks and platforms.

Long-term usability of the SUMP-PLUS knowledge transfer workshop programme

The entire SUMP-PLUS training curricula will be transferred to the SUMP-PLUS Knowledge and Planning Database to ensure the long-term use of the outputs as well as their wider dissemination. This makes the trainings and their content available all over Europe and beyond, as well as provides a free learning tool for universities and training organisations.

The experiences from the implementation of the knowledge transfer workshops and promotion of the trainings are crucial elements to strengthen and sustain the long-term viability of SUMP-PLUS.

4 Work Package contributions to the CityConsult Agency

SUMP-PLUS will create the respective materials, including the appropriate teaching methods for the components. One of the main activities will focus on creating / adapting all items needed for a full training session of two days. Training activities and materials will be co-developed by the different trainers, namely the City Partners, knowledge partners, and Follower Cities.

The CityConsult Agency will provide an effective solution to foster city exchanges and transferability, by ensuring a continuous process of knowledge share, mentoring, learning, and replication. This umbrella process will be based on SUMP-PLUS guidance tools and the experience and feedback generated by the CLs and Follower Cities Group.

It will ensure the longevity of project findings as it will be established to last beyond the lifetime of SUMP-PLUS.

While the responsibility to develop the CityConsult Agency lies with ICLEI, the programme will have different functions and require contributions from all partners. The development of the CityConsult Agency will, thus, comprise a coordinated effort. To ensure that this coordination effort and development process run as smoothly and efficiently as possible, this chapter

summaries the main activities / products that will provide knowledge to be incorporated under different formats in the programme.

4.1 WP knowledge contribution to the learning curricula

Tasks		Explanation of task contribution to the learning programme
WP1	A city typology, setting out different conditions, requirements and capabilities	<p>The two-level City Typology that has been developed enables cities to identify similar cities whom they can exchange with, learn from, and track their progress against and whose mobility measures they can replicate. The typology will be made available on the Knowledge and Planning Database (KPD) for cities to fill out and match with other cities.</p>
	A conceptual framework and supporting analytical tools to develop context-sensitive transition 'pathways' and implementation strategies to achieve sustainable mobility and liveable cities	<p>A guide for cities on what key actions to take and how to overcome barriers along different stages in order to implement successful, context-specific long-term transition pathways and shorter-term SUMP/SULP implementation strategies:</p> <ul style="list-style-type: none"> Assists cities in mapping out a transition pathway in order to achieve long term high-level goals Provides advice to cities on how to develop a detailed 5-10 year implementation strategy Identifies data sources to build up a better picture of existing conditions and illustrates different ways of capturing and collating data; Provides analytical capabilities to establish relationships between urban transport networks and land use patterns, policy measures, travel behaviour, and the achievement of agreed-upon SUMP/SULP objectives. <p>This includes practical decision-support tools to address the needs of smaller cities that do not have the resources required to develop complex analytical procedures. The KPD could provide links to identified option generation and appraisal tools that will aid cities in the identification of the best possible measure packages.</p> <p>In this work package, urban analytical tools based on Space Syntax analysis are introduced to support the cities in developing their SUMPs.</p> <p>Training could include:</p> <ul style="list-style-type: none"> Guidance on how to identify and use open source data for urban analysis; Guidance on Space Syntax open source software and online training resources related to urban baseline analysis and predictive modelling of different scales of urban mobility patterns; and

		<ul style="list-style-type: none"> Guidance on how to integrate cross-sectoral data, including non-spatial data sets.
	Conceptual framework establishing cross-sector 'links' between major trip generating sectors of the economy	<p>The validated conceptual framework – which describes the primary objectives of different sectors, how these are institutionalised and translated in operational practice, and how they interact with the mobility sector – guides cities on the different ways to develop optimised policies in which objectives and investment could be aligned. So that these sectors take fuller account of the mobility implications of their investment and service delivery plans.</p> <p>Qualitative tools, procedures, indicators:</p> <ul style="list-style-type: none"> Facilitating cross-sector planning and operation; Forecasting cross-sector impacts; Assessing impact; Estimating the monetary costs and benefits of cross-sector impacts.
	A conceptual framework and analytical tools for new partnerships and business models	<p>As a reference for cities, examples of different transport business models and their components could be included, to contextualise the application of business models and to scale their contribution to the overall transport system.</p> <p>The financial framework tool that enables city authorities to calculate the funding and organisational/partnership arrangements required to deliver individual measures and packages of measures.</p>

Tasks		Explanation of task contribution to the learning programme
WP2	Preparing for change: city self-assessment and Co-created Laboratory Plan development	<p>The Self-Assessment Tool for cities to assess their past and current level in relation to each of the 8Ms, as well as governance, citizen engagement, accessibility, and mobility solutions.</p> <p>Recommendations regarding the practical implementation of the 8Ms approach. This could include concrete actions cities can take in relation to public mood, their use of mechanisms, and financial management.</p> <p>Practical activities cities can undertake to advance their self-assessment levels as well as enable to SUMP development and implementation progress (based on the successful activities followed by the SUMP-PLUS cities in their respective CLPs).</p>
	Informing change: learning and capacity building within the SUMP-PLUS consortium	<ul style="list-style-type: none"> The e-bulletins; and The experienced “consultant” city representative - cities learning from another city that has implemented a similar type of measure. <p>They will be added to the KPD. A matchmaking database is needed for CLs to contribute with profiles and indicate</p>

		their expertise. Once the follower cities group is established, this should also be extended to them. A list of topics and a list of experts from the City Partners and the support partners will be prepared. Essentially, a city will be able to scan the database to see if there is someone with the right types of skills to provide advice or help to them.
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Tasks		Explanation of task contribution to the learning programme
WP3	Learning from the past: Document past achievements and current challenges for sustainable mobility policy transitions	<p>Brief cities on how to 1) account for transition pathway developments (learning from the past) and 2) assess the current situation in terms of policy capacities and governance (main drivers, achievements, and barriers). This contributes to efforts in WP1 to identify data sources to build up a better picture and illustrates different ways of capturing and collating data. It includes:</p> <ul style="list-style-type: none"> • A framework to unpack complex governance frameworks and identify strategic policy resources to develop, implement and evaluate sustainable transitions. • A methodology for data collection and document analysis, including a list of the background information (e.g., maps, statistics, census, policy and planning documents, etc.) <p>Both can be used by cities to document past transition pathways, assess their strengths and identify barriers in governance and policy processes.</p>
	Assessing current strengths and barriers: support current efforts to overcome barriers and ensure successful implementation strategies	<p>Support cities in assessing their current governance and capacity resources to support short-term SUMP/SULP implementation strategies (5-10 years):</p> <ul style="list-style-type: none"> • Setting local priorities: how do national / EU / global sustainable mobility transition goals translate into local challenges? • Overcoming institutional, organizational and political fragmentation: what solutions in terms of organizational reforms, coordination mechanisms, procedures, policy tools and deliberative forums. • Identify potential allies and resources outside the mobility sector, by strengthening cross-sectoral linkages and developing partnerships / joint policy solutions. <p>Understand the needs of major opponents and resistances to sustainable transitions, and identify potential win-win solutions.</p>
	Building for the future: develop key actions to transform	Contribute to the guide for cities (see above, WP1), on what key actions to take and how to overcome barriers to

	governance arrangements and build policy capacities for long-term transition pathways	<p>transform governance arrangements and develop policy capacities to support successful, context-specific long-term transition pathways (30 years or more):</p> <ul style="list-style-type: none"> Assists cities in setting context-specific long term high-level goals together with feedback loops allowing to regularly update according to new challenges and learning. Provides advice to cities on how to transform governance arrangements and build policy capacities Identifies the expertise needed and what policy formulation tools can be used to support strategic planning; <p>Assess what alliances and partnerships are needed (outside the mobility sector, in the private sector and civil society, etc.) to counterbalance the negative effects of the barriers and the opposition that cannot be overcome in the short term.</p>
	Cross-city comparison	<p>A matrix highlighting the different major barriers and drivers to transition pathways in different governance and policy contexts.</p> <ul style="list-style-type: none"> Identify what relevant solutions to address these barriers, Support the diffusion of learning towards cities interested in understanding how to alter governance capacities in a way that would support SUMP/SULP implementation.

Tasks		Explanation of task contribution to the learning programme
WP4	Participatory planning and principles for meaningful stakeholder and citizen engagement	<p>There are certain aspects related to participatory planning and to meaningful stakeholder and citizen engagement that need to be known in order to set up a meaningful process. These are particularly useful when planning and implementing a SUMP. Contribution could provide an understanding of:</p> <ul style="list-style-type: none"> The degrees of involvement in decision making; The SUMP as a participatory planning instrument; The typical barriers to engagement; and Why an appropriate engagement process is essential?
	Analysis of the current engagement practice	<p>The structure of stakeholder engagement and mapping current practices on the relevant layers – in-depth analysis of the various aspects related to stakeholder engagement as a way of understanding the starting point and create foundations for future engagement:</p> <ul style="list-style-type: none"> Institutional actors' engagement;

		<ul style="list-style-type: none"> • Citizen participation; • Engaging with local businesses; • Capacity and funding for engagement; • Existing decision-making approach at local level; • Clear vision and commitment to action. <p>Improving the capacity for stakeholder engagement and citizen participation might involve learning from other cities' experience, knowledge exchanges and so on (some input from the SUMP-PLUS cities on the cross-fertilisation exercises will inform this part).</p>
	Planning stakeholder engagement	<p>An engagement process should always start with setting up a strategy for engagement. The strategy should specify the following aspects:</p> <ul style="list-style-type: none"> • Aim(s) for engagement; • Expected outcome(s) of an engagement exercise; • Offer a good understanding of which stakeholders are to be involved; • The aim and the expected outcome(s) allow to define the type of activity and what is the best method for engagement to be used; and • A timeframe should also be set as part of the strategy. <p>The SUMP involves a complex planning and implementation process, where different approaches to engagement should be integrated in order to address the different stakeholder groups and to deliver in an effective way the expected outcomes of the engagement. An example of such an integrated approach to support SUMP development and implementation is presented, involving the three SUMP-PLUS engagement instruments: Local Mobility Forum, City Integrator, Citizen Engagement Platform. Practical examples of how these instruments performed in different cities may be offered.</p>
	Learning from previous engagement experiences and building on them	<p>Stakeholder participation is a continuous process, therefore learning from the past and building on previous experiences is essential in setting up a meaningful overall process:</p> <ul style="list-style-type: none"> • Engaging with stakeholders and citizen never starts from zero – know where your starting point is and have a long-term vision of your decision-making process. • Poor engagement tends to result in a vicious cycle generating further inadequate engagement processes; if the case, an effort to break the cycle is essential. • Trust between local authorities and stakeholders, including citizens, is built in stages, therefore it is

		<p>important to build a plan at the city level to develop an incremental approach, where each stage builds on the previous achievements.</p> <ul style="list-style-type: none"> • Developing capacity to manage an engagement process is essential – allow dedicated personnel or a dedicated department. • Set up a methodology to continuously monitor and evaluate the engagement process (including relevant indicators, where suitable). • Create the relevant elements of an ecosystem for engagement and participation: regular forums, events in relation with the Mobility Week, Earth Hour, car-free days, various community events. • Monitor citizen initiatives and other bottom-up participatory initiatives across the city and use their input.
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Tasks		Explanation of task contribution to the learning programme
WP5	Definition of evaluation plan	<p>The evaluation methodology adopted in SUMP-PLUS represents a valuable experience for the assessment of co-created and co-participative processes in supporting the development of mobility strategies. The evaluation methodology is customized to assess the role, the impacts and the contribution of these processes in supporting SUMP development and implementation strategy/pathway through the involvement of cross-sectorial stakeholders, different city departments and governance levels. This approach has not been so much explored in EU mobility practice compared to the assessment of process for design and implementing mobility solutions and services thus research communities and other cities can be inspired to replicate it. The approach and key elements of the methodology will be summarized and made available on the Knowledge and Planning Database (KPD) as set of guidelines.</p>
	Process evaluation	<p>The process evaluation is the main pillar of SUMP-PLUS Evaluation Methodology. A set of recommendations will be made available on the Knowledge and Planning Database (KPD) guiding other cities along the application of this method to assess the results and the contribution of co-created process supporting SUMP development/implementation. The main steps of process evaluation are:</p> <ul style="list-style-type: none"> • To identify the outputs to be assessed as result of the co-created processes; • To identify the key activities (definition of implementation strategy or transition pathway, definition/prioritization of measure package to be

		<p>demonstrated along the SUMP implementation, appraisal and enhancement of cross-sectorial links, setup of new partnerships linking private and public sector) contributing to the outputs and the interrelations with other supporting activities (improved governance coordination, capacity building, stakeholder engagement), aggregating all of them in a coherent way according to the identified outputs;</p> <ul style="list-style-type: none"> • To identify the key elements to be assessed; and • To define the practical process of data collection, assessment of the results and consolidation of findings. <p>Key examples selected among SUMP-PLUS cities will be provided in order to help the contextualization of the guidelines</p>
	Impact evaluation	<p>To date the mobility solutions suitable to be assessed through impact evaluation have not identified yet due to the delay in CLP development. Demonstrated solutions in SUMP-PLUS are operated in Antwerp CL but it seems that SUMP-PLUS activities contribute to their design and to the setup of the supporting conditions for the launch, not to the actual operation of the service/solution itself. Furthermore, demonstrated solutions will be a few ones (not covering all the CLs, for sure): this could affect the availability of consistent and largely transferable knowledge and its relevant for other cities. The possibility to include results from the impact evaluation should be better evaluated once CLP have been developed and impact evaluation in SUMP-PLUS fully specified (D5.2)</p>
	Evaluation findings	<p>Key results of the evaluation of SUMP-PLUS City Laboratories will be provided on the Knowledge and Planning Database (KPD). This could be done through a guided exercise where cities can identify the CL which is closer to its context and mobility development stage.</p>

Tasks		Explanation of task contribution to the learning programme
WP6	Update, improvement and creation of guidelines and tools	WP6 will support the development of the KPD. One of the planning ideas is to divide findings and materials uploaded on the platform based on city experience or type of city. The platform will have a matrix with a certain criteria where it is able to compare the info entered by a user and the SUMP-PLUS materials.
	Delivery of data-based policy papers addressing legislative, regulative as well as financial /	The policy papers will provide insights into how to different governance levels could foster planning for sustainable cities and the implementation of their transition pathways.

	funding-related changes at EU, national, and regional level	
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4.2 CityConsult Curricula

The learning programme of SUMP-PLUS is developed in such a way that accounts for and appreciates the differences in the level of knowledge and experience with regard to sustainable urban mobility planning among the project's target audience. In order to spread the knowledge developed within the project to as broad an audience as possible, the learning programme is structured in a way that caters to three different levels: starter cities with no or limited knowledge of sustainable urban mobility planning; intermediate cities that have applied sustainable urban mobility measures, but not systematically; and specialist cities that have already conducted integrated urban transport planning.

Starter cities programme

E - classes (see section 3.2.2)

Duration: 5 units of 2 to 4 weeks

Topic: the main issues we add or improve to sustainable urban mobility planning and implementing (maybe related to how to implement measures as described in D1.2). This is to teach our findings starting from a basis of low level knowledge at the audience side and elevate this to solid knowledge.

Intermediate cities programme

Spin off an **e-course for each of the topics of the e-class** (and announce it at relevant units / start of e-class). / Higher knowledge level and captures the specific interested ones. The e-course is more intense, as described above with more work / homework. We should see to give some credits for participants, maybe our scientific partners could be of help here?

Specialists cities programme

Webinars of max 2 hours discussing very specific aspects

Topics: from the main elements (pathways, links, governance, participation, evaluation) and from the content of CLAs.

The curricular below represents a tentative to specify the main elements and content that will be the focus for all of the 3 sub-programmes. It presents an initial structure that will be further developed for the different learning activities at a later point during the project's lifetime.

Learning Block	Topic	Content
INTRODUCTION	Introduction to the SUMP-PLUS Learning Programme and the CityConsult Agency	<ul style="list-style-type: none"> • Outlook on the rest of the course, such as topics, schedule of activities, and tasks; participants' expectations for the course.
IMPLEMENTATION STRATEGIES	<ul style="list-style-type: none"> • Setting up an Implementation Strategy • Turning policies into core measures • Detailed planning • Practical Issues 	<ul style="list-style-type: none"> • How this complements the SUMP Guidance • Pre-requisites and co-requisites • Complementary measures • Traffic restraint measures • Public transport systems • 15-minute neighbourhoods • Enabling and inhibiting factors • Temporal sequencing • Spatial clustering • Overcoming barriers to implementation • Putting together a programme to deliver a major infrastructure scheme • Monitoring and evaluation
GOVERNANCE AND POLICY CAPACITY BUILDING	<ul style="list-style-type: none"> • Understand complex governance contexts and assess scope for transformative change (e-course) • Setting context-specific policy priorities (Webinar) 	<ul style="list-style-type: none"> • Learning from the past: why is it important? • Transform high level national/EU goals into context-specific priorities • Policy resources needed for transformative change • To identify major lessons from the past – barriers and drivers • To evaluate the current situation • To produce a baseline

	<ul style="list-style-type: none"> • Build for the future through governance reforms • Governance reforms 	<ul style="list-style-type: none"> • Organizational/institutional/political/ regulatory barriers in governance • Assess scope for addressing them (short / long term) • Strategies to overcome these barriers through governance reforms or ad hoc partnerships • Transform opposition and conflicts about governance reform into an opportunity • Setting up a sustainable mobility department • Introduce a metropolitan transport authority • Develop institutional and organizational partnerships • Allow for feedback and consultation with stakeholders and citizen (link with WP4)
	<ul style="list-style-type: none"> • Build for the future through policy capacities • Scaling up from local initiatives and short-term experiments 	<ul style="list-style-type: none"> • Policy resources and capacities for sustainable urban mobility transitions • Create feedback loops allowing to regularly update high-level / strategic goals according to new challenges and learning. • Strategies to mobilize policy resources (even those your city doesn't possess). • Take actions to enhance policy resources • Document key achievements – monitor, report and inform. • Keep the momentum among politicians/technicians/managers • Research and Networking to learn and showcase

5 Evaluation of the learning programme

The aim of the evaluation framework is to reflect upon the extent to which the knowledge exchange and sharing activities maximise the integration of project results and efforts across the mobility related work area and secure highest levels of impact. The attendees of the learning programme will be encouraged to provide feedback and reflections that will consider:

- whether these activities were considered helpful by practitioners and whether there are potential links between the content of the course and their own practice (**quality**);
- which number of cities and regions have been reached (**reach**); and
- the geographical distribution of participants throughout the EU (**effectiveness, reach, and representativeness**).

This kind of feedback will allow fine-tuning and steering of the project's learning activities, optimising their results. This will ensure that SUMP-PLUS will deliver on the critical needs of cities for taking up the SUMP concept.

The feedback forms the attendees will be asked to complete will provide the data needed for this analysis. Their purpose is the assessment of the different learning and exchange activities of in terms of quality, applicability and adequacy of formats – as stated above. Feedback forms will be completed after each single event.

5.1 Quality

Guiding questions:

1. How satisfied were participants with the SUMP-PLUS learning events?
2. Have the participants learnt something new?
3. Which formats have been considered especially useful (and thus should be used more broadly in future activities)?
4. Have there been any formats that were considered not be particularly adequate (and thus should no longer be used in future events)?

Indicators

- Perceived impact on learning (“Have the participants learnt something new”);
- Perception of participants on the quality of material/presentations;
- Perception of participants on the applicability and usability of the content; and
- Perceptions of participants on formats and elements of the learning activities.

Data source

- Feedback forms sent to participants / downloadable from the online platform

5.2 Effectiveness, reach and representativeness

The dimension of effectiveness, reach, and representativeness assesses whether how many participants / cities have been reached, and whether all European regions – and specifically those regions where SUMPs take-up is still low – are adequately represented in the group of participants.

Guiding questions:

- How many cities and regions have been reached?
- Are all European regions represented?
- Are European regions “where the uptake of SUMP is low” adequately represented?

Indicators

- Number of participants in learning activities; and
- Geographical distribution of participating cities and event venues across EU Member States.

Data source

- List of participants to webinars; and
- Registered attendees via the online platform.