ADVANCE

better planning, better cities

# Final ADVANCE Audit Scheme and Guidelines

www.eu-advance.eu

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| **ADVANCE** - Auditing and certification scheme to increase the quality of sustainable urban mobility plans in cities | | | |
| Coordinator:<br>Kastelic Jörg<br><br>Austrian Mobility Research (FGM-AMOR)<br>kastelic@fgm.at<br>+43 316 / 810451-36 | | Author:<br>Duportail Veerle<br>Meerschaert Vincent<br>Traject<br>vdu@traject.be<br>+32 9 / 242 32 80 | |
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| **Prepared by:** | Veerle Duportail, Traject<br>Vincent Meerschaert, Traject | **Date:** | 29/10/2013 |
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| **Revised by:** | TRAJECT | **Date:** | 15/11/2013 |

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# 1 ADVANCE

## 1.1 Introducing ADVANCE

ADVANCE is an IEE funded project which runs from 2011 to 2014. It aims to increase the energy efficiency of urban transport and to reduce the demand for transport in European cities. To reach this goals ADVANCE develops, tests and applies the ADVANCE Audit.

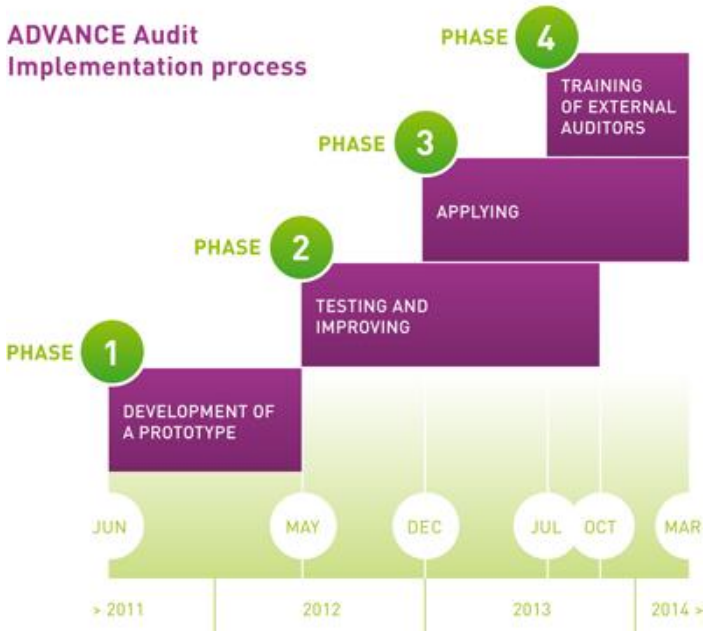



*Figure 1: Implementation process of the ADVANCE project*

The ADVANCE Audit is a tool that analyses the strengths and weaknesses in the current sustainable mobility planning of a city and gives clear indications for improvement. Measures and areas of actions to improve the sustainable mobility planning in the city can be derived directly from the action plan that results from the audit process. The action plan can be used as a basis for the development of a new or updated SUMP.

| DEFINITION |
| --- |
| The ADVANCE Audit is a practical audit tool for improving Sustainable Urban Mobility Plans. The ADVANCE Audit provides a systematic evaluation method and guidance, shows the potential for a (even more) succesful SUMP and gives added value to the city. |

A city that carries out an ADVANCE Audit and meets the agreed criteria (see 3.2.6) will get the ADVANCE certificate. Repeating the ADVANCE Audit every 5 years will indicate progress in the sustainable mobility planning of the city.

## 1.2 Total quality management in sustainable mobility planning

According to the principles of Total Quality Management, excellent quality is the result of continuous improvement achieved by applying the repetitive cycle of success[1] with a view to fulfill the city's needs. Based on this, ADVANCE considers sustainable mobility planning as a dynamic process that can be depicted with the ADVANCE Audit Scheme.

The assessment basis for the ADVANCE Audit scheme is the so-called action fields and Mission Fields of Sustainable Urban Mobility Plans:

- **Action Fields** are actions and measures described in a SUMP;
- **Mission Fields** are related to the process of a SUMP.

*Figure 2: Quality management ladder of development*

There are three categories defined to identify the status of a SUMP and sustainable urban mobility policy in a city:

1. **Starting cities**: These cities do not have a SUMP or a sustainable mobility strategy at all. The city takes ad hoc measures in case of an urgent mobility problem and will only give short term and purely technical solutions towards mobility problems.

   For **starting cities** the ADVANCE Audit Scheme will provide a first moment of consideration and reflection on sustainable urban mobility planning with assistance from a certified auditor. The ADVANCE Audit will result in an action plan which can form the basis for the development of a SUMP in the long run.

2. **Advancing cities**: The city has a SUMP and there is a common vision on which mobility strategy to follow. There is a systematic approach towards actual or expected mobility problems. The city takes first steps in evaluating the current mobility policy to find out in which fields improvements are possible.

   **Advancing cities** will be able to detect gaps or weaker parts in their SUMPs, via the standardized approach of the ADVANCE Audit Scheme. The involvement of stakeholders and the prioritization of actions guided by the auditor will allow an update / upgrade of the local mobility plan and policy.

3. **Advanced cities**: The city has a SUMP and a clear mobility strategy. The mobility policy is constantly evaluated and quality indicators are being used. The city anticipates expected mobility problems via monitoring. The mobility policy is oriented to the future and innovative solutions are implemented.

   For **advanced cities** the ADVANCE Audit Scheme provides a tool and a moment of looking critically at the actual mobility policy. The benefits of the ADVANCE Audit will be in the refining of the mobility strategy and in improving the processes related to a SUMP.

[1] *The repetitive cycle of success refers to the SUMP-cycle defined in the ELTIS plus project (See 2.6)*

## 1.3 Objectives of the ADVANCE Audit

The ADVANCE Audit Scheme intends to systemize the mobility planning process by

- Assessing the city's sustainable urban mobility plan and policy;
- Describing the strengths and weaknesses in the different planning elements;
- Prioritising improvement actions together with relevant stakeholders;
- Edit an ADVANCE action plan which can be a basis for a new or updated SUMP

The audit scheme has not only the aim to improve the quality of the SUMP as a paperwork of the mobility planning and policy in the city, but it has also the aim to analyse, systemize and improve the whole process of the development of the SUMP (involvement of citizens and stakeholders, presence of a clear vision, collaboration between different departments (urban planning, traffic…) etc.) These "process"-elements will be analysed by the Mission Fields, the implementation of measures and actions in the city will be analysed by the Action Fields.

## 1.4 Target group

The cities will be the main beneficiaries of the ADVANCE Audit Scheme implementation by and benefit from:

- The development of a Local Action Plan (including recommendations to improve the sustainable mobility planning in the city);
- The creation of a positive image as a sustainable city;
- The award of the ADVANCE certificate.
- The enhancement of the basis for future EU funded projects;
- The increase of potential for national funding for the implementation of the ADVANCE Audit Scheme.

The ADVANCE Audit can be conducted in small, medium and large sized cities. The size of the partner cities, which tested and applied the ADVANCE Audit, varied from about 35.000 inhabitants (Agioi-Anargyroi, Greece) to more than 400.000 inhabitants (Szczecin, Poland). But the ADVANCE Audit is also suitable for larger cities.

The number of inhabitants is not the only criterion defining the target group. The competence of the city in taking mobility decisions also need to be considered.

## 1.5 About this document

The ADVANCE Audit Scheme enables cities to analyse the strengths and weaknesses in the actual SUMP and policy of a city. The cities are guided through the audit-process with the help of a trained ADVANCE Auditor. Cities that pass the ADVANCE Audit successfully receive a certification.

This document shows the different steps in the audit process, provides guidelines for both city and auditor and describes the criteria for certification.

The ADVANCE Audit Scheme is not a theoretical model, but it has already been applied in practice during its development phase.

The final ADVANCE Audit Scheme is based on discussions within the consortium[2], a first test-run in 3 cities[3], the feedback from the EUROCITIES network, the feedback from the QUEST

[2] *3rd consortium meeting, Brussels 18-20 April 2012 and 4th consortium meeting, Malmö 3-5 December 2012*
[3] *Szczecin, Malmö and Schaerbeek, Summer - Autumn 2012*

scientific board[4] and a second-test-run in 6 cities[5] and 7 Brussels Municipalities[6]. To begin with, the concept of SUMPs is described in chapter 2, outlining the definition, the purpose, the scope and the characteristics of SUMPs.

Chapter 3 is dedicated to present the ADVANCE Audit step by step.

A detailed description of the mission and action fields is given in Annex I, Annex II gives an impression of the ADVANCE questionnaire and Annex III includes the ADVANCE glossary.

[4] *Members oft he QUEST scientific board are: Heiner Monheim, Allen Creedy,Tony May*
[5] *Agioi-Anarg & Kamatero, Judenburg, Maribor, Ploiesti, Terrassa, Zilina, Spring-Summer 2013*
[6] *Anderlecht, Evere, Ganshoren, Jette, Schaerbeek, Ukkel, Watermael-Bosvoorde, Spring-Summer 2013*

# 2 Sustainable Urban Mobility Plan

## 2.1 Introduction

Sustainable Urban Mobility Plans (SUMPs) define a set of interrelated measures designed to satisfy the mobility needs of people and businesses today and tomorrow. They are the result of an integrated planning approach and address all modes and forms of transport in cities and their surrounding area. The strength of Sustainable Urban Mobility Plans is that they build on existing planning activities.

Different approaches to sustainable urban mobility planning exist throughout Europe. While some countries, such as France and the UK, may be considered forerunners, Sustainable Urban Mobility Plans are a new or yet unknown planning tool in other parts of EU.

Sustainable Urban Mobility Plans mean "Planning for People". Sustainable urban mobility planning is about moving in the right direction.

The ELTIS plus project highlights the benefits of SUMPs in comparison to traditional transport plans. Furthermore, it makes an attempt to define the minimum requirements for the preparation of good-quality SUMPs, the content of the plan documents as well as for their implementation.[7]

## 2.2 Definition

A Sustainable Urban Mobility Plan is a strategic plan designed 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.

## 2.3 What is the purpose of a SUMP?

A SUMP aims to create a sustainable urban transport system by addressing – at least – the following objectives:

- Ensure transport system accessibility for all;
- Improve safety and security;
- Reduce air and noise pollution, greenhouse gas emissions and energy consumption;
- Improve the efficiency and cost-effectiveness of the transportation of persons and goods;
- Enhance the attractiveness and quality of the urban environment.

## 2.4 What is the scope of a SUMP?

The policies and measures defined in a SUMP cover all modes and forms of transport in the entire urban agglomeration, including public and private, passenger and freight, motorised and non-motorised, moving and parking.

[7] *ELTIS plus 2011: Guidelines. Developing and implementing a Sustainable Urban Mobility Plan. (working document part of Deliverable 2.2) – www.mobilityplan.eu*

## 2.5 Benefits of a SUMP

It is important to emphasise that sustainable urban mobility planning is not a completely new planning approach, but it rather builds on existing planning activities. As a result, municipalities should not consider the SUMP as yet another plan on the urban agenda.

There is a large variety of benefits associated with sustainable urban mobility planning. These include:

- Better quality of life: more attractive public spaces, improved (road) safety, better air quality, fewer emissions or less noise. To this extent, sustainable urban mobility planning carries an emotional message (safer urban environment, children's safety).
- Environmental and health benefits: next to the positive effects in terms of air quality and noise, citizens and society can gain positive health effects, thereby saving significant on health related cost.
- Improved mobility and accessibility: the implementation of sustainable mobility projects or measures improves citizens' mobility situation and facilitates the accessibility of urban areas and their services.
- Improved image of a city: a city engaged in sustainable mobility planning can project the image of being innovative and forward-looking.
- Potential to reach more people: sustainable urban mobility planning offers planners an integrated and interdisciplinary approach to planning mobility. Planners have the potential to reach more people and better respond to the needs of different user groups.
- Citizen- and stakeholder-supported decisions: through the involvement of stakeholders and citizens, decisions for or against specific urban mobility measures can obtain a significant level of "public legitimacy".
- Effective fulfilment of legal obligations: such as European Commission's Air Quality Directive or national noise regulations.
- New political vision: for officials in local authorities, it provides a longer term agenda and a clear programme to work towards. If carried out well, a SUMP has the potential to deliver better results with less conflict.
- Integration potential: policy relevance of SUMP is not limited to mobility and transport, and this integrated planning approach contributes to the achievement of other local goals (economic, social, and environmental) as well.
- Improving a city's competitiveness and access to funding: SUMPs can help planners access certain funding pools that are available for innovative solutions or integrated planning approaches.

## 2.6 SUMP approach characteristics

A Sustainable Urban Mobility Plan is a way of tackling transport-related problems in urban areas more efficiently. Building on existing practices and regulatory frameworks, its basic characteristics are:

- A participatory approach: involving citizens and stakeholders from the outset and throughout the process in decision making, implementation and evaluation, building local capacity for handling complex planning issues, and ensuring gender equity;
- A pledge for sustainability: balancing economic development, social equity and environmental quality;
- An integrated approach: mixing practices and policies between policy sectors (e.g. transport, land-use, environment, economic development, social inclusion, gender equity, health, safety), between authority levels (e.g. district, municipality, agglomeration, region, nation, EU), and between neighbouring authorities (inter-municipal, inter-regional, transnational, etc.);
- A focus on achieving measurable targets derived from short term objectives, aligned with a vision for transport and embedded in an overall sustainable development strategy;
- A review of transport costs and benefits, taking into account wider societal costs and benefits, also across policy sectors;
- A method comprising the following tasks:
  1. Status analysis and baseline scenario;
  2. Definition of a vision, objectives and targets;
  3. Selection of policies and measures;
  4. Assignment of responsibilities and resources;
  5. Arrangements for monitoring and evaluation.

## 2.7 The SUMP process

Based on the methodology developed within the ELTIS plus project[8], an ideal SUMP was defined (Figure 3). This section describes the main steps and elements of sustainable urban mobility planning.

The ADVANCE Audit process, which is based on this SUMP development cycle, distinguishes between **Mission Fields** (5 Mission Fields, related to the process of setting up a SUMP) and **Action Fields** (8 Action Fields, related to the implementation of measures defined in a SUMP), that compose the main elements of a SUMP.

*Figure 3: SUMP cycle in relation to the Mission Fields and Action Fields*
*(Source: Guidelines SUMP - ELTISplus 2011)*

[8] *ELTIS plus 2011: Guidelines. Developing and implementing a Sustainable Urban Mobility Plan. (working document part of Deliverable 2.2) – www.mobilityplan.eu*

The important element to consider is the iterative process of elaboration of the plan: the elaboration of a SUMP should not be the summative result of successive stages of studies but an integrative process allowing a shared diagnosis of the situation, a progressive definition of objectives and the consistency of means.

The dynamic character of the SUMP process is addressed in the Mission Fields.

*Figure 4: Dynamic character of the SUMP process in ADVANCE*

A detailed description of the Mission Fields and the Action Fields is to be found in Annex I.

# 3 The ADVANCE Audit – a step by step description

The ADVANCE Audit Scheme helps a city to set up and improve the quality of the sustainable urban mobility plan and policy (SUMP). The ADVANCE Audit Scheme will guide cities in 5 steps through the audit during a period of maximum 6 months.

Figure 5 shows the ADVANCE Audit process. Paragraph 3.1 describes the ADVANCE Audit step by step explaining the activity that takes place, the timing, the approximate duration and the partners involved.

*Figure 5: ADVANCE Audit Scheme*

Some key elements of the ADVANCE Audit (tasks of the city, role of the auditor…) are explained into detail in the Paragraphs 3.2 and 3.3.

## 3.1 ADVANCE Audit step by step

### 3.1.1 Legend

| LEGEND | |
|---|---|
| | Actions |
| | Tasks to check |
| | Suggestions, recommendations |
| | Training materials (templates, documents) available for the auditor |

### 3.1.2 First contact

The city shows interest in the ADVANCE Audit and is contacted by a certified ADVANCE auditor.

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| **FIRST CONTACT**<br>A meeting between the auditor and the city is organized. By means of an introductory presentation the auditor explains the ADVANCE Audit process including the commitment needed from the city. The auditor clearly explains his role as a facilitator of the audit process[9] and describes what the potential outputs and benefits are for the city (objectives of audit, scope of the action plan, criteria for certification …).<br>The auditor describes the necessary capabilities and resources that are required to compose the ADVANCE working group[10]. Special emphasis is put by the auditor on the involvement of relevant stakeholders[11]. The habits of the city with regards to involving stakeholders are taken into account and a final decision on the composition of the working group is taken.<br>The city and the auditor agree on the definitive composition of the working group.<br>☑ A contact person for ADVANCE within the city (for example mobility coordinator) is appointed.<br>Relevant documents (Mobility plan, Transport plan, SUMP, list of stakeholders…) are submitted to the auditor.<br>! – To ensure a high level of political intervention a politician needs to be a member of the ADVANCE working group.<br>! – To ensure a good follow-up and continuity of the Audit process, it is important to directly involve the right persons, both, the contact person and the members of the ADVANCE working group, during the whole process. | Week 1 | 2 h meeting | Auditor<br>Contact person of the city |
| ★ The auditor collects some context indicators. Those are indicators that will help the auditor to set up the baseline situation of the city[12].<br>! A suggestion is to ask for a compendium of press articles of the last 2 years dealing with mobility and urban planning. The journalists view gives an impression on the public discussion.<br>Another source of information to ask for is all publications of the city of the last 2 year dealing with mobility. | Week 1 | 2 h | Auditor |

9 *See 3.3.2 for more details on the role of the auditor.*
10 *See 3.2.1 for more details on the working group.*
11 *See 3.3.3 for more details on stakeholder's involvement.*
12 *See 3.2.3 for more details on context indicators.*

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| ★ An invitation for the first meeting is send to all participants, including the selected external stakeholders. In the invitation an informal moment (for example sandwich lunch) is announced as part of the first meeting of the working group. | Week 1 | 1 h | Auditor |

### 3.1.3 Step 1 – Analysing the status

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| ★ The auditor researches the relevant documents (SUMP, mobility plans, transport plan etc.). | Week 2 – 3 | 16 h | Auditor |
| ★ The auditor carries out a site visit to the city. This site visit can be combined with the first working group meeting. | Week 3 (Week 1) | 4 h | Auditor<br>Mobility coordinator / employee of the Mobility department |
| ! It is recommended to do the site visit in consultation with the Mobility Department. However, care must be taken that the site visit is not influenced by this. The auditor needs to explore both the good examples and the bottlenecks in local mobility policy. The auditor makes a photo documentation of pros and cons. This may be used as a basis for later discussions during the meetings. | | | |
| **M1 – INTRODUCTION MEETING (= first meeting ADVANCE working group)**<br>The first meeting of the ADVANCE working group starts with an informal moment (lunch) where all participants can get to know each other. This facilitates working together during the rest of the audit process.<br>After the informal moment, the auditor explains with the help of a slide show all the details of the ADVANCE Audit process. Special attention is given to the role and expectations towards all participants. The position of the auditor and the final objective of the ADVANCE Audit need to be clear to all participants from the beginning.<br>A time schedule for the whole procedure is set: dates for the next 3 or 4 meetings[13] are fixed and all participants commit themselves to attend these meetings.<br>The auditor distributes the ADVANCE questionnaire which will be used to assess the quality of mobility planning in the city. The objective of the questionnaire is clarified to all partners and the different topics are briefly explained. The auditor mentions the glossary at the end of the questionnaire.<br>Participants can ask first questions with regard to the process and the questionnaire.<br>The auditor stresses that he/she stays available during the whole process for additional questions, for example if some questions or used terms need to be clarified.<br>! It is recommended that someone of the political actors gives the kick off for the Introduction meeting to show the political commitment of applying the ADVANCE Audit. | Week 3 | 2 h 30 meeting | Auditor<br>ADVANCE working group |

[13] *A second meeting on the current state might be necessary to come to a consensus on the potential elements to set up a preliminary list of improvement actions. See 3.1.4 Step 2 – Assessment.*

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| ADVANCE standard introduction presentation<br>ADVANCE questionnaire<br>ADVANCE questionnaire summary tool<br>Template ADVANCE prioritisation table M3<br>Template ADVANCE Action Plan<br>Template ADVANCE Audit report | | | |

### 3.1.4 Step 2 – Assessment

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| ★ The members of the ADVANCE working group complete the questionnaire individually. The ADVANCE Auditor remains standby by phone and email for questions and support. | Week 5 – 7 | ± 1 h 30 per person | ADVANCE working group |
| ★ All individual answers are collected, summarized and analysed by the auditor. He/she makes an overview of the results, lists the individual comments and prepares the consensus meeting.<br>! The auditor can use the ADVANCE questionnaire summary tool to analyse the individual results. Graphs are automatically generated to help in the interpretation of the overall results and to facilitate the discussion and the achievement of a consensus. | Week 8 – 9 | 16 h | Auditor |
| **M2 – CONSENSUS MEETING(S) CURRENT STATE**<br>The auditor presents the results of the survey. Focus is put on these items where there is a clear difference in answers.<br>Via plenary discussion a consensus on the score or answer is searched for every mission field. Several options to achieve a consensus are available: keeping the arithmetic average, up- or down grading based on arguments of individual group members, voting for average score… The auditor plays the role of facilitator in the whole discussion.<br>The same discussion takes place with regard to the action fields. Based on the preliminary desk research and site visit by the auditor and on the scores on the different action fields it becomes clear on which action fields the city needs to focus in future.<br>There should only be one score from the ADVANCE working group for each statement covered by both the mission and action fields.<br>! In some cities, a second meeting on the current state might be necessary to come to a consensus on the potential elements to set up a preliminary list of improvement actions. It is amongst the tasks of the auditor to feel the need or the advantage of having a second consensus meeting. | Week 10 | 4 h meeting or 2x3 h meeting if 2nd consensus meeting is needed | Auditor<br>ADVANCE working group |
| ! Suggestions during the meeting:<br>• It is recommended to start the presentation with a SWOT-analysis of the current mobility situation based on the desk research and the site visit. The SWOT-approach is familiar to most people and is a good starting point to continue with the results of the questionnaire.<br>• To have a break in the middle of the meeting: the participants will be more active when having a break during a 4h meeting.<br>• At the end of the meeting it is useful to present one slide with the conclusions of the meeting. This can also be used as a starting point for the Action Plan.<br>• Make the meeting as interactive as possible and let the participants discuss the results of the questionnaire. Before presenting the results let the working group members guess which will be the 3 weakest and 3 strongest measures. | | | |

| Activity | | Period | Duration | Actors involved |
|---|---|---|---|---|
| ★ | Review the existing policies and strategies within the city and make a list of current improvement actions planned within the city that are relevant to improve the sustainable urban mobility.<br>Make a preliminary list of possible improvement actions collected from the consensus meeting for future improvement. | Week 10 | 4 h | Mobility coordinator / employee of the Mobility department |

### 3.1.5 Step 3 – Prioritisation

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| ★ The auditor, in agreement with and including advice from the City (mobility department), drafts an action plan (AP) based on the list of possible improvement actions that resulted from Step 2.<br>To facilitate the discussion on prioritisation the auditor can use the prioritisation table M3.<br>This table contains the general objectives as set out in the mobility policy, completed with some specific objectives determined by the auditor in assistance of the City. It should be emphasized that this table is a qualitative tool for the auditor to facilitate the discussion during the meeting M3 and is not a communication instrument.<br>! In the AP concrete objectives and actions are set out in a timetable with specific budgets and responsible persons or departments and the impact on CO2-reduction and energy savings. | Week 11 – 14 | 60 h | Auditor<br>Mobility coordinator / employee of the mobility department |
| ★ The draft AP is discussed with the Mobility Department to fine-tune the list of improvement actions. | Week 15 – 16 | 4 h | Auditor<br>Mobility coordinator / employee of the mobility department |
| ★ The reviewed AP is send to the working group members by the auditor in order to prepare for the prioritisation meeting. | Week 15 – 16 | 2 h per person | ADVANCE working group |
| **M3 – PRIORITISATION MEETING**<br>A discussion takes place on the priorities in the list of actions mentioned in the draft AP. The discussion is done in a plenary session or in different working groups.<br>The auditor provides guidance in the discussion and helps the working group to come to conclusions on the prioritisation.<br>All comments are taken into account for the next step (editing of final action plan).<br>The working group discusses and agrees on which (other) stakeholders need to be consulted before drawing the final AP. | Week 17 | 3 h meeting | Auditor<br>ADVANCE working group |
| ★ Shortly after the prioritization meeting the contact person of the city contacts the primary actors[14] for having their advice on the prioritization list.<br>The comments from the primary actors are reported to the auditor. | Week 18 – 19 | 4 h bilateral contacts | Contact person of the City |

[14] *Stakeholders who are affected by mobility measures, e.g. NGOs; see chapter 3.2.5*

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| Suggestions during the meeting:<br>• It is very helpful to introduce examples that enrich the debate.<br>• It is important to make the meeting as entertaining as possible in order to ensure active participation of the attendees<br>• The draft Action Plan document should be delivered to the ADVANCE working group members well in advance to the prioritisation meeting. | | | |
| Suggested methodologies to prioritize:<br>• Star-methodology<br>The prioritization is done in two steps:<br>- Step 1 is a voting to prioritise the actions. It takes into account the following criteria of prioritisation: accessibility for all modes of transport, accessibility for all, quality of life, road safety, protection of the environment and people's health.<br>Each action is rated with either 1, 2 or 3 stars. The rating is followed by a discussion about the difference in votes. At the end the average for every action is demonstrated to show the prior actions.<br>- Step 2 the members of the working group have to take into account the feasibility (possible conditions of success) of each action and the time limit of the implementation.<br><br>• Prioritisation by primary actors<br>- Two M3 meetings will take place: one with the members of the WG and one with primary actors. The reason to organise two meetings is that on the one hand the WG are involved from the beginning so they know about the process in detail, and on the other hand the primary actors should feel free to express their opinion. The priorisation process is the result of the two meetings.<br>- During M3 with the WG every member has to express their opinion about its prioritisation for the field he is an expert in.<br><br>• Priorisation prior to M3<br>- After the consensus meeting all members of the WG representing different organisations, stakeholders and municipality are asked to compile their list of priorities.<br>- They send their list of priorities to the auditor.<br>- The auditor reviews the list, compares it with the results of M2 and prepares the final list for the prioritisation meeting M3.<br>- The final list is sent to the WG in advance to M3. | | | |
| In which way the primary actors are consulted depends on the customs of the city:<br>• bilateral meetings with the primary actors after M3 | | | |

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| • presence of the primary actors at M3<br>• phone consultation by the auditor | | | |

### 3.1.6 Step 4 – Final action plan

| Activity | Period | Duration | Actors involved |
|---|---|---|---|
| ★ Based on the previous steps the final ADVANCE Action Plan is edited by the auditor.<br>! The AP is send to the working group for final comments. | Week 20 | 8 h | Auditor |
| **M4 – FINAL ACTION PLAN MEETING**<br>The ADVANCE working group presents the final AP to the political representatives of the city.<br>After discussion agreement is achieved on improvement actions and prioritisations. | Week 21 | 3 h meeting | Auditor<br>ADVANCE working group |
| ★ The auditor revises the final AP based on the comments of the representatives. | Week 21 – 22 | 4 h | Auditor |
| ★ The auditor approves the final AP. | Week 23 | 1 h | Auditor |
| ☑ The AP is approved by the political representatives of the city. | Week 23 | | Auditor<br>ADVANCE working group<br>Political representatives of the city |

### 3.1.7 Step 5: Audit Report and certification

| Activity | | Period | Duration | Actors involved |
|---|---|---|---|---|
| ★ | The auditor writes the Audit Report including:<br>– the notes of the working group meetings<br>– recommendation for certification<br>The final and approved Action Plan is added as an annex to the Audit Report. | Week 24 | 16 h | Auditor |
| ☑ | If the city meets the criteria for certification, it receives the ADVANCE certificate[15]. This is done during a ceremonial moment in the presence of the political representatives, the ADVANCE working group and relevant stakeholders. | Week 25 | | All |

[15] *The criteria for certification are defined in 3.2.6 Who takes the final decision for certification is still open for discussion. Two options are under consideration: 1) the auditor decides about certification or not or 2) a certification committee takes the final decision (see 3.2.6 for more details).*

## 3.2 Detailed description of ADVANCE Audit key elements

### 3.2.1 The ADVANCE-working group

The ADVANCE-working group is the main actor in the audit-process. The working group is formed to discuss strengths and weaknesses of the urban mobility planning and to define ways for further improvement.

The working group needs to be composed of the main internal and external players on urban transport and mobility planning. It is important that the group's composition reflects the departments within the city and the relevant stakeholders that are responsible for the functions covered by the mission and action fields. However, for reasons of efficiency the working group is limited to a maximum number of people. It is recommended that the working group counts between 10 and 15 participants.

The precise composition of the group is not prescribed – it should instead be decided by the city – but some of the functions that may be represented include the people responsible for land use planning, for planning and delivering infrastructure and services across the various modes (e.g. those who plan the bike network, but also those who implement and maintain it), and also those private organisations that deliver services such as, in some cities, the public transport operator. It is also important to include those responsible for transport finance; those responsible for collecting data on the city (e.g. traffic counts, socio-economic) and those responsible for the mobility measures that the city delivers.

It is important not only to involve key actors (actors responsible to develop the audit: public administration, political actors…) but also to have relevant implementation actors (actors responsible to implement measures of a SUMP: PT operators, infrastructure responsible actors…) represented in the working group.

Including for example primary actors (user associations) in the working group activities might result in a more balanced and thus credible assessment of the sustainable urban mobility of a city. Also involving key external mobility providers throughout the whole assessment process might help to build widely accepted improvement actions.

The habits of the city with regard to involvement of stakeholders will be taken into account while composing the working group. Stakeholder involvement is described further on (3.3.3 Involvement of stakeholders).

It is important to find out about the political level's interest in the ADVANCE Audit before the actual start of the audit process. At least the city councillors for transport and mobility should get a short introduction on the ADVANCE Audit Scheme and how it works.

The composition of the working group is agreed between the city and the auditor at the start of the audit-process.

During the ADVANCE Audit the working group will meet at least four times. For an efficient and productive audit-process it is necessary that the composition of the working group stays the same as much as possible during the whole process. In the selection of working group members the commitment and availability is one of the criteria to be taken into account.

The main working group activities consist of assessing the Mission and Action Fields, discussing strengths and weaknesses and defining ways for further improvement (action plan). During the First contact one more specific role is to be taken up by one person. This is the role of the ADVANCE contact person and is the main contact between the city and the ADVANCE auditor. The ADVANCE auditor drives the process and has a more objective view of the city's mobility policy.

It is important to have a common understanding of the ADVANCE Audit Scheme and to share the details of the Mission and Action Fields with the ADVANCE working group members. During the Introduction meeting the auditor should give an introductory presentation of the ADVANCE

Audit covering the whole process, the ADVANCE Audit scheme, the ADVANCE questionnaire and the ADVANCE materials.

### 3.2.2 What is available?

The following ADVANCE materials are available for the Auditor

- ADVANCE introduction presentation: ADVANCE introduction.ppt (PowerPoint)
- ADVANCE questionnaire: ADVANCE questionnaire.xls (Excel)
- ADVANCE questionnaires summary tool: ADVANCE summary tool.xls (Excel)
- Template ADVANCE prioritisation table M3: ADVANCE prioritisation table M3 template.xls
- Template ADVANCE Action Plan: Local Action Plan template.doc (Word)
- Template ADVANCE Audit report: ADVANCE Audit report template.doc (Word)

### 3.2.3 City context indicators

Before starting the actual audit the auditor collects some context indicators to get a clear and total objective view of the city's mobility policy. The city should provide information regarding these.

The context indicators are organized in two main groups. On the one hand, those indicators that will help the auditor set up the baseline situation of the city and, on the other hand, those indicators that will help the auditor to evaluate changes in the local mobility policies.

These data are important to evaluate the effects of the application of the ADVANCE Audit. The auditor has to collect these data and include it in the assessment report template.

| Context Indicators | |
|---|---|
| **Baseline indicators** | |
| Population | Number of inhabitants |
| Population density | Number of inhabitants / km² |
| Area | Km² |
| Population above age 65 | In % |
| Population under 18 | In % |
| Students | Total number of students |
| Modal split (Walk, Bike, PT, Car) in % | Year |
| Car ownership[16] | Cars / 1.000 inhabitants |
| Unemployment rate | In % |
| GDP per capita[17] | In EUR |
| **Organizational indicators** | |
| Responsible for the public transport in the city. | |
| Proportion of roads in the city controlled by higher level of government. | |
| Responsible for the enforcement of parking policy within the city. | |
| Relative number of employees involved with mobility within the city | |

[16] *Further information: Eurostat Urban Audit – indicator number of cars per 1000 inhabitants.* http://www.eea.europa.eu/data-and-maps/figures/passenger-car-ownership-in-the-eea

[17] *Further information: Eurostat (2010). Regional GDP per inhabitant in 2008.* See http://epp.eurostat.ec.europa.eu/cache/ITY_PUBLIC/1-18022010-AP/EN/1-18022010-AP-EN.PDF

| | |
|---|---|
| Existing mobility groups in the local administration | |
| Frequency of political decision groups | |
| Frequency of administrative decision groups related to mobility | |
| Involvement of stakeholders in decision-making processes | |

### 3.2.4 The ADVANCE-questionnaire

The ADVANCE questionnaire is the main instrument to perform the assessment (Step 2) of both, the SUMP and the actual mobility strategy of the city. The ADVANCE questionnaire covers the 5 Mission Fields and the 8 Action Fields.

#### Content of the ADVANCE questionnaire

The ADVANCE questionnaire is an excel document consisting of the following work sheets[18]:

- How to use me: explanation and guidance for filling in the questionnaire (addressing the working group members)
- Respondent: template to fill in contact details of respondents
- Mission Fields: work sheets for assessment of Mission Fields
- Action Fields: work sheet for assessment of Action Fields
- Score: Summary of the scores of both, Mission and Action Fields
- Output: graphs / charts which are automatically generated to see the assessment results

#### How to score each Mission and Action Field?

ADVANCE provides an interactive questionnaire[19] to score and visualise the results (Figure 6 and Figure 7).

The Mission Fields and Action Fields will be assessed on a scale from level 1 to 4. Level 4 indicates the highest level of performance or implementation and level 1 the lowest (Tabel 1).

| Level of performance | |
|---|---|
| Level 1 | We have been doing this sporadically or ad-hoc.<br>We have some anecdotal information.<br>Very little performance.<br>Fire principle: we take action if necessary, as long as necessary and only when necessary. |
| Level 2 | We are implementing this and/or have done this a couple of times or at a small number of sites.<br>We have information related to some areas.<br>Some performance. |
| Level 3 | We have implemented this and have done this regularly or at many sites.<br>We have good information.<br>Rather strong performance.<br>There are indeed structural initiatives, but there is still room for improvement. |
| Level 4 | We have implemented this and are regularly reviewing this in a systematic way.<br>We work in a systematic and innovative way.<br>Strong performance.<br>In this area we score excellent. |

*Tabel 1: Level of performance or implementation*

[18] *At this moment the ADVANCE questionnaire is an excel tool. Possibly this tool will be a web-based application. This is currently under investigation.*

[19] *ADVANCE questionnaire.xls – see Annex II*

### Calculation methodology and outputs

The ADVANCE working group members complete the ADVANCE questionnaire individually. All individual answers are collected, summarized and analysed by the auditor. The auditor makes an overview of the results, lists the individual comments and prepares the consensus meeting. There should only be one score from the ADVANCE working group for each statement. If differences of opinion arise, the ADVANCE working group members should agree on a consensus via negotiation, calculating an average score, or majority decision.

*Example*

The scoring for the different mission and action fields is presented using a cobweb diagram. This is illustrated for the Mission Fields (Figure 6) and the Action Fields (Figure 7).

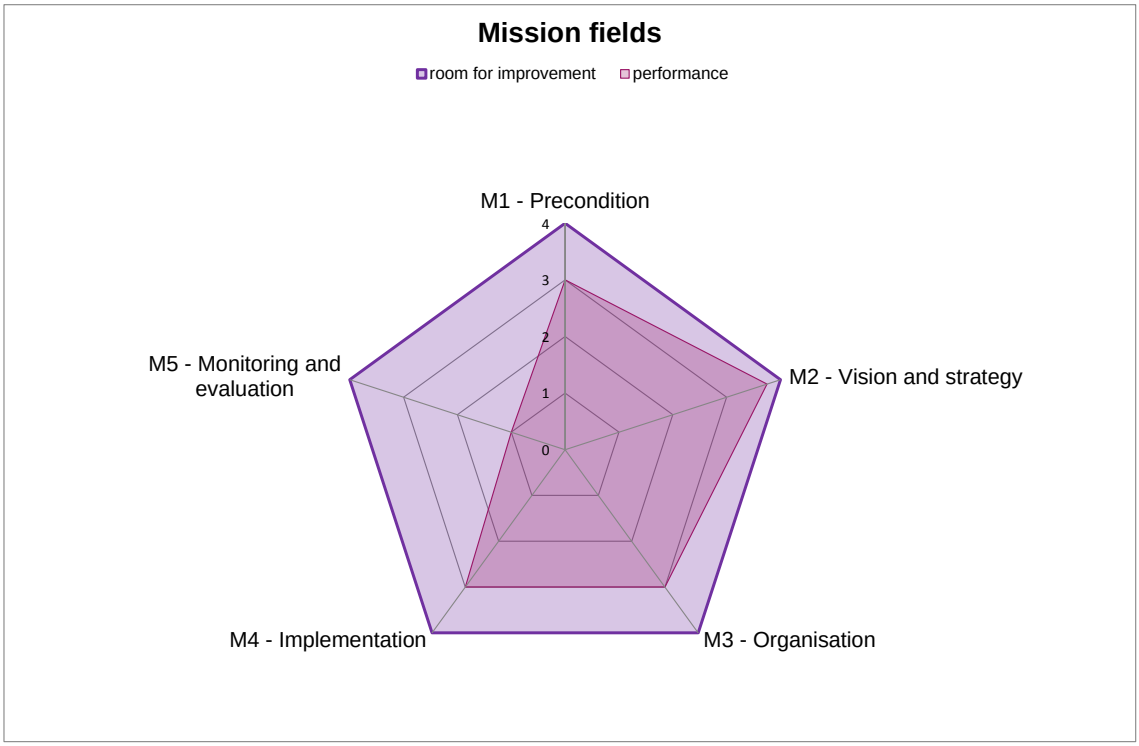



*Figure 6: Cobweb Mission Fields*

In the example in Figure 6 the strength of the city lies within Mission Field M2 – Vision and strategy. The weakness of the city's Sustainable Urban Mobility Planning lies within Mission Field M5 – Monitoring and evaluation.

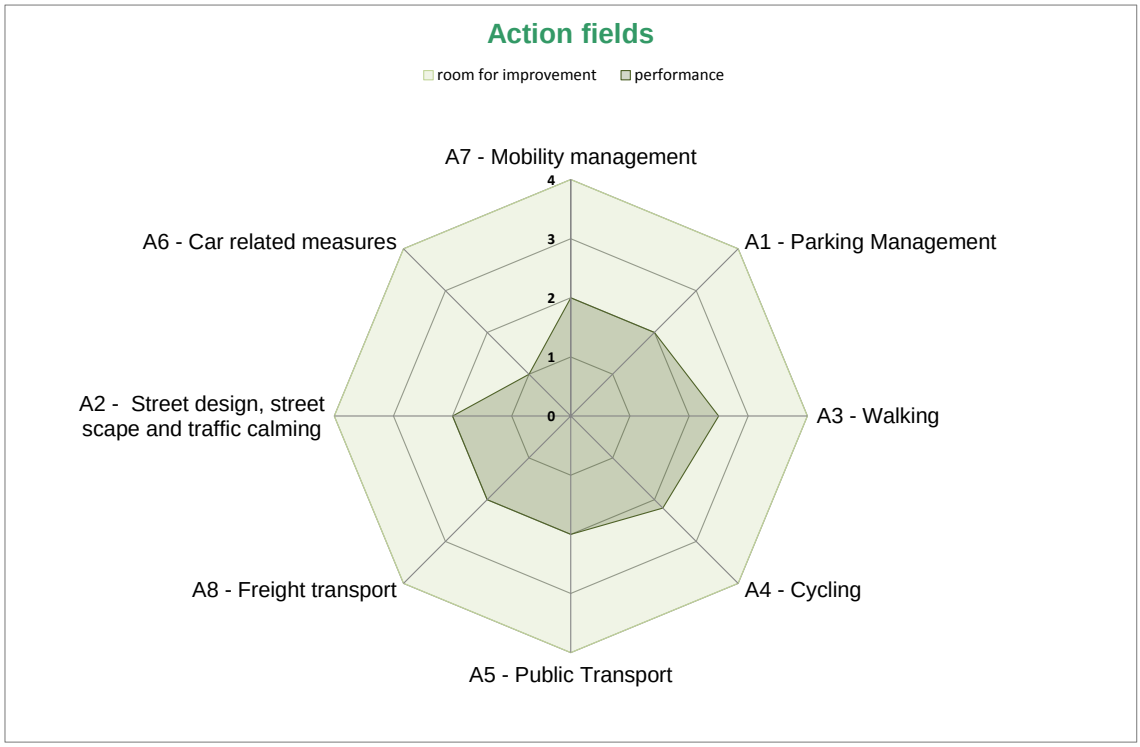



*Figure 7: Cobweb Action Fields*

In the example in Figure 7 the strength of the city lies within the Action Fields A3 and A4. The weakness lays within the Action Fields A6.

The scoring for the individual questions per mission and action fields is presented in a bar diagram. This is illustrated for the Mission Fields (Figure 8).

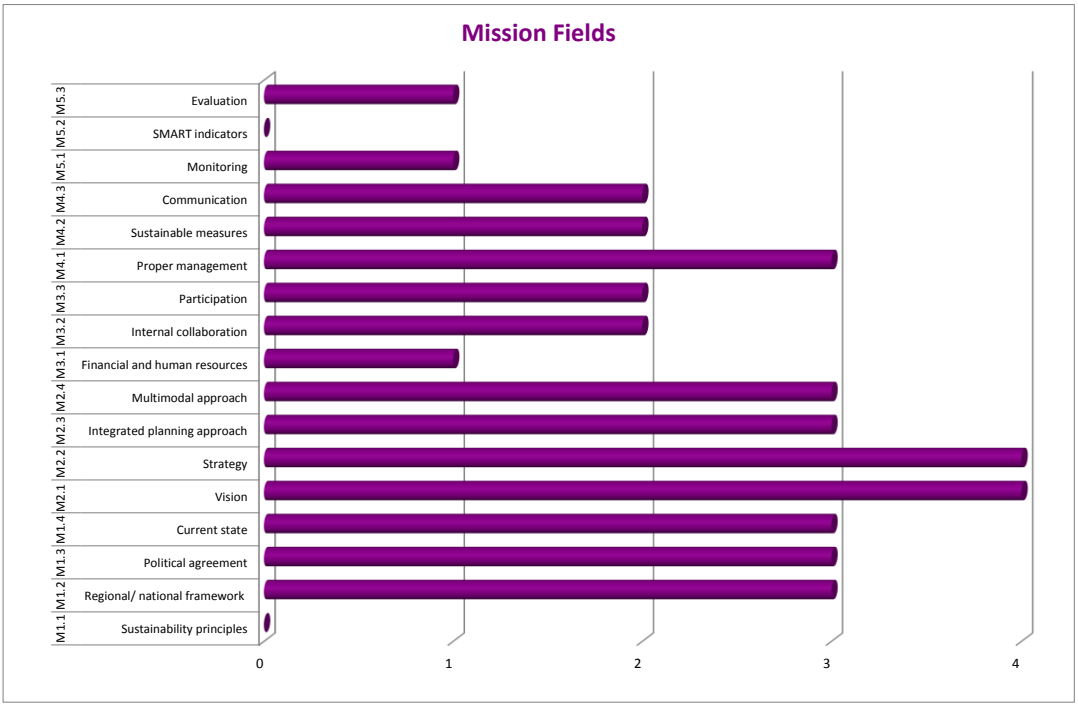



*Figure 8: Bar Diagram Mission Fields*

In the example, in Figure 8, the elements of M2.1 Vision and M2.2 Strategy are strengths. The weaknesses are the elements M3.1 Financial Human Resources, M5.1 Monitoring and M5.3 Evaluation.

If there are a lot of statements answered with “not applicable”, it is the task of the Auditor to determine why these elements received the answer “not applicable” during the consensus meeting.

**Results of the assessment**

During the consensus meeting, it is important for the auditor to facilitate the discussion about strengths and weaknesses. Possible guiding questions are:

- Why does the city have a strong performance in a certain Action or Mission Field?
- Is it possible to strengthen it further with little effort?
- Why does the city have a poor performance in a certain Action or Mission Field?
- Is it possible to strengthen it with little effort?
- Can the improvement be done within a short time period? Or does it take long term actions?
- Are there any concrete suggestions for improvement among the working group members?

All information gathered in these discussions can help the city to prepare the priority list of possible improvements/actions.

### 3.2.5 The ADVANCE Action Plan

The final output of the ADVANCE Audit process is an **Action Plan (AP)** with concrete actions to improve the local urban mobility plan and policy. The AP is no SUMP in itself but can be the basis for the development (in starting cities without a SUMP) or the upgrade (in advancing or advanced cities) of the local SUMP.

The development of a coherent and comprehensive action plan is important to guarantee successful implementation in the future. The AP should consist of actions that can be implemented quickly (quick-wins) and at the same time include more long-term, strategic actions. The AP should be in line with the actual situation of the city (starting, advancing, advanced).

Based on the compilation of the results of the assessment of the Mission and Action fields and on a preliminary list of strengths and weaknesses, the auditor and the city need to prepare and organise the prioritisation meeting where the improvement actions will be discussed.

The city needs to consider the following task for preparing the prioritisation meeting:

- Review the existing policies and strategies within the city and make a list of current improvement actions planned within the city that are relevant to improve the sustainable urban mobility;
- Make a preliminary list of possible improvement actions collected from the consensus meeting for future improvement. To facilitate the prioritisation the auditor can use the prioritisation table M3 (see 3.1.5 Step 3 – Prioritisation).

The aim of the prioritisation meeting is to discuss the feasible paths for the city based on the results of the ADVANCE questionnaire.

In the AP concrete **objectives** and **actions** are set out in a **timetable** with an estimation of a **budget** and responsible persons or departments. The following points are essential for inclusion in the AP:

- Determining improvement actions based on the audit process (list of improvements);
- Setting out a priority list (you can't change everything at the same time);
- Identifying the people responsible for implementing the actions;
- Identifying employees and departments involved;
- Defining a time schedule for implementing objectives with opportunities for interim evaluation;
- Setting out a budget for realising the actions;
- Calculating the potential modal shift and energy savings that can be achieved.

| | | |
|---|---|---|
| ***Objective*** | | increased safety for pedestrians and cyclist |
| ***Measures to achieve the objective*** | | - introduction of 30 km/h zone<br>- development of shared streets<br>- enhanced visibility for drivers at pedestrian crossing |
| ***Responsibilities*** | ***Initiator*** | City administration |
| | ***Leader*** | Head of the Traffic Department |
| | ***Implementer*** | Traffic Department / Streets Department / Local Police |
| | ***Involved stakeholder*** | |
| ***Timeframe*** | | 6 months / short – term measures (quick-win) |
| ***Budget*** | | xxx euro |
| ***Funding resources*** | | Local budget |
| ***Expected impact*** | | - reduced number of accidents<br>- increased number of pedestrians due to more friendly pedestrian areas |

*Tabel 2: Example of an action in the AP*

While the time horizon for the implementation of a whole SUMP might take more than five years, the proposed actions in the AP should be able to get implemented within the next 5 years.

The AP needs to reflect the commitment of the key actors and implementation actors and will be presented to the political representatives of the city. In order to apply for the ADVANCE-certificate the AP needs to be accepted by the political decision takers.

### 3.2.6 The ADVANCE Certification

The ADVANCE Audit Scheme enables cities to analyse the strengths and weaknesses of the actual Sustainable Urban Mobility Plan (SUMP) and policy of a city. The cities are guided through the audit process with the support of a certified ADVANCE Auditor. Cities that pass the ADVANCE Audit successfully and meet the agreed criteria can receive the ADVANCE certificate.

The certification process and the criteria for certification are described in deliverable D2.4 ADVANCE Certification.

The main elements are listed below.

#### The ADVANCE-certificate

After the city has passed the ADVANCE Audit, it can apply for a certification. The ADVANCE-certificate is the proof of a correct audit process and a clear commitment of the city to (further) improve the city's sustainable urban mobility plan and policy.

*Figure 9: Example of the ADVANCE Certificate*

The ADVANCE Committee assesses the Audit Report and grants the certificate.

The certificate needs to be signed by the Auditor and the ADVANCE Committee.

The ADVANCE Committee is an independent supervisory body. The main tasks of the ADVANCE Committee are to check the accuracy of the audit process and the standardisation of all Audits (and Action Plans) carried out in Europe over the coming years.

The credibility of the ADVANCE certificate, and thus of the ADVANCE Audit, is dependent on the ADVANCE auditors' expertise, the attractiveness of the (future) ADVANCE network and the accreditation of the ADVANCE Committee.

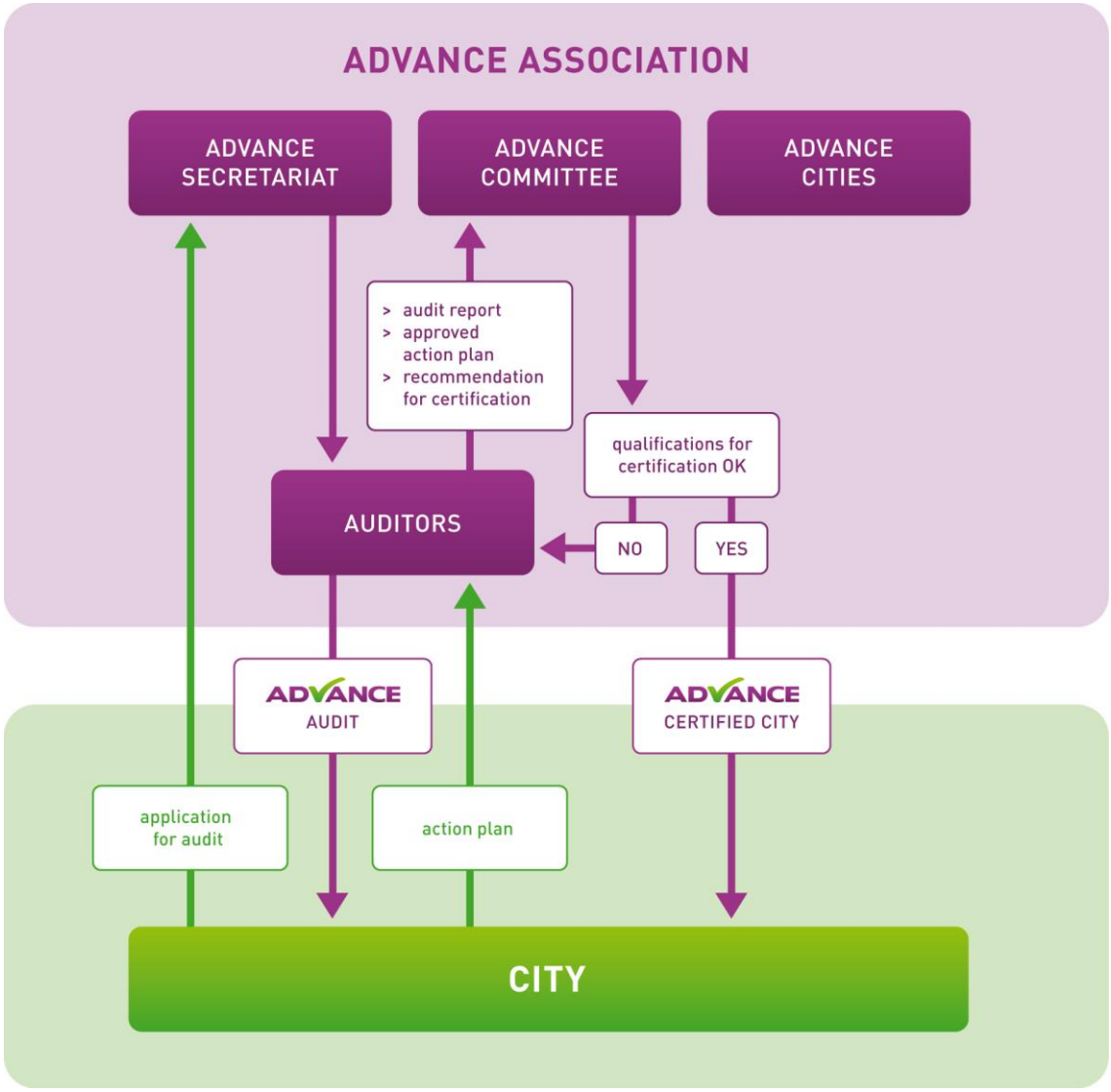



*Figure 10: Organogram ADVANCE certification*

### Conditions for granting the certification

A city can get the ADVANCE certificate, if it completes the following procedural steps:

- submittance of an application for the ADVANCE Audit to the ADVANCE ASSOCIATION;
- appliance of the ADVANCE Audit accompanied by a certified ADVANCE auditor;
- establishment of an ADVANCE Working Group during the audit process;
- development of a Local Action Plan which shows a clear commitment of the city to further improve its SUMP;
- obtainment of a recommendation for certification from the auditor.

### Procedure

At the end of the ADVANCE Audit the auditor will edit the Audit Report in which recommendations for receiving the ADVANCE-certificate are formulated.

For each audit, three members of the ADVANCE committee will check the accuracy of the audit.

The Audit Report, including the approved Action Plan and the recommendation for certification are distributed to the members of the ADVANCE Committee before the evaluation meeting. The Committee decides whether or not to contact the auditor in the evaluation meeting if anything is unclear.

The ADVANCE Committee verifies the received documents and decides ultimately to grant the ADVANCE certificate based on the checklist for certification.

The ADVANCE Certificate is the sole responsibility of the ADVANCE Committee.

After the city is informed about the decision, a certification ceremony is organised. During this ceremony the city will officially receive the ADVANCE certificate. The Working Group members, political representatives, all stakeholders and the media are invited to participate in this ceremony.

Handing over the certificate should have a positive impact on the image of the city.

## 3.2.7 Audit report

To be able to communicate the results to politicians, society and other stakeholders, and also to remember both the process and the results, it is necessary to document the work in the ADVANCE Audit report. This is also a very helpful document when repeating the assessment.

To facilitate this work an ADVANCE Audit report template is provided (See 3.2.2). This includes the main areas that need to be documented, such as:

- Who has participated in the working group? How were the roles distributed?
- The process, meetings and decision-taking process
- The assessment of the Mission and Action fields using the ADVANCE questionnaire, including reference to the support during the assessment
- Illustration of the results
- Identified strengths and weaknesses, including their possible causes
- The recommendation of actions
- Conclusions

The ADVANCE auditor sends a draft of the ADVANCE Audit report to the members of the working group and asks for comments, corrections and amendments. Thereafter the auditor finalises the ADVANCE Audit report.

The Auditor sends the final Audit Report, completed with the Action Plan, and a recommendation for certification to the ADVANCE Committee.

### 3.2.8 Re-audit

The progress of the implementation of the Action Plan will be checked by the ADVANCE Committee after a period of 3 years based on an update of the Action Plan. The city will be informed about the time of the Action Plan update.

The ADVANCE certificate must be confirmed every 5 years by the ADVANCE Committee.

The City will be informed about the expiry date of the ADVANCE certificate.

A city wanting to confirm the ADVANCE certificate needs to do a re-audit.

A city can do a re-audit if it meets the following procedural steps:

- The City has sent a follow-up of the Action Plan after a 3 years period to the ADVANCE Secretariat;
- The City has fulfilled at least 50% of the actions since it was certified.

For the re-audit the audit[20] and the certification process will be similar to the initial certification.

This approach ensures the sustainability of actions to improve the Sustainable Urban Mobility in the city.

[20] *The second audit process will be slightly different because first contact can be skipped and step 1 will be compressed.*

## 3.3 ADVANCE Audit Roles

This paragraph contains guidelines for the two key players in the ADVANCE Audit: the employees of city administration (the contact person of the city in particular) and the auditor.

### 3.3.1 The city in the ADVANCE Audit process

The city is the main subject and the main beneficiary of the ADVANCE Audit process. The city has the following roles to fulfil during the audit-process:

- **Initiator** (before the audit): the city who wants to apply for an ADVANCE Audit contacts the ADVANCE ASSOCIATION[21]. The initiator can be the representative of the mobility department within the city, the mayor etc. During the first consultation between city representatives and the auditor the ADVANCE working group is composed.
- **Logistics facilitator**: the city is responsible for the practical organisation of the meetings by providing accommodation (meeting room, refreshments, etc), ensures the presence of partners, and sends out the invitations. As a lot of internal and external partners attend the ADVANCE-working group meetings it is advised that the dates for different meetings are fixed from the beginning.
- **Committed partner**: a strong commitment from the city is a necessary precondition to have a successful audit process and one of the criteria for receiving the ADVANCE-certificate. Commitment from the political level is needed although the degree of commitment can differ from city to city. In any case, the action plan needs to be a clear engagement of the city to further improve the sustainable mobility policy

The city has to understand that ADVANCE is a standardised way of assessing and improving a local urban mobility plan and policy. There are some strict procedures which need to be followed in accordance with the local situation and law. In the same way, the city has to understand that the output of the ADVANCE Audit is not a SUMP in itself but an Action Plan (AP) which can be used as a basis for the development of a (new) SUMP.

### 3.3.2 The auditor in the ADVANCE Audit

#### In general

The auditor guides the city through the whole audit.

- He/she is the process-advisor/facilitator
- He/she accompanies the process of the audit
- He/she analyses the mobility policy of the city
- He/she gives as an **expert** recommendations for improvement
- He/she gives recommendations on certification and/or certifies the city him/herself

The auditor gives more credibility to the audit process and its output towards the city's stakeholders in the SUMP process. The proposed improvement actions can gain from the knowledge and expertise of the auditor on performance of similar actions adapted in other

[21] *The activities of the ADVANCE ASSOCIATION focus on certification and quality assurance of the ADVANCE Audit. The members are the ADVANCE cities and municipalities, the ADVANCE auditors and the partners within the ADVANCE consortium. See D2.4 ADVANCE Certification.*

cities. The auditor acts as an objective person who exceeds all possible internal sensitivities within the working group and/ or between the working group and other involved stakeholders.

The auditor is responsible for maintaining a balance in the assessment sessions between a cognitive approach (giving scores), a learning approach (expertise and knowledge of the auditor) and a conversational approach (discussion between actors).

The auditor has a dual role: he is a facilitator and an expert. The test-run of the ADVANCE-city showed different expectations towards the role of the auditor as an expert: most of the cities expected the auditor not only to facilitate the process but especially also to advice in the developing of a mobility strategy and choosing mobility actions. In an advanced city the audito's role is mainly that of a facilitator of the process because the city itself has lots of expertise in the field of urban mobility.

#### Specific tasks

The task of the auditor could be described as follows:

- Collecting evidence regarding the different Mission Fields and Action Fields via desk research and a site visit;
- Assuring the political commitment to apply the ADVANCE Audit;
- Advising the city in selecting and involving the relevant stakeholders;
- Moderating the different working group meetings and preserving a good atmosphere between all involved partners. This is especially the case during the consensus meeting(s) and the prioritisation meeting;
- Reporting the audit process by writing a progress report after every meeting;
- Developing the Action Plan with assistance of the city;
- Editing the audit report based on the progress reports of the working groups meetings;
- Giving recommendations for the certification of the city based on the audit process and the Action Plan.

#### Profile

ADVANCE is addressing transport experts, mobility consultants and other persons working in the field of transport and mobility, in particular. A prospective ADVANCE auditor needs to have the following characteristics:

- He/she needs to have the skills to moderate and facilitate discussions;
- He/she needs to have working knowledge and experience on urban mobility planning;
- He/she needs to be flexible to adapt to local situations and practices;

A good knowledge of the local situation and context is of advantage to the auditor.

#### Training

To become a certified auditor, it is obligatory to participate in the ADVANCE training workshop. During the workshop, training materials including all templates will be handed over, the audit process will be presented and questions and answers sessions will be done.

After a successful participation in the training, the trainees will be certified as ADVANCE auditors.

### 3.3.3 Involvement of stakeholders

Before identifying which stakeholders need to be involved at which step during the ADVANCE process, it is important to distinguish three types of stakeholders according to their specific power position:

- **Key actors**: the actors responsible to develop the audit.
  - political actors (mayor, councilors)
  - financial responsible actors (ministries)
  - authority and skills actors of the public administration: mobility, land use, environment, transport department, …
- **Implementation actors**: the actors responsible to implement the measures of a SUMP
  - public transport operators
  - (traffic) police
  - infrastructure responsible actors
- **Primary actors**: the actors that will be affected by all the measures. These are the **user groups** and are all related to community and neighbourhoods.
  - different social groups or professions
  - NGO's

During the first contact the ADVANCE working group is compiled.

The **key actors** and the **relevant implementation actors** will be member of the ADVANCE working group. They need to be involved from step 1 until step 4. Depending on the habits of the city, it is possible that the involvement of political actors is limited to their presence on the introduction and final meeting. If the political actors are not able to attend all meetings, a representative is designated and reports to them.

The **primary actors** will be involved in step 3 after setting up a prioritization list of improvement actions. The city contacts the primary actors for having their advice on the prioritization list. The way the primary actors are consulted depends on the customs of the city (bilateral meetings, common meeting and phone consultation). The comments from the primary actors are reported to the auditor.

All stakeholders are invited to the ceremony of handling the ADVANCE certificate (step 5).

It is important to stress that the involvement of stakeholders during the ADVANCE Audit is in line with the habits of the city. It is the role of the auditor to advice the city in selecting and involving the relevant stakeholders for their city. This means that the choice of individual stakeholders should especially depend on:

- **Prioritising actions**: if we focalize our measures e.g. on public transport, we should invite representatives of PT operator. If we concentrate on handicapped people we should invite related associations and unions …

| Potential stakeholders by the different action fields |
|---|
| **Mobility Management:**<br>**Mobility experts and traffic engineers, NGOs focused on mobility, organisers of EMW, PT operators, suburban transport operators, regional transport operators, representatives of people with mobility handicaps, representatives of schools, representatives of big employers, stakeholders with interest in tourism, ...** |
| **Parking management:**<br>**Representatives of private sector, e.g. tradespeople, police, urban planners, traffic engineers, ...** |
| **Walking:**<br>**Public transport operator, urban planners, traffic engineers, NGOs (interested in mobility, or environmental issues), representatives of people with mobility handicaps, representatives of schools, stakeholders with interest in tourism, ...** |
| **Cycling:**<br>**Traffic engineers, urban planners, cyclists associations, NGOs with interest in cycling, organisers of EMW or bike rides, stakeholders with interest in tourism, ...** |
| **Public transport:**<br>**Mobility experts and traffic engineers, NGOs focused on mobility, PT operators, suburban transport operators, regional transport operators, representatives of people with mobility handicaps, representatives of schools, representatives of big employers, ...** |
| **Freight management:**<br>**Representatives of private sector, e.g. tradespeople, urban planners, traffic engineers, ...** |
| **Urban design:**<br>**Experts in urban design, NGOs with interest in urban development, ...** |
| **Car related measures:**<br>**Mobility experts and traffic engineers, NGOs focused on mobility, PT operators, suburban transport operators, regional transport operators, representatives of big employers, ...** |

- **Experience and state of art**: the city usually has some cooperation with stakeholders and interest groups when planning or implementing some oriented measures. So we should invite them and continue this existing cooperation.
- **Expertise**: it can be helpful to invite experts in disciplines in which the city isn't familiar. E.g. urban designers or experts for freight management...
- **With respect to the main aim**: e.g. safety, security, environmental issues ...

# 4 Annex I – Detailed description of Mission Fields and Action Fields

This annex gives a detailed description of the Mission Fields and Action Fields which are the core element of the ADVANCE Audit Scheme. The description of the Mission Fields is based on the SUMP-elements of the SUMP cycle described in the Guidelines[22]. The Guidelines contain also numerous examples on developing and implementing a SUMP.

The Mission and Action Fields are the building blocks of the ADVANCE questionnaire. They are collected and clustered into a structured checklist.

**Mission Fields:**

1 – Precondition

2 – Vision and Strategy

3 – Organisation

4 – Implementation

5 – Monitoring and evaluation

**Action Fields:**

1 – Parking management

2 – Street design, street scape and traffic calming

3 – Walking

4 – Cycling

5 – Public transport

6 – Car related measures

7 – Mobility Management

8 – Freight management

[22] *ELTIS plus 2011: Guidelines. Developing and implementing a Sustainable Urban Mobility Plan. (working document part of Deliverable 2.2) – www.mobilityplan.eu*

## 4.1 Mission Field 1 – Precondition

The starting point of mobility planning is a robust analysis of **the current state of** the mobility practices. When starting to set up a SUMP, each city should analyse its state of the art regarding mobility policies. The analysis takes into consideration all the available data: existing travel surveys, indications from other strategic plans or documents, expert contributions, studies, feedbacks of citizen consultations, information on on-going transport projects …

To carry out the ADVANCE Audit is the chance to bring together all the stakeholders, to share data and perception of the current situation, to identify further studies that are necessary for the analysis.

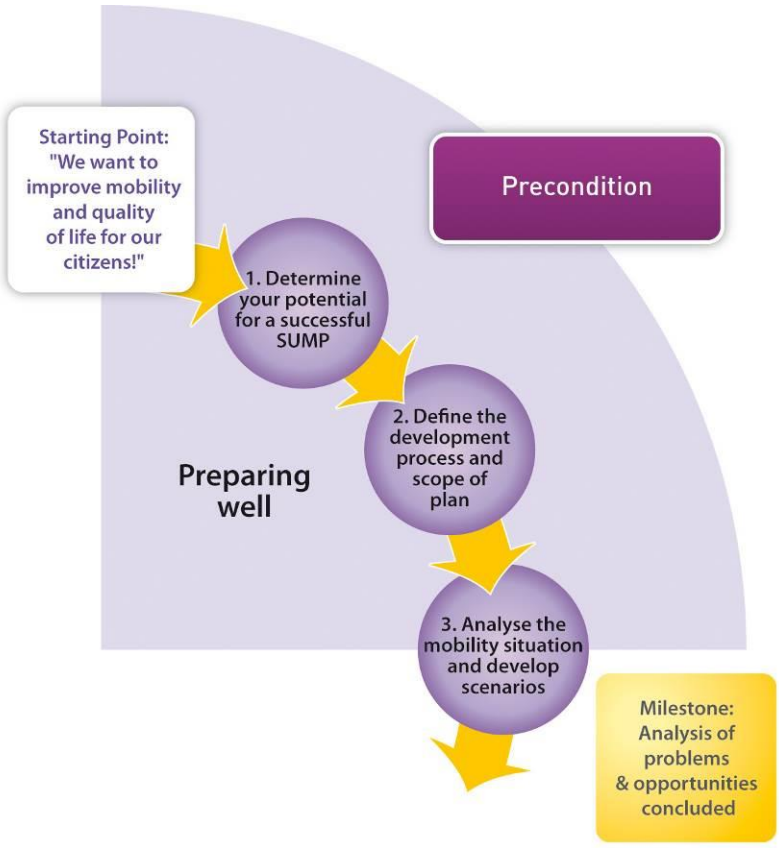



*Figure 11: Elements of Precondition in the SUMP cycle*

This mission field focuses on 3 elements:

- the potential for a successful SUMP;
- the development process and scope of the plan;
- the diagnosis of the current situation.

### Element 1: Determine the potential for a successful SUMP

A SUMP is not a static paperwork, but an integrative process. During the setup of the SUMP, different departments of the city administration, external stakeholders and citizens should be involved. The level of cooperation therefore is an important indicator for the quality of the SUMP.

When assessing the quality of the city's SUMP, the auditor has to find out, if a clear management system is established, including project management, financial management, staff management.

At the beginning of the planning process, it is necessary to determine the potential to elaborate a successful SUMP. This will depend on different internal and external factors that provide an overall framework for the planning process and plan implementation.

This includes the following activities:

- an underlying understanding of sustainability principles is an essential fundamental to orient the development process at an overall strategic level;
- the impact of the regional/ national framework needs to be assessed to fully exploit opportunities and avoid conflicts with higher level authorities at a later point;
- be aware of the available resources for carrying out the SUMP process and for implementing measures, including human resources as well as financial resources;
- the right timing is a key to success: consider on-going planning and policy-making activities when determining the timing for the planning process;
- identifying urban mobility stakeholders and understanding their potential role and position in the process are important conditions to achieve the overall goals of a SUMP: they can help identify possible conflicts and coalitions between stakeholders;

### Element 2: Define the development process and scope of plan

The second element for the assessment of the Precondition is the development process and the scope of the plan.

The SUMP process needs to be tailored to the local situation. This includes the definition of the geographical scope of the plan, which ideally should address the functional urban agglomeration. Stakeholder cooperation and policy integration are also included in this element, which should be concluded with an agreement on the work plan and management arrangements.

This includes the following activities:

- On the one hand, the area for which the respective local or regional authorities are responsible needs to be taken into consideration, linking up the local/regional transport network to long-distance transport corridors. On the other hand, the actual mobility patterns need to be taken into account, ideally covering the functional agglomeration;
- A challenge for sustainable urban mobility planning is a better coordination between policies and organisations and integration of transport modes, which in itself can become a source of innovation and improvement;
- All different types of stakeholders need to be involved throughout the planning process, addressing their specific requirements, to legitimise the plan and enhance its quality. A dedicated strategy is needed for the involvement of stakeholders, drawing on different formats and techniques when dealing with authorities, private businesses, civil society organisations, or all of them together;
- A SUMP is building on existing planning practices, so it also requires taking on new tasks and changing certain procedures and contents. This means it will be necessary to work across boundaries and to optimise and transform established planning practices. All actors with a role in developing and implementing the plan need to have a clear understanding of who does what and when.

**Element 3: Analyse the mobility situation and develop options**

The diagnosis of the current mobility practices in the urban area (or the relevant perimeter) should take into consideration all the available data:

- Quantified review of the current status: existing travel surveys, indications from other strategic plans or documents, expert contributions, studies, feedbacks of citizen consultations (needs of the community), information from on-going transport projects, …
- put together all the stakeholders: to share data and perception of the current situation, to identify further studies that are necessary for a robust analysis.
- Make a list of strengths, weaknesses, opportunities, drivers and barriers for transport development (institutional, legal and financial).

Links for further information and best practice

- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 16
- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 18
- www.tfl.gov.uk/assets/downloads/corporate/tfl-business_plan-2012.pdf – pp 3
- www.dot.ny.gov/portal/page/portal/main/transportation-plan/repository/masterplan-111406.pdf – pp 25 (19) – 36 (30)

## 4.2 Mission Field 2 – Vision and Strategy

This Mission Field focuses on the creation or the existence of a clear (sustainable) mobility vision within the city and the way this vision is translated into a strategy. Strategy means the way the city gives content to their vision.

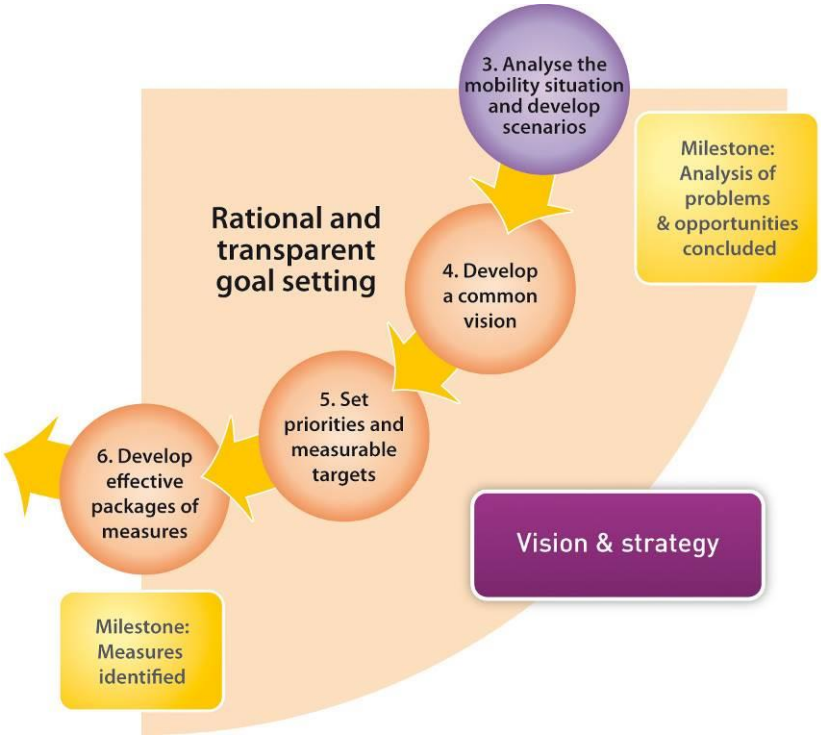



*Figure 12: Elements of Vision and Strategy in the SUMP cycle*

**Element 4: Develop a common vision and engage citizens and stakeholders**

A strategic vision highlighting two or three objectives should be defined at the political level and shared among stakeholders.

The vision is the basis for all subsequent steps that will define concrete targets and measures.

These main objectives will provide a basis for the communication to citizens and relevant stakeholders on the SUMP.

The communication to citizens on the objectives of the SUMP and on the different steps of its implementation is essential. Information material should be compiled and distributed about vision building and its outcomes.

**Element 5: Set priorities and measurable targets**

At this element of the mission field the question of “what should be achieved and when” should be clearly answered. In other words, clear priorities should be adopted reaching the main objectives defined at element 4. These priorities should be set after studying various scenarios and their respective advantages and disadvantages, with cost-benefits and/or multi-criteria analysis and with respect to the needs of stakeholders and citizens.

Objectives could be for instance:

- to increase the cycling modal share;
- to develop public transport services;
- to facilitate the creation of innovative delivery services;
- to cut congestion caused by cars;
- improvement of road safety;
- organisation and regulation of on-street parking;
- management of freight transport;
- promotion of commuter plans for companies;
- integrated ticketing;
- …

Defining objectives means everything that needs to be done for social, environmental and economic improvements: what needs to be reduced, increased and maintained.

Objectives (e.g. cut congestion caused by cars) are higher level aims of the SUMP while measures (e.g. build a tramline) are the means to achieve them.

Targets represent the most concrete form of commitment in an SUMP, stating the desired degree of change within a given timeframe. They are needed to assess whether an adopted measure really achieves the desired outcomes.

Targets should be SMART (specific, measurable, achievable, realistic, time-bound) and refer to the agreed objectives. Targets are essential for monitoring and evaluation purposes (see element 8).

Target setting provides transparency and clarity on what you plan to achieve in terms of changing transport and mobility in the city.

### Element 6: Develop effective packages of measures

Effective packages of measures should be developed to reach the priorities set at element 5, taking into account all the possible action fields. Only well-selected measures will ensure that the defined objectives and targets are met. Identifying the most effective measures should also be based on the experience of those who have already implemented measures which you are considering for your local context, and for most measures, you will likely find other places in your country and/or elsewhere in Europe who have experimented with them. This avoids “re-inventing the wheel” and making costly mistakes that others may already have learnt from.

Another key element to consider here is to have an integrated approach: it is essential as measures taken in a specific action field can have consequences on other topics (for example developing dedicated lanes for public transport without taking into account the loading bays which are necessary for the goods deliveries).

Links for further information and best practice

- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 64
- www.london.gov.uk/thelondonplan/docs/londonplan08.pdf
- www.ctps.org/bostonmpo/3_programs/1_transportation_plan/plan/2035_LRTP_Chapter6_9.11.pdf
- www.dot.ny.gov/portal/page/portal/main/transportation-plan/repository/masterplan-111406.pdf – pp 53 (59) and 67 (73)

## 4.3 Mission Field 3 – Organisation

The Mission Field "Organisation" includes all the organisational aspects of the SUMP such as the internal organisation (departments, responsibilities…), cooperation with other domains, departments and interaction with and communication towards stakeholders and other targets groups (citizens, students, traders…), consultation and communication structure (PT operators…) etc.

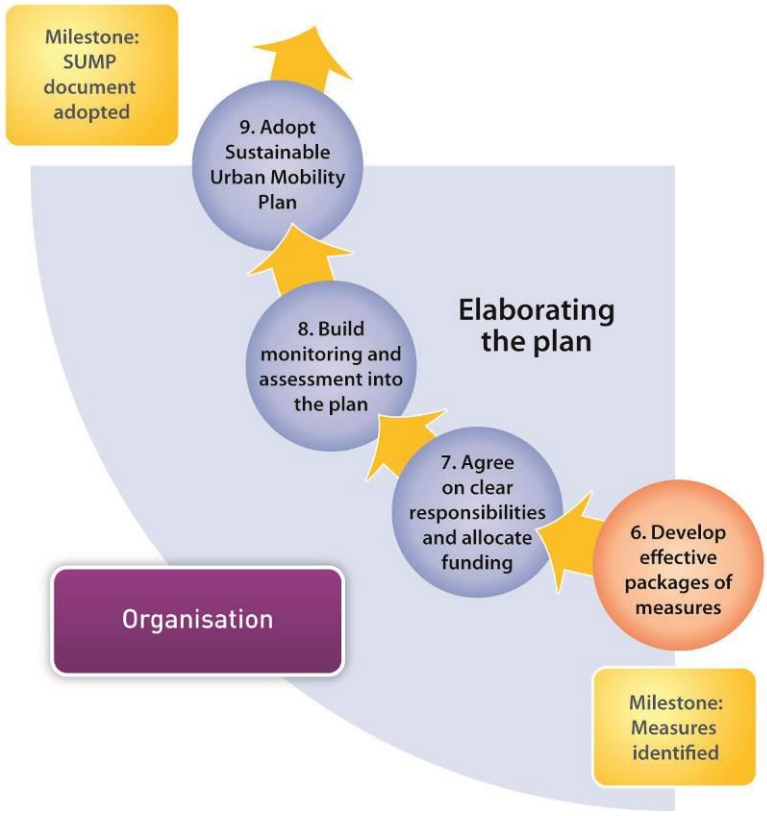



*Figure 13: Elements of Organisation in the SUMP cycle*

**Element 7: Agree on clear responsibilities and allocate funding**

This is essential as SUMPs should not be only planning documents but also pre-operational tools.

The pre-operational elements are the following:

- calendar of implementation of actions;
- cost estimations and identification of funding source;
- identification of the responsibilities;
- identification of the private and public investors;
- …

These elements are fundamental to ensure the implementation. They should be described in the action and budget plan. It includes a detailed summary of the measures, of established priorities for implementation, and of schedules. These specifications will be the basis for smooth implementation of the measures; it needs broad agreement from decision makers and stakeholders and will form a core part of the final plan.

### Element 8: Build monitoring and assessment into the plan

The continuous evaluation of the implementation is also fundamental to adapt it in terms of results and context evolution.

It should include:

- Key indicators corresponding to the two or three main political objectives defined in element 4;
- A definition of the monitoring and assessment process (involving the stakeholders,…);
- A few indicators for the monitoring of the implementation of the actions mentioned in the plan/policy – output indicators;
- A few indicators for the assessment of the impacts of outcome indicators.

For each of these indicators, the assessment methodology should identify the necessary data, its origin, its availability and its update frequency.

### Element 9: Adopt Sustainable Urban Mobility Plan

It is necessary to quality check the document, including the action and budget plans.

The adoption of the SUMP should be stated officially and broadly communicated to the general public. The city itself is responsible to make sure that the plan is widely accepted by the stakeholders and citizens.

Links for further information and best practice

- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 26 – 28 / pp 84
- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 43 – 48
- www.dot.ny.gov/main/transportation-plan/the-planning-process
- www.fhwa.dot.gov/environment/environmental_justice/case_studies/fruitvale.pdf
- www.portlandoregon.gov/transportation/article/370482

## 4.4 Mission Field 4 – Implementation

The Mission Field "implementation" refers to how the (sustainable) mobility policy is implemented or which concrete actions/ measures are taken. The goal must be to enumerate all the strategy elements and actions/ measures taken within the city in relation to the vision described in the SUMP.

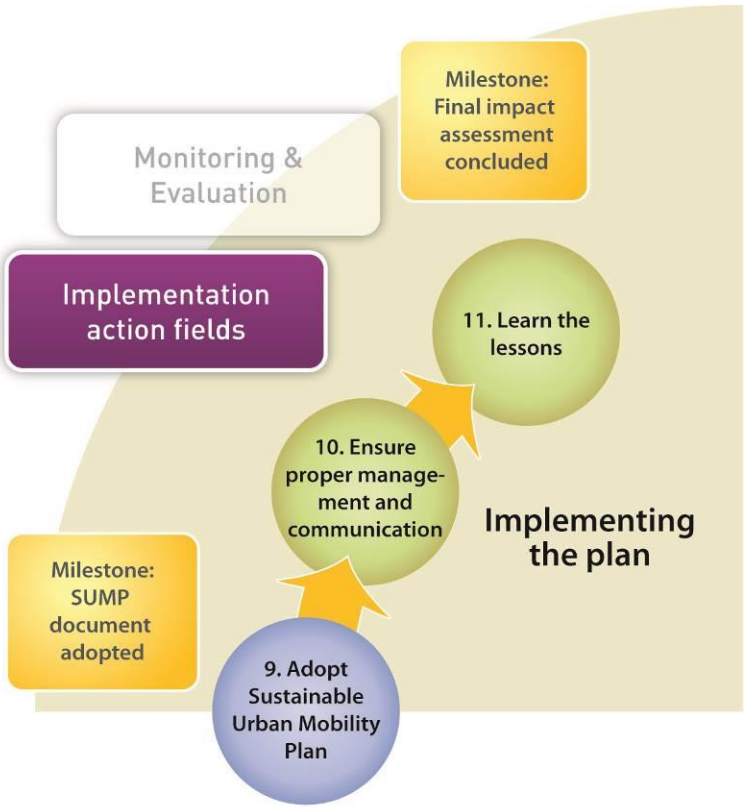



*Figure 14: Elements of Implementation including the action fields*

**Element 10: Ensure proper management and communication (when implementing the plan)**

The SUMP implementation has to be realized at a technical level and checked at a strategic level involving all the stakeholders. A project team headed by the project manager identified at element 1 can ensure the link between the two levels.

The communication on the implementation of the plan or the policy should be made on a regular basis and encourage citizen's participation.

Indeed, beyond information and communication on the SUMP, the involvement of citizens can be improved by making them real actors participating in the realization of measures. This can be achieved for instance during car free days, sustainable mobility week, special events…

And this can also be planned in the SUMP as it can be included in Mobility Management actions.

Links for further information and best practice

- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 104 – 108

### Action fields

The goal of defining the action fields is to map all the actions and measures defined and explained within the city's SUMP (mobility vision of the city). The measures and actions can be seen as the translation into practice of the SUMP.

It is important to mention here that a SUMP has to find a balance between various objectives, considering 4 fundamental issues:

- Right for mobility for everyone, including for people with disabilities
- Protection of environment and health
- Articulation between land use and transportation
- Road safety

Therefore, each action field should be compatible with those issues.

## 4.5 Mission Field 5 – Monitoring and evaluation

This mission field refers to the way the results of the SUMP-implementation are analysed and used to steer the policy. It is fundamental to adapt it in terms of results and context evolution: SUMP-objectives to monitor and indicators to assess the impacts of the SUMP. It is the way one uses (good and bad) results to draw conclusions and builds on previous experiences.

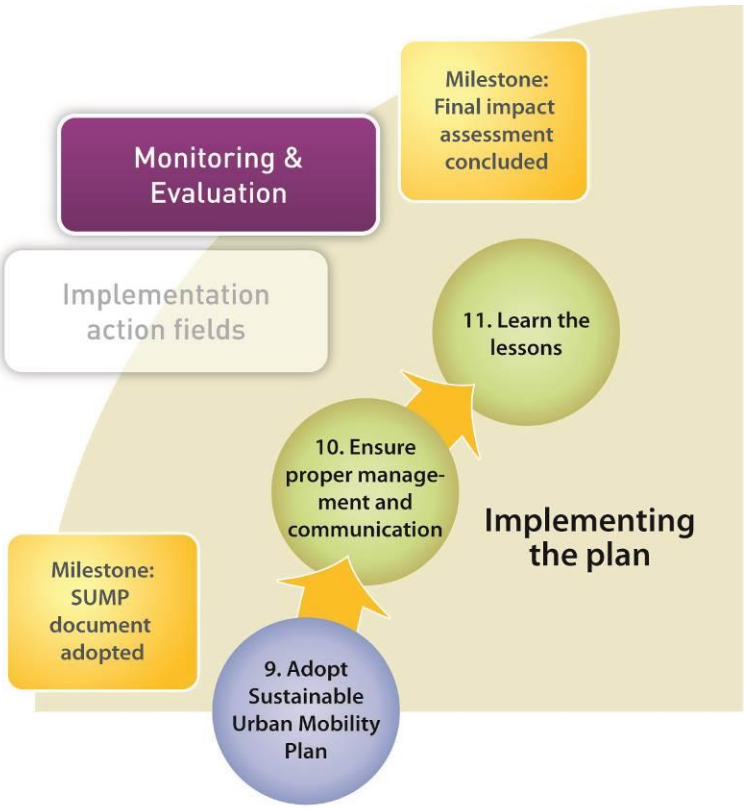



*Figure 15: Elements of Monitoring and evaluation in the SUMP cycle*

**Element 11: Learn the lessons**

Learning the lessons of what has been elaborated and implemented can be realized thanks to regular assessment as described at element 8.

This might ensure the ability of the SUMP to be updated in terms of results and context evolution without changing the SUMP in its fundamental structure.

Links for further information and best practice

- www.eltis.org/index.php?id=13&lang1=en&study_id=3079
- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 71 – 73, pp 110
- www.mobilityplans.eu/docs/SUMP_guidelines_web0.pdf – pp 91 – 93

## 4.6 Action Field 1 – Parking management

### 4.6.1 Definition

Parking management refers to various policies and programs that result in more efficient use of parking resources. Parking management is a powerful mechanism to influence how people travel to the city and within the city. Parking is an ambivalent instrument: it serves both the car and traffic regulation.

### 4.6.2 Content of this Action Field

- Price differentiation to on-street parking.
- Preferential treatment for different target groups (i.e. residents, commuters, carpoolers, people with disabilities, …)
- Parking fees in car parkings differentiated according to emissions.
- Standards for maximum parking supply in new buildings defined when alternative mobility solutions to car use exist.
- The number of on-street parking spaces are reduced and possibly replaced with off-street places.
- The total number of car spaces are reduced in the city center.
- Providing Park + Ride facilities
- Providing Park + Bike facilities
- A parking guiding system around the city centre exists.

### 4.6.3 Links for further information and best practice

See for examples:

- www.vtpi.org/tdm/index.php#parking
- http://www.civitas.eu/thematic-categories/parking-managementpricing
- www.eltis.org/index.php?id=13&lang1=en&study_id=3666

## 4.7 Action Field 2 – Street design, street scape and traffic calming

### 4.7.1 Definition

Street design can influence our behaviour and our decisions in the street by favouring or inviting the use of a certain mode of transport. Traffic calming should be understood as a more comprehensive concept encompassing all kinds of initiatives intended to manage the street space for the benefit of non-motorised users.

### 4.7.2 Content of this Action Field

#### Street design and traffic calming

Measures on this field have the objective to make the public space more attractive and to ensure people to stay in public space.

- Slowing the speed of the traffic down (30 km/h)
- Shared Space
- Pedestrian zone
- Play streets
- Closing city centres for cars
- Green streets with trees and parks

#### Public space

This field concerns the exploitation of public space, road space and surfaces in order to make them more attractive for pedestrians and cyclists.

- Bring shops and business closer;
- Pedestrian zones;
- Green places (alleys, more trees);
- Lighting suitable for the target groups;
- Integration of MM in the planning process;
- Access to PT and services as a condition for new development;
- Spatial requirements for new developments such as parking spaces, delivery bays,…

### 4.7.3 Links for further information and best practice

See for examples:

- www.gehlarchitects.dk/files/projects/110518_Figueroa_OS_ENG.pdf
- www.nyc.gov/html/dot/html/sidewalks/citybench.shtml
- www.dezeen.com/2010/09/22/stair-by-jds-architects-for-bench-10/
- www.dezeen.com/2012/07/05/escale-numerique-by-mathieu-lehanneur-and-jcdecaux/
- www.gehlarchitects.com/#/159503/
- www.eltis.org/index.php?id=13&lang1=en&study_id=1366

## 4.8 Action Field 3 – Walking

### 4.8.1 Definition

Walking is the most natural of all the different options available for the development of sustainable mobility. Cities can encourage city-dwellers and visitors to use their feet instead of a tube ticket, at least for short journeys.

### 4.8.2 Content of this Action Field

**Walking infrastructure**

- Pedestrian infrastructure;
- Pedestrian zones;
- Construction of a pedestrian network covering the whole city and accessible for all , especially people with disabilities;
- Indication of destinations including walking times;
- Street furniture (e.g. benches to rest);
- Avoidance of detours / long way rounds for pedestrians (e.g. accessibility of train station from both sides; bridges for pedestrians)

**Complementary offers**

- Safe routes to school;
- Walking bus for school children;
- Analysing/ reduction of potentially dangerous places;
- Measures for safe routes to school;
- Lighting of pedestrian paths;
- Avoidance of fearful areas (e.g. underpass / subways at junctions; empty buildings);
- Accessibility for disabled people;
- Info display for speed (speed control) near kindergarten and school

### 4.8.3 Links for further information and best practice

See for examples:

- www.metropolismag.com/html/content_0802/ped/
- www.nyc.gov/html/dot/html/sidewalks/pedestrian_projects.shtml
- www.eltis.org/index.php?id=13&study_id=2844
- www.eltis.org/index.php?id=13&study_id=2255
- www.eltis.org/index.php?id=13&lang1=en&study_id=3624
- www.eltis.org/index.php?id=13&study_id=3484
- www.seattle.gov/transportation/walk_map.htm
- www.eltis.org/index.php?id=13&study_id=1835

## 4.9 Action Field 4 – Cycling

### 4.9.1 Definition

Cycling is a very efficient and effective mode of transportation optimal for short to moderate distances. Bicycles provide numerous benefits compared to motor vehicles, including exercise, an alternative to the use of fossil fuels, no air or noise pollution, much reduced traffic congestion, easier parking, greater maneuverability, and access to both roads and paths. The advantages are at less financial cost to the user as well as society.

### 4.9.2 Content of this Action Field

#### Cycling infrastructure

Optimisation and extension of cycling network

- Construction of a cycling network covering the whole city;
- Analysing/ removing gaps in the cycling network;
- Analysing/ reduction of potentially dangerous places;
- Indication of destinations including cycling times; (signposting of cycling network)
- Excellent opportunities for shortcuts;
- Good connection with cross-border cycling networks (interregional,…);
- Green wave for cyclists

#### Bike park

Improvement and increase of bicycle parking facilities

- Installation of bicycle racks or bicycle garages; guarded and roof covered bicycle parking
- Self service stations at parking facilities
- Bike racks for special bicycles (cargo bikes, children bikes, trailers)
- Public services (e.g. self-repair stations)
- Prevention of bicycle theft (e.g. registration of bikes)
- Cycle hire services and Bike Sharing Systems (area wide flexible cycle hire services providing an alternative to individual bike ownership by offering hire of bikes at convenient locations within an area)
- Route planner for cyclists;
- Benefits for users (cheaper tickets)

#### Cycling and PT

- Realisation of secure, accessible, attractive and sufficient bike parks, preferably next to important destinations and on intermodal points. Bikes parks for short and long term parking (bike racks as well as roof covered parking facilities; bicycle stations (including guidance, repair and bike hire facilities)
- Linking cycling to Public transport (bike parking facilities at PT stations);
- Possibility to take the bike on tram, bus, underground railway;
- Sizing of the PT network taking into account cycling (distance between stations, …)

### 4.9.3 Links for further information and best practice

See for examples:

- www.presto-cycling.eu/en/policy-guidelines-a-fact-sheets
- www.nyc.gov/html/unccp/gprb/downloads/pdf/Bogota_CycleRoute.pdf
- www.nyc.gov/html/dot/html/bicyclists/installsched.shtml
- www.civitas.eu/thematic-categories/walking-and-cycling-enhancementsservices
- www.civitas.eu/content/public-and-rental-bikes
- www.eltis.org/index.php?id=13&study_id=158
- www.eltis.org/index.php?id=13&study_id=3486
- www.eltis.org/index.php?id=13&lang1=en&study_id=3095
- www.eltis.org/index.php?id=13&lang1=en&study_id=1568
- www.eltis.org/index.php?id=13&lang1=en&study_id=3087
- www.eltis.org/index.php?id=13&lang1=en&study_id=3611
- www.eltis.org/index.php?id=13&lang1=en&study_id=3507

## 4.10 Action Field 5 - Public transport

### 4.10.1 Definition

Public transport comprises all transport systems in which the passengers do not travel in their own vehicles, but share the transport mode. It usually provides scheduled services on fixed routes on a non-reservation basis.

### 4.10.2 Content of this Action Field

#### Quality

Guarantee the quality of PT network and constantly improve PT network by:

- Daily schedules at close cadence;
- Regularity and amplitude;
- Intercity connection;
- Attractive tariff (for different target groups: students, seniors, commuters, tourists etc.);
- Good connections by night bus covering the entire surface of the city;
- Stops covered and lighted;
- ITS;
- Green PT fleet;
- Low floor vehicles to ensure accessibility to all, as part of a global policy dealing with accessibility to all;
- Demand response travel service;
- Partnership between different PT-operator;
- Synchronisation of timetables PT services;
- Camera surveillance (security);
- Real-time information in PT;
- Payment system based on GSM technology;
- Electronic ticketing (SMS tickets, online-tickets);
- Increased safety on PT;
- Integration of public transport with train, suburban and regional bus service

#### Priority

Priority is given to public transport:

- PT lanes (more lines or more optimal lines);
- Traffic light control, green wave for PT;
- Info table-display for arrival the bus at bus station

#### Public transport and urban planning

- Definition of minimum building density around public transport stations
- Parking standards in new buildings related to public transport services

### 4.10.3 Links for further information and best practice

See for examples:

- www.by-banen.no/rapporter_og_planer
  *Scroll down to HiTRANS Project guides "Public transport – planning the networks"; "Public Transport – mode options and solutions"; and "Public Transport – citizens' requirements".*
- www.civitas.eu/thematic-categories/collective-passenger-transport
- www.civitas.eu/thematic-categories/transport-telematics

## 4.11 Action Field 6 – Car related measures

### 4.11.1 Definition

Car related measures refer to car transport as well as coplimentary measures. It is about the handling of car transport in a more sustainable way, e.g. by using car sharing services.

### 4.11.2 Content of this Action Field

#### Collective transport

Actions to develop innovative and demand responsive collective transport

- Setting up carpool services
- Setting up carsharing services

#### Speed limitation zones and access restrictions

Measures to slow down car traffic, to keep traffic out of the city centre.

- Global plan to arrange speed limitation zones and access restrictions in the whole city.
- Dynamic traffic signs information;
- Congestion charging zone;
- Circulation plans;
- Shared spaces;
- Green zones;
- Low emission zones.

#### Head ways

Real time traffic information to ensure free flowing by low speed driving on the head ways.

### 4.11.3 Links for further information and best practice

See for examples:

- www.eltis.org/index.php?id=13&lang1=en&study_id=3647
- www.eltis.org/index.php?id=13&lang1=en&study_id=3272
- http://civitas.eu/thematic-categories/safety-and-security

## 4.12 Action Field 7 – Mobility Management

### 4.12.1 Definition

Mobility Management (MM) is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of Mobility Management are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes). Mobility Management measures (in comparison to "hard" measures) do not necessarily require large financial investments and may have a high benefit-cost ratio[23]

### 4.12.2 Content of this Action Field

#### Information on sustainable mobility

These measures are essentially driven by demand of the traveller. They provide the traveller with information and advice through a range of different media.

- Development of a mobility centre or mobility point;
- Information on not motorized mobility;
- Travel information delivered via a range of technologies, pre- and during the trip;
- City maps for PT users, pedestrians and cyclists;
- Ticket information (on web site);
- Actions on safety of road users (e.g. cyclists, pedestrians);
- Safety campaigns;
- Mobility packages for new employees or new citizens;

#### Promotion of sustainable mobility

These measures have at their core the idea of encouraging voluntary behaviour change through awareness raising, promotion of alternatives to the car, motivation and information provision.

- Advertising campaigns to citizens, schools, companies, … to encourage people to try walking, cycling, and/or public transport (Bike to Work, European Car Free day,…);
- Personal travel advise;
- Targeted promotion of alternative modes and trip reduction/ chaining;
- Incentives for alternative modes and clean vehicles;
- Marketing of sustainable modes through advertising and the use of other marketing techniques, such as door to door leafleting (to households);
- Increasing awareness of the dangers of CO2 that is generated from traffic

[23] Source: EPOMM – European Platform on Mobility Management (www.epomm.eu)

### Mobility Management in the municipality

This includes the offer, organisation and coordination of various types of MM-services to provide an alternative to single car occupancy, focussing on the employees of the city administration.

- Installation of bicycle parking facilities at companies
- Introduction of job-tickets for Public Transport
- Installation of showers

### Site-based Mobility Management

MM is dominantly a site-based activity connected to a traffic generating site such as a company, school, university, concert venue…

- A mobility plan encourages its employees to behave in a conscious manner in mobility.
  - Regulation of parking spaces nearby communal buildings;
  - Bike services and business car sharing;
  - Discouraging the use of the car travelling to work;
  - Possibility to take a shower at work;
- The use of company cars is described in a mobility plan to ensure that its vehicles are used effectively, especially concerning the fuel consumption.
  - Current state of vehicles in use and balance sheet;
  - Purchase of green cars (electric cars, CNG, Hybrid);
  - Course of eco-driving for employees;
  - Motivate people to use bicycle or public transport for trips in city
- The school mobility plan is similar as a company mobility plan, except that is typically includes a greater level of involvement of children and parents and employers and employees in both planning and implementation.

A SUMP has to encourage mobility advice and the development of company mobility plans. It could contain a framework for the elaboration of such plans and objectives related to their multiplication on the urban area. But of course a SUMP can't contain all these plans.

## 4.12.3 Links for further information and best practices

- European Platform on Mobility Management: www.epomm.eu
- ELTIS: urban Mobility Portal (www.eltis.org)

See for example

- transalt.org/campaigns/pedestrian/playstreets
  www.nyc.gov/html/dot/summerstreets/html/home/home.shtml
- www.eltis.org/index.php?id=13&study_id=3634
- http://civitas.eu/thematic-categories/mobility-management

## 4.13 Action Field 8 – Freight management

### 4.13.1 Definition

Freight transportation is the process of conveying different types of goods from one point to another using a variety of transport modes. The transport of freight can involve road solutions, air deliveries and even the use of waterways to move the freight from a point of origin to a destination. Freight Transport Management includes various strategies of increasing the efficiency of freight and commercial transport. A SUMP has to organize the conditions of supply of the city necessary to business and trade.

### 4.13.2 Content for this Action Field

#### Re-organisation

Re-organising and rationalising deliveries by a company and/or by suppliers to reduce freight trips to and from the site.

- Consolidation centre;
- Freight lanes;
- Night distribution;
- Freight restrictions;
- Regulation on freight transport: delivery hours, sizing of loading bays, …;

#### Modal-Shift in freight transport

- Use of cargo trams for (inner) city distribution
- Use of equipment for non-motorizes freight transport (walking and cycling – trolley, cargo bikes)
- Cycle couriers

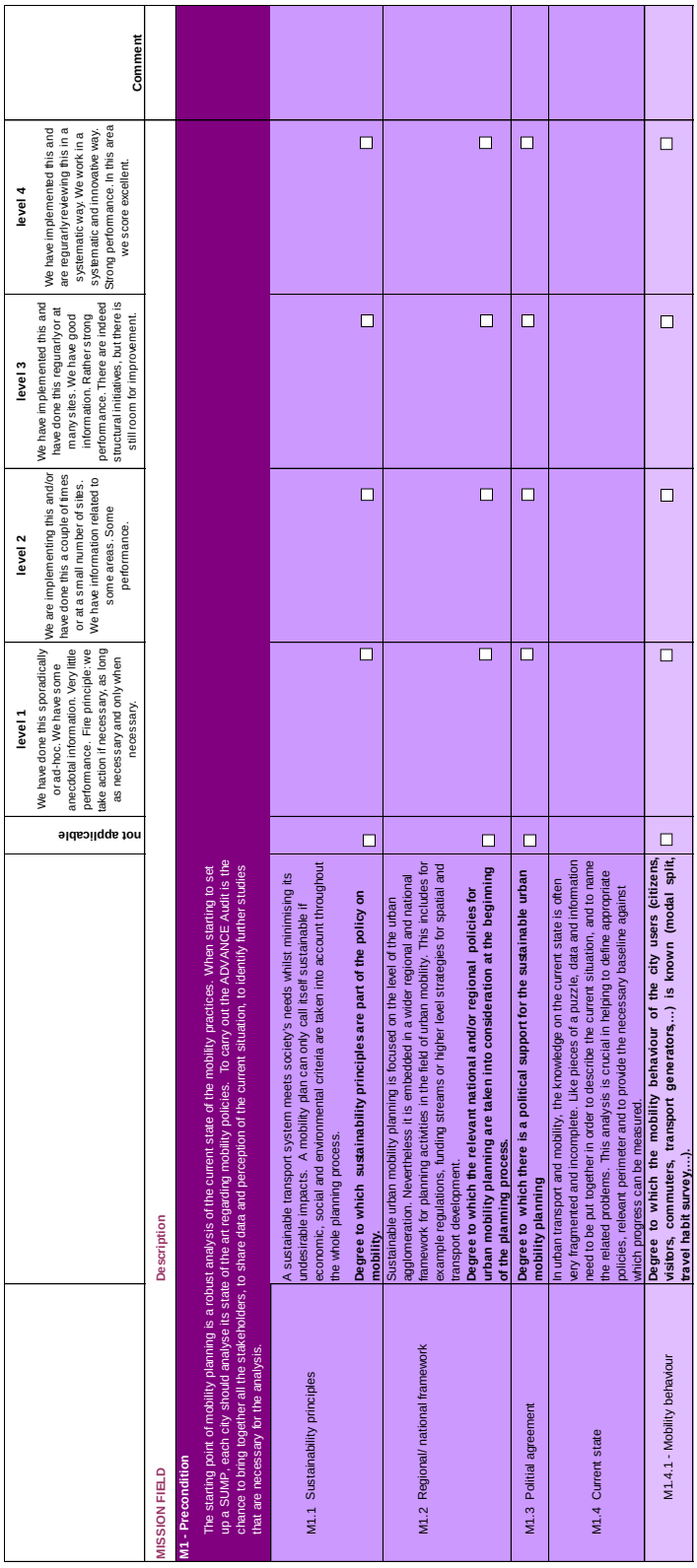
### 4.13.3 Links for further information and best practices

See for example

- http://www.civitas.eu/thematic-categories/urban-freight-logistics
- www.eltis.org/index.php?id=13&lang1=en&study_id=3520
- www.eltis.org/index.php?id=13&lang1=en&study_id=3014
- www.eltis.org/index.php?id=13&lang1=en&study_id=3177

# 5 Annex II – ADVANCE questionnaire

You can download the ADVANCE questionnaire on www.eu-advance.eu.



| | | not applicable | level 1<br>We have done this sporadically or ad-hoc. We have some anecdotal information, very little performance. Fire principle: we take action if necessary, as long as necessary and only when necessary. | level 2<br>We are implementing this and/or have done this a couple of times or at a small number of sites. We have information related to some areas. Some performance. | level 3<br>We have implemented this and have done this regularly or at many sites. We have good information. Rather strong performance. There are indeed structural initiatives, but there is still room for improvement. | level 4<br>We have implemented this and are regularly reviewing this in a systematic way. We work in a systematic and innovative way. Strong performance. In this area we score excellent. | Comment |
|---|---|---|---|---|---|---|---|
| MISSION FIELD | Description | | | | | | |
| **M1 - Precondition** | The starting point of mobility planning is a robust analysis of the current state of the mobility practices. When starting to set up a SUMP, each city should analyse its state of the art regarding mobility policies. To carry out the ADVANCE Audit is the chance to bring together all the stakeholders, to share data and perception of the current situation, to identify further studies that are necessary for the analysis. | | | | | | |
| M1.1 Sustainability principles | A sustainable transport system meets society's needs whilst minimising its undesirable impacts. A mobility plan can only call itself sustainable if economic, social and environmental criteria are taken into account throughout the whole planning process.<br>**Degree to which sustainability principles are part of the policy on mobility.** | ☐ | ☐ | ☐ | ☐ | ☐ | |
| M1.2 Regional/ national framework | Sustainable urban mobility planning is focused on the level of the urban agglomeration. Nevertheless it is embedded in a wider regional and national framework for planning activities in the field of urban mobility. This includes for example regulations, funding streams or higher level strategies for spatial and transport development.<br>**Degree to which the relevant national and/or regional policies for urban mobility planning are taken into consideration at the beginning of the planning process.** | ☐ | ☐ | ☐ | ☐ | ☐ | |
| M1.3 Political agreement | **Degree to which there is a political support for the sustainable urban mobility planning** | ☐ | ☐ | ☐ | ☐ | ☐ | |
| M1.4 Current state | In urban transport and mobility, the knowledge on the current state is often very fragmented and incomplete. Like pieces of a puzzle, data and information need to be put together in order to describe the current situation, and to name the related problems. This analysis is crucial in helping to define appropriate policies, relevant perimeter and to provide the necessary baseline against which progress can be measured. | | | | | | |
| M1.4.1 - Mobility behaviour | **Degree to which the mobility behaviour of the city users (citizens, visitors, commuters, transport generators,…) is known (modal split, travel habit survey…).** | ☐ | ☐ | ☐ | ☐ | ☐ | |

*Figure 16: Extract of the ADVANCE questionnaire – sheet Mission Fields*

| | ACTION FIELDS | Description | not applicable | level 1<br>We have done this sporadically or ad-hoc. We have some anecdotal information. Very little performance. Fire principle: we take action if necessary, as long as necessary and only when necessary. | level 2<br>We are implementing this and/or have done this a couple of times or at a small number of sites. We have information related to some areas. Some performance. | level 3<br>We have implemented this and have done this regurarly or at many sites. We have good information. Rather strong performance. There are indeed structural initiatives, but there is still room for improvement. | level 4<br>We have implemented this and are regurarly reviewing this in a systematic way. We work in a systematic and innovative way. Strong performance. In this area we score excellent. | Comment |
|---|---|---|---|---|---|---|---|---|
| | **A1 - Parking management**<br>Parking management refers to various policies and programs that result in more efficient use of parking resources. Parking management is a powerful mechanism to influence how people travel to the city and within the city. Parking IS an ambivalent instrument: it serves both the car and traffic regulation. | | | | | | | |
| | A1.1 On-street parking | Price differentiation to on-street parking is applied. | ☐ | ☐ | ☐ | ☐ | ☐ | |
| | A1.2 Differentiation for target groups | Preferential treatment for different target groups (i.e. residents, commuters, carpoolers, people with disabilities, ...) | ☐ | ☐ | ☐ | ☐ | ☐ | |
| | A1.3 Differentiation according to emissions | Parking fees in car parkings are differentiated according to emissions. | ☐ | ☐ | ☐ | ☐ | ☐ | |
| | A1.4 Move to off-street parking | The number of on-street parking spaces are reduced and possibily replaced with off-street places (underground parking facilities). | ☐ | ☐ | ☐ | ☐ | ☐ | |
| | A1.5 Reduction of parking | The total number of car spaces (both on-street and underground parking facilities) are reduced in the city center . | ☐ | ☐ | ☐ | ☐ | ☐ | |
| | A1.6 Park + Ride | Providing Park + Ride facilities | ☐ | ☐ | ☐ | ☐ | ☐ | |
| | A1.7 Park + Bike | Providing Park + Bike facilities | ☐ | ☐ | ☐ | ☐ | ☐ | |
| | A1.8 Parking guiding system | A parking guiding system around the city centre exists. | ☐ | ☐ | ☐ | ☐ | ☐ | |

*Figure 17: Extract of the ADVANCE questionnaire – sheet Action Fields*

# 6 Annex III – Glossary

## 6.1 General Glossary

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| **Accessibility** | The accessibility of an activity to an individual is the ease with which the individual can get to the places where that activity can be performed.[i] |
| **Audit** | Is an evaluation of a person, organization, system, process, enterprise, project or product.[ii]<br>The term most commonly refers to audits in accounting, but similar concepts also exist in project management, quality management, and energy conservation.[iii] |
| **Benchmarking** | Is a process that is widely used in management, particularly strategic management, in which organisations evaluate various aspects of their processes in relation to best practice, usually within their own sector or field. [iv]<br>This then allows organisations to develop plans on how to adopt such best practice, usually with the aim of increasing some aspect of performance. Benchmarking should be treated as a continuous process in which organisations repeatedly seek to challenge their practices. The process of identifying and learning from best practices in other organisations is a powerful tool in the quest for continuous improvement and performance breakthroughs. |
| **Certification** | Formal procedure by which an accredited or authorized person or agency assesses and verifies (and attests in writing by issuing a certificate) the attributes, characteristics, quality, qualification, or status of individuals or organizations, goods or services, procedures or processes, or events or situations, in accordance with established requirements or standards. |
| **External audit** | Is an evaluation of an organization by someone not affiliated with the organization. External audits are conducted by parties having an interest in the organisation – such as customers or by other persons on their behalf. |
| **Indicator** | Is a variable selected and defined to measure progress toward an objective.[v]<br>There are different types of indicators: qualitative and quantitative, absolute and relative. Another typology used is the “production system” or the input-output-outcome approach: |

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| | – Input indicator: resources required to provide a service or product (e.g. manpower, planning costs)<br>– Process indicator: the way the service is produced (e.g. public or private)<br>– Output indicator: the services, products or results (e.g. number of cycle lane km built)<br>– Outcome indicator: the impact or final results (e.g. clean air)<br>– Efficiency indicator: ratio input / output<br>– Effectiveness indicator: ratio input / goals |
| **Integrated approach** | Integration of practices and policies between transport modes, policy sectors, public and private entities. |
| **Internal audit** | Is an independent, objective and consulting audit designed to add value and improve an organization's operations. An internal audit is a catalyst for improving an organization's effectiveness and efficiency by providing insight and recommendations based on analyses and assessments of data and business processes.[vi]<br>An internal audit is conducted on behalf of the organisation itself for management review and other internal purposes and may form the basis for an organisation's self-declaration of conformity. So the audit client is the same one as the auditor. In many cases, particularly in smaller organisations, independence can be demonstrated by the freedom from responsibility for the activity being audited or freedom from bias and conflict of interest. [vii] |
| **Mobility** | The movement of people, as from one social group, class, level or place to another.[viii] |
| **Mobility Management** | Is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour.[ix]<br>At the core of mobility management are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g. new tram lines, new roads and new bike lanes). Mobility management measures (in comparison to "hard" measures) do not necessarily require large financial investments and may have a high benefit-cost ratio. |
| **Quality Management schemes** | Cover and assess the quality of processes and outputs and give guidance on how to improve the quality.[x] |
| **Self-assessment** | Is the process of looking at oneself in order to assess aspects that are important to one's identity.[xi] |

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| **SMART principles** | Specific, Measurable, Achievable, Realistic and Time-related.[xii] |
| **Stakeholder** | Any individual, group or organisation affected by a proposed project, or who can affect a project and its implementation. This term includes the general public, as well as wide range of other groups (for example business, public authorities, and special interest groups).[xiii] |
| **Stakeholder involvement/engagement** | The involvement of individuals, groups and organisations, to varying degrees, in aspects of the transport decision-making process through a variety of methods.[xiv] |
| **SUMP** | Sustainable Urban Mobility Plan is a Strategic plan designed to satisfy the mobility needs of people and business 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.[xv] |
| **Sustainability** | Reflects the fundamental human desire to protect and improve the world. Sustainability emphasizes the integrated nature of human activities and therefore the need to coordinate decisions among different sectors, groups and jurisdictions.[xvi]<br>To do something in a sustainable way means to take into account the future generation's needs while satisfying the present needs.[xvii] |
| **Sustainable transport system** | Meets society's economic, social and environmental needs whilst minimising its undesirable impacts on the economy, society and the environment.[xviii]<br>A sustainable transport system attends the most possible balance between the social – environmental – economic dimensions of transport. Transport is connected to mobility, which means that sustainable transport cannot be analysed without investigating mobility and mobility patterns.[xix] |
| **Target** | The aimed-for value of an indicator. Targets are the material expression of the policy choices made. Focusing on selected topics (indicators) they define a development corridor between "now" and a future "then".[xx] |
| **Third party audits** | Are conducted by independent auditing organisations, such as regulators or those providing registration or certification. Here the client is not the same one as the auditor.[xxi] |
| **Vision** | Provides a qualitative description of a desired urban future and serves to guide the development of suitable measures in sustainable urban mobility planning.[xxii] |

## 6.2 ADVANCE Audit Glossary

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| **Action field** | Is related to a certain category of measures defined in a SUMP (e.g. cycling, walking,…). |
| **Action plan** | A document setting out a detailed set of activities and measures that will be undertaken by the municipality to improve its sustainable urban mobility policy. |
| **ADVANCE Audit** | Is a practical audit tool for improving sustainable urban mobility plans. The ADVANCE Audit provides a systematic evaluation method and guidance, shows the potential for a (even more) succesful SUMP and gives added value to the city. |
| **ADVANCE Audit Scheme** | The scheme used to perform the ADVANCE Audit. The ADVANCE Audit Scheme comprises five main steps: analysing the current status, assessment of mission and action fields, prioritisation of points of improvement, setting up an action plan and the audit report and certification. |
| **ADVANCE Auditor** | The ADVANCE auditor is an external auditor who is competent to implement an audit. He/she guides the city through the whole audit. He/she is the process-advisor/facilitator. He/she gives as expert recommendations for improvement. |
| **ADVANCE certificate** | Certificate that shows that the municipality has a good Sustainable Urban Mobility Planning or has the potential to develop one. |
| **ADVANCE working group** | Is the main actor in the ADVANCE Audit process. The ADVANCE working group needs to be composed of the main internal and external players with regard to the urban mobility planning of the city and is limited to a maximum of 15 people. |
| **Assessment** | Evaluation of the mission and action fields that together reflect the status of the city's sustainable urban mobility policy. |
| **Audit report** | The final report of the ADVANCE Auditor describing the audit process, including the notes of the working group meetings, the Action plan and a recommendation for certification. |
| **City** | A city is understood as a geographical or administrative area demarcated by the responsible authority for the |

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| | purpose of recognition under the ADVANCE Audit. |
| **Mission field** | A field related to the process of setting up a SUMP. |
| **Municipality** | The relevant public authority for a city subject to the ADVANCE audit, also representing all public entities relevant for this scheme. |
| **Objectives** | A broad statement of the improvements of the sustainable urban mobility planning and policy which a city is seeking. Objectives specify the directions for improvement, but not the means of achieving it. |
| **Organization** | The entity responsible for the definition and implementation of a mobility policy plan.<br>This entity could e.g. be a transportation or mobility department of a municipality, a company, an educational institution or a transport service provider. |
| **Policies** | General, directional and more specific objectives of the municipality formulated and formalized in documents. Policies relevant for ADVANCE are not limited to transport policies, but are also related to environmental policies, urban planning policies, … |
| **Quality Management schemes for Mobility Management** | Is a system to direct and manage the processes and outcomes of an administration or organisation with regard to quality to ensure that[xxiii]:<br>– (new) mobility management measures can be easily and efficiently introduced;<br>– (existing) mobility management measures are effective;<br>– society, user and stakeholder needs and requirements are met;<br>– continuous improvement is incorporated and<br>– management of processes and outcomes is established and adequately maintained. |
| **Self-assessment in an organisation** | A process by which organizations explore their performance, and the factors that support or hinder that performance, in order to maximize their contributions to the system and their impact on sustainable development.[xxiv]<br>an evaluation of one's own abilities and failings |

## 6.3 References

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[x] MAXQ : Code of practice for implementing quality in mobility management in small and medium sized cities - CEN Oct 2009

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