Sustainable Urban Mobility Plans

Governance and initial set up for implementation

Day 3 - Thursday November 9th

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Mobilise Your City

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Objectives of the workshop

Objectives of the workshop

Overall workshop objectives

The workshop will introduce one of the core values of the SUMP process: the governance of the urban mobility. From the SUMP inception to its implementation, governance is a key aspect of mobility planning.

The objective of the workshop is to discover all the aspect of the governance from initial stakeholder participation to the SUMP process through to the creation of a Public Transport Authority (PTA) and an Urban Mobility Observatory that are the key institutions to implement and evaluate a SUMP.

Workgroups will allow participants to share practical experience feedback and best practices for each step of the SUMP governance and set up.

Keynote presentation objectives

The objectives of the introductory keynote presentation is to understand:

- Urban mobility governance and the stakeholder ecosystem to initiate or/and implement a Sustainable Urban Mobility Plan.
- The concept of the Public Transport Authority
- The concept of the Urban Mobility Observatory

Urban mobility governance

What are we talking about?

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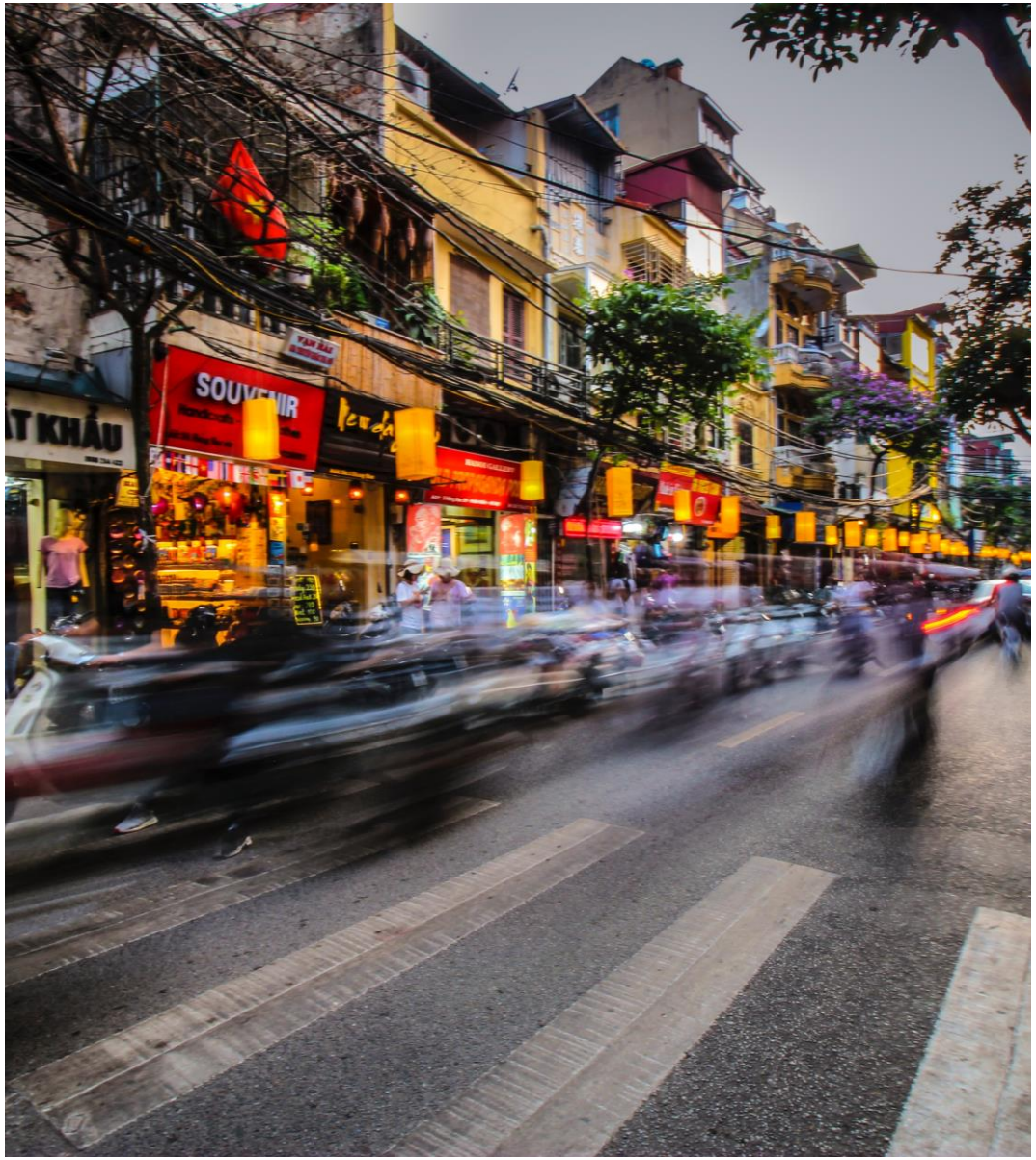
Urban mobility governance – what are we talking about?



- What is the scope of urban mobility governance?
- What are the transport and mobility topics at stake ?
- What are the key roles and functions to be addressed by urban mobility ?

Mobility sub-sectors

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Urban mobility governance – what are we talking about?

Topics to address	Governance needed	Governance deliverables
Mobility needs	capacity to identify and address mobility needs in collaboration with final beneficiaries (citizens, stakeholders, inhabitants, social groups, etc.)	- road network planning - road network extension - road network maintenance and upgrade - Circulation organization - Traffic management - Public transport network planning and organization - Paratransit upgrade - Paratransit operation - Mass transit development - Mass transit operation - NMT organization and projects - Urban logistics organization and projects - TOD organization and projects - Urban mobility governance coordination
Mobility projects	capacity to define, to implement and to run mobility projects = transport infrastructure (road construction, road maintenance, etc.) = traffic management = public transport services (paratransit, mass transit)	
Transport organisation	capacity to organize and integrate transport services to address mobility needs at metropolitan level = types of services, service levels, operation contracts, etc.	
Mobility planning	capacity to plan urban mobility = SUMP elaboration, follow up, evaluation and updates	
Metropolitan scale	capacity to set an efficient decision framework at metropolitan level to implement mobility competences and to mobilize adequate resources (political decision + technical organization)	

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Urban mobility governance – what are we talking about ?

Capacities to address the different aspects of SUMP elaboration, implementation and follow up

TYPE A OPERATIONAL PROJECTS	TYPE B PROCESS & GUIDELINES	TYPE C POLICIES & STRATEGIES	TYPE D GOVERNANCE & FINANCE	TYPE E INTELLIGENCE & CAPACITIES	TYPE F AWARENESS & EMPOWERMENT
Mobility / transport project management - road construction, upgrade, maintenance - Traffic management - Paratransit transition - Paratransit operation - Mass transit development - Mass transit operation - NMT projects - Urban logistic projects - TOD projects	**Elaboration, update and implementation of guidelines** - road design - road project management - paratransit transition -Mass transit development - NMT - urban logistics - TOD	**Strategies and roadmaps** *Practical short-term targets with financing* - road network - traffic management - paratransit transition - mass transit development - NMT - urban logistics - TOD	**Urban mobility organization and financing** - SUMP follow up, monitoring and evaluation - coordination of stakeholders Mobilization of financing - urban mobility projects management - data management - mobility	**Knowledge capitalization and capacity building** - SUMP follow up, monitoring and evaluation - urban mobility projects management - data management	**Relations with citizens and inhabitants** - contribution to SUMP policies and projects - contribution to sustainable mobility behaviors
Project management	**Project preparation**	**Policy making** **Decision making** **Financing decisions**	**Policy making** **Policy coordination** **Decision making** **Financing decisions**	**Project preparation** **Policy making**	**Stakeholder engagement**

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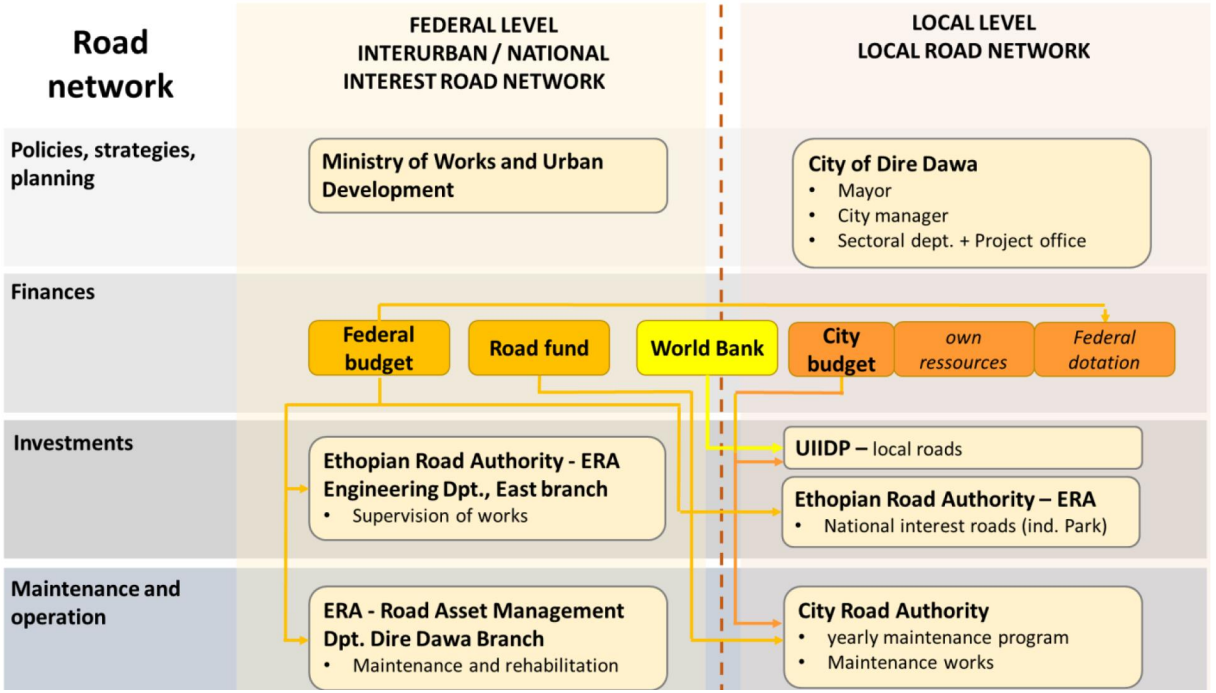
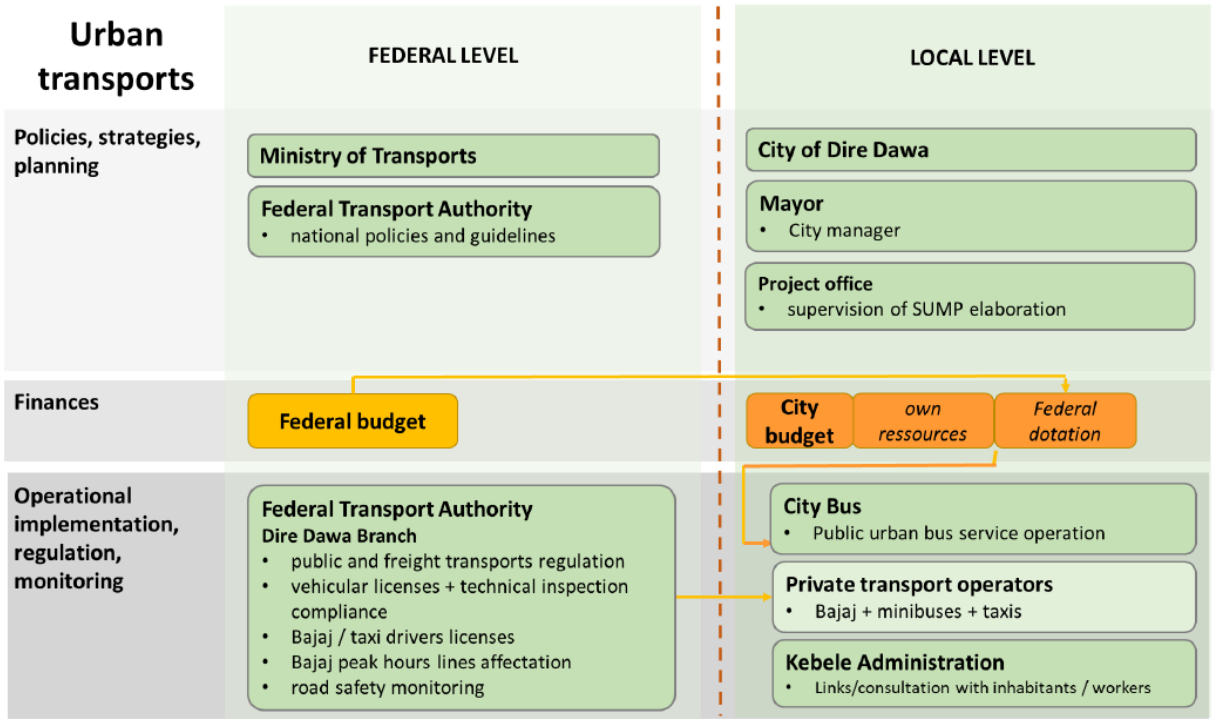
Urban mobility governance

Where do we stand?

Urban mobility governance – where do we stand ?

- Important to **have a sound understanding of the starting point**.
- As things have not been considered in a sustainable urban mobility perspective, **a lot of drawbacks, loopholes, dead angles or overlapping** come to light when considering governance aspects.
- This is the rule and **should not be taken negatively**.
- **Perspectives for action are changing** and so will governance.
- A number of **key governance parameters to understand where we stand**. An analysis grid/ framework to support action.



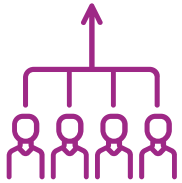


Urban mobility governance – where do we stand ?

Who cares for what in the mobility field?

- Topics: urban road investments, urban road maintenance, traffic management and regulation, public transport investment, public transport regulation, public transport operation, etc.
- Levels: national, regional/provincial, local, etc.
- Public or private
- Formal or informal

Who decides and how?



- What are the political levels for decisions ?
- What are the administrative levels for decisions ?
- What are the departments / services / directions in charge ?

Who pays for what?

- What are the budgets for investment, for maintenance, for operation?
- How are resources shared between public, private and users resources?

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Urban mobility governance – where do we stand ?

At what level of integration do we stand?

- Transport integration: the different dimensions of transports are often addressed in segregated and watertight manners with little integration between transport modes
- Metropolitan integration: metropolitan governance is often lagging behind as city development spills over existing administrative frameworks.

Where do we stand regarding stakeholder consultation?

- user feedback, citizen feedback

What understanding can we draw out of this governance mapping?

- Are power distribution and related decision channels efficient to address mobility issues?
- What are the notional competences and what are the practical ones?
- What are the dead angles or overlapping?
- Where do we stand regarding subsidiarity, i.e. are competences located at the best level to address them?

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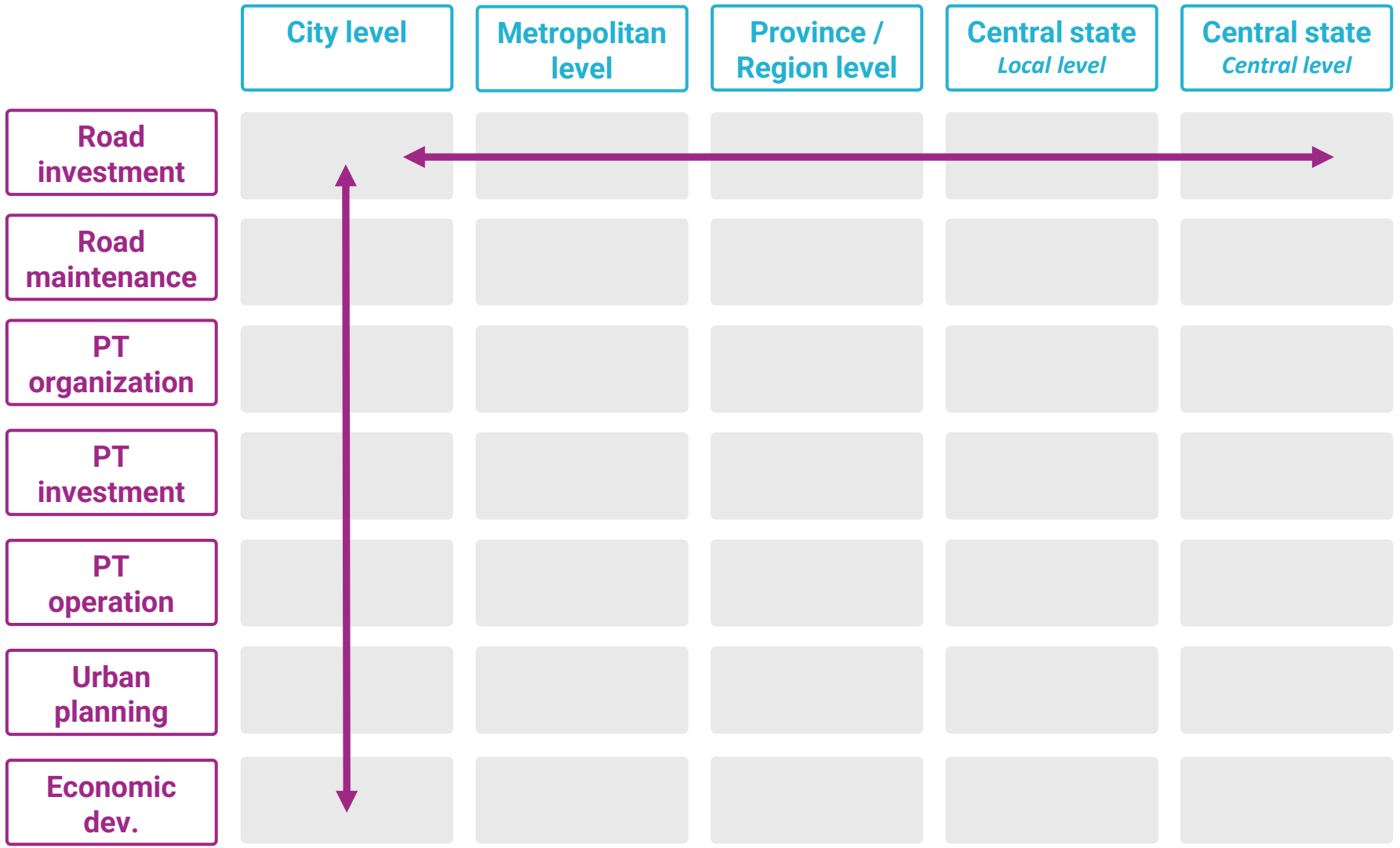
Urban mobility governance – where do we stand ?

Framework of understanding

- Who does what: who plans, who finances, who invests, who maintains, who operates
- Loopholes / overlaps
- Duplications
- Etc.



Framework of understanding

Decision — *Department of roads*

Financing — *Province*

Association — *Department of planning*

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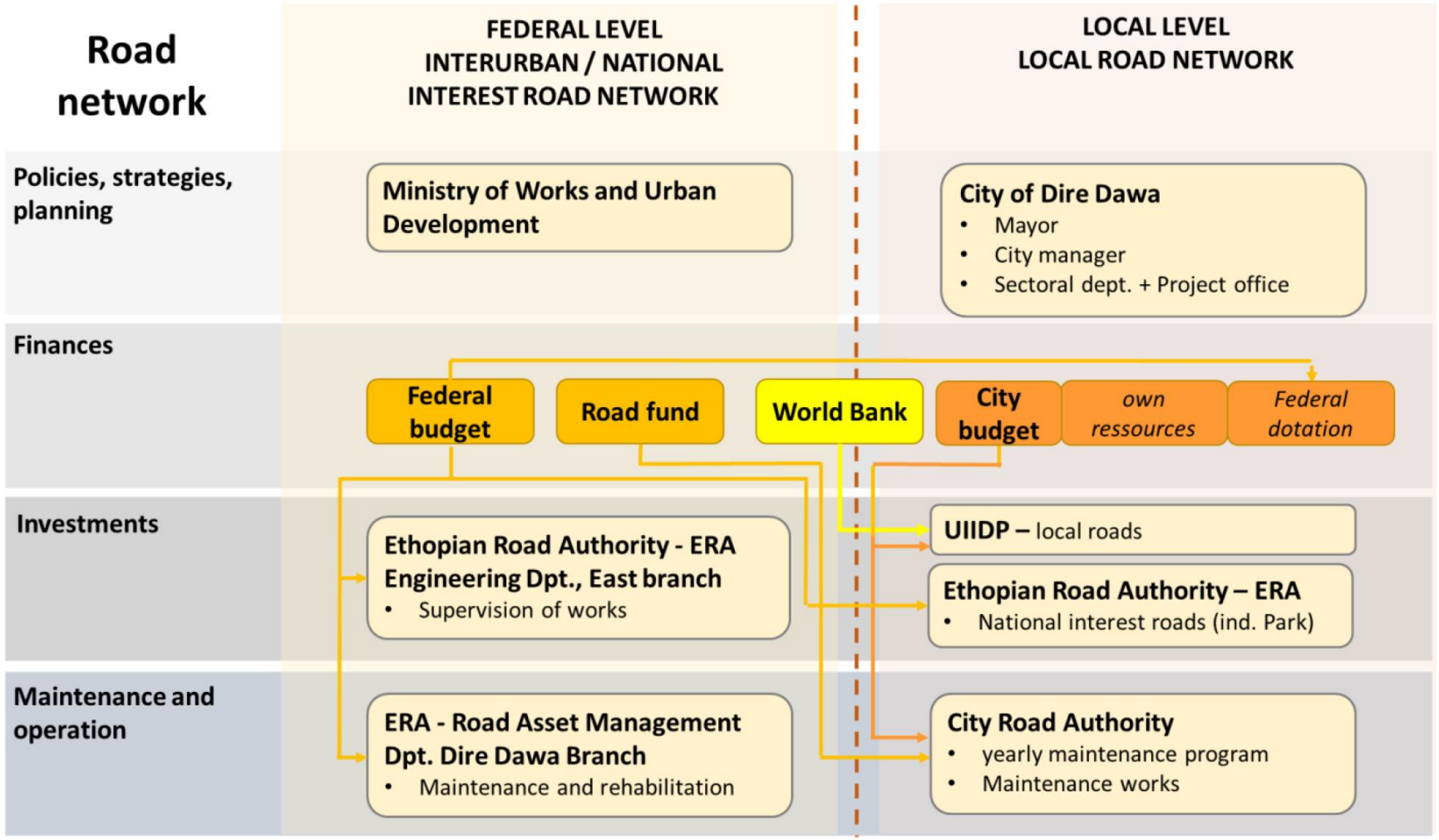
Urban mobility governance – where do we stand ?

Governance issues

- Federal state invests in the roads at local level
- = not adequate level
- City cares for road maintenance
- = not enough resources

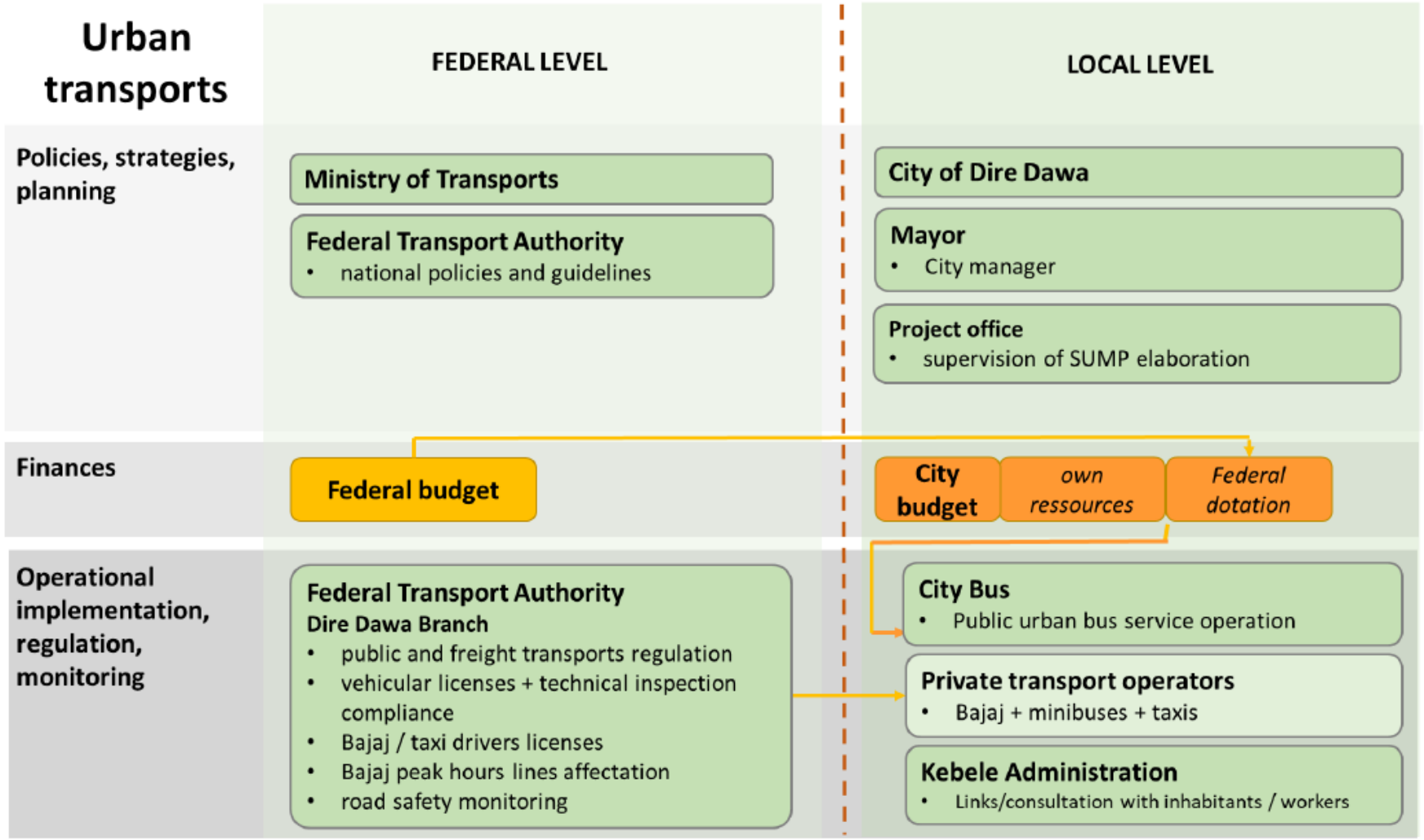


Dire Dawa, Ethiopia

Urban mobility governance – where do we stand ?

Governance issues

- Federal state represented at local level manages public transport (licenses for paratransit)
- = not adequate level



Dire Dawa, Ethiopia

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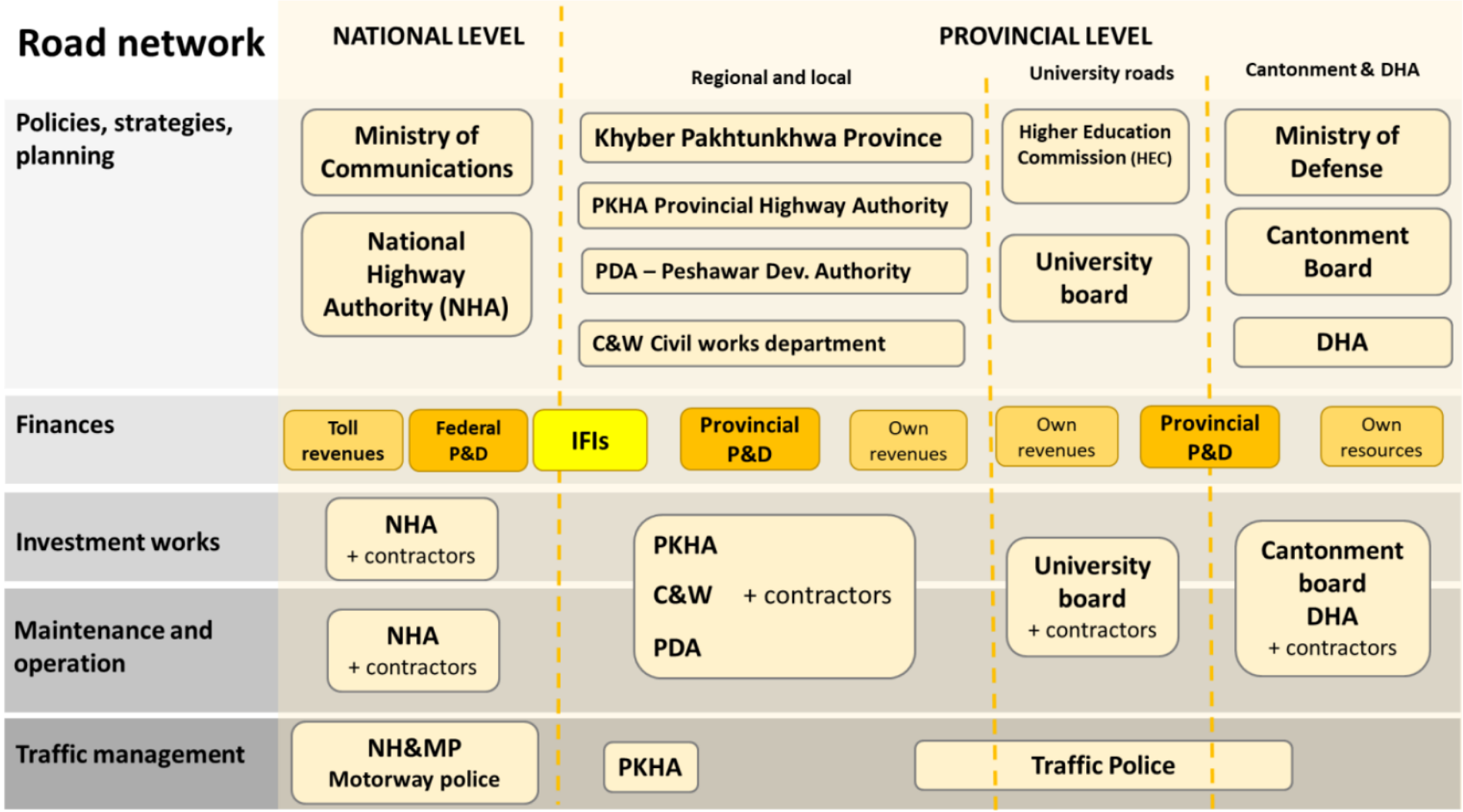
Urban mobility governance – where do we stand ?

Governance issues

- Several stakeholders to manage the road network
- = risk of dispersion
- = lack of overall planning



Peshawar, Khyber Pakhtunkhwa province, Pakistan

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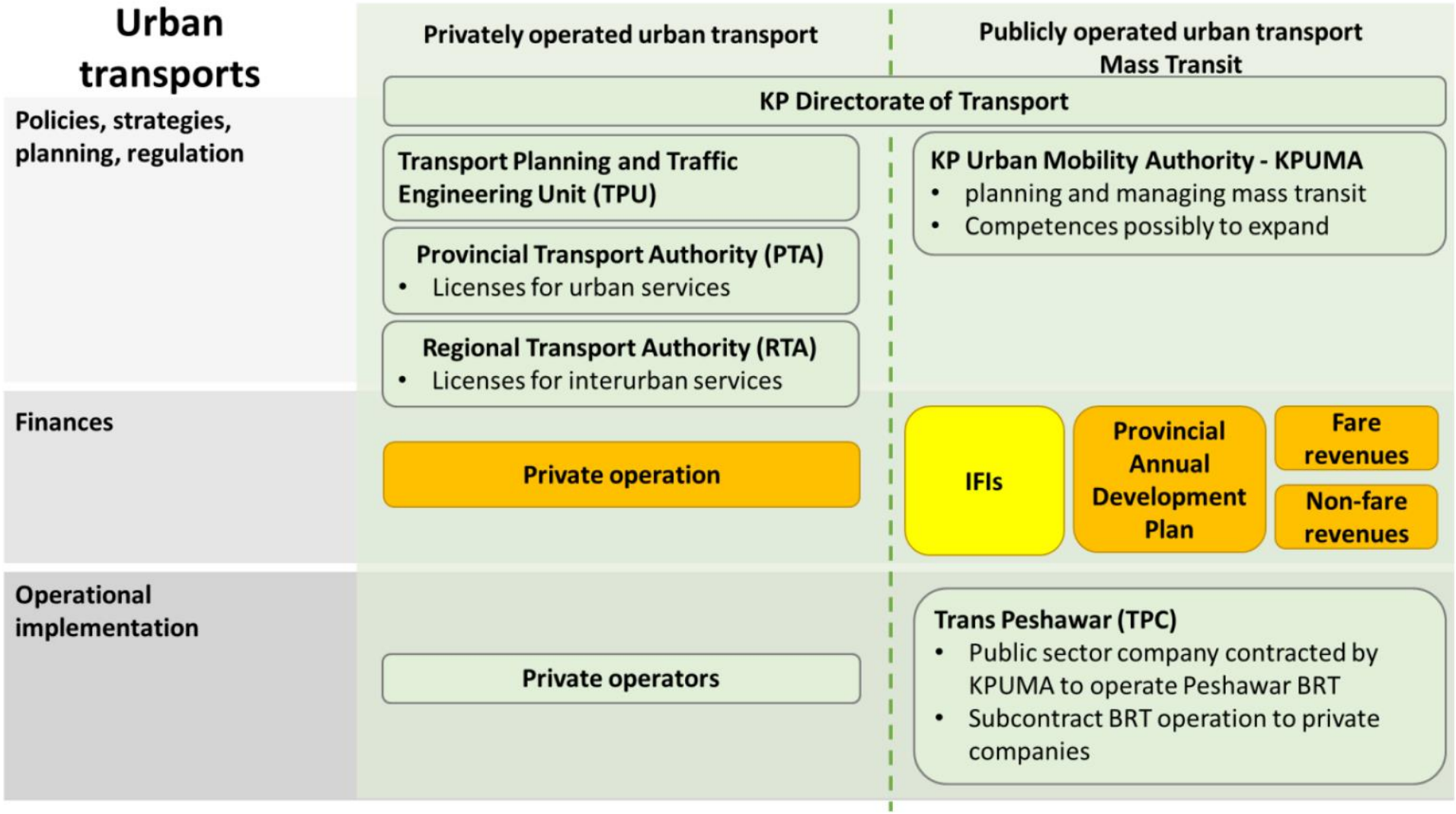
Urban mobility governance – where do we stand ?

Governance issues

- KPUMA is the Transport Authority
- = it has authority over mass transit but the operator (Transpeshawar) has an extensive role
- = it has no authority (yet) on paratransit operators



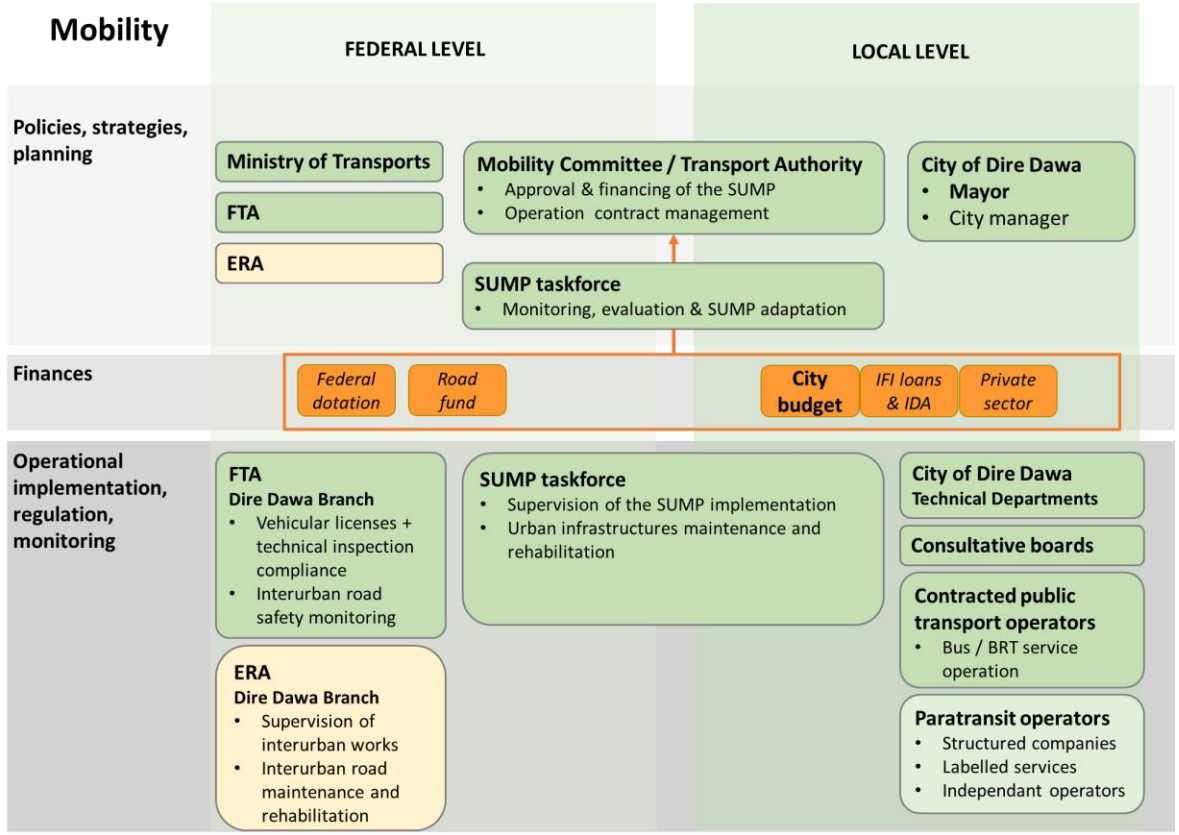
Peshawar, Khyber Pakhtunkhwa province, Pakistan

Urban mobility governance

What way forward?

Urban mobility governance – what way forward ?

- Important to be both pragmatic and ambitious
- Governance is a key lever for change but not the easiest one to push
- Distribution of competencies and decisions channels have some historical justifications and will not be changed easily, unless with good reasons to do so



Target governance organization, Dire Dawa, Ethiopia

Urban mobility governance – what way forward ?

Have a long-sighted approach

- Have a practical understanding of how urban mobility could be run in 5, 10 or 15 years. This is the SUMP timescale.
- Consider immediate practical governance to kickstart key mobility projects in the city
- Identify more substantial governance needs that will take a longer time to set in order to be well thought out, discussed and planned

Combine micro and macro governance

- **micro governance** is needed to decide, steer and implement mobility projects
- **macro governance** is needed to plan and implement mobility plans, policies and programs at city/metropolitan level
- Both are complementary and need to fit well with the other

Combine political and technical governance

- **technical governance** is about having the right technical skills at plan, program and project level for each of their respective steps
- **political governance** is about sharing competencies and defining decision channels in an efficient manner to support mobility management and projects

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Urban mobility governance – what way forward ?

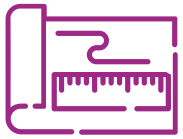
Pragmatic step by step approach

- start with efficient **project lead governance** on some key projects (from mass transit to NMTs) to implement them successfully.
- This allows the building up of technical teams and to clear some political decision processes.
- Expand from there, building on proven success.

Distribution and integration of competences

- Integrate transport governance at the right metropolitan levels
- Reshuffle competencies to set them at the best level to address them (subsidiarity) and redistribute accordingly to different departments
- Care for clear and effective decision and financing channels
- Integrate transport governance at the right metropolitan levels to have complementary actions (e.g. traffic management + road maintenance)

Next steps in SUMP implementation



- Consider for the **next steps after the initial SUMP document**
- SUMP governance is more than just mobility plan implementation governance.
- It is a starting point to improve mobility project governance on the short term as well as city mobility governance on a longer-term basis.
- Some Technical Assistance can prove useful.

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Urban mobility governance – what way forward ?

Principles for improved governance

Clarity and coherence

= clear distribution of competences associated to departments in charge

Subsidiarity

= have the right competence and decision at the right scale, from metropolitan level down to neighborhood level.

Decision efficiency

= clear decision channels for strategies and projects

Financing efficiency

= link resources to expenses on a pluriannual basis

Situations to be avoided through improved governance

- **Siloed approach** between departments

e.g. road maintenance + traffic management not working together

- **Overlapping competences**

e.g. state and city level potentially both caring for mass transit

- **Lack of metropolitan integration**

e.g. growing peripheral areas left aside from metropolitan transport services

- **Lack of adequate resources**

e.g. road maintenance without proper budget

Focus – Transport Authority

Steering and managing urban mobility

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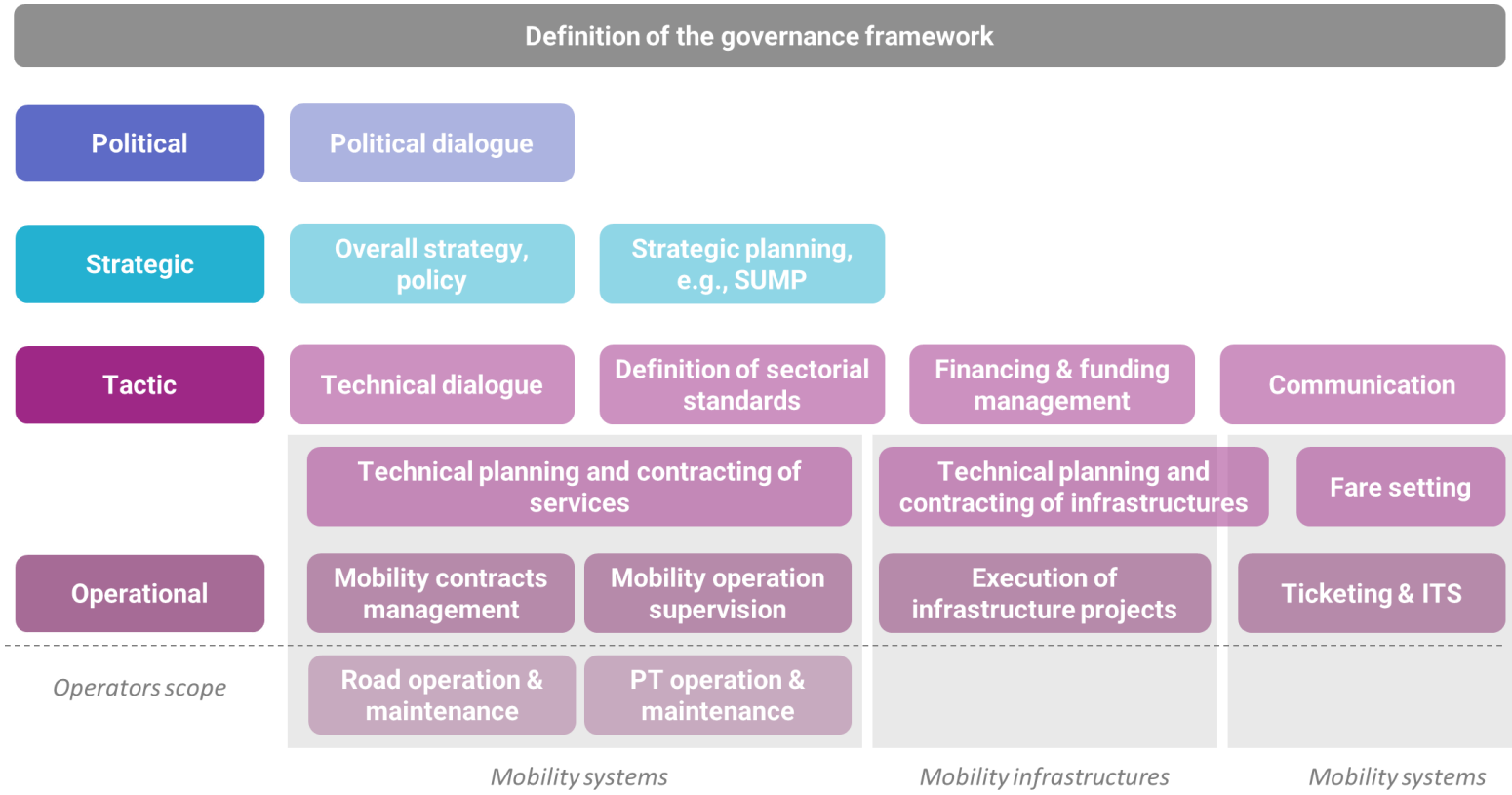
Focus – Transport Authority



Transport Authority

Strategic, tactical and operational functions

- Transport Authority can gather some key transport organization competences
- It can give visibility to mobility management political will + technical capacities
- SUMP management is placed under one authority
- Transport Authority is not necessarily needed in the first steps
- Transport Authority can be a good option, but not always necessary, according to governance context and mobility projects requirements

Focus – Transport Authority

Transport Authority

- Gather key competencies and key decisions under the same roof at metropolitan level
- Give weight and visibility for mobility for both citizens and stakeholders
- Concentrate capacities for transport organisation and for contracting of public transport operation
- Provide a place to host the SUMP taskforce and for SUMP implementation follow up
- Provide a place to coordinate mobility projects carried out by different stakeholders (public transports, road investments and maintenance, traffic management, etc.)

Focus – Mobility Observatory

Metrics for insight and monitoring

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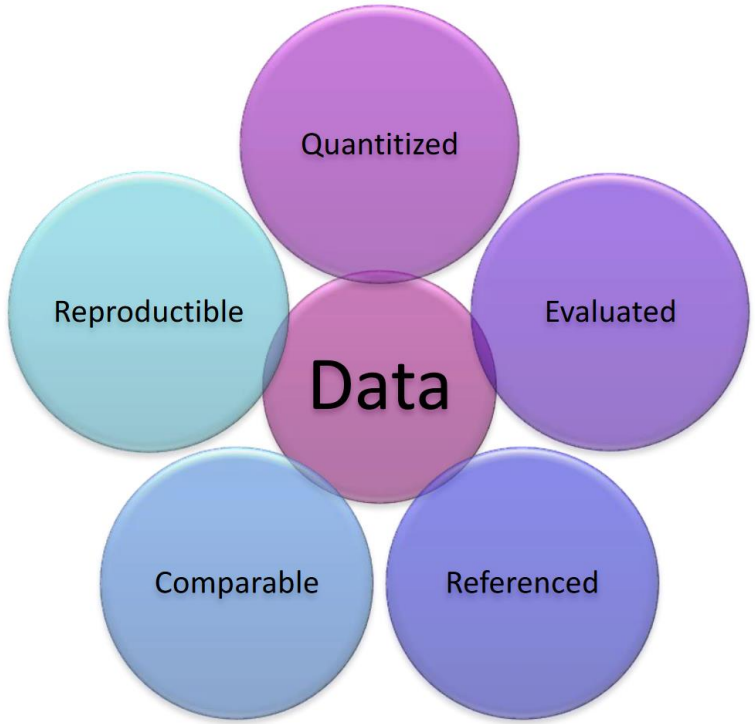
Focus– Mobility Observatory

- Understand the main aspects of mobility and their evolution over time
- Support mobility actions with mobility insight relying on facts and figures
- Measure the implementation of SUMP actions
- Evaluate the effects of SUMP actions
- Formalize data collection and data management in clear processes allowing to deliver meaningful indicators
- Formalizing and expanding SUMP data collection and processing

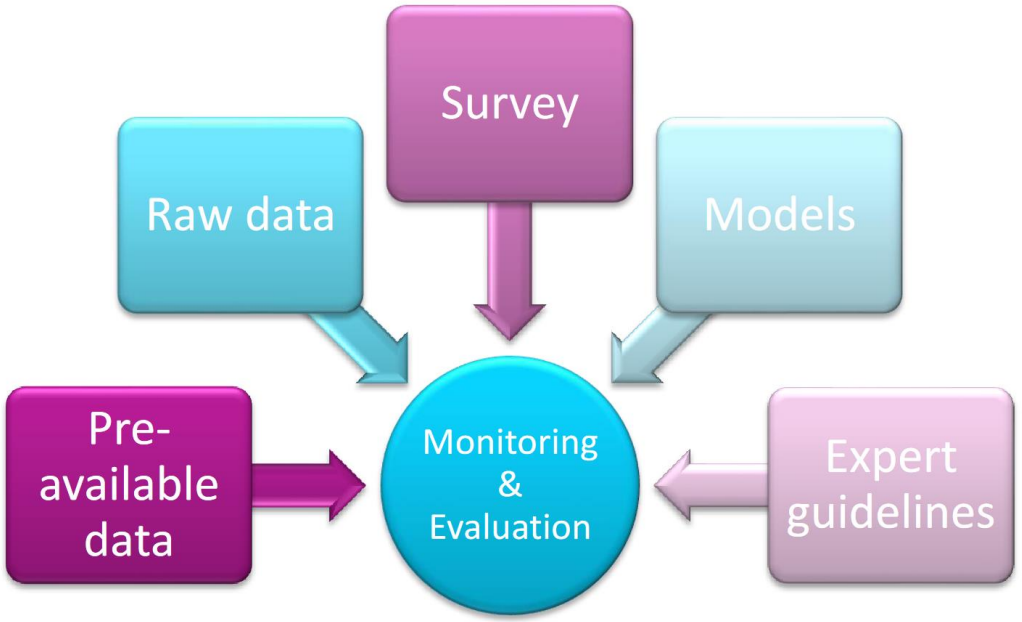


Data characteristics for SUMP

Focus – Mobility Observatory

Mobility Observatory

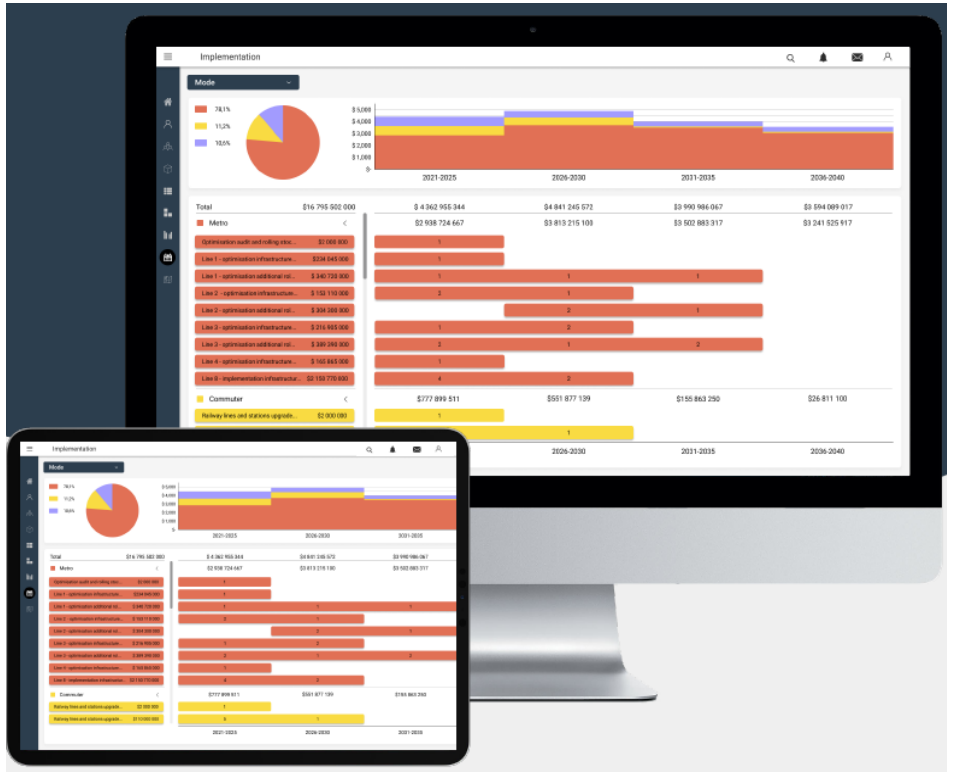
- Expanding and developing the data collection carried out through the SUMP over time:
  - List of indicators to follow up mobility evolution
  - List of indicators to monitor SUMP activities
  - Data collection processes defined for each indicators (timeline, sample, etc.). Household surveys, specific surveys, secondary sources, etc.
  - Within SUMP taskforce, dedicated officers for data management and follow up of indicators
  - Data management tasks within the SUMP taskforce:
    - Data collection follow up
    - Production of indicators and according databases
    - Follow up of SUMP evaluations data aspects
    - Publication of results of indicators



Focus – Mobility Observatory

Characterization of indicators:

- Purpose of indicator
- Definition of indicator
- Frequency of update of the indicator
- Data needed and data collection methodology
- Data sources, data collection methods



Type of indicators

- Context indicators: number of bikes, bikes modal share
- Output indicators: number of km of cycling lanes constructed, % of expansion
- Outcomes indicators: daily cycle traffic on cycling lanes
- Impact indicators: limitation of GHG emissions

Example of indicators

- Evolution of modal shares
- Number of trips per inhabitants
- Evolution of road fatalities
- Formal or informal

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Sustainable Urban Mobility Plans

Governance and initial set up for implementation

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