TRAINING

Communication and stakeholder involvement of the new SUMP
Limassol, Cyprus | 27 November - 01 December 2017

Patrick AUWERX | Mobiel 21
In this presentation

THE IMPORTANCE OF PARTICIPATION IN SUMP | principles, approaches

CONDUCTING A PARTICIPATION TRAJECTORY | analysis | tools | evaluation

EXAMPLES OF PARTICIPATION IN SUMP | inspiration

CONCLUSION | reflection | hints

REFERENCES | projects, initiatives, handbooks
THE IMPORTANCE OF PARTICIPATION IN SUMP
Principles | Approaches
Transport planning: Where can it go wrong?
Participation is a basic principle of SUMP

- Communication becomes strategically part of transport planning.
- Planning for the people!
- Engage stakeholders and citizens
- It entails public involvement and strengthens public support
- Essential part of community building: actively involve end users!
Participation is a basic principle of SUMP

Source: European Platform on Sustainable Urban Mobility Plans
www.eltis.org/mobility-plans
The Change: How to organise an efficient and effective participation in SUMP?

<table>
<thead>
<tr>
<th>Traditional Transport Planning</th>
<th>Sustainable Urban Mobility Planning</th>
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<tbody>
<tr>
<td>Focus on traffic</td>
<td>Focus on <strong>people</strong></td>
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<td>Primary objective: Traffic flow capacity and speed</td>
<td>Primary objective: <strong>Accessibility</strong> and <strong>quality of life</strong></td>
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<td>Modal-focussed</td>
<td><strong>Balanced development</strong> of all relevant <strong>transport modes</strong> and shift towards sustainable modes</td>
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<td>Infrastructure as the main topic</td>
<td><strong>Combination</strong> of infrastructure, market, services, mechanisms, information and promotion</td>
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<td>Sectorial planning document</td>
<td>Sectorial planning document consistent and <strong>complementary to related policies</strong></td>
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<td>Short- and medium-term delivery plan</td>
<td>Short- and medium-term delivery plan embedded in a <strong>long-term vision and strategy</strong></td>
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<td>Related to an administrative area</td>
<td>Related to a <strong>functioning area</strong> based on travel-to-work patterns</td>
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<td>Domain of transport engineers</td>
<td><strong>Interdisciplinary</strong> planning teams</td>
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<td>Planning by experts</td>
<td>Planning with the <strong>involvement of stakeholders</strong> using a transparent and participatory approach</td>
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<td>Limited impact assessment</td>
<td>Intensive <strong>evaluation</strong> of impacts and shaping of a <strong>learning</strong> process</td>
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Different policy views on participation

SUMP is most successful in atmosphere of dialogue

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<th>Type of policy</th>
<th>Communication level</th>
<th>Policy message</th>
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<td>Closed policy</td>
<td>Public relations</td>
<td>WE DECIDE WHAT’S GOOD FOR YOU!</td>
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<td>(mandatory)</td>
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<td>Information</td>
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<td>Half open policy</td>
<td>Consultation</td>
<td>TELL US WHAT YOU THINK IS GOOD AND WE WILL TAKE CARE!</td>
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<td>(citizen = customer)</td>
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<td>Hearings</td>
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<td>Transparent policy</td>
<td>Partnership</td>
<td>TOGETHER WE CAN MAKE A DIFFERENCE!</td>
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<td>(responsible citizen)</td>
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<td>techniques</td>
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Participation practices in Europe

It is important to engage actors who can make a significant breakthrough in the uptake of more sustainable urban mobility planning

- Countries with formal, mandatory consultation procedures for mid- and large scale transport projects as well as for the development of transport plans and SUMP
- Countries with experience in innovative involvement tools
- Countries with no or only very limited formal procedures for involving citizens and stakeholders

Have a look at Eltis for more detailed examples! www.eltis.org
Degree of involvement in decision-making

- Information giving and gathering: 8 responses
- Discussions with citizens and stakeholders: 8 responses
- Joint planning with citizens and stakeholders: 3 responses
- Full share of decision making power with citizens and stakeholders: 1 response
- Don't know: 0 responses

Source: SUMP CH4LLENG project
Barriers to successful participation

The dilemma of participation is a common problem

- Lack of political will and support for carrying out an in-depth participation process
- Limited financial and personnel capacities within local authorities
- Lack of skills on how to plan and carry out a participation process
- Consultation fatigue mirroring the low interest and awareness of transport planning among citizens and stakeholder groups; e.g. in UK
- An imbalance of stakeholders ( hard-to-reach groups, big mouth paradigm,…)
- Difficulties to initiate behavioral change (and where to place ‘nudging’?)
- Lack of a participation tradition in some European countries

Source: SUMP CH4LLENGE project
CONDUCTING A PARTICIPATION TRAJECTORY

Analysis | Resources | Tools | Evaluation
Where to start?

- Geographical scope?
- Legal requirements?
- Knowledge of topic?
- Novelty?
- Complexity?
- Controversial?
- Tradition in participation?
- Views on participation?
- Other planning context?
Who should be involved and why?

For stakeholder analysis, consider …

- Concerns, positions, expertise
- Interactions, conflicts...
- Social in-/exclusion aspects: hard-to-reach groups
- Make (better) use of existing networks, as multiplicators
- Careful recruitment (criteria, representatives, random sample, diversity, good examples, 10%-reply rule)
- Defining stages that will be subject to which stakeholders
- Identifying the level of involvement (see later)
- Accept varied commitment, personal approach for…?
Stakeholder categories

What are the stakeholder categories affected by, or involved in SUMP?

- Citizens (inhabitants of SUMP perimeter)
- Primary stakeholders (ultimately affected)
- Key stakeholders (institutional /power position)
- Intermediary stakeholders/multipliers (broad range of organisations who implement, expertise, inform and report)
Levels of involvement

- **Empower**: Placing final decision-making in the hands of the public.
- **Collaborate**: Partnering with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
- **Involve**: Working directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.
- **Consult**: Obtaining public feedback on analysis, alternative and/or decisions.
- **Inform**: Providing the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.

The diagram categorizes the levels of involvement based on influence/power and degree of involvement, highlighting the roles and actions required for different stakeholders and public involvement.
Stakeholder example: The Dresden SUMP Roundtable
Stakeholder example:
The Dresden Public Debate

For more information see www.dresdner-debatte.de
Manage timing & procedures

Participation in SUMP is a never ending story!

- Be aware of organisational culture & decision making procedures
- Appoint a participation manager
- Continuous participation throughout all stages of the process (slide 6)
- Start as early as possible
- Communicate milestones
- Allow ample time for participation
- Be flexible
Budget

Allocate sufficient budget for participation!

- Scope (geographical, political, social, …)
- Methods, techniques and tools
- Support by (external) experts
- Support for (hard-to-reach) participants
- …
Mix of appropriate tools

There is not „the one“ tool, but it depends on the criteria to choose!

- What is your objective?
- What stage are you in?
- What is the nature and scope of issue?
- Who do you want to involve?
- What is the level of involvement to achieve?
- What budget and time is available?
The ladder of participation

Which level of participation do you aim for, and when?

- Citizen Control
- Tokenism
- Non participation

Exemplary tools for different levels

- **Empower**
  - Placing final decision-making in the hands of the public.
  - Delegated decisions
  - Referendum

- **Collaborate**
  - Partnering with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
  - Future search workshop
  - Citizen jury
  - Advisory Committee

- **Involve**
  - Working directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.
  - Workshops
  - Deliberate opinion poll
  - Open space meeting

- **Consult**
  - Obtaining public feedback on analysis, alternative and/or decisions.
  - Surveys
  - Focus Groups
  - Public hearings

- **Inform**
  - Providing the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.
  - Information event & publications
  - Briefings
  - Open houses

Source: SUMP CH4LLENGE project
The format depends to the purpose

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Source: GUIDEMAPS, 2004
# Information and Engagement

## Public information material
- Posters, notices and signs
- Letter, brochure
- Fact sheet, newsletter
- Promotion film, presentation
- 3D model

## Telephone and Broadcasting
- Telephone techniques
- Local radio and television shows

## Internet
- Web based forums / public participation platform
- Web 2.0 / social media

## Surveying individuals
- Questionnaire surveys
- Key person interviews

## Information events
- Exhibition
- Information centre, Info Point
- Information session and briefing
- Lectures, discussions
- Site visits

## Engaging selected stakeholder groups
- Community visits and study tours
- Focus group, dialogue café
- Workshop
- Technical working party

## Engaging large groups
- Soundboard group,
- Stakeholder conference
- Transport visioning event
- Open space event

*Source: GUIDEMAPS, 2004*
Stakeholder engagement channels
Evaluation

Evaluation directs us to prepare our next performance from the past and today’s experiences!

- Develop concrete goals and find indicators
- Develop an action and evaluation plan per event
- Analyse the output (process, impact)
- Incorporate feedback loop
- Part of the SUMP process (and content)
Communicating progress to public

**Socio-Economics**

**DKK 1.22**
Gain to society per extra km traveled by bicycle in Copenhagen

**DKK 1.13**
Cost to society per extra km traveled by car in Copenhagen

**Health Benefits of Cycling**

30%
Reduction of mortality for adults who cycle to and from work every day

1.7 Billion
Value of annual health benefits from cycling in Copenhagen (DKK)

**Five Times More Bicycles Than Cars**

In 2012 Copenhageners owned approximately 650,000 bicycles and 125,000 cars, corresponding to 5.2 bicycles for each car.

4 out of 5
Of all Copenhageners have access to a bicycle.

**Excerpts from the Copenhagen Green Accounts 2012 report.**

Image source: City of Copenhagen
PARTICIPATION IN SUMP

Inspiring examples
BELGIUM
SUMP Framework in Flanders

Participation is mandatory!
Participation in Flanders SUMP Framework

- Participation Principle defined in:
  - Parliament Act on Mobility
  - Overall ‘Municipal Decree’
  - GBC: Municipal Guiding Commission: all stakeholders (+ citizens)
- Obligation to involve citizens early, efficient and in all stages of the policy process
- Mayor and city council decide autonomously
- Minimal: public investigation procedure
- Practise: too much ‘old tradition’ (information, hearings...)
- New active citizenship approaches (active citizens in cities)
Gent 1990s

One way information

- Start of communication in the city – communication bicycle plan
- Telling people about the plans and upcoming works

Classic tools

- Press releases
- Advertisements, local TV
- Information evenings
- Websites
- …
Gent 2000-2012

Two way information

- Telling people about the plans and work
- Asking for ideas, suggestions, comments

Classic tools and new tools

- Public hearings (general and specific projects)
- Dialogue cafés (eg, railway station development)
- Workshops on different themes
- Sound board groups for large projects
- Start using social media
Gent 2012 ‘Living streets’

Co-creation

- Plans and ideas come from citizens: transition thinking

Tools

- Small working groups on different subjects
- City administration is facilitating, NOT steering
- Spreading the virus
Living streets Gent 2012

Pilot of 2 streets
- Cars were banned for one month
- Instead: picnic tables, swings, mobile trees, grass, …
- New forms of mobility were tried out (e-bikes, carrier bikes, …)

Results
- One month is too short for a pilot
- Most people were very positive, and sceptical people became more positive
- Social contact was increased
- Children loved it
Oosterweel Link project, Antwerp

Transport planning as a frequently controversial area
Ringland citizen networks

- Horizontal democracy initiative
- Opposite of old technical school traffic engineers
- Ringland created own mandate
- Crowdfunding: EUR 100,000,00 for 3 studies
- Basic scenario: Underground ring road + new public space + air quality filters
- 5,6 bio € financed by road charging (2€/car)
- Pre-financing through crowdfunding
- After >10 years there is a compromise about the chosen scenario, implementation can start.
COUNTRY N
Title

Example related to country specific needs
CONCLUSION

Reflection | Hints
Critical reflections from current practice

More and more, cities move from top-down to (more) collaborative planning!

- Is it a trend or a phenomenon of “partictainment“?
- Is the quality of decisions increasing or decreasing?
- Is participation a way of democracy?
- Is democratic equal to acceptance? (small groups’ voice against public…)
- Is it possible to incorporate results into on-going technical planning processes?
- Is it possible to come to a joint, accepted decision?
Be positive about your SUMP

A change is never easy, but soon it will become better!

- First things first and start with a vision!
- Use citizens giving good examples, as they are multipliers!
- Keep people informed about what is happening!
- Visualise, avoid jargon, make it fun!
- Combine participation with media & marketing!
- Apply key attitudes and build trust, understanding, respect, willingness!
- Take ideas on merit, not the status of the person who provide it!
- Develop risk management scenario! (take step back if it goes wrongly)
- Participation is a learning process for city and participants
REFERENCES

Projects | Initiatives | Handbooks
There are plenty of resources available

European Platform on SUMPs | www.eltis.org/mobility-plans
CIVITAS PROSPERITY | www.sump-network.eu
CIVITAS SUITS | www.suits-project.eu
CIVITAS SUMPｓ-Up | www.sumps-up.eu
ADVANCE | eu-advance.eu
CH4LLENGE | sump-challenges.eu
ENDURANCE | epomm.eu/endurance
EVIDENCE | evidence-project.eu
Poly-SUMP | poly-sump.eu
Urban Transport Roadmaps | urban-transport-roadmaps.eu
CIVITAS e-course on public involvement | www.civitas.eu
Your One-Stop-Shop

CIVITAS PROSPERITY is a member of the European Platform on Sustainable Urban Mobility Plans and produces a number of technical reports and other strategies to provide insights on SUMP.

Find out more at eltis.org/mobility-plans and www.sump-network.eu

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