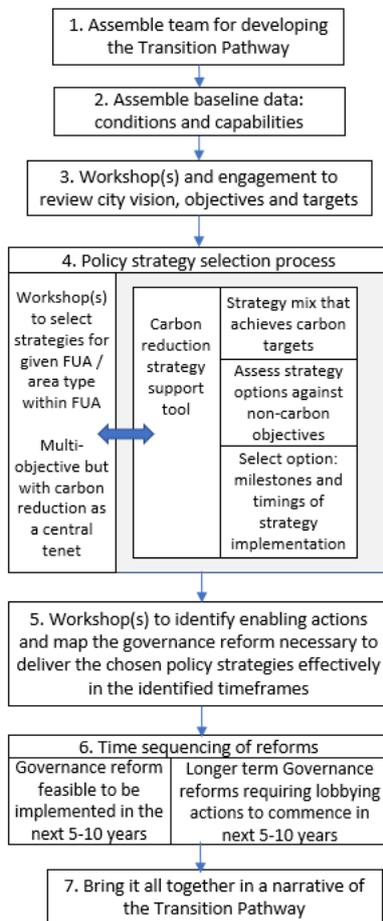


## The seven steps in the Transition Pathway (TP)

The **foundation** to develop an urban mobility transition pathway promoted by the SUMP-PLUS project includes the engagement tools that will accompany the whole development of both the TP and SUMP processes. The TP is developed at the scale of the Functional Urban Area (FUA) and the team assembled should reflect this.



There are three main groups of people that are needed to develop a sound Transition Pathway.

- **Technical staff:** They can be part of your organisation or can be outsourced. They will produce science-based assessments and should be there to translate complex ideas that can be understandable to the other two groups (citizens and politicians). They will also assemble the baseline data including current conditions and capabilities within the FUA.
- **Citizens:** Planning citizen engagement is crucial to determine the city vision, to communicate the possible pathways, to incentivize the population to behaviour change and to gather support for the long term changes needed (enablers). Within SUMP PLUS, we propose the **Mobility Forum** and the **Citizen Engagement Platform**.
- **The political and local government group:** Navigating a process with different local internal stakeholders is a complex task. Managing the transition pathways will need a group of officers and project managers to help push this through local governance, to engage with all the sectors that will be part of the transition, to plan for citizen engagement and so on. This team will need to include the **City Integrator**.

Examples from cities, show that there is a group that will kick start and manage the development of the transition pathway and another that will manage the implementation. It will be critical to consider whether it is possible to start building on the skills necessary for implementation and monitoring of the transition since the start of developing the transition pathway.

The third step of the process is to agree on a city vision. The engagement principle should be to reach as many and have as much quality engagement with people. A mobility forum to discuss challenges could be a good start. The mobility forum should be representative of society and include people from all ages and background. The visioning process should also be used to share knowledge and educate. Running in parallel to this stage, with the aim to aid this process and the following stages, a series of assessments are needed to better understand the local environment and the impacts of climate change.

The next step is to use the high-level **carbon reduction strategy support tool**, which will give as an output a set of Avoid-Shift-Improve policy strategies that will enable them, over time, to achieve their carbon reduction goals, either in the form of a carbon zero target, or a total carbon budget. The tool is in the form of an Excel spreadsheet, which deals only with personal travel, not freight. It calculates the expected impacts, over time, of introducing different carbon reduction strategy mixes, and can be used iteratively with groups of stakeholders, trying out different combinations to find the most effective and acceptable mix of strategies and the timings of their delivery to meet carbon reduction targets. It provides an aid to 'backcasting' – working backwards from an agreed output to identify what needs to be done, between now and then. This results in a carbon reduction policy strategy transition.

Once a carbon focused policy strategy transition is developed, this will be put back to the Mobility Forum to consider the impacts of the identified carbon focused strategies on other non-carbon city objectives (e.g. safety, congestion reduction, equity and inclusion, economic growth, etc.). This highlights adjustments to the strategies

included in the transition that may be required to mitigate any negative impacts on other objectives. At the end of this step the milestones of implementation for the policy strategy transition are output.

The fifth step will deal with possible governance of the expected outputs, how can these be funded and attribute responsibilities. Based on the milestones, the Mobility Forum will discuss the enabling actions that will be needed. The focus of identifying enabling actions within this step of the Transition Pathway process is on development of new capacities or sources of funding and financing. This includes both actions that lie within the current control and powers of urban policy-makers, and that lie outside the current control of urban policy-makers - and thus require municipal governments to think of strategies for affecting policy frameworks at the regional, national or EU levels.

Policy-makers and local experts will already have a lot of existing knowledge regarding current gaps in institutional capacity and financial resources. Discussions around such barriers can often become negative, if framed as being a case of insurmountable problems. This step links discussion of these issues to concrete, positive milestones of policy implementation, and achievement of a vision in the long-term – making the discussion solution-oriented.

For each milestone, certain enabling actions will be defined. These will need to be promoted upstream and lobbied for by the political group, while the technical group will feed them (and the high-level strategies) into the SUMP, where concrete actions and projects will be elaborated. Those actions that are feasible in the next 5 years will be part of the SUMP, while the rest will be kept in the final plan/strategy. This time sequencing of reforms is handled in Step 6.

Finally, in Step 7, interdependencies between policy milestones and enabling actions have already been identified for individual policy strategies – as the latter have been defined as necessary to achieve the former. The focus of assembling the timeline should be to try to visualise these interdependencies over time for the whole policy strategy mix, in order to build an overview of how the timing of different strategy milestones (e.g. for cycling and bus system) and the timing of milestones in relation to enabling actions interrelate. The key point is to use the timeline to identify when preparatory activities must begin, in order for a milestone to be achieved by a certain year.

The end result of the process is a fully-elaborated Transition Pathway, which can focus on a set of key diagrams laid out in a brief strategic document. This includes a:

- Description of a long-term vision for urban mobility (e.g. for 2040 or 2050), and how it is related to other urban visions and strategies, along with corresponding objectives and targets
- Summary of the chosen policy mix, including information on the stress-testing and time sequencing, conducted and scenarios used for this
- Roadmap that describes how the policy mix will be delivered to realise the vision, including how the milestones for policy implementation and the actions enabling these (institutional capacity, financial resources) unfold over time.