EXECUTIVE SUMMARY

These Action Points aim to present the need for Integrated Mobility Plans (IMPs) at a city/regional level, while providing specific recommendations for public transport sector stakeholders. Indeed, as public transport plays a key role in guaranteeing the success of an IMP, we need to ensure that sustainable mobility is at the forefront during the conception and implementation phases of an IMP. This document presents the key principles for developing and delivering successful IMPs and highlights a number of inspiring examples from cities worldwide showing how sustainable mobility helps build green cities with public transport as the backbone for urban development.

OUR COMMON CHALLENGE: LIVEABLE AND ATTRACTIVE CITIES AND REGIONS

All over the world, industrialisation and knowledge-dominated service economies are reinforcing the role of urban centres. Many cities around the world have grown exponentially over the last few decades, but smaller cities in industrialised countries are also expanding and this growth comes with an environmental and social cost for cities and people. Mobility in the early 21st century is shifting and also in shrinking cities, smart technology and new behaviours are changing the way cities move. Cities may be at different stages of maturity around the world, but they all have to bring their development onto a sustainable path and Integrated Mobility Plans are key tools that can be used to address this challenge.
NEED FOR AN INTEGRATED MASTER PLAN WITH A COMMON, INTEGRATED VISION & THE ROLE OF PUBLIC TRANSPORT

“Gothenburg is growing. In the future, significantly more people will live and work here. We are convinced that the integrated planning of transport and land-use is necessary for us to develop a more attractive city/region with sustainable mobility choices for all.”

Anneli Hulthén, Mayor of Gothenburg, Sweden

A wider city/region plan designating public transport as the backbone of the sustainable urban mobility system must be complemented and supported by efforts in other local policy areas, such as land-use planning, mobility management, combined mobility, freight and other key sectors, such as environment, energy, social services and health care. Therefore, an Integrated Mobility Plan, or a wider city/regional plan, will ideally cover the catchment area of most commuting trips and define public transport as the backbone of the sustainable urban mobility system. Drawing up the plan will bring different stakeholders from all sectors together around the same table, thus helping to understand challenges from different angles. This also means consulting citizens and important stakeholders during the development phase of the plan. Specific plans with short to medium timescales, such as a traffic plan, a public transport plan, a parking plan, a freight plan, a cycling plan and a pedestrian areas plan, could be derived from the Integrated Mobility Plan (which itself is based on a medium- to long-term timescale) and their progress monitored.

WHAT IS AN INTEGRATED MOBILITY PLAN?

An Integrated Mobility Plan is a tool designed to ensure people and places can connect, now and in the future. A common structure has been adopted by a number of cities when developing a successful Integrated Mobility Plan and this can help articulate a vision for implementing successful urban mobility. Based on this, the following suggested chapter headings can be adapted to local circumstances and provide a useful guide for the development of an Integrated Mobility Plan.

> **Vision** - The long-term political vision of the city/region including the future role of sustainable mobility.

> **Context** - Setting the scene, detailing the transport geography of the area, the integration with land use and other policy areas including plans for growth.

> **Challenges and Strategic Policies** - Outlines the challenges which need to be overcome through clear goals and objectives supported by an analysis of future scenarios. Policies are also developed to help support the achievement of these goals and objectives through the delivery of the strategy.

> **Transport Proposals** - Sustainable multimodal transport proposals to deliver the strategy’s objectives and overcome future challenges.

> **Expected Outcomes** - An analysis of the impact of the transport proposals on delivering the objectives.

> **Implementation Plan** - Short-, medium- and long-term plan for delivery.

> **Costs and Resourcing** - Identify funding sources for the strategy.

> **Monitoring and Reporting** - Framework of indicators and targets to measure the strategy’s performance.
PRINCIPLES FOR SUCCESS

In developing and delivering a successful Integrated Mobility Plan there are five key principles which form the foundation of a successful implementation plan.

- **Sharing the vision**: Delivering successful urban mobility requires politicians to make effective decisions based on a shared and consistent vision of the city/region which connects economic, environmental, health and social cohesion policies with transport.

- **Effective governance**: It is essential to have an effective governance structure in place across the geographical area covered by the IMP along with a successful institutional approach to coordinating transport; this will make it possible to enhance conditions for coordinating services and improve the customer offer through integrated ticketing, infrastructure provision and a high-quality combined mobility offer. The relationship between the public and private sector and the establishment of a shared vision of quality is very important.

- **Long-term political commitment**: The delivery of an IMP is a long-term commitment which will develop and change as the city/region changes with different challenges being a priority at different times. The commitment to the IMP must therefore be long-term and requires consistent and long-term political commitment that will guide decisions now and in the future.

- **Strong links with land-use planning and economic development**: Only by ensuring the buy-in and commitment of not only the transport sector but other important stakeholders, such as land-use planning and economic development stakeholders, will the Integrated Mobility Plan be able to deliver its full range of potential benefits. The coordination of transport and land-use helps to develop long-term sustainable transport patterns, which promote sustainable growth.

- **Long-term funding commitment**: An IMP should include an Implementation Plan covering the first 4/5 years, setting out what is to be delivered and how the transport interventions will be funded. Such interventions will help lock in multiple stakeholders to the plan and thereby also ensure long-term political commitment to the concepts within the Integrated Mobility Plan, which will lead to a virtuous cycle of success. A number of funding tools are available and UITP has developed a toolkit as reference material for its members (The Financing toolbox is available on www.uitp.org/uitp-financing-toolbox).
EFFECTIVE GOVERNANCE: MONTREAL

Since 2011, the Montreal Metropolitan area has been developing an integrated plan entitled ‘Metropolitan Land Use and Development Plan’ (PMAD), aiming to better structure the public transport network, while notably encouraging active mobility modes, such as cycling and walking, and creating transit-oriented development districts. This Plan was born out of the authorities’ shared concern to provide citizens with better mobility alternatives. All stakeholders were included during the different stages of the Plan’s creation: metropolitan authorities and municipalities, transport organising authorities, civil society and citizens. This strategic Plan was implemented in 2012 based on the wider Montreal metropolitan ‘Vision 2025’, and will be evaluated regularly.

SELLING THE VISION: BIRMINGHAM

A major aspect within the Integrated Mobility Plan for the West Midlands (UK) is the Birmingham City/region Centre Interchange project, which has created a high-quality ‘Connected City/region’ experience for citizens and passengers. The project built on the views and comments gained through the West Midlands Local Transport Plan consultation process and helped Centro - the West Midlands Integrated Transport Authority - develop a world-class city/region centre and transport system for residents, businesses and visitors. This project also included improvements to the mobility network and transport information and helped connect people with places.

Different transport projects have been coordinated to achieve common goals and maximise user benefits, with a high level of engagement undertaken with stakeholders, which included Birmingham City/region Council, Business Improvement Districts, Marketing Birmingham and Retail Birmingham. Market research was commissioned with citizens to capture their views and new mapping and public transport information products were ‘road-tested’ with citizens before implementation, giving them a real sense of ownership.
HOW SUSTAINABLE MOBILITY CAN HELP BUILD GREEN CITIES WITH PUBLIC TRANSPORT AS THE BACKBONE FOR URBAN DEVELOPMENT

Successful cities have chosen to establish Integrated Mobility Plans by placing public transport and other sustainable modes such as car-sharing, cycling, walking, taxis and carpooling at the heart of long-term urban development. Indeed, choosing public transport as the backbone of a city/region’s transport plan offers major benefits as we will see in the following examples.

VIENNA, AUSTRIA

A prospering metropolitan region like the Vienna region thrives thanks to the activities of its citizens and economy. In order to continuously enhance attractiveness for businesses & employment mobility is a key prerequisite, and to this end Vienna develops a strategic traffic and transport concept roughly every ten years. The most recent plan is the Transport Master Plan 2003. Its objectives and measures were defined by both municipal and external experts in cooperation with citizens based on four reasons to improve the quality of life for all of Vienna’s inhabitants:

- Less noise pollution;
- Better air quality;
- Room for activities in public space;
- High level of safety for all road users.

Therefore Vienna aims to reduce private car traffic to 25% of all journeys made by 2020 through the implementation of a set of 370 measures proposed in the Master Plan. Vienna constantly upgrades its dense public transport network and also offers better connectivity at regional level through fast

LONG-TERM FUNDING COMMITMENT: PARIS

Since 2000, the Urban Mobility Plan for the Greater Paris metropolitan area (Île-de-France region) has been coordinating mobility at regional level for the 11.6 million inhabitants, and is itself part of a larger regional urban planning and development plan (SDRIF). This Urban Mobility Plan is financed by a number of stakeholders, with the level of financial involvement depending on the projects and their scope; these stakeholders include public bodies at local, regional or state level, the regional organising authority (STIF), and private partners, such as the contracted organisation, whose financial participation in the projects is mandatory. A specific tax, the French employer levy (‘versement transport’) also contributes to the financing of the transport plan. This local tax is levied on the total gross salaries of all employees (in companies with more than nine employees) and is designed to raise capital for investment in local public transport infrastructure and also to cover its operating expenses. In 2010, for example, this tax financed nearly 40% of the operational costs for the public transport network in the Île-de-France region.
city/region links with the underground and the regional train system. The enhanced bikeway network, as well as safe cycle parking options, efficient parking space management and the pedestrian-friendly redesign of urban space, all encourage walking and cycling. All these investments have been visibly successful; indeed, the Master Plan was evaluated in 2008, and the results show that Vienna’s inhabitants increasingly opt for smart mobility options and that the ambitious targets set for 2020 in terms of modal split can be attained.

**MONTPELLIER, FRANCE**

The city/region of Montpellier in the South of France is home to 550,000 inhabitants and its Urban Mobility Plan (plan de déplacements urbains – PDU) is based on the integration of public transport and urban planning to prevent urban sprawl and foster urban development alongside high-quality public transport. Indeed, the main challenges for the city/region are to reduce harmful greenhouse gases, foster social inclusion, especially for an ageing population, and offer citizens reduced mobility costs through a high-quality alternative to the ever-growing costs of car ownership. The plan is based on three key objectives:

- To build a city/region of short distances – mixed land-use, balanced sharing of road space, increasing the number of low-speed zones, facilitating walking;
- Accelerate the transition to sustainable mobility modes – limit through traffic and parking spaces, encourage cycling, carpooling and car-sharing;
- An intermodal transport offer at regional level – better connectivity through a dense and convenient public transport offer.

Several measures have been put in place in order to achieve these goals; a 4-line tram network was built in 15 years and an integrated multimodal network has been set up, where buses, trams, regional railways, P+R (park & ride), public bicycle services and car-sharing can be used with the same ticket. Efficient parking management, with park & ride facilities and paying on-street parking in the city/region centre, as well as efforts to tackle the first- and last-mile issue by integrating bike-sharing, cycling parking facilities and car-sharing services into the public transport offer, have also helped Montpellier to increase public transport use by 2.4 times in 10 years between 1998 and 2008.
SINGAPORE

For Singapore to realise its aspirations of being a thriving global city/region, its transport infrastructure is critical. In the future, the transport system must support economic growth, a bigger population, higher expectations and more diverse lifestyles. With this in mind, Singapore embarked on a comprehensive Land Transport Review with contributions from a broad spectrum of people including students, workers, employers, commuters, transport operators, ordinary Singaporeans and experts; at home and abroad. The culmination of this effort is a Land Transport Master Plan that strives to make Singapore a great city/region to live, work and play in. It is a plan to build and develop a more people-centred transport system that is technologically intelligent, yet engagingly human.

Singapore’s vision is to work towards a more people-centred land transport system that will meet the diverse needs of an inclusive, liveable and vibrant global city/region. Three key strategic areas were identified:

- **More Connections** – to connect people to more places where they work, live and play;
- **Better Service** – to improve reliability, comfort and convenience of all public transport modes;
- **Inclusive, Liveable Community** – to take a customer-focused approach to building and running the transport system for Singapore’s diverse community.

The Land Transport Master Plan 2013, which features the Public Transport Development Plan up to 2030, emphasises the enhancement of the public transport travel experience, thus aiming to make public transport the choice mode and reduce car dependency. Therefore, the commitment to have politically challenging ‘push’ policies, such as restrictions on car ownership and usage, is critical. Road pricing has been in place since 1975 and a next-generation road pricing system is being tested. For Singapore, the key to the Public Transport Development Plan lies in taking a holistic approach – by integrating transport with land-use planning and seeking stakeholder views. To do so, there needs to be long-term political commitment to make public transport a choice mode and a more customer-focused approach in the outlining of the public transport policies, plans and design. The definition of the public transport travel experience must include all aspects of the journey, as well as first- and last-mile connectivity.

**NATIONAL AND SUPRANATIONAL FRAMEWORKS**

In France, Urban Mobility Plans (plans de déplacements urbains - PDUs) have been compulsory since 1996 for all municipalities with more than 100,000 inhabitants.

In the United Kingdom, the development of a LTP (Local Transport Plan) has been compulsory since the Transport Act of 2000.

In Spain, since the Sustainable Economy Act of 2011, the allocation of subsidies for public transport has been linked to the definition of a sustainable urban transport plan – PMUS.

In Brazil, according to the Federal Constitution and the City/region Statute, the development of a Master Plan...
RECOMMENDATIONS FOR THE PUBLIC TRANSPORT SECTOR

› Set up a combined mobility department within your company charged with coordinating and integrating all sustainable mobility services in the city/region.

› Promote, through the IMP, a culture of collaboration between public transport operators at all relevant geographical levels.

› Develop a strategy to demonstrate to local decision-makers that public transport is the natural backbone of sustainable city/region development and is key to achieving their vision of the future for the city/region.

› Develop and implement specific awareness campaigns and/or certified training courses for urban planners in order to enable them to cope with the complex issues of an IMP within the overall picture (master plan) of a city/region.

› Engage with property developers and the business community to listen to their needs, come to an agreement, commit them to the plan and possibly engage them in the funding of infrastructure development.

This document is a set of recommendations for the public transport sector published by the International Association of Public Transport. UITP has over 1,300 member companies in 92 countries throughout the world and represents the interests of key players in this sector. Its membership includes transport authorities, operators, both private and public, in all modes of collective passenger transport, and the industry. UITP addresses the economic, technical, organisation and management aspects of passenger transport, as well as the development of policy for mobility and public transport world-wide.

These Action Points were prepared by the UITP Transport and Urban Life Commission and the Organising Authorities Committee.