

Summary of Interactive workshop session:

How to cooperate more efficiently across sectors and borders – a key to successful SUMP

Theme 1. Process management and Inter-departmental cooperation

When it comes to managing the SUMP process and cooperating internally it was identified in the group discussions that there are challenges that are related to the cities' management & governance structures that hinder cooperation across sectors and levels but also “psychological” challenges related to the attitudes and skills of people who should be involved in SUMP. The groups identified further 3 themes.

Lack of cross-sectoral cooperation within the city and across departments

Challenges:

- Lack of cooperation between different departments internally
- Lack of common language, people from different departments have different perspectives & views
- Lack of political mandate or higher level order to cooperate
- Too many cross-sectoral working groups

Solutions:

- Physical proximity e.g. same place to have coffee & lunch increases interaction
- Better coordination & establishment of cross-sectoral working groups & steering groups & good communication internally what these groups are working on and what are the results
- Inviting experts from other departments to citizen participation events
- Regular discussions/weekly dialogue with internal stakeholders from all governance levels
- Take into account cultural differences in cooperation as well!

Lack of skills, capacity & motivation among city staff

Challenges:

- Out-dated ways of working (sector specific methods, like road planning) especially among technical staff members that are not suitable for integrated planning approach and when the city should be planned as a whole
- Lack of motivation to take “extra” work – “why should I cooperate as I have my desk full of own duties?” & unwillingness to learn new solutions and ways of working
- Planners' new role as a facilitator of dialogues between different stakeholders → new skills needed
- Lack of higher level strategic goals that all sectors could follow in their work
- How to communicate on SUMP internally “not yet another plan”
- How to keep knowledge about the process and the motivation to cooperate when staff members change
- For small municipalities: how to compensate lack of capacity and/or knowledge, if external input is needed, how to integrate it into own practices?
- How to change mindset – also internal participatory methods like surveys could be used in order to find-out about people's opinions

Solutions:

- Planners should have possibility to have continuing training to keep-up skills & expertise needed in the more complex working environment e.g. training for network management for planners needed to manage complex stakeholder networks
- It is important to have leadership from higher levels to manage this change & make sure that new working methods are adopted
- It's important to integrate SUMP activities into existing work - it is part of the everyday work & tasks and not additional – common ambition & aims created also coming from city's overall strategic goals
- Explain the personal benefit to hesitating colleagues why to cooperate regularly across sectors → what makes me spend 2h every week with all these other colleagues that are not from my department?
- Critical review of existing processes – how changing the business as usual could benefit all?

Lack of political commitment & support

Challenges:

- Lack of political support for implementation of sustainable mobility measures & general understanding of the benefits of SUMP
- Politicians think that easier not to consult public
- Short term political cycles
- Difficulties to work across different governance levels

Solutions:

- Justify the need for participatory planning as a way to avoid conflicts in later stages and thus save resources
- Right timing is important! The most difficult measures/projects implemented in the beginning of political cycle
- Communication of the benefits to all user groups – evidence how much money & time is saved by changing the mode of transport → with citizens' support also political support is gained, common goal which should be also communicated clearly should be the wellbeing of citizens
- Sharing market results & evidence data with politicians about the positive changes
- Use politicians as ambassadors for project/measures
- Evening schools to politicians to explain them the crucial issues
- Show good inspirational examples from other cities to help to step outside of box and see what kind of change is possible (both to politicians & staff)
- Introduce small investment packages

2. Institutional and cross-municipal border cooperation

The groups identified several challenges when it comes to organising cooperation with other institutions and organisations. Key actors to cooperate with are at least other municipalities & institutions from different levels of government, companies and commercial actors, public transport operators without forgetting citizens. Commitment of other organisations and institutions is crucial to achieve the ambitious SUMP targets.

Challenges & possible solutions :

How to improve cooperation?

- Cooperation across different governance levels (how to balance interests between municipal, regional and state level), lack of cooperation between different ministries in national context
- How to motivate/keep the motivation to cooperate also with “difficult” stakeholders
- Lack of regional cooperation because of competition between different municipalities – big central municipality vs. smaller surrounding municipalities. Concrete problem - lack of regional public transport causes competition.
 - ➔ Common understanding & personal contacts help to improve cooperation
 - ➔ Regular meetings & regional forums as common platform to find and discuss common visions
 - ➔ Different municipalities have different mobility needs → focus on what municipalities have in common
- How to involve better companies and other institutions in the implantation of SUMP and increase their knowledge on the bigger picture? How to get them to introduce mobility management for their employees? Currently they are partly subsidising private car use with free parking.
 - ➔ Many examples how sustainable mobility can be supported among employees: University in Amsterdam buys a bicycle if a person does not use parking space; Örebro offers bicycles for employees with some reduction on salary; Incentive to use more sustainable modes - get 5 dollars/day from using bike (New Zealand);
 - ➔ Open public transport and other mobility data to enable development of mobile apps (by private actors) encouraging sustainable mobility and improving services like real time PT info or Pokemon App for mobility
 - ➔ Engage companies in campaigns & involve media. E.g. Green Mobility award in St. Petersburg - motivates with giving publicity to actors supporting sustainable mobility & raising awareness of it at the same time

- Lack of cooperation with commercial actors like shop owners
 - ➔ Morning coffee events with shop owners & city leaders to discuss current issues (Tampere)
 - ➔ Offer opportunities for pop-ups & trials on station areas to improve services in stations
- Cooperation with public transport companies
 - ➔ persuade PT companies to offer free trials for PT to get new public transport users
 - ➔ Different competitions like orientation with public transport
- How to cooperate with citizens?
 - ➔ Find common language with citizens & translate “authority language” to normal language
 - ➔ Create a transparent process of how to use citizens opinions and input in the plans