



Quality management tool for  
Urban Energy efficient  
Sustainable Transport



*Moving towards sustainable urban mobility*

## QUEST – supports your city towards sustainable urban transport and mobility

*Many European cities are facing challenges when it comes to setting up and implementing truly sustainable mobility policies and measures. The QUEST tool has been designed to help small and medium-sized cities to set up and further develop their sustainable mobility policies and actions with the assistance of an external expert (QUEST auditor). QUEST supports European cities in making real progress towards a more sustainable urban transport system, and helps them to find solutions for achieving the desired goals. The QUEST method has been developed within the European project QUEST (2011-2013), co-funded by the European Agency for Competitiveness and Innovation, under the Intelligent Energy Europe STEER Programme.*

***We are ready to offer our expertise and support to your city!***

If your city is interested in joining the QUEST family, please contact us and we will find the right auditor for you! An appropriate auditor will be assigned depending on the local language of the city and the urban transport areas in which the city seeks improvement.

**QUEST is also looking for new auditors to join the QUEST team of experts.**

To apply to become a QUEST city or a QUEST auditor, please contact:

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## QUEST – an effective tool for stimulating and improving cities' sustainable mobility policies

QUEST is a Quality Management tool developed to help cities to set up and further develop their sustainable mobility policies and actions with the assistance of an external expert – the QUEST Auditor. QUEST is not a tool box with ready-to-use sustainable mobility solutions, nor is it a traditional transport engineering tool. The emphasis of the QUEST tool is on stakeholder involvement. It aims to create a common problem understanding among local stakeholders, and to facilitate the development of viable policy actions and improvements to internal processes that can be implemented. The goal of QUEST is to facilitate and structure this process and help cities to help themselves.

**QUEST is not a beauty contest!** It does not attempt to benchmark one city against another. The purpose of the QUEST tool is to identify promising areas for development, and to support processes in the city which lead to actual improvements. QUEST acknowledges that every city has its own, specific context, and characteristics that need to be taken into consideration. QUEST recognizes that stepwise improvements are possible at all levels of development of sustainable mobility policy. Achieving sustainable mobility is not simply a case of copying best practice, but is a result of a continuous learning and implementation process that every city has to go through in order to achieve excellence.

The QUEST tool has been developed and tested by the project consortium, building on experiences with existing quality management tools, such as BYPAD, Mediate and EMAS, and the existing EU-guidance on Sustainable Urban Mobility Plans.

## QUEST in practice

During the QUEST project nearly 50 cities, with different levels of experience and contexts, from 14 European countries have gone through the QUEST process, demonstrating that there is a high level of demand for advice on sustainable urban mobility planning. Based on the results of the QUEST Audit and Self-assessment, a tailor made Action Plan is recommended for each city. The focus of the improvement programme is directly linked to the current status of urban mobility policies.

Cities that complete QUEST successfully will receive a QUEST Certificate which recognises their efforts in sustainable urban mobility planning. A good Action Plan, according to QUEST, is not necessarily a complex plan, but a feasible plan that will be implemented.

**We believe that every city has potential to make progress towards sustainable mobility!**

## QUEST

has been implemented in the following countries and cities in Europe:

### Belgium:

Gent, Liège

### Croatia:

Koprivnica

### Czech Republic:

České Budějovice, Chomutov, Hradec Králové, Jihlava, Karviná, Opava

### France:

Chambéry, Valence, Angoulême

### Germany:

Halle/Saale

### Hungary:

Békéscsaba, Székesfehérvár, Veszprém, Sopron

### Italy:

Padova, Reggio Emilia, San Benedetto del Tronto, Treviso, Pisa

### Romania:

Baia Mare, Cluj Napoca, Satu Mare

### Slovenia:

Kranj, Murska Sobota, Ptuj

### Spain:

Burgos, Móstoles, Orihuela, Rivas-Vaciamadrid, Donostia/San Sebastián

### Sweden:

Borås, Gävle, Halmstad, Lüköping, Mölndal, Trollhättan

### The Netherlands:

Breda, Deventer, Eindhoven

### United Kingdom:

Bath, Blackburn with Darwen, Milton Keynes, Inverness

**Read the testimonies of the QUEST partner cities** on their experiences further in this leaflet.

## Why QUEST

Energy savings, a more sustainable lifestyle and a better quality of life are becoming increasingly important for EU cities and local authorities. Transport can make a big contribution to meet these goals and to ensure the attractiveness of our cities as places worth living in, today and tomorrow.

To support these goals, the European Commission created two key policy documents – the Action Plan on Urban Mobility and the White Paper on the Future of EU Transport Policy. Both of them seek a more integrated approach to sustainable mobility planning, which would positively affect the

economic performance of urban areas and the quality of the urban environment in general, in terms of health, social life and accessibility. The 2011 Transport White Paper observes that many cities have established Sustainable Urban Mobility Plans (SUMP), but it is not yet the norm, and this practice needs to be further encouraged. The White Paper suggests linking EU funding for cities and regions to certificates delivered against an independent sustainable urban mobility audit. The Commission proposes establishing a European framework for the development of SUMP, providing local authorities with a sound but flexible framework for urban transport planning.

To improve the quality of urban transport and support cities in complying with EU policies, QUEST developed an audit and certification scheme to evaluate local authorities' Sustainable Urban Mobility Plans and policies, and give advice on how to improve them effectively

### A SUMP is

a strategic plan designed to satisfy the needs of people and businesses in cities and their surroundings for a better quality of life. A SUMP defines a set of interrelated measures and is the result of an integrated approach which addresses all modes and forms of transport. A SUMP is a practical tool that can help improve sustainable policy. It builds on existing planning practices.

*(ELTISplus 2011: The State of the Art of Sustainable Urban Mobility Plans in Europe)*



## Benefits of QUEST

Urban transport is a major source of energy consumption and greenhouse gas emissions. An integrated urban mobility policy is one of the main tools for tackling the growing mobility challenges in European cities. The benefits and added value of SUMPs need to be communicated to decision-makers, planners and other urban mobility stakeholders, to encourage their preparation and implementation. It is important to emphasize that SUMPs build on, and expand, existing plans and documents, and are not yet another plan on the urban agenda.

### **What are the benefits of QUEST for cities that want to achieve more sustainable mobility?**

- QUEST answers to the EU policy challenge and the call for sustainability
- QUEST assesses organisational processes in cities and offers guidance on how to improve them
- QUEST is especially useful for small and medium-sized cities by setting up and further developing their sustainable mobility policies and actions

- QUEST helps cities to identify which measures are effective in achieving energy savings in transport, and which are possible to achieve (i.e. QUEST helps cities to make the right choices)
- QUEST awards a certificate to cities which have achieved progress towards sustainable mobility
- The QUEST Certificate can be used to demonstrate a city's engagement in sustainability, for the attention of national or European funding authorities



# QUEST – not just another auditing tool!

## Stages of QUEST

The QUEST process goes through 4 stages, comprising 10 steps altogether. The entire sequence of the process where the auditor is actively involved (all 4 stages) takes about 4 months. The QUEST process is illustrated on Figure 1.

The 4 stages of QUEST are:

### I. QUEST AUDIT

In this stage, the auditor works with the city to collect objective information on local transport policies, and compares these policies with the key elements of excellent policy practice. The result of this stage is the identification of strong and weak elements: the room for improvement. Based on these findings, the city is assigned to a specific development track. This helps the QUEST auditor to adapt the following steps to the current situation and capacity of the city.

### II. SELF ASSESSMENT WITH STAKEHOLDERS

A wide group of stakeholders, including city staff, politicians, transport providers, business representatives and end-user groups, is invited to share views on the city's performance with regard to sustainable mobility. Differences in opinion are discussed in order to achieve consensus for commonly supported actions. The QUEST auditor and the city together

select a number of areas that will be the focus of the stakeholders' meetings and the Action Plan.

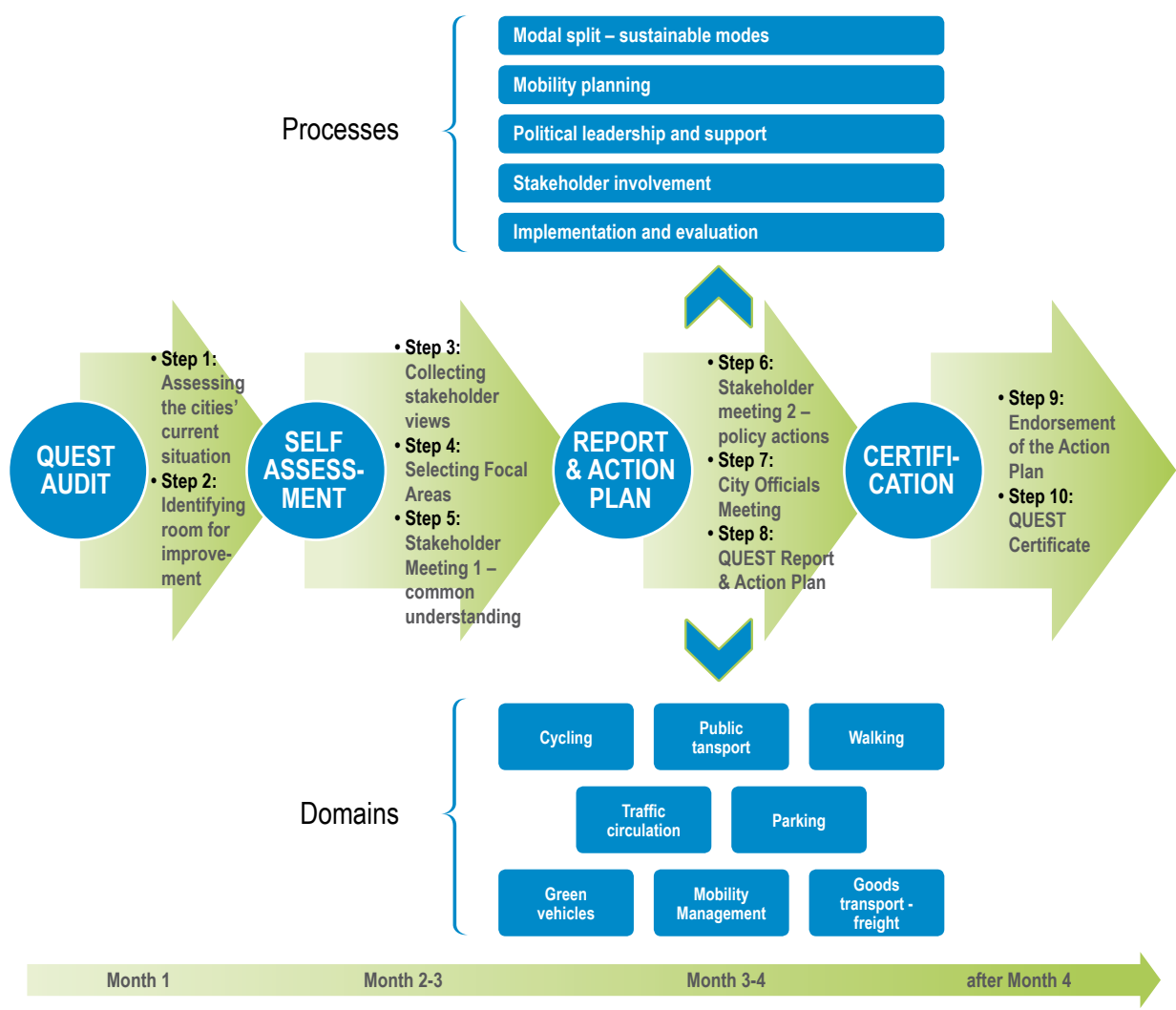
### III. REPORT & ACTION PLAN

The stakeholders discuss, and agree on, a set of actions that are widely supported by most stakeholders. The purpose is to develop a list of the most promising actions, according to scope for improvement, feasibility and cost/benefit-estimation. These should be concrete actions that can be taken up over the coming years, and that aim for a specific result. After two stakeholder meetings and a meeting with city officials, the auditor drafts the Action Plan. This combines input from the audit, the self-assessment process and the three meetings, and clearly identifies actions to improve the city's mobility policy and measures.

### IV. CERTIFICATION

The City Council endorses the Action Plan and begins to implement the recommendations. It is up to the cities, with their local stakeholders, to implement the actions, even long after the auditor has performed his or her tasks. When the City Council endorses the Action Plan, committing itself to taking up the recommended actions, the city will be awarded with a QUEST Certificate. The QUEST Certificate indicates that the city has gone through the entire process of QUEST, and intends to implement the key findings.

**Figure 1: The QUEST process**



## QUEST cities share their QUEST experience

### BATH, United Kingdom

Testing the QUEST methodology in the pilot city of Bath gave a positive opportunity to step back and evaluate the current position on mobility. Having an independent external facilitator allowed this to be a collaborative process enabling a good exchange of ideas and views.

The Action Plan for Bath complements our existing Joint Local Transport Plan (JLTP) which is produced through joint working with our three neighbouring authorities. The Bath Transport Commission has been reconvened since the QUEST Audit and has identified the fact that a coherent strategy focused on the City of Bath should be produced.



The suggested action on control of freight movements into and within the city has resulted in the continued operation of our Freight Consolidation Centre. This facility offers an alternative means of dealing with deliveries in a sustainable way. This will be important as we develop our plan for introducing access changes to some busy shopping streets in the city.

Taking part in QUEST will offer participants a valuable opportunity to have an external expert consider mobility, and any Action Plan developed from this exercise could be a good starting point for producing a mobility plan or augmenting an existing one.

### CHOMUTOV, Czech Republic

The city of Chomutov adheres to the principles of sustainability, and this includes transport. In May 2010, the Czech Transport Research Centre (CDV) invited the city to try the QUEST methodology, which was followed by the QUEST meetings with CDV (QUEST Audit, Self-Assessment and Action Plan).



The topic of SUMP's turned out to be very important, and the two workshops on SUMP's were of great benefit within the scope of QUEST. All activities contributed to the development and authorization of the QUEST Action Plan.

The Plan consists of 11 interrelated aims in order to achieve the highest multiplying effect possible. The first step in implementing the Action Plan was to inform stakeholders and conduct a public survey. Fulfilment of the Action Plan is in accordance with the needs and knowledge of the region and its inhabitants, and the aim of making Chomutov an attractive and appealing city. The QUEST process was very helpful in developing the following two principles for the town's future:

- *"thinking outside the box"* – QUEST has brought new ideas for managing development in the area of sustainable transport, beyond our customary way of thinking and doing
- *"thinking outside the building"* – managing development in the area of sustainable transport beyond the borders of our town.

### DONOSTIA / SAN SEBASTIÁN, Spain

During the last 25 years, the municipality has been developing different policies to provide more sustainable mobility in the city. The QUEST process has been really useful for the city in this respect, not only because we have been given a different point of view about where the city stands in this field, but also because an external expert has defined precise measures and summarized them in an Action Plan to try to improve mobility in the city. The Plan showed some points that Donostia / San Sebastián had been aware of already, such as the modification of parking policies, and the necessity for developing a cycling plan for the city.



The process has experienced some difficulties, as involving all significant stakeholders is not always easy. Nevertheless, the process has gone quite well and the proposed Action Plan suggested good ideas to implement during the years to come. In this way, QUEST helped to secure the necessary stakeholder commitment.

For cities which are just starting to implement policies to improve mobility, QUEST can be a good starting point in designing a track for them to follow. For cities which have been carrying out some actions already, QUEST can be really useful to the implementation and improvement of existing measures, as well as of measures to be implemented in the future.



## GÄVLE, Sweden

The QUEST process has been very helpful in Gävle. During the process, we had the opportunity to discuss sustainability with stakeholders who had not previously been substantially involved. They had the opportunity to understand their part in “the big picture”, and saw that, with relatively small resources, they could contribute to a more sustainable Gävle.

In Gävle, we mainly discussed public transport and measures to facilitate travel and make public transport a part of the planning process. Some of the measures that we developed have already been implemented, or at least started, such as:

- Offer new residents test journeys on public transport;
- Find synergies between school transport and regular bus transport, to replace expensive school buses, if possible;
- Demand public transport already at the planning stage of new residential areas. Demand prerequisites for public transport when permission to build is being negotiated.

The stakeholders who participated in the QUEST process have implemented their own measures and campaigns, and are now more aware of the possibility to contribute to sustainability, and at the same time gain something themselves in the process.

Gävle recommends to other cities to go through the QUEST process, mainly for the opportunity to spread knowledge of sustainability and how everyone can contribute in their own way. Together we reach our goals faster than alone.

## GHENT, Belgium

In Ghent, the workshop format of the QUEST process led to interesting discussions with the stakeholders. These fruitful discussions are not always possible within normal daily procedures. The result was a fresh and broad perspective on concrete initiatives that can be taken in connection with urban mobility policy (Action Plan).

Despite an already good tradition for participation in Ghent, this has been mainly in terms of concrete (infrastructure) projects, and too little in the context of strategic planning. The QUEST process has put Ghent in a good position for engagement over a time horizon far beyond the traditional mobility planning period (which is 6 years in the context of a municipal legislature).



As a legacy of the QUEST process, a close cooperation between the mobility department, urban planning and the environmental department has developed. Ghent's public servants and stakeholders realized that their current mobility policy mainly focuses on managing (traffic) problems (damage control), whereas a sustainable vision on an integrated traffic and transport system compels us to develop ideas further into the future. After QUEST, Ghent and the stakeholders involved formulated a long-term vision for a liveable city (2050). The result of this exercise, the brochure “Troyan Bike”, is a source of inspiration for an urban mobility policy in a sustainable future.

## PADUA, Italy

The municipality's involvement in QUEST began with participation in the selection of focal areas, namely: public transport, cycling and mobility management.

During, and at the end of, the self-assessment phase, the municipality assisted in the identification of the three most promising actions for making progress in the selected focal areas. Such actions must be implemented either by the municipality or the stakeholders, in particular the public transport operators. The stakeholders who participated in the QUEST Audit and Self-Assessment were very interested in terms of comparison and development of one another's interests, experiences and proposals related to sustainable mobility.

We can summarize the main benefits of using the QUEST process as:

- having a good and useful discussion and dialogue with different stakeholders;
- focusing more closely on sustainable mobility measures, their indicators and evaluation methods;
- putting in practice the most important measures;
- giving to the stakeholder a better and more complete awareness of sustainable mobility;
- learning that the support of the participants provides energy for move towards solutions.



## The experts behind QUEST

The QUEST tool has been developed by the QUEST consortium. The QUEST Auditor Team consists of consultancies, universities and research institutes – experts in the field of transport and mobility with previous experience in working with cities. All QUEST auditors have been trained to use the QUEST methodology and have practical experience of going through the QUEST process with several cities.

The role of the QUEST auditor is to guide the city through the QUEST process and support the city authorities in finding the most effective ways to work. Each auditor has a good knowledge of, and is familiar with, the national framework and regulations in relation to urban mobility and transport in the country they are working in, ensuring that QUEST can be performed effectively, taking into account local circumstances.

## Becoming a QUEST Auditor

The essential part of the QUEST tool is to work together with city authorities and other stakeholders to achieve improvements towards a more sustainable transport system. The QUEST auditor has to organize and moderate the process of developing the QUEST Action Plan in a participatory manner, and also has to be an expert in mobility planning to evaluate the city's performance and to give advice.

During the QUEST project, auditors have been active in about 50 European cities. To expand the QUEST network we are looking for suitable individuals who have knowledge and experience in the field of sustainable mobility. To become a QUEST auditor it is obligatory to participate in an auditor training event. Applicants can be private businesses (consultancies), research institutes or non-profit organisations. It is only important that they are independent of political and lobby group influence. To be eligible for auditor training it is a requirement to have basic knowledge in the field of sustainable mobility. Applicants should be interested in making cities less car-dependent.

### The following criteria are used for auditor selection:

#### GENERAL SKILLS AND EXPERIENCE:

- Fluency in the local language and written English.
- Capacity to work across the country or language region.
- Professional experience in report preparation.

#### SPECIFIC ESSENTIAL EXPERIENCE IS REQUIRED IN:

- Mobility policy and planning.
- Projects involving diverse groups of stakeholders, including politicians, to reach consensus on key issues.

#### THE FOLLOWING WOULD BE CONSIDERED ADVANTAGEOUS:

- Experience in assessment of mobility plans.
- Media skills for handling local and national press enquiries.



## QUEST ACADEMY – Safeguarding the quality of the methodology and ensuring training

The overall goal of the QUEST-Academy is to continue to train auditors throughout Europe, so that they can guide cities in developing sustainable local transport policies in a participatory manner. The training shall be based on the Total Quality Management tool of QUEST and reflect the experience gained during the 2½-year project. Moreover, the Academy will facilitate exchange between cities, and provide a network and a platform for discussion and exchange of experience between QUEST auditors. The Academy will therefore contribute to capacity building in the field of sustainable transport throughout Europe and provide support to new auditors.

### Current Status

The partners in the QUEST project have developed and tested the QUEST tool together. They form the current body of the Academy and share the intellectual property rights. The Academy will ensure the legacy of QUEST in the post-project period.

The Academy will start as a web-based platform for auditors who market and use the QUEST method. The Academy will provide a network of auditors, provide examples of good practice and ensure quality control of city audits. Cities will have to pay a fee for the audit, which will also cover the administrative costs of the virtual office. Newly trained auditors can join the QUEST academy as partners and will be given the right to use the QUEST-method and supporting material. Trained auditors will be listed on the QUEST-homepage.

### Sign up as partner!

QUEST is now looking for partners to sign a Partnership Agreement on the Academy. Conditions are agreed upon in a partnership contract between the partners and the QUEST academy.

*Partners can be Consulting Companies, NGOs, Transport Professionals and Individuals – primarily from countries/regions not yet represented in the current consortium.*

*These are: Bulgaria, Bosnia, Denmark, Estonia, Finland, Greece, Latvia, Lithuania, Poland and Portugal.*

**Interested potential partners for the QUEST Academy should apply to QUEST:**

[www.quest-project.eu](http://www.quest-project.eu) / [info@quest-project.eu](mailto:info@quest-project.eu)





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## The QUEST Auditor Team

consists of 11 partners and has worked in the following countries:

**Centrum Dopravniho Vyzkumu (CDV)**, Czech Republic

**CITEC**, France

**European Expertise in Local Development (EURODITE)**, Romania

**Equipo de Técnicos en Transporte y Territorio (ETT)**, Spain

**Istituto di Studi per L'Integrazione dei Sistemi (ISIS)**, Italy

**Koucky & Partners**, Sweden

**Ligtermoet & Partners/ Timenco**, the Netherlands, Belgium, Germany

**Mobil City Consultancy**, Hungary

**Transport & Travel Research (TTR)**, UK

**Tractebel Engineering (TE)**, Belgium

**University of Maribor**, Slovenia, Croatia

Contact details for the auditors and further information can be found on [www.quest-project.eu](http://www.quest-project.eu).

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