

TRANSNATIONAL SUMMARY REPORT ON STAKEHOLDER AND NGOS INVOLVEMENT IN MOBILITY PLANNING IN CE REGIONS

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1. Executive summary

The following document summarizes a transnational report on stakeholder and NGOs involvement in mobility planning in Central Europe (CE) regions. For each region/city-region the report makes an investigation which follows an identical structure. First, a general introduction of stakeholder involvement is provided by focusing on the possible or already realized participation of public and non-governmental organizations for transportation planning. Then, regional plans, municipality level plans as well as local neighborhood level plans are presented. All of them are essential, as they directly or indirectly affect the local transportation system and mobility trends. Finally, the involvement of stakeholders from the hinterland is discussed which is an important issue as hinterland's knowledge and experiences might be very beneficial. The involvement of hinterland's stakeholders efficiently may contribute to reveal opportunities for mobility planning or generally transportation developments.

The results of the report can be summarized in nutshell as follows:

- Research has shown that for successful stakeholder involvement there are several obstacles that need to be overcome first.
- The processes of mobility planning are suffering from deficits caused by the obstacles mentioned above on a regional level and partially on municipal level.
- All city-regions have some regional plan (simple transport development plan or SUMP) determining the main goals (environment, energy, economy, mobility, accessibility, spatial development, demographic change).
- Concerning the municipality level plans, the situation is more complex (some regions have more enhanced municipal plans compared to the others).
- The involvement of stakeholders from the hinterland is an important issue as their experiences might be beneficial for general transport planning.

2. Introduction

MOVECIT - Engaging employers from public bodies in establishing sustainable mobility and mobility planning - started in June 2016 and is a 36 months project supported by the INTERREG Central Europe programme.

MOVECIT aims to make transport more sustainable in times of increasing individual and motorised mobility in central Europe. City representatives, sustainable mobility specialists, environmental and regional agencies as well as NGOs cooperate in the project. City administrations will implement mobility plans for their institutions to change the commuting and business travel habits of their employees. Campaigns will be developed and launched to make cycling, walking, and the use of public transport more popular. At the same time measures like carsharing, bikesharing, e-mobility and improved carpools of city town halls will be introduced in selected cities.

The project seeks to reach a wide audience among municipalities across the Central Europe region, creating a large-scale impact, and in the longterm ongoing training on mobility plan development. In order to achieve this, MOVECIT creates and implements its training transferred to national environment and two Study visits and exploits its outputs for a long-term impact.



Through MOVECIT project selected cities will benefit from mobility plan created for city hall administration. Project partners appointed as know-how provider will work intensely with the municipalities appointed as know-how receiver. In the stakeholder involvement process several events will be organized to reach the wider acceptance of the plans. The pilot actions and pilot investments will be implemented to test the commitment of the staff employed at the municipality administration.

Communication and promotion activities will target more or less the staff working at the municipality administration. Trendy campaign will influence on heart and mind of the target groups.

3. Synthesis of the regions report

Concerning the general introduction of stakeholder involvements two main deductions are observable. On the one part, the considered city-regions has already started some innovative stakeholder involvements, and thus has concrete results, i.e. Cityregion Bruck-Kapfenberg-Leoben (Austria), Budapest and Békéscsaba (Hungary), Modena (Italy), Ljtomer (Slovenia), City and urban hinterland Leipzig (Germany). On the other part, only initial projects have been started to reveal the opportunities and obstacles of stakeholder involvement, i.e. in Industrieviertel (Lower Austria), Banská Bystrica (Slovakia), Ústecký Region (Czech Republic). Nevertheless, in the latter case relevant research projects provided useful results. Research has shown that for successful stakeholder involvement there are several obstacles that need to be overcome first. These are mostly:

- lack of political support;
- limited financial and personnel resources from the municipal side;
- lack of knowledge on how to plan and implement a participatory process;
- missing plan of strategy;
- lack of interest and awareness about transport planning among citizens and stakeholders;
- lack of a tradition of participatory.

The processes of mobility planning are suffering from above listed general deficits on a regional level and partially on municipal level. The summary report enumerates regional plans, municipality level plans as well as local neighborhood level plans. All of them are interested as they directly or indirectly influence the development trends for regional or local transportation system and mobility evolution. It is observable that all city-regions, considered in this study, have some regional plan. This can be a simple transport development plan or even a more complex Sustainable Urban Mobility Plan (SUMP). Generally, regional plans adequately determine the main goals and future tasks to achieve them. They mainly focus on the following topics concerning the transportation: environment, energy, economy, mobility, accessibility, spatial development, demographic change. They aim to achieve sustainable development of the region, international cooperation in Europe and sustainable competitiveness in the region.

Concerning the municipality level plans, the picture is much more nuanced. Some regions have more enhanced municipal plans compared to the others, e.g. Austria city-regions, Budapest, Békéscsaba, Ústecký Region, Leipzig city and hinterland. In conclusion, the most important tasks on municipal level can be defined as:

- Identifying local and regional stakeholders and their interests
- Developing a strategy for citizen and stakeholder engagement
- Determining methods of involvement
- Managing participation



- Managing reconciliation
- Engagement of stakeholders and their interests

The local neighborhood level plans are the less developed in CE regions. At the same time, it is an important level which should be developed. The contribution of citizens should not be underestimated in mobility planning processes. Their personal experience about strengths and weaknesses of transportation offers and modes may influence mobility plans in a positive way. As population is the main target group of sustainable mobility planning, it should be especially made attractive to them.

Finally, the involvement of stakeholders from the hinterland is discussed which is an important issue as hinterland's knowledge and experiences might be very beneficial for general transport planning. Moreover, regional level hinterland typically play economic role. In many cases the developments will be implemented at least by one state organization as contributing partner (ministry, state, federal state, etc.). The involvement of state organization, however, is not always straightforward. If commuter associations exist they should represent another target group to involve as stakeholders, especially in the regions where commuting is a significant phenomenon. The involvement of stakeholder from the hinterland is mostly realized for specific concepts or in projects. The spatial dimension of involvement of stakeholder may depend on the thematic aspects of concepts or projects.

4. Industrieviertel (Austria)

4.1. General introduction of stakeholder involvement

It is necessary to incorporate stakeholders from different disciplines in order to gather and receive information from various fields of knowledge. This can help to make the project more effective and reduce problems arising during the implementation. As both cities, Mödling and Baden are keen on reducing greenhouse gases and reinforce the use of e-mobility, various stakeholders with different background at different levels of status should participate to guarantee a successful project planning. All in all people with different backgrounds ranging from experts in the single fields of the project to members of municipalities and others with political background should be involved. This will help to make use of synergies with other projects which will help to find other stakeholders.

In order to achieve an efficient team regular meetings to exchange knowledge and to maintain a similar level of knowledge are important. Other technologies and facilities like skype should be used to overcome distance problems of project members. Furthermore a common online platform to share information and increase accessibility electronically should be introduced. The earlier stakeholders can be incorporated, the earlier possible conflicts can be identified and solved.

Citizens of the single municipalities as well as representatives from municipalities will be part of the project. These actors have the best know-how concerning their region. Think regionally will be an important factor in the project.

It is necessary to respect the importance of interdisciplinary teams. External experts should be also integrated into teams to guarantee various aspects and perspectives of problems ect.

Public media and the incorporation of regional media help to increase the awareness of the project. The more people are aware of it the more impact the implemented measures will have on citizens. Employees can act as role models which will increase the awareness of citizens.

As the project follows a bottom-up approach, the level of municipalities should activate a change in behavior at the following upper levels, ranging from other municipalities to regions.



4.2. Regional level plans

The Regionalverband Industrieviertel (REVI) has been established in 1995 in order to successfully implement European policy in the region. It is a non-profit association consisting of the municipalities and smaller regions of the “Industrieviertel”. The association supports regional initiatives and helps to implement European projects and support programmes. They mainly focus on the following topics:

- Environment & energy
- Education & economy
- Mobility & accessibility
- Spatial development & demographic & demographic change
- They aim to achieve:
 - Sustainable development of the region
 - International cooperation in Europe
 - Sustainable competitiveness in the region [1]

VOR also plays an important role as in case of financial support by the state Austria, VOR is responsible for public transport management.

Synergies can be found with RADLand NÖ as they also promote the use of bicycles. This campaign focuses on the level of municipalities and has already recognized the benefit of having members of municipalities as role models. Therefore, the project can benefit from being informed about problems and difficulties the campaign RADLand NÖ faced in the past and can avoid them [2].

Another stakeholder which should not be neglected is SUM (Stadt-Umland Management; City - urban hinterland management). It is responsible to intercede and facilitate corporation of municipalities of Lower Austria with Viennese suburban municipalities. It acts as an intermediary of the city of Vienna and the federal state government of Lower Austria. Projects should follow a common strategic and regional development. A major task of SUM is providing and facilitating the flow of information. It focuses on the following topics, however the first one will be the most relevant one for the project.

- traffic
- regional planning
- landscape architecture

SUM is especially important as it is the main actor when it comes to communication between the city of Vienna and municipalities of Lower Austria.

4.3. Municipality level plans

As the project aims to actively influence and change the behavior of employees of city halls, the municipality level is the main target group of the project. Therefore it is important to know the structures of single municipalities. Their commitment to reduce CO2 will increase the willingness of other citizens to follow.

As Baden has already created a bicycle traffic concept, the municipality of Baden (construction & infrastructure) can be incorporated into the project [3].

However, staff of city halls and municipalities is at the same time one of the most important stakeholders in this project. The project has to reach them in order to make them rethink their choice of transport



mode. If these persons are already incorporated at an early stage of the project and ideas of them are collected and realized, the willingness to change will be higher. This can be done by incorporating them in team meetings and getting their ideas and obstacles.

4.4. Local neighborhood level plans

Local media like “Badner Zeitung” or “NÖN Baden” in Baden [5,6] and NÖN Mödling [7] can be incorporated as well. They will inform citizens of the project and increase awareness.

Citizens can also make meaningful contribution to the project. Especially commuters should be a target group for stakeholder involvement. They already know strengths and weaknesses of sustainable transport modes of different commuting routes and can help to facilitate commuting.

Most of the relevant streets are in the responsibility of the municipality. Because the main target group are the employees of city halls. It will be easy to involve the right stakeholders. [8] On the local neighborhood level it is important to commit the main message on leaflets and an information stand.

4.5. Involvement of stakeholders from the hinterland

The federal state government of Lower Austria can be also incorporated, especially the department concerning overall traffic [4]. Lower Austria is very interested by CO2 reduction projects. There are several possibilities to involve the regional level. CAA plans to invite a representative from the federal state to a workshop in the municipality and talk about how Lower Austria can support the Industrieviertel to achieve the aim.

On the municipal level the main public transportation companies will be informed about the project. After the mobility survey is concluded, CAA and the representative from the municipality will meet each other and try to find an improvement or a new solution for the mobility behavior. The same we will do with the local citizen initiatives f. e. ARGUS Radlobby.

Every part of the cities have a district governor, which is responsible for the activities within the district. They will get a leaflet with information and facts about sustainable mobility and the benefits for their residents. In the ideal case all partners meet for an open discussion.

5. Cityregion Bruck-Kapfenberg-Leoben (Austria)

5.1. General introduction of stakeholder involvement

Mobility planning takes part on different levels, starting on the upper level represented by the Federal government setting legally binding standards the municipalities have to follow. Those standards basically are formulated more general.

Regional development concepts and plans, as well legally binding, focus on specific regions highlighting given conditions in, amongst other, traffic junctions formulating objectives that have to be reached in the future.

Finally municipalities are forced to develop their own plans following given measures and formulated standards within the frame of the superior departments mentioned above. However, the constraints set are not too narrow, so the cities have the freedom to define concrete measures to support and reach the given targets.



In general, Bruck and Leoben are involved in various projects gathering together stakeholders from diverse sectors to go for a common goal: to increase the sustainability of the cities via measures in different sectors like energy, mobility, building, working, living. This fact may ease the integration and cooperation of stakeholders needed for the development of regional and local level plans. Both cities are part of the smart cities initiative, a program sponsoring the efforts of urban regions towards a sustainable future.

When we talk about stakeholder involvement there are many possible ways to invite, organize and conduct relevant actors. The strategies may be different for each project depending on the type of project or planning process in question. Therefore it is not possible to give a general description of stakeholder processes in the cities Leoben and Bruck. However, to get an idea of possible strategies to find and gather stakeholders one example is being mentioned below.

In Leoben the project GreeNet project was actually a stakeholder process [1]. In several workshops the invited stakeholders worked out visions, measures and finally reflected about the process resulting in a roadmap for the future. The invitation procedure happened via multiple ways: relevant actors from administration, politics, companies or research institutions were invited personally by phone or mail. To reach the broad population flyers were printed and electronic media was used to spread the information about and invitation to the workshops. The process followed the “Open Space concept” organizing the workshops giving a short introduction into temporal and working field structure but finally leaving a lot of time for discussion and information exchange. This concept opens participatory possibilities to a broader part of the population not used to take part in rigid gatherings like conferences or symposiums.

5.2. Regional level plans

One important stakeholder representing regional development is the “Regionalmanagement Obersteiermark Ost” acting as platform and interface to superior planning departments like federal or national representatives [2]. As such the regional management is supporting and attending regional programs and projects. A contact point for ideas, project development and networking of regional actors it has a high potential as stakeholder or even as facilitator of other stakeholders. Unfortunately the topic mobility is underrepresented or simply not existing in the work of Regionalmanagement. However, as contact point they are a bottom-up institution absorbing project ideas and demands from municipalities, institutions and citizens of the region.

To work out separate regional development concepts the Federal government invited representatives especially from the sectors economy, tourism, energy and employment discussing how to “think the region new” [3].

Regional development plans as decrees of the Styrian government were published 2016 legally binding regions to work towards goals set in those plans. Referring to public and sustainable transport the plan for Obersteiermark Ost focuses on the implementation of an interval of municipal railway to allow an increased inner-regional accessibility of communes along the main roadways and a better junction to the capital city Graz. Further the regional development plan foresees an extension of the existing railway network to strengthen the cityregion Bruck-Leoben- Kapfenberg to use the economic force at the best possible [4].

An important basis for regional cooperation especially between the cities in focus and their administrative departments has been laid by a sponsorship for integrated sustainable development started in 2014 [5]. There central action and cooperation fields were defined, one of them named the public transportation in the region.

As members of the Austrian association of towns and municipalities the cities in question have an existing platform for exchange and networking. This association is, amongst others, also organizing regular



“cityregion days” providing information and networking possibilities for municipalities and towns united in cityregional structures [6][7].

5.3. Municipality level plans

The most important stakeholders involved in mobility planning processes in Leoben on municipality level are [8]:

- Owner-operated municipal enterprises as Stadtwerke Leoben
- Reinhalteverband (cleaning association)
- Public institutions (schools, kindergartens)
- Montanuniversität Leoben (montane university Leoben)
- Bezirkshauptmannschaft Leoben
- Local tax office

The stakeholders involved in mobility planning processes in Leoben on municipality level are [9]

- As operator of public transport
- Austrian federal railways (ÖBB)
- Montane university of Leoben
- VoestAlpine
- hospital

For both cities is true that mobility planning processes basically take place without public participation. Neither Leoben nor Bruck have citizen’s initiatives in the mobility sector.

5.4. Local neighborhood level plans

The contribution of citizens should not be underestimated in mobility planning processes. Daily living mobility their personal experiences exactly knowing strengths and weaknesses of transportation offers and modes may influence mobility plans in a positive way. For the population is the main user target group sustainable mobility should be especially made attractive to them.

In case there are existing commuter associations they would be another target group to involve as stakeholders. Especially in the region in question commuting is an important topic.

Further local media like “Woche Leoben / Woche Bruck” or “Stadtmagazin Leoben / Stadtnachrichten Bruck”, further “Bezirksnachrichten Leoben” can be incorporated as well. They will inform about the project on a broader level and increase awareness of the citizens.

5.5. Involvement of stakeholders from the hinterland

As tourism is an important economic factor also demanding attractive sustainable transportation opportunities to or from important touristic attractions and events for their guests. In this regard tourism associations are important stakeholders, not only on local level [10] but within the hinterland meaning the touristic region Hochsteiermark [11].

As the famous and main bikeway in Styria, the Mur-Raweg, is connecting Leoben and Bruck with Styria’s capital city Graz “Radland Steiermark” would be an effective stakeholder, collecting and providing all



information around the bike in Styria: the webpage, developed and constantly fed and extended by a consortium consisting of representatives from research, traffic departments, bike lobby and tourism, provides bike route maps and planners, accommodation possibilities, bike security programs, bike events and much more [12].

Due to the proximity and the good reachability of the capital city Graz the connection to the federal government would be another chance to integrate stakeholder in superior positions.

6. Banská Bystrica (Slovakia)

6.1. General introduction of stakeholder involvement

The situation of stakeholder involvement in Slovakia, which in reality corresponds with conditions of the Banska Bystrica region as well, should be considered from two basic points of view:

1. The involvement of stakeholders that are part of the public authorities
2. The involvement of broader public, active citizens and NGOs.

For the first group the processes of their involvement are as a standard precisely defined by the legal regulations. For any public policies and laws including the spatial and urban development plans, the legislation include specific provisions, which institutions are entitled to procure and manage the whole process and which other institutions must provide their statements or approvals to the respective documents. These procedures have standardized formal character and in some cases they also contribute to creation of space for progressive and innovative solutions. In most cases public authorities strictly adhere to existing legal regulations, they respect their roles and timing requirements.

For the second group of stakeholders - informal public initiatives and NGOs, the situation is notably different. While the mechanisms of public involvement are in place and in Slovakia they are mostly shaped in accordance with up to date European standards, the culture of benefiting from public participation is advancing only slowly. In numerous cases, where the subject of approval is in possible conflict with interests of the public, be it controversial piece of legislation or placement of a large investment with negative impact on the environment, the public authorities in charge with dealing with the respective case tent to intentionally avoid the access of the public to information and to decision making.

On the other hand, sometimes the public authorities invite the public and NGOs to participate in development of documents with marginal implications for real life. Examples for such documents are Plans of Social and Economic Development, which required in relation of use of EU structural funds. While the public participation in development of these documents is binding according the rules set up by the European Commission, these documents are often, with some exceptions composing of lengthy wishes of what should be theoretically done in case of available resources.

The systemic involvement of citizens in development of policies, legal regulations and other public agenda is also a matter of limited capacities of NGOs and informal civic initiatives. The processes are in many cases time demanding, complicated in terms of understanding the formal procedures and involve high level of bureaucracy. Civic initiatives and NGOs have limited professional human capacities and are typically they relying on the voluntary work. This is particularly true about the citizen initiatives in smaller towns and in rural communities. Therefore, the initiatives, particularly at the local level, which would be able to be active on the long term basis and capable of systematic concentration on specific issues of the public interest, are still rather rare in the country.

To summarize the above said, we can provide the following:



General situation of stakeholders' involvement in Slovakia, including the community in Banska Bystrica is influenced by following main factors:

- Existing culture of sharing the information and coordinating mutual interests of various stakeholders is relatively low developed
- Legislation framework encourages satisfactory level of stakeholders' involvement, in general terms it is based on the EU standards
- The trends in stakeholders' involvement are in general positive - the public authorities are progressively recognizing the importance and advantages of effective communication

In this respect it should be noted, that the municipality of Banska Bystrica belongs to one of the most progressive municipalities in the country as far as cooperation with the active citizens and NGOs is concerned.

Banska Bystrica is the only municipality in the country that has established a body "Council of NGOs", which acts as a consultancy group to the mayor in matters related to public participation engagement in voluntary action, etc. The city also operates a scheme of participatory budgeting, which in practice mean that decision on use of certain part of the budget is given directly to citizens in a deliberative process. The city's leadership and administration is open to ideas and projects coming from citizens and NGOs and it has implemented number of projects in partnership with the civil society organizations in several areas of public life, including social, environmental and community involvement projects. The MOVECIT project is yet one of the examples, where the city undertook an active role and test the development and implementation of the model Institutional Sustainable Mobility Plan.

6.2. Regional level plans

The most important tool for national policy on territorial development, arranging the settlement structure, settlement centers and economic agglomerations, as well as the development of main urbanization axes is the document Slovak Spatial Development Perspective (KURS), approved by the government back in 2001 and amended in the following years.

The KURS defines principal setup and hierarchy of the settlements' structure and functional centers of settlement and economic agglomerations in international and national contexts of the Slovak Republic, development of major urban axes in the Slovak Republic. The KURS also provides principles of regulation of land development in order to create the balanced living conditions throughout the Slovak Republic and establish territorial preconditions for the environmental protection, ensuring ecological stability, and the preservation of cultural and historical heritage and sustainable development.

Regional spatial plans identify the development patterns of each NUTS 3 region (higher territorial units). They are procured and approved by regional governments. The regional spatial plans include the binding and voluntary parts of the KURS. The binding part is announced as a regional law.

The regional spatial plan is procured for the territory of the higher territorial unit or its significant parts. Whole Slovak Republic is divided in eight higher territorial units, with their own authorities - elected regional parliament and administration. The regional territorial plan is based on the needs of territorial development of the region. While it builds and develops the objectives and tasks of spatial planning of the Slovak Spatial Development Perspective, the plan specifies in more detail the conditions and needs of the specific region.

The regional territorial plan thus defines spatial arrangement and functional use of the territory of the region. It includes structure of settlement development, industry, agriculture and forestry, the requirements for efficient and economical use of the territory of the region, delimitation of areas and



corridors of the regional importance. The plan deals with setting the requirements for use of areas and corridors of the regional importance in particular for public infrastructure.

The plan respects the development priorities of the region, which are set on the basis of an optimal location of industry, defines territorial reserves for investments and development areas of national and regional significance, social and economic classification of the various parts of the region and the recommendations of priorities for their long-term development, nature conservation requirements, principles and limits of use of natural resources, and the demands for the development and conservation of cultural and historical heritage on regional level.

The process of regional planning is a subject of experts' work and the level of stakeholders' involvement is not very intensive. The preparation of policies like SUMP that interfere in the expertise and competencies of a number of organizations represent a good opportunity for improving the effective communication and for reaching mutual agreements in important strategies.

In the area of sustainable mobility planning in Slovakia there is a specific situation related to preparation of the Sustainable Urban Mobility Plans. At the time of elaboration of this document the call for proposal in the Regional Operational Programme is opened. The provisions of the call are defined in a way that SUMPs shall be elaborated on the scale of not only larger agglomeration but on the level of whole higher territorial units. This arrangement raises a number of questions, since the methodology for elaboration of SUMPs have been developed rather for larger urbanized area than for the regions that include large number of remote smaller urban areas and the rural areas.

6.3. Municipality level plans

The basic territorial planning document at the municipal level is the urban master plan (or the city development plan). The plan concerns the entire territory administered by the local government and it also addresses the zoning plans of the municipality.

According to the Building Act, every community with over 2,000 inhabitants is obliged to have a land-use plan worked out for the territory of one community or jointly for a number of them on the basis of mutual agreement. Those municipalities having fewer than 2 000 residents are only required to elaborate a plan in order to align their development concepts with the estimated extent of newly built infrastructure, or with requirements for the location of public buildings.

There is a standard process and stages of development of the urban master plan are defined by the legislation (Law 50/1976 and its amendments). The process includes several stages, where there is a space for effective involvement of stakeholders, including collection of inputs from public.

The proposal for the acquisition of urban master plan is usually an own initiative of the municipality. The plan must be elaborated only by professionally qualified persons registered by the ministry. The qualified person is, beside other duties, responsible also for processing the comments and statements of various stakeholders, including sectoral agencies, related authorities and the public.

Reasonable space for involvement of the stakeholders arises already in the stage of preparation works, which include publication of the intention of procurement of the urban master plan, definition of the scope of any additional supplementary documentation and information that is needed to be procured.

Surveys and analyses gather in the preparation phase are an important part of elaboration of urban master plan. They allow the supplier to become thoroughly familiar with the territory of the municipality, with already existing documents of regional and local importance, but also to consult development strategies of the municipality and get acquainted with the views and opinion of its citizens.

Municipality then elaborates the specific references for elaboration of the urban master plan based on the results of research and analyses. The draft of specification of references for elaboration of the urban



master plan can be approved only after the public hearing, after considering the comments, and after review of the regional administration.

Based on the specific references the concept of the urban master plan is developed. Concept can be prepared in more variants, and again is a subject of the consultation with public, regional authorities and other stakeholders.

The draft of the urban master plan is then elaborated based on the summary statement of the procuring authority (usually the municipality). The most important stage of the stakeholder involvement is the public hearing to the draft of the urban master plan. The hearing includes public, affected neighboring municipalities, higher territorial unit, concerned state authorities and other legal person concerned. With those whose comments were not accepted, the second round of commenting takes place.

After above mentioned stages, the superior authority (regional building office) reviews the draft of the urban master plan including review of how the comments and statements of stakeholders have been processed.

The municipality then approves the urban master plan as a legally binding regulation.

6.4. Local neighborhood level plans

Local neighborhood plans are developed as a subordinated process to the city development plans.

They are developed for so called city zones and there is a space for submitting the comments from the public and various stakeholders.

The process of preparation and mechanisms for stakeholders' involvement is alike to above described process of development of the urban master plan.

Specific tool used for more effective involvement of local stakeholders in some active urban areas are so called „neighborhood councils“, often initiated by members of the city council coming from that particular part of the city inviting the active citizen to take an active part in decision making which concerns their neighborhoods.

6.5. Involvement of stakeholders from the hinterland

The concept of concise and strategic inclusion of stakeholders from hinterlands in spatial planning or in elaboration of development strategies that would include central agglomerations as well as their natural hinterlands is not developed in Slovakia and consequently it is not effectively applied in practice. All the same there are not the systematic legal tools that would facilitate smooth communication between hinterlands and the central agglomerations. In some cases, it may be included in processes of above described levels of planning on the national, regional and municipal levels.

The common practice is that the mayors or other leaders of cities and surrounding villages use to meet and discuss mutually relevant issues either at hoc or on the regular basis in a number of regions. Nevertheless, these meetings and discussions are just very rarely organized as in inclusive and deliberative formats.

The necessity of effective connections between the larger cities and their hinterlands are known and are pursued as part of guidelines and formal requirements for planning and use of EU structural funds. This practice is for example typically applied in functioning of Local Actions Groups established in the context of the EU funded program LEADER.



7. Békéscsaba (Hungary)

7.1. General introduction of stakeholder involvement

In the stakeholder involvement 5 main groups can be distinguished: the city is the primary itself, the municipality, because he is responsible for everything. The higher level above the municipality is the government, state administration. The legal, the finance and others depend on them, in many cases the planning and implementation process as well. This is understandable, because all local development must fit the national transport networks as well. The micro region constitutes a public body due to their legal compliance.

Different NGOs help the region's work and development. In Békéscsaba micro region, the active NGOs represent mostly the sustainability and "green trends", which means in practice the support of cycling (sport, leisure and transportation cycling). The city administration has a very good relationship with these NGOs. Many cases they participate together in tenders. If they win the tender, the implementation of the projects is common work too.

The area can be found a few of large companies, where large numbers of workers are employed. In addition, these companies are the largest taxpayers in the city. For now, there is no organized workplace mobility, i.e. there is no bus carrying workers (which takes them to the factory or back before the beginning and after the end of the shift). There are currently no plans that regard for the near future. Now, every employee solves their own access to work with one of the options available.

The involvement of stakeholders in general starts via email or telephone a request, followed by a personal agreement meeting, then further contacts and consultations happen through the mostly via email.

7.2. Regional level plans

For the micro region and the local authorities, the Sustainable Urban Mobility Plan (SUMP) is unknown. They have not met yet with it, none of transportation concepts include some part or guidelines of it. One reason may be that the city administration has no such a professional expert, who knows and follows this kind of development plans.

However, Békéscsaba has a Transport Development Plan (transportation concept) and an Integrated City Development Strategy. The former deals with specifically the transportation of Békéscsaba, than the latter deals with the current situation of regional development, exploring problems, short- and long-term goals, as well as examination of solution proposals. Integrated City Development Strategy also includes the legal background, energy strategy, tourism development strategy and economic program. Unfortunately, in most cases, these strategies are not transposing into practice. In case of Békéscsaba too, there is no implementation of these concepts.

In the regional level the involvement of public sector organizations and state companies are necessary. Stakeholders could be the Hungarian Public Roads Plc., the National Development Ministry, the National Toll Payment Services Plc., the local office of the Institute for Transport Sciences, MÁV-START Co., DAKK cPlc. and other settlements.

Unfortunately, can be said that there are no independent initiatives, collaboration and cooperation at national and regional levels. Mainly because of conflicts of interests. For example, the national (state-owned) road network, after the construction of the Békéscsaba bypass road, the owner wants to assign the ownership to the municipality of Békéscsaba, because of the high cost of road maintenance. However, the city does not want to take over this burden, the pointing is going on at each other.



In the region there is no any highway, thus due to the lack of express road network, negative social and economic effects can be perceptible.

In addition, the public transport service companies (bus - DAKK cPlc. and railway MÁV-START Co.) do not work in accordance with each other. Each service provider performs its own tasks, but there is no direct connection to the other party.

In December 2015, the KBC Békés Country Municipality Development Non-profit Ltd., which consists of 8 owner and 25 co-operating municipality. The fundamental goal is to submit common tenders, then in case of positive evaluation, the joint implementation of the projects. So the demand already raised at regional level, but it is even on a rudimentary stage, the direction is not clear yet, have not been effective (including residential) assessments of needs.

Therefore the relationships should be developed on national and regional levels.

7.3. Municipality level plans

As it was mentioned above, KBC Békés Country Municipality Development Non-profit Ltd. Works since last year, which is not contributed yet effectively to the development of the region, but we hope that in the future it will play a role in it. Therefore the joining of forces between municipalities is regarded as rudimentary, there are no tangible results yet.

In the micro region, only Békéscsaba has own independent transportation system. In the other settlements this is negligible due to their size and number of residential. Currently Békéscsaba has a local bus transportation and a regional bus transportation between the surrounding villages. There is a railway line too, but it has negligible importance within the micro region, it has more passengers on national level (especially on Békéscsaba - Budapest line). The bus transportation provided by the fully state-owned DAKK cPlc. company, from which the town buy it as a service and pay for it. Other company does not carry out transport services in the city. Demand Responsive Transit (DRT) service does not work here as well. So, the one and only public transport provider is the DAKK cPlc.

There is a Strategic Development Department in the municipality of Békéscsaba, which deals with the short- and long-term developments and strategic planning. The various urban and transport development strategies are running through under their hands. Thus, they represent part of the professional management in the city.

One of the main decision-making organizations of the city management is the General Assembly, which it is made up of representatives chosen by the city's population. So it is logical to think that they vote on matters affecting the population as it is the best for the inhabitants in his constituency. However, the characteristic is that the interests of the population are overshadowed by political reasons or other economic motivations. Accordingly, even the key issues are not done with public hearings. Usually people are facing to the final decisions and their results.

Different NGOs in the region help the development of the region. They deal with the current problems, try to find solutions and represent their interests. Generally, their initiatives are successful, they have supporters in the city administration. In Békéscsaba micro region, the active NGOs represent mostly the sustainability and "green trends", which means in practice the support especially cycling projects. The city administration has a very good relationship with these NGOs. Many cases they participate together in tenders. If they win the tender, the implementation of the projects is common work too. Because they work in close cooperation with the leadership of the city, so there is no problem with the involvement of NGOs. They are welcome to participate in projects concerning the city, which matches the scope of their activities. NGOs such as Foundation for Sustainable Region, the National Association of Bicycle Friendly Municipalities (KETOSZ) and the Körös Valley Nature Park.



The area can be found a few of large companies, where large numbers of workers are employed. In addition, these companies are the largest taxpayers in the city, so one of the largest sources of income for the city. These companies are: Linamar Hungary cPlc., Budapest Bank cPlc., Bonduelle Central Europe Ltd., Mondi Békéscsaba Ltd., Csaba Metál cPlc., Hirschmann Car Communication Ltd., Marzek Kner Packaging Ltd. és Tondach Magyarország cPlc. For now, there is no organized workplace mobility, i.e. there is no bus carrying workers (which takes them to the factory or back before the beginning and after the end of the shift). There are currently no plans that regard for the near future. These large companies did not sign any request or demand about it to the city administration. Now, every employee solves their own access to work with one of the options available. For the companies the optimal result is the kind of solution which makes easier the workplace mobility for the employees and will not generate extra charges for them. However, it facilitates the travel of workers, increasing their comfort and satisfaction. An example that one company (Linamar Hungary cPlc.) indicated to the city leadership that they would like if the municipality start to build, develop and improve the city's cycling network infrastructure until their factory. And so it happened, they have built a bike path leading to the factory, which is used likely by the workers. Thus, the company did not have to pay the extra expenses to assist the travel of the workers (they did not have to provide own or purchased bus services from other suppliers), but improvements have been made, which made it easier to commute to work. This includes that in the region the rate of biker commuters are very high. So, similar initiatives from other companies maybe could improve the city and workplace mobility. So the municipality is open to the needs and taking part of large enterprises at the local level, if they send their request. But for now, the city leadership does not take own steps in order to this, not calling on companies to assess their needs.

The above-mentioned companies do not measure up the needs of employees. They think that if the workers could have solved the travel to the workplace, than it can continue in this way. No workplace employee interview, questionnaires, neither any assessment of needs have been conducted yet. The reason is partly that there have not been given any requests from the employees to the employers.

There have not been any household surveys, questionnaires, public hearings or any other feedback collection with web tools. In context of some project there is mandatory to make public forums, however this is only formality, there is no impact on the design and implementation processes. Unfortunately this is typical for the city development questions, as well as the problems of public and private transport.

7.4. Local neighborhood level plans

In the region, especially in Békéscsaba, neighborhood associations and cooperation are not typical on local level. If any problem arises in a part of town, it will not be discussed with the inhabitants. Rather it will be reported to municipality level. The city leadership will deal with the problems. A block, a housing estate or a street does not form a group, which tries to enforce his ideas. In some cases it can be indicated to the local representative (whose task these problems) to forward it to the city leadership, but in practice this is not very functional.

The Strategic Development Department (and of course the General Assembly) use to make decisions about the renovation or restructuring of a street, park or a part of the city. In this case, the residents have no control over decision-making. In such cases public forums have only formality role (if at all, it is not always).

7.5. Involvement of stakeholders from the hinterland

Involvement of regional level hinterland use to plays economic role. In many cases the developments will be implemented from State aid, so at least one state organization is contributing partner, mostly the Ministry of National Development. Thus, their involvement is self-evident, it is not necessary to take steps



towards. They coordinate the main tasks at authority level. In transportation projects the National Transport Authority may be also participating partner. Their participation is partly guaranteed by the legislative and professional compliance.

The involvement of hinterland on municipality level means concretely the involvement of the agglomeration. In case of Békéscsaba it means the further settlements of this and the neighborhood micro regions; especially, the centers of adjacent regions, larger cities, for example city of Gyula. City of Békéscsaba and Gyula share the county central institutions, so both cities play an important role at the county level. Due to the small distance the mobility is very easy between them. Many people commute between these two cities, more than from the other settlements of Békéscsaba micro region to the center (city of Békéscsaba). These two cities are owners of the above-mentioned KBC Békés Country Municipality Development Non-profit Ltd., which is targeted the development of the region. In this project 30 other municipalities are partner of them, so the involvement of the agglomeration can be considered successful. The initiative and the first steps have been taken, now the task of the future is the implementation.

The agglomeration transport is mainly carried out with regional bus transport by DAKK cPlc., so it is the most important partner to involve at this level. The municipalities have to work together with the DAKK cPlc. to develop regional transport system to find the most optimal solution. The railway lines of MÁV-START co. do not affect all municipalities in the area and there is no plan to building new lines in addition to the existing lines. Recent projects of tracks and station renovations were also state projects (and EU), municipalities did not have much role in the planning and construction processes.

At local level the most important partner is the population. Their representation can happen directly or indirectly way. On indirect way the chosen local representatives use to stand for the area's interests. In direct way the inhabitants are asked immediately, for example on public hearings, forums, questionnaires, household surveys, or nowadays with more prevalent web tools. Unfortunately on this level there was not any satisfying assessment of needs. The city leadership has not yet realized its effectiveness. The political and economic aspects are still more important in the ranking for the General Assembly. The optimal solution could be developed from mixing of these, so the real users' satisfaction and comfort could be higher in addition to the cost-effectiveness. For example the passengers are not asked about their route proposals, needs, ideas about the public transport lines, but it is mainly for them, they use the results.

Basically, it can be concluded that stakeholder involvement is not working properly in the region.

8. Budapest (Hungary)

8.1. General introduction of stakeholder involvement

When we want long term developments, the plan making process should not be driven by selected individuals, but by those who are at the heart of this transport system: the civil society. When designing a participation program, it is helpful to cluster the often diverse mix of people and actors into broader categories. The three big groups that need to be involved are the user - operator - society (public). In practice however, a planning authority might be required to prioritize stakeholders with regard to their level of involvement.

The more effective consultation round has difficulties. If there is not enough political support to delivering the program, or if the professional reasons have strong opposition, that can delay the planning process, lead to stagnation, prevent plan adoption and increase cost, conflict prevention should be an integral component of the overall participation strategy. For our capital, Budapest, is typical, that the opinion of the city management, the firm, who are responsible for the organization of transport, and the planning firm has a difficult opinion. That can be pull back projects that are already in the implementation phase. Further difficulty is that the opinion of the people - who wants to use new



solutions - is not homogenous. Difficulty is also, that several starting conditions are necessary for the planning, that decides a lot of parameters before the beginning of whole planning process. The interest of citizens is low in early planning phases when processes are still open and flexible. As soon as planning processes and proposals become more concrete and at the same time more inflexible, citizens' interest increases as they now feel directly affected. Also, it is important to raise interest and encourage early, active participation, because at later phase it is very expensive, and difficult to changing the plans.

Main tasks about involving the stakeholders are:

- deciding the range of participants;
- making strategy for the participation activities and manage it;
- the involved people should be represented all the interested citizens;
- it is necessary to decide the consultation methods (public forum, online survey, social networks, personal request, etc.);
- the results of participation process should be documented clearly, with the conclusions;
- the results should be also built in the planning process.

To reach this usually the followings are necessary (after informing the citizens and consulting with them):

- **Involve:** The planning authority, citizens and stakeholders work together continuously throughout the planning procedure. Issues and concerns are directly reflected, and participants are informed about how their input specifically influenced the decision.
- **Collaborate:** The planning authority invites stakeholders to directly contribute their advice and innovative ideas for concrete solutions.
- **Empower:** The planning authority promises that it will implement what stakeholders or citizens decide.

The Hungarian Society for Urban Planning with the contribution of many organization made an Urban Planning Consultative forum, which is free from the executive power of regional and settlement development, and preparing the criteria system of investments. In the attitude they explain, that in the investment financed by public money, in short and long term also should serve the economic development of the country, area, region and settlements. Therefore the public financed investments, projects, programs should be sustainable and economic. The partners should calculate with this from the first step.

To preparing the public financed decision and the affordable use of public money it is indispensable the consultation with different groups (e.g. social, economic and professional groups) and the dialog with the relevant persons, from the beginning of the projects. It is also necessary to integrate the different financing possibilities. This is the only way that the limited available public money can be used for the social needs; in the viewpoint of sustainable development.

The level of country, area, region and settlements is necessary to make integrated plans (earlier called study on the implementation, or action area plan), that are permitting of adequate preconditioning the projects and investments to reach its aim. This precondition can cover the:

- various urban planning
- choosing optimal action area, location
- survey of possible solvent demand
- optimal physical, technical and organizational specification, and
- reaching the best cost-benefit rate, with the lowest environmental damage.



8.2. Regional level plans

In Hungary on regional level, usually not many decisions are made. It follows from the size of country also, that the decisions are making usually on national level, on municipality levels and on hinterland (agglomeration) levels. In Hungarian NUTS2 (Planning and statistical) regions - there are seven in Hungary - coordinated developments are uncharacteristic. On the level of the counties - there are 19 in Hungary (NUTS3 category) are also negligible number or development, or coordination.

8.3. Municipality level plans

Typically on municipality level are many project, and this level are a high number of participation. In Hungary the local municipalities are juristically good delimited, they have definite responsibility. The local governments have a direct connection with the inhabitance, and have self-management. The good and not so good decisions can be in short time feedback to the decision makers, usually in form of residential notes. Today a lot of IT solution helps the feedbacks (e.g. social media).

The most important tasks are:

- Identifying local and regional stakeholders and their interests
- Developing a strategy for citizen and stakeholder engagement
- Determining methods of involvement
- Managing participation
- Managing reconciliation
- Engagement of stakeholders and their interests

Usually two interested partner the constitutor and the planning firm see the whole planning process through. Usually they decide a lot of parameters: e.g. usable cost and time; on the side of the planning: the applicable regulations and parameters. Then, it is necessary to identify institutional actors.

Engagement of citizens are possible with two methods: firstly engage the NGOs (non-governmental organizations) and secondly the whole public.

- The methods of engaging can be the following:
- negotiated arrangement (with only few partners, usually on executive level)
- estimate of work materials (electronic way, or with arrangement)
- larger public engagement using internet consultative, public forums

Modification of the surface public transport in Budapest typically is the following. Firstly the planning authority (in that case Center for Budapest Transport, BKK) make a survey to know the needs of passengers (passenger counting, passenger comments, experience of professional, user expectations, and the viewpoints of the owner the municipality of Budapest). After it comes the professional consultation between the design experts and firms. Thereafter the next step is the social discussion. For this the BKK put the plans on his homepage, and waiting the remarks, and reflections on it. On press conference describe the details. In this way a bigger circle of civil hearing the information and the feedback is also easier. Parallel with this BKK is cooperating with the touched local municipalities. They are holding public forums.

The arrived, and the word uttered opinion as well as consider the technical possibilities, will be worked out the final variant. Because the question of Budapest traffic beyond his borders, therefore in many cases



generates urban policy and national policy polemics. Also all cases the new plans are always also a political decision.

8.4. Local neighborhood level plans

In the local neighborhood levels the most important is the preparing of the involvement of stakeholders. In that case the area and the number of inhabitants is lower; and we can talk more direct, personally contacts. So usually the individual representative and the mayor and the deputy mayors personally try to know the opinion of inhabitants. And personally try to assure them about the necessity of new plans. After it in the local newspapers, and web interfaces will be published the plans and their goals. On these the inhabitants can be reflect. Finally the public forums ended the process.

8.5. Involvement of stakeholders from the hinterland

Possibly it is the most important to involve the stakeholders from the hinterland. The settlements parallel can harmonize the opinion of their own inhabitants, and the opinion of other settlements inhabitants. Moreover, the state should be also involved.

The lack of clear integration between sectors and disciplines can be a significant barrier to decision making and, by extension, to Sustainable Urban Mobility Plan development. With a wide variety of institutions, it will be ever more imperative for planners and decision makers to balance these diverse challenges and needs, and translate these elements into effective policy decisions. That is why institutional cooperation - as a process - is absolutely necessary and needs to be carried out carefully.

General rules of involving the stakeholders:

The planning authority has to understand the national (or regional) legal environment in terms of institutional cooperation and to carefully respect the legal requirements.

A responsible person or team within an authority has to be identified, which acts as the project management for the process.

The project management has to conduct a review of available resources, to understand what skills and finances the city authority has, and which will have to be outsourced. The project management has to ensure all the relevant skills, capacities and knowledge are involved in the partnership.

The project management has to identify the functional and geographical scope in which the institutional cooperation process takes place and thus understand which partners should be involved.

The project management has to contact and to involve partners and to understand their agendas and objectives.

The planning authority has to define the roles of partners in order to agree on rules and a partnership structure and an allocation of resources.

The project management has to make sure that tasks and responsibilities are correctly shared among the partners.

The cooperation could be also horizontal and vertical

- Vertical cooperation: organizations which are directed by, or accountable to another organization, have a vertical cooperation which is mainly ruled by hierarchical links. It can be the case between e.g. a local authority and the local public transport authority. Local authorities also need to cooperate with higher level authorities such as the province, the region and national and/or European administrations.



- Horizontal cooperation: organizations which are independent and autonomous in relation to one another have a horizontal cooperation (cooperation as equals) without hierarchical links.
- Spatial cooperation: organizations representing different geographical areas and levels have an interest in spatial cooperation. Therefore, spatial cooperation is needed between the lead local authority and the neighboring authorities as well as all other relevant stakeholders included in the functional area.

Inter-sectoral cooperation: organizations and people with different backgrounds, knowledge and fields of expertise have inter-sectoral cooperation; the cooperation may be for instance between different sectoral departments of the local authority.

Institutional cooperation is highly relevant the involvement of stakeholder preparation, as it may be appropriate to use the internal or external support of a partner to develop specific elements. This is often appropriate where a lack of internal knowledge or appropriate skills would reduce quality of the output, or take a longer duration if attempted internally. The input of a specialist can add value to the coordination through new approaches or perspectives on key issues. Areas of specialism within a plan where advice could be sought include for example, freight, mode specific travel improvements and air quality improvements. Partners' input can also be used for supporting data or evidence gathering. Allocation of tasks should be dependent upon the following factors: the resourcing in terms of personnel available and funding, and the skills or knowledge required. The project management should consider which teams are sufficiently resourced to undertake the outputs required. The project management can use project management tools which help determine and identify appropriate personnel for each task and the level of involvement from selected partners during the implementation process.

Beyond the allocation of tasks, the exact scope of specialist input should be detailed in a specification or brief which clearly articulated outputs, relevant data, timescales, background information and cost. Specifications and briefs are critical to ensuring outputs are delivered within a timeframe required and to avoid ambiguity.

9. Modena (Italy)

From the strategic and political point of view, in October 2014, the Mayor of Modena and several local stakeholders signed *"A Pact for the intelligent, sustainable and inclusive of the City of Modena and of its territory"* to underline the importance of going on in investing on a *"soft and safe mobility"* through actions and initiatives such as: the diffusion of electric, hybrid and sustainable vehicles and the strengthening of Local Public Transport (LPT) Service; the City of Modena will also develop proper communication and dissemination actions, in order to make citizens become aware of the efforts and commitment in the promotion of sustainable mobility, through a new concept of low emission mobility.

The city of Modena is organized in four districts that play an essential part as intermediaries in the exchange of information and opinion between government and citizens. In accordance with the municipal rules, every new project has to be discussed with representatives of the district.

Whenever appropriate, the Municipality organizes public consultations to share ideas about important perspective for the city, to inform citizens about new measures, to apply and to collect the views of all interested parties about plans, projects, initiatives related to mobility and the use of territory.

In particular, in the area of mobility, since 2014 the City of Modena has been implementing the *"Sustainable Mobility Table"* that involves not only the Town Councilors for Environment and Mobility and the related technical Departments, but also the representatives of the districts, of the Modena Agency for Mobility, the Local Transport Company SETA, the Chamber of Commerce, the University and several Associations committed in the field of mobility. The table shall be called whenever the Municipality or the other participants need to discuss a particular issue, usually once a month.



The Public Relations Office collects and answers to the requests and reports of citizens, also about mobility. Recently there is also a Smartphone application called “*segnalaMo*” very useful for citizen, in order to inform the Administration about every maintenance defects about buildings, gardens, lighting, public areas, traffic lights, road and bike lanes, but also about road traffic, urban and social decline.

In some cases, the Municipality submits questionnaires and interviews to citizens, in order to collect information or expectations about different themes. For example, the graphic here below represents the needs expressed by citizens through a specific questionnaire related to new Territorial Structural Plan, in order to define the priorities of actions for the urban area (the first line is on traffic and pollution reduction).

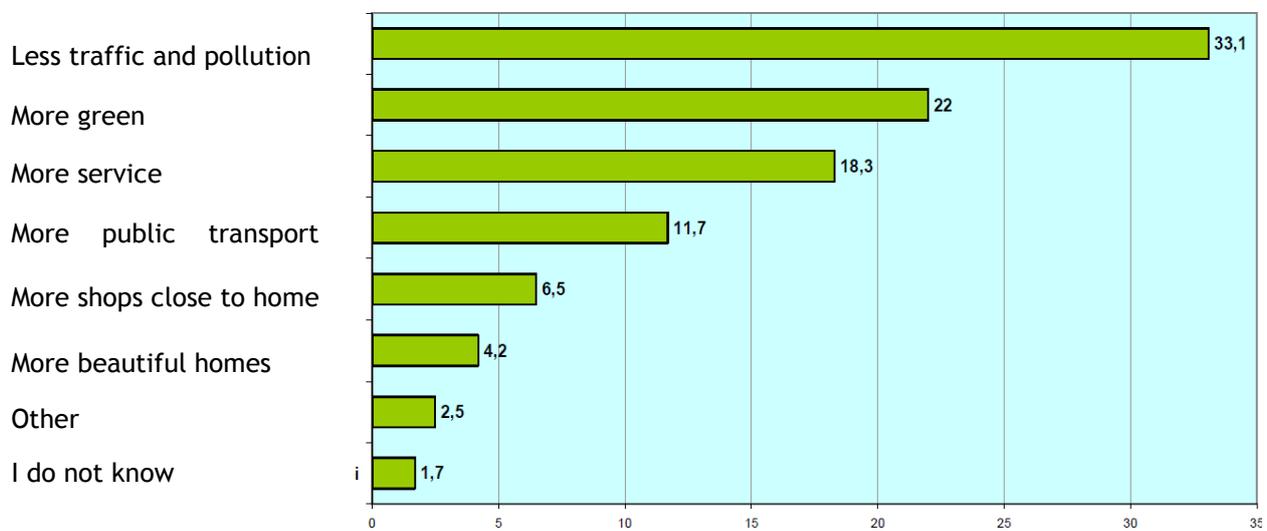


Figure 1 The needs expressed by citizens through a specific questionnaire related to new Territorial Structural Plan

When the City Administration has to approach an important change in the vision of the territory, often organizes a *competition of project*, to collect the better ideas that could be later developed to reshape some parts of the city.

The stakeholder involvement is always free.

The last Sustainable Mobility Table (April 2016) was coordinated by the Energy and Sustainable Development Agency of Modena (associated partner of Movecit) within the Climate-Kic initiative and it was structured in exercises.

The first one aimed at finding routes and possible trajectories that depart from current problems and lead to a future vision.

The participants were divided into two groups and each participant was asked to identify three problems/needs of the city in terms of sustainable mobility. The problems were written on post-it and attached on the outer circle.

Then they were asked to discuss together and group the problems until they get 4 clusters and gave a name to the cluster of problems/needs.



GROUP 1

PUBLIC TRANSPORT AND INTERMODALITY	CULTURE	CYCLING	ACCESSIBILITY AND LIVING TOGETHER
Low competitiveness of local public transport (LPT) over private transport	Poor education on sustainable mobility	Discontinuity of bike paths	Lack of bike storage
LPT is ineffective and expensive	Lack of intermodal opportunities	Bike sharing is not accessible	Lack accessibility in some areas for pedestrians
LPT speed is low	Anti-pollution plan limits		
Inability of citizens to adapt to LPT			
Poor accessibility of public services (including schedules)			

GROUP 2

INTERMODALITY	SHARING OF PUBLIC SPACE	INCENTIVES E INFRASTRUCTURE	BICYCLE AND PEDESTRIAN MOBILITY
Inefficient public transport	Citizens are not aware of sustainable mobility	Business incentives for employees who travel in a sustainable way	Bicycle rental for tourists and visitors
Lack of integrated bus-bike -parking card	Roads and parking to be rethought	Incentive for cyclists	bike paths unconnected
Inability to freight the bikes on buses	Congestion limits the public transport	Incentives for goods delivery in the old town center and for freight logistics	Theft risk for bicycles
Intermodality not accessible to elderly, disabled and prams	Promiscuity of the mobility on the same roadways		Projects regarding mobility focusing too much on the old town center
	Bike paths or cycle routes?		Bike paths not digitally mapped
	More public space for cycling and pedestrian zones		poor quality of bike paths
	More safety for cyclists		Integrating GIS with apps and user reports

Each participant was asked to identify three projects to solve problems and achieve the future vision. The projects were written on post-it and attached inside the outer circle. Afterwards, the group was asked to give priority to projects from the present to the future.

This method outlined the time axis in this way to the realization of projects, solving problems and achieving the future vision.

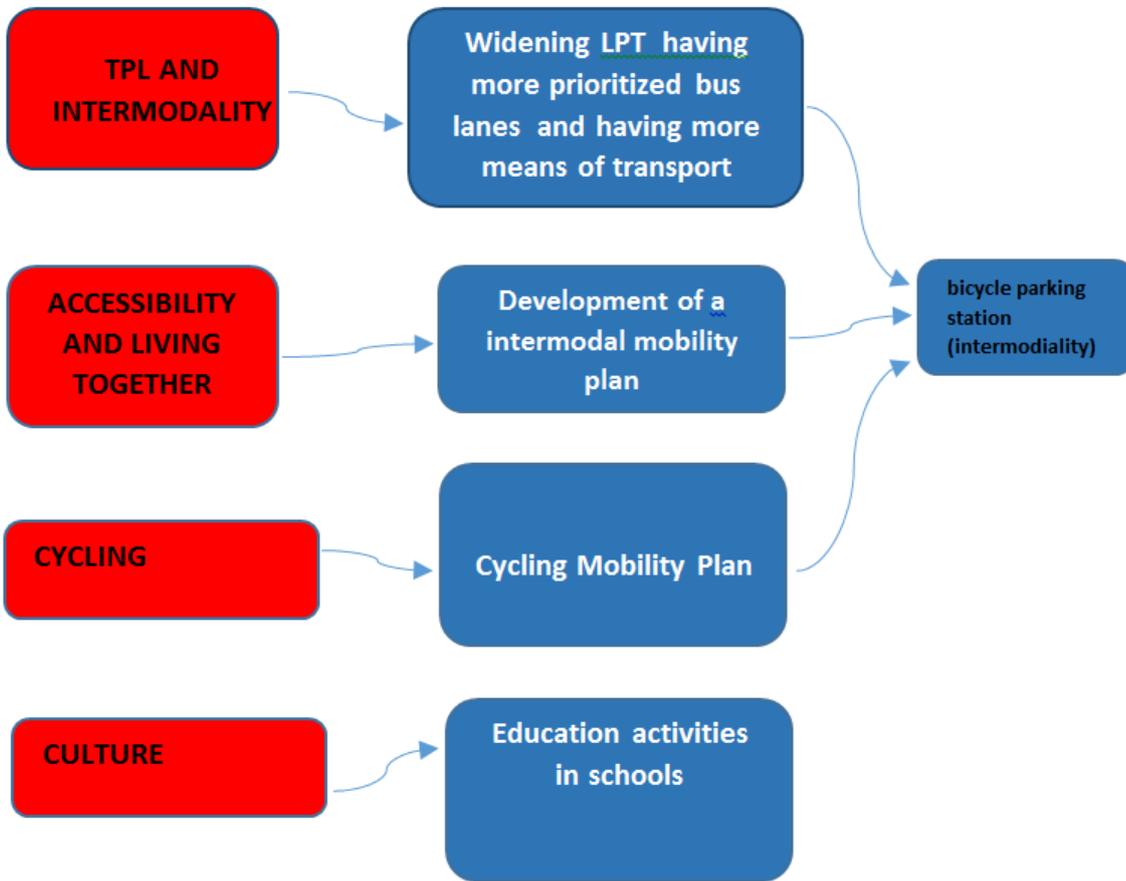


Figure 2 The present situation in Modena

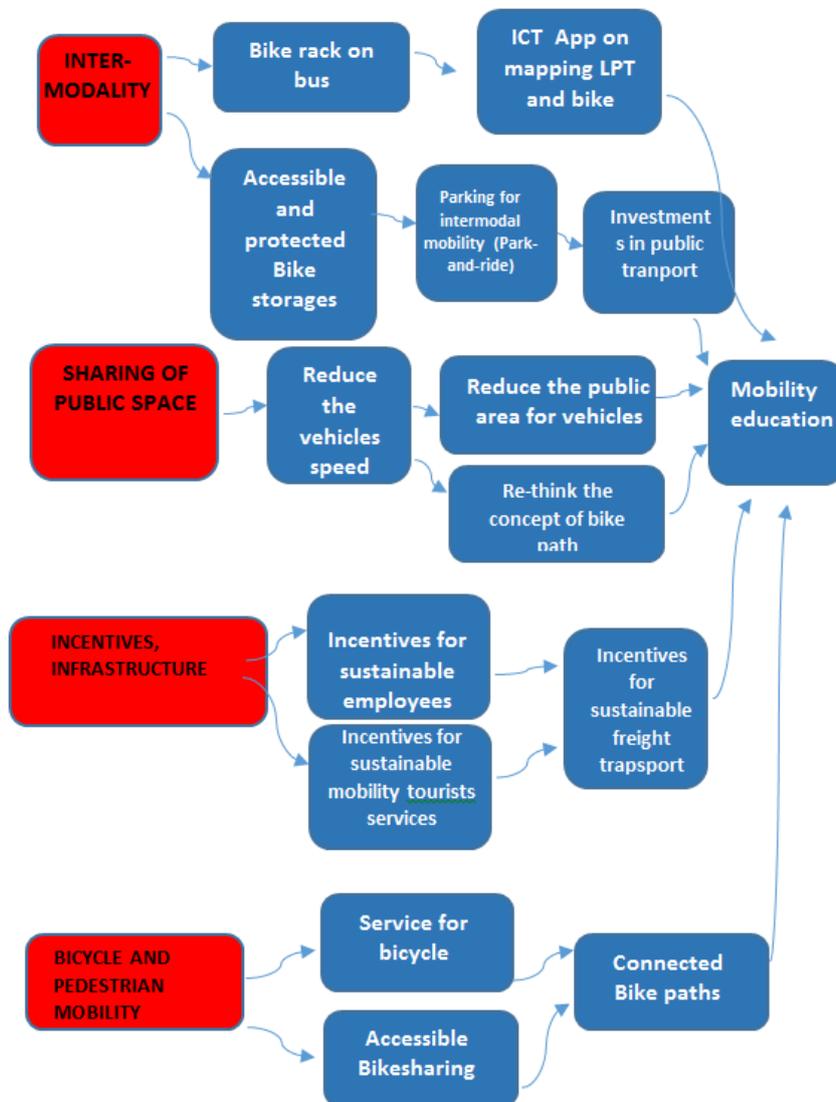


Figure 3 The future situation in Modena

9.1. Regional level plans introduction of stakeholder involvement

Referring to SUMP, its development and adoption is in charge of municipal level, while the Region gives the guidelines to the cities for its implementation.

In the development of SUMP, the following subjects shall be involved:

- the Mobility and Traffic Service (responsible for the SUMP implementation);
- other City Offices/Departments/Town Council such as:
 - a) the Healthy Cities Office and the Office dealing with Air quality, considering the impact that sustainable mobility planning can have on health, citizens' quality of life and environment;



- b) the Urban Planning and Public Works Departments, taking into consideration their importance in the definition and development of the city and in the building and maintenance of infrastructures, included roads;
 - c) the Municipal Police, in charge of highway code compliance and roads accidents monitoring, and the Safety Policies Office, since an effective sustainable urban mobility planning cannot leave out road safety, especially of the most vulnerable road users as cyclists and pedestrians;
 - d) the Smart City Office, dealing with themes as smart environment and smart mobility;
 - e) the Bureau for European Policies and International Relations for its role in supporting the Mobility and Traffic Office in identifying the European characteristics of the SUMP;
- officers and civil servants of Emilia-Romagna, the Region where the city of Modena is located, dealing with mobility and environmental issues, since the Regional Authority has an important role in planning local transport and mobility and gives directions and rules for the local mobility definition;
 - the Modena Agency for mobility and LPT and the local public transport company, considering the importance of an efficient LPT as an alternative to the use of private cars;
 - the Energy and Sustainable Development Agency of Modena, committed in all the actions and activities for the improvement of the local environment quality, included the promotion of electric mobility;
 - the University of Modena and Reggio Emilia, for the scientific role and expertise;
 - companies dealing with means of transport alternative to cars.

9.2. Municipality level plans

As happening with SUMP, every City Administration plan has to be shared with citizens, for remarks, questions and requests.

Every plan, before being adopted by the City Administration, has to be illustrated and discussed by the City Council. Before that, also a stage of dissemination, presentation and discussion with the citizenship is expected, where citizens get informed about the plan and its main contents, and can formulate questions, comments and observations.

More in general, before every document or action approval, the Administration of the City of Modena always organizes a series of local meetings with stakeholders and citizens that has to precede the political phases of approval. Within this “sharing” phase the technical offices collect the opinions and suggestions by stakeholders and citizens, so that all plans and documents approved by the Council take into consideration the territory needs.

9.3. Local neighborhood level plans

Considering the city size, the neighborhood will not have a specific mobility plan; the decision process will be governed and managed by the Municipal central structure.

The role of the 4 districts is limited to consultation between the Municipality and the citizenship.



9.4. Involvement of stakeholders from the hinterland

The hinterland can be considered as the provincial territory. The province has its PTCP (the Territorial Plan for Provincial Coordination) giving guidelines to the municipalities about big infrastructures useful for areas bigger than the municipality. The province coordinates Environmental Impact Evaluation, establishing round table with different stakeholders involved.

All the other plans referred to the city territory are generally managed by the municipality itself. Through the Conference of Service, the municipality collect all the advice of different subjects involved included the Province.

The mobility plan will refer mainly to the Municipality of Modena, but some aspects could involve some trips from little towns of the province to the main city.

10. Ljutomer (Slovenia)

10.1. General introduction of stakeholder involvement

Regarding that Slovenia has no regions according to the law, only statistical regions, it is hard to expose only the region of Pomurje. On the other hand, in this region, we are faced with a lack of information and real implemented activities that would contribute to analysis of the state of stakeholder involvement. With the regards to the involvement of stakeholders in the city of Ljutomer and despite the fact that it is located in the least developed region of Slovenia, has quite specific and the most common experience in this field.

Namely, Ljutomer is the first Slovenian city, which has acceded to mobility planning according to the guidelines for SUMP. Slovenian professional public is definitely here for the first time in a concrete way got the insight into what constitutes the optimal engagement in the planning process. In the preparation of the strategy proposal sought to include the widest possible range of stakeholders, taking into account the size of the city and the selection of key institutions that operate in the city itself or they are in any way related to the operation of the municipality. Therefore, the representatives of various public have been invited in the different stages of the SUMP process and participated in the several different events and occasions.

The public can be divided into professional and the general public, all of which were related to municipal levels of performance. When recruiting the stakeholders they used of various tools of public involvement. Among other things, the use of printed material (newsletter), internet (municipal site dedicated to SUMP), interviewing individuals (questionnaires, interviews with key individuals), organization of information events (exhibitions, public debates), the integration of selected stakeholder groups (focus groups, study tours) and integration of larger groups (open-air events, the debate on the vision of traffic).

Municipality Ljutomer this year is preparing amendments of SUMP. In the preparation of both documents has followed the national guidelines for the preparation of a SUMP, which were prepared on the basis of European guidelines and adapted to local conditions.

During the preparation of a SUMP the municipality of Ljutomer was first confronted to develop the plan in cooperation with internal and external stakeholders. Stakeholders have been selected in various key areas, which are in any way related to sustainable mobility. Since Ljutomer is the small town where people in the community know better than in larger cities, stakeholder involvement had no major problems. They have been connected mostly by emails and phone calls.

Source: Ljutomer, personal information of municipality's representative responsible for mobility Mitja Kolbl, Katja Karba the interviewer (22. 11 2016).



10.2. Regional level plans

SUMP process in Slovenia takes place only at the municipal level. Only in one of the pilot case the SUMP was prepared on the regional level (and cross-border level).

Below described example of stakeholder involvement relies on the case of the city Ljutomer. Local Support Group was set up before they began the process of SUMP, namely for purposes of preparing a local action plan for mobility within the URBACT project Active Travel Network. This group was later automatic joined and integrated by a process of SUMP.

In Ljutomer there was also the active involvement of the citizen in the preparation of pilot investment - regulation of traffic-calming in a certain part of Ljutomer city.

At the end there is also specifically provided a description of stakeholder involvement in the case of the preparation of regional SUMP, which is not typical in Slovenia. Mostly the SUMP for municipality is prepared in Slovenia.

Local support group for Municipality Ljutomer SUMP was officially established already in 2010. There are 12 members, representing different target and stakeholder groups. 5 of them are women and 7 men. They had met 5 times; twice for the establishment's reasons and elaboration of the action plan for carrying out project activities. Three times to prepare a clear analysis of the Traffic situation in Ljutomer and carry out the walking audit.

Mitja Kolbl as the project coordinator at the Municipality Ljutomer did carry out the local procurement procedure and choose one of the tenderer, according to the law. That tenderer, CZR/CHD MS helped in carrying out the project activities as walking audit, elaboration of the Local action plan and promotion activities. Local support group was the resource base for the experts and was presented at the elaboration of the document, implementation of the plans activities. In June 2010 the next meeting of the Local support group was taking place, with the expert for the plan elaboration. Program for the meetings and the walking audit was prepared by the Outsource Company. Members of the group did participate.

Field baseline situation was elaborated and discussed with the individuals (target group members). There was a count of traffic, and ways of arrival to the schools, kindergarten and Gymnasium was discussed with the pupils. Individual conversation was carried out with representatives of different target groups. The aim was to identify main traffic problems of the city, reasons for the daily rush-hour, main infrastructural insufficiencies, and recommendations for the plan elaborations. The impact of the conversation was the use of soft mobility modes of transport and promotion actions that would encourage walking and cycling on every day basis without infrastructural measures. Concrete findings of several conversations have been exposed in the walking audit report and the first draft of the local action plan.

Municipality targeted especially local media (local radio, local internet portals, and local newspapers). Concerning communication materials (logos, graphics charter, print documents, CD-ROMs) they created invitation (paper and email) sent to 21 people. In the message they highlighted mostly the motivation and invitation to the LSG meetings.

Concerning the Transparency rules for every public activity in the project, city has informed the general public via mass media and especially the target groups and stakeholders. The Communication took place on the level of Municipalities City Council and Local support group.

In addition to walking audit they were conducted short interviews with the main actors of the municipality in the field of mobility:

- representative of the Municipal Council
- Municipal representative for traffic
- Municipal representative for spatial planning



- Municipal representative for Education and / or welfare
- municipal policeman
- Representative of public transport services
- Contractor of school transport services
- taxi driver
- a representative of the regional development agencies
- Representative of Council for Prevention and Road Safety
- Police
- Representative of Local touristic organization
- representatives of environmental NGOs

Through the contact with the various users of the transport system the city has completed the pictures on travel behavior and perception of mobility in Ljutomer.

Source: ACTIVE TRAVEL: 1st Report for Phase II, period 19.07.-31.12.2010, Občina Ljutomer

Municipality of Ljutomer invested also a lot of effort in the stakeholder engagement, when establishing a new area of traffic calming.

In May 2014, one of the first activities conducted were interviews with residents. There were 12 households of different profiles and age groups visited. The basic data were collected on the wishes and needs of the population, which should be included in the preparation of plans.

The first workshop was conducted on 12 June 2014 on the streets of Ljutomer's area called Juršovka. It was presented the concept and draft legislation, which was followed by the collection of opinions and ideas of people. Residents were in principle in favor of the concept, but expressed some concerns and problems that should be taken into account in the preparation of solutions. These were primarily related to the on-street parking, rainwater and some elements of calming.

Shortly after the workshop, in the month of June 2014 a short questionnaire has been sent to every household in Juršovki. The questions were related to the support of the concept of the proposal and to individual element arrangements. Residents could also announce on certain details, which should be considered specifically in the vicinity of their homes. 30 households responded.

Even on the basis of this survey, the concept of reorganization was supported by the majority of the residents.

On the basis of the input data in the summer time, a more detailed proposal for a regulation was created. On 28 August 2014 was in the premises of the Municipality of Ljutomer a second workshop - presentation of the proposal and individual discussions on a solution. There were more than 20 interviews about the concerns of the population and more detailed guidelines for the implementation of the regulation. It was collected a series of new data, some comments were sent by the residents by post. Due to a number of concerns of the population also the interviews with municipal services (which will be responsible for emptying waste containers and winter service, which will be responsible for cleaning roads and pavements) were carried out. From the municipality and the mentioned service company it has been obtained assurance that there will be a maintenance work performed on a regular basis and that they can easily adapt to the new regime.

Source: Ureditev stanovanjske soseske Juršovka kot območja prijaznega prometa, BiroSkiro, 2014



Slovenian partners in the PUMAS Project, the Municipality of Nova Gorica and the Urban Planning Institute of the Republic of Slovenia developed a cross-border SUMP for the area of seven municipalities in Slovenia (Rence-Vogrsko, Šempeter-Vrtojba, Kanal, Brda, Miren-Kostanjevica) and Municipality of Gorizia in Italy. This is one of the first planning documents in Slovenia involving an area that spans across the national border.

Between October 2012 and June 2014, both Nova Gorica and Gorizia held stakeholder meetings for main stakeholders to discuss the status analysis report, the SUMP's vision and goals and the draft SUMP measures. Draft reports of documents were prepared as a milestone of the development process in June 2014 and publicly presented during the PUMAS conference that took place at that time in Nova Gorica. The document was published on the municipal websites and was the basis of discussions with stakeholders.

Success factors: A number of drivers helped with the process. Regionally and internationally there was a strong awareness of needs for common actions. The region has as well a long tradition of working together and well established forms of cooperation on some topics. Those helped to find a way to work together in the future as well in the field of transport planning. Important drivers of the activities are as well national and EU funds for activities in future. The regional SUMP development process had a number of positive effects and outcomes. The individual municipalities are now working much closer together. As a result of the project communication processes are clearer and easier and municipalities are planning a number of common activities and projects. The two key municipalities Gorizia and Nova Gorica are now starting the process of development of its own SUMP which will be based on the regional SUMP but with more focus on their local and individual projects.

Source: PUMAS Project Final report & Recommendations, City of Venic, May 2015

10.3. Involvement of stakeholders from the hinterland

With regards that in Slovenia only SUMP for municipality are developed (thus at the municipal level), we cannot talk about regional SUMP (these are the exception rather than the rule). In this case we can speak only about the involvement of key stakeholders from the hinterland on the municipal level, which represents in Slovenia the settlements within a radius of 5-10 kilometers outside the city center. In this radius small settlements and villages are included that make up the suburban part of the city and are characterized by daily commuters. Concerning the case of the city of Ljutomer they have included essentially an entire municipality, which has only 12,000 residents that were involved by distributing questionnaires to all households.

Residents were also informed by the municipal newsletter, which also apply to all households as well as via the Internet and publishing various articles in local newspapers or local e-portals.

11. Ústecký Region (Czech Republic)

11.1. General introduction of stakeholder involvement

Research results of project CHALLENGE have proven that the interest of public in participating in mobility planning is low. On the other hand, there is very high interest in different kind of measures in mobility area and even more afterwards people realize how are this measures influencing their daily life. Politicians tend to start the discussion as a result of already existing problem or conflict, which needs to be solved. By then the planning of the project or measures can be already in action. This means that one



of the most important tasks for municipalities is choosing participation approaches and tools for certain phases of planning, which ensures active involvement of public and raises number of engaged people.

The research has shown that for successful public involvement there are obstacles such as:

- lack of political support for the realization of thorough participation process (to participation is usually assigned with low priority)
- urban management has limited financial and personnel resources for setup, management, implementation and evaluation of a participatory process
- lack of knowledge on how to plan and implement a participatory process, the best tools and about which steps to perform in each stage of the planning process
- realization of non-coordinated and fractured participation activities due to missing structure, plan of strategy
- so-called “consultation fatigue” mirrors the lack of interest and awareness about transport planning among citizens and stakeholders
- imbalance between interest groups that are able to fully communicate their views and vision, and the weaker groups that their interests in the process of defending with difficulty
- difficulty in starting the behavioral change
- lack of a tradition of participatory processes (institutions still attach little importance to the public participation and do not actively contribute to transport planning processes and shape their outputs)

The processes of mobility planning are suffering from above listed general deficits on a regional level and partially on a level of municipalities. However, the attitudes of individual municipalities are very divergent.

11.2. Regional level plans

The Ústecký Region provides the **public transportation** on its territory in accordance to the Plan of Transport Services. The method of providing public transport is determined by Act no. 194/2010 Coll. on public passenger transport services. Ústecký Region orders and pays for the operation of:

- passenger and fast trains; in exceptional cases orders express trains as well
- public buses connecting individual municipalities and towns on the regional level; in exceptional cases the buses with bordering region and outside its territory
- prolongation of buses routes in order to serve the villages in towns surrounding (e.g. Litvínov, Most and Ústí nad Labem)

Contracts with individual providers are usually concluded for 10 years. Currently, the region has signed two contracts with rail operators (valid until 2019 or 2020) and 15 basic long-term contracts for providing transport services by bus in different areas of the region. The regional transportation is presented to public by name Doprava Ústeckého kraje (DÚK) = Transport of Ústecký Region.

Ústecký Region can control the range of long-distance trains of R, EC and EN categories only by submitting a request for a change. It is up to Ministry of Transport if they comply to the request.

The integrated system of public transportation in the territory of Ústecký Region is provided by several private companies. The division of the area of the region by the carriers is visible in figure below.

Rozdělení oblastí Ústeckého kraje mezi dopravce od 1. 1. 2015.

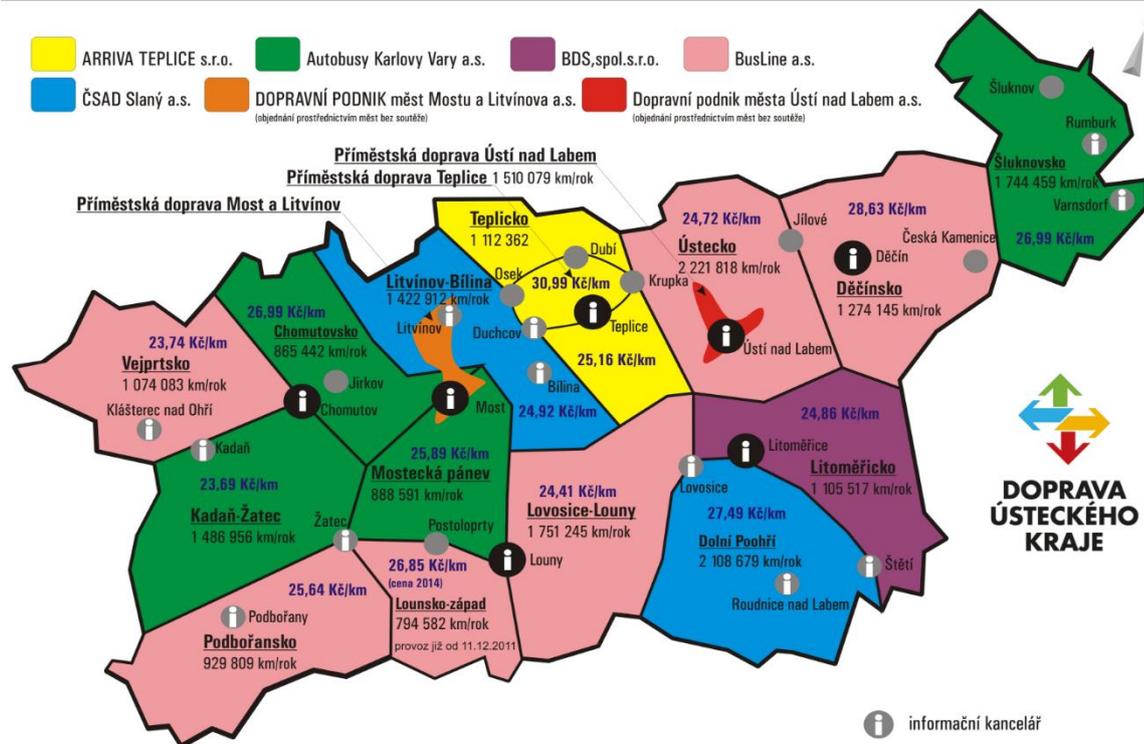


Figure 4 The division of provider's areas in the Ústecký Region in 2015 (Source: DOPRAVA ÚSTECKÉHO KRAJE)

These carriers are included into the Transport of Ústecký Region.

- BusLine a.s., Na Rovinkách 211, 513 25 Semily
- ČSAD Slaný a.s., Lacinova 1366, 274 80 Slaný
- Autobusy Karlovy Vary a.s., Sportovní 4, 360 09 Karlovy Vary
- BusLine a.s., Na Rovinkách 211, 513 25 Semily (od 12/2015)
- ARRIVA TEPLICE s.r.o., E. Dvořákové 70, 415 01 Teplice
- Regionalverkehr Dresden GmbH, Ammonstraße 25, D-01067 Dresden
- DOPRAVNÍ PODNIK měst Mostu a Litvínova, a.s., tř. Budovatelů 1395/23, 434 01 Most
- Dopravní podnik měst Chomutova a Jirkova a.s., Školní 999, 430 01 Chomutov
- Dopravní podnik města Děčína, a.s., Dělnická 106, 405 29 Děčín
- Autobusy KAVKA a.s., Báňská 287, 434 01 Most
- Autobusová doprava s.r.o. Podbořany, Dělnická 946, 441 01 Podbořany
- Veolia Transport Teplice s.r.o., E. Dvořákové 70, 415 01 Teplice
- Dopravní podnik města Ústí nad Labem a.s., Revoluční 26, 401 11 Ústí nad Labem
- České dráhy, a.s. se sídlem Praha 1, Nábřeží L.Svobody 1222, PSČ 110 15
- Vogtlandbahn GmbH, Ohmstrasse 2, 08496 Neumark

Touristic routes are part of the Transport of Ústecký Region as well. There are five railroad routes and one shipping. The providers for these tourist routes are following stakeholders:



- Railway Capital
- KŽC Doprava
- MBM rail s.r.o.
- Labská plavební společnost, s.r.o.

Road and Motorway Directorate of the Czech Republic (ŘSD; Ředitelství silnic a dálnic ČR) is a governmental organization established by the Ministry of Transport. The basic activities of the organization ŘSD is to exercise of ownership rights to real property constituting state highways and main roads; security management; maintenance and repair of highways and main roads and construction and modernization of highways and roads.

Management and maintenance of roads of Ústecký Region (SÚSÚK, Správa a údržba silnic Ústeckého kraje) is a public-benefit corporation. SÚSÚK competencies are: an exercise of ownership rights to the county roads II. and III. class; security of their construction and modernization (including their components and other structures necessary for the operation and administration and maintenance). SÚSÚK also performs maintenance and repairs of roads and bridges in order to eliminate defects in the passability, wear out or damage.

Traffic police oversees the safety and smoothness of traffic, investigates traffic accidents and offences in block management and administrative management in the areas entrusted to it by law. Police inspectorates of districts or municipalities ensure the safety and smoothness of traffic. They also deal with traffic accidents. According to Act 361/2000 Coll. § 124 para. (6) police issues, a written statement as input for MEPs about local and temporary adjustments of traffic on roads II. and III. class and on local roads.

BESIP is a department of the Ministry of Transport of the Czech Republic. It coordinates the safety of road traffic and it guarantees National Strategy of Road Safety 2011-2020 realization. There is region coordinator in Ústecký Region, who represents BESIP in the region and creates the work conditions for regionals', municipalities' and MEPs' incentives. The coordinator cooperates with Regions' Office, Police and other subjects, which can influence the road safety. He organizes the national events and programmes and coordinates other activities according to other regions conditions.

There are many civic associations in the region, which can influence transport planning by their activities such as **The Passengers of Public Transport Association** (Svaz cestujících ve veřejné dopravě) or **Association of Physically Disabled in Czech Republic** (Svaz tělesně postižených v ČR).

North Bohemian municipalities association (SESO; Severočeské sdružení obcí) and its council react to current problems of communities in general and also some events which have an impact on the whole region.

Euroregion Labe/Elbe: The goal of this associations is to simplify regional cross-border cooperation and support development in these areas: transport; regional development; environment; economy and tourism; infrastructure development and others.

Platform Cyclescape ("Cyklisté sobě") is a tool for improving the conditions for cycling which was created in the United Kingdom in 2011 and was converted to the Czech environment. There are three main aims:

- to create more quality inputs for the administration
- to gain a support of the public (users) for each input
- to offer a space for active and cycling supportive community development

There is a possibility to establish a local group with members who observe the state of cyclist infrastructure and submit the inputs and proposals to solve concrete problems. Local groups can become one of the partners in the planning process and in the realization of measures supporting the development



of cyclist infrastructure. There are local groups in Litoměřice, Louny, Roudnice nad Labem and Ústí nad Labem.

There also exists the position of **Cyclecoordinator**. The coordination of cyclist traffic is secured by The Department of Regional Development of Regionals' Office of Ústecký Region.

The towns of the region are also interconnected and sharing the examples of good practices. Regional capital Ústí nad Labem and towns Benešov nad Ploučnicí, Litoměřice, Štětí, Telnice and Ústěk are members of **Healthy Cities, Towns and Regions of the Czech Republic**. It is an association of active local governments, which are programmatically committed to the principles of sustainable development, involve the public in decision-making processes and promote a healthy lifestyle of its inhabitants. Healthy Cities, Towns and Regions of the Czech Republic are deliberately trying to shape the places in the Czech Republic as a quality, healthy, comfortable, and in particular sustainable place to live, based on an agreement with local residents. Government Council for Sustainable Development has started to set common issues to fulfil principles of sustainable development in regional and local level. One of the issues is sustainable transportation which was set in 2007. Healthy Cities, Towns and Regions of the Czech Republic are a network which influences mobility planning by sharing good practices of other towns and providing a methodology for planning throughout an informational system called DataPlan. The network also cooperates with European Mobility week campaign.

There are nine **Local Action Groups** (LAGs; by Czech shortcut MAS) in Ústecký Region. The LAGs of Ústecký Region varies in sizes and numbers of members. It is visible that all the municipalities are not members of LAGs in Figure 5 There is a National Network of Local Action Groups Czech Republic which is uniting LAGs together. LAGs are legal entities focused on community-led local development mainly in rural areas - using the LEADER method, which uses the bottom-up principles. Members of LAG can be legal entities, entrepreneurs, individuals, NGOs, municipalities and other public bodies. LAGs can influence the mobility planning process by collecting the inputs of their members and dealing with the local authorities. They also provide help in grant giving and some of them are also creating strategic plans for municipalities or other entities, which can influence mobility and transportation situation a lot. In territory of Ústecký Region are these Local Action groups:

- MAS CÍNOVECKO o. p. s.
- MAS Labské skály, z.s.
- MAS Naděje o.p.s.
- MAS Sdružení Západní Krušnohoří, z.s.
- MAS Český sever, z.s.
- Místní akční skupina Podřipsko, z.s.
- MAS České středohoří, z.s.
- SERVISO, o. p. s.

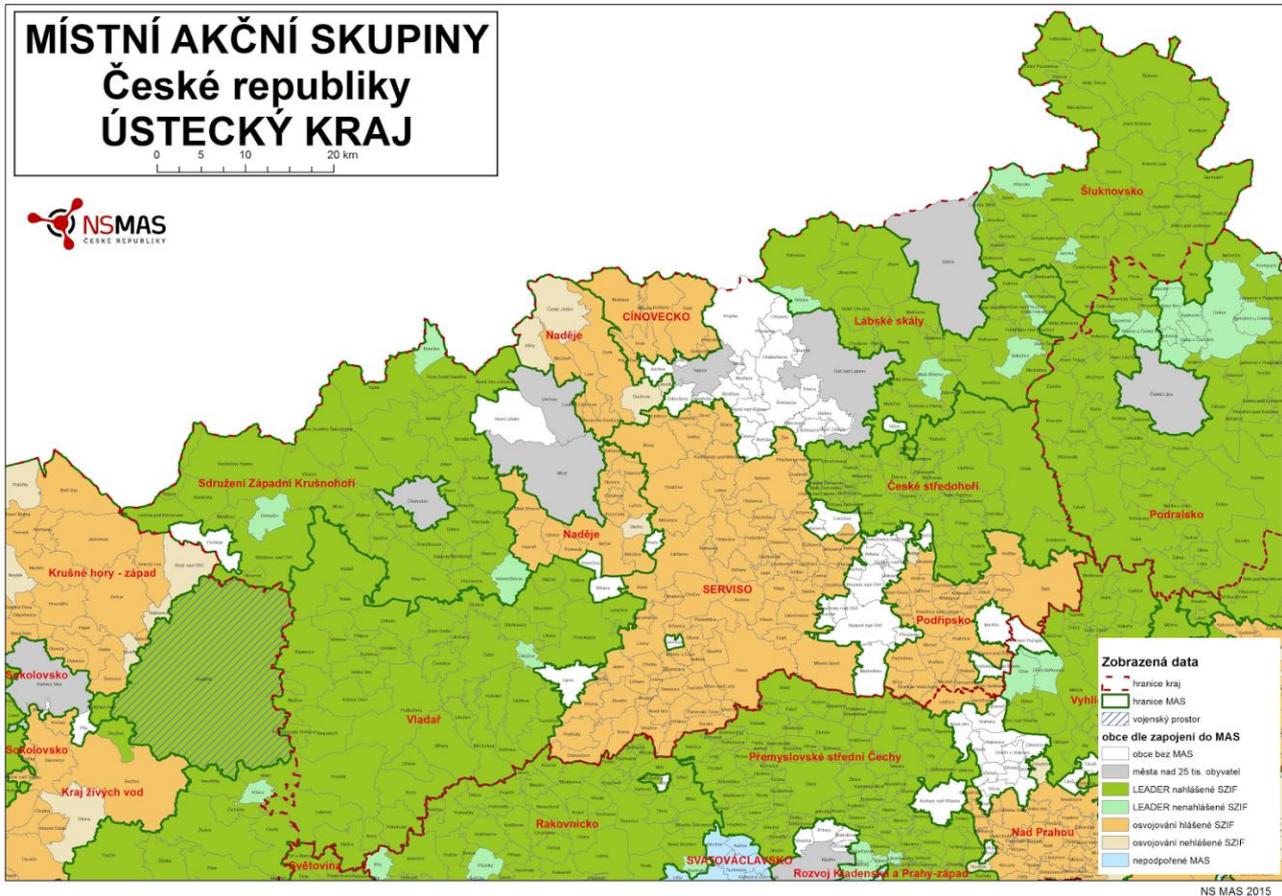


Figure 5 Local Action Groups in Ústecký Region (Source: NS MAS ČR).

11.3. Municipality level plans

Towns are responsible for public passenger transport services in their territory. The public transportation is then operated by carriers who have been selected via tender. There are 12 municipalities which operate PT:

- Bílina (carrier Arriva)
- Děčín (carrier Dopravní podnik města Děčína)
- Duchcov (carrier Technické služby města Duchcova)
- Chomutov (carrier Dopravní podnik měst Chomutova a Jirkova)
- Litoměřice (carrier BusLine)
- Louny (carrier Dopravní podnik Ústeckého kraje)
- Lovosice (carrier BusLine)
- Most a Litvínov (carrier Dopravní podnik měst Mostu a Litvínova)
- Roudnice nad Labem (carrier Arriva)
- Teplice (carrier Arriva)
- Ústí nad Labem (carrier Dopravní podnik města Ústí nad Labem)



- Žatec (carrier Dopravní podnik Ústeckého kraje)

The system **Transport of Ústecký Region** fully integrates only PT in Ústí nad Labem and Teplice. There is an isolated system in other ten municipalities so far.

Technical Services of Municipality of Litoměřice (Technické služby města Litoměřic) is a public-benefit corporation established by the municipality. Besides other activities, it is responsible for operating bus terminal in Litoměřice and for a management of public transportation stops. They also manage the parking in town. There are two forms of parking - parking for visitors and parking for residents. The visitors parking is served by parking machines in defined areas. The parking can be used for shorter or longer period of time, while the maximum is 24 hours. This parking requires a fee to be paid (via the parking meters or via SMS parking service). The second form of parking is for residents and subscribers. The subscriber can be a person with permanent residency or any legal entity established in a given locality. This form of parking requires a prepaid parking card, which can be used 24/7, but only in defined locality.

Local Action Group České Středohoří (Místní akční skupina České středohoří) is a non-profit organization focusing on rural development, a creation of conditions for a development of sustainable tourism, entrepreneurs and innovative approaches.

The Municipal Police of Litoměřice (Městská policie Litoměřice) represents a municipal authority which deals mostly with the public order and supervision of safety, smoothness of traffic and parking.

North, ecology education center (Sever, středisko ekologické výchovy - pracoviště Litoměřice) seeks the deepening of responsible behavior towards nature, planet and among people via ecology education, and awareness raising. The association organizes educational programmes for schools, employees training for pedagogical workers and staff of public bodies, NGOs, farmers, entrepreneurs etc. They also organize awareness raising events for the public.

Primary and nursery school Lingua Universal Litoměřice took part in national project Safe routes to school in 2015. Children supervised by their teachers and parents draw into the map dangerous places on their way to school. Transportation study was made based on these inputs and specific solutions were proposed. Draft of school mobility plan is also part of the project. It is a strategic document which incorporates a long-term activity plan and plan of measures which leads to support of children's healthy travel behavior. The whole project is based on the cooperation of municipality and school.

The municipal firefighters are issuing an opinion of places where could be put more parking spaces with a focus on the availability of the streets for their vehicles in need of an emergency.

Also, the **entrepreneurs** have a say in transport planning since their shops and businesses need an access to a road for supplies etc.

The municipality of Litoměřice has created a tender for a job of **mobility manager**. His/her task will be the creation and implementation of town transport policies including work on SUMP, its monitoring, evaluation and reporting. He/she will be also responsible for measures proposals and oversee their implementation. Part of the job is also the preparation of national and international projects, coordination of cycle transportation and advancement of electromobility.

There are also many stakeholders who are functional in both municipality and regional level. For example Healthy Cities, Towns and Regions of the Czech Republic; BESIP; Police and others which are listed in the chapter above.

11.4. Local neighborhood level plans

ZOOM campaign is designed for children 4-12 years old, which means it is focused on nursery and primary schools. The aim of the campaign is to help children to execute their daily journeys by the ecological way whether they commute by themselves or with their parents and by that playfully apprise children with



ecological transportation. The high peak of the campaign is a “week of activities” at every school, during which the children collect “green footprint”. For every journey to school and back home done by walking, biking or by public transportation the child gets one green footprint. There are also additional activities (worksheets, additional materials,...) children can do.

There are many significant **cultural events** in the municipality of Litoměřice during the year. The number of visitors in the town is peaking during these events and there are some temporary precautions which need to be accepted for that matter. These measures influence the mobility in the town in a large scale. These events deal mostly with some partially closed streets and finding of the extra parking spaces. These events are organized for example by:

- **Municipal cultural facilities** (Městská kulturní zařízení) regularly organises Carnival in February; Beer Festival in August and Wine harvest Festival in September.
- **Exhibition of Garden of Bohemia** (Výstaviště Zahrada Čech) which holds e. g. International dog exhibition in May, The Garden of Bohemia in September, Gastro Food Fest in October and Christmas markets in December.
- **Municipal sports facilities** (Městská sportovní zařízení) are managing the multifunctional hall, swimming pool, aquapark and football field. All these estates hold big events as well.

In local neighborhood planning, there are also many stakeholders (e. g. BESIP) whom operate there as well as in municipal or regional level. These are listed in previous chapters.

11.5. Involvement of stakeholders from the hinterland

Litoměřice is district capital and MEP. Besides they create a wider agglomeration center with surrounding municipalities of Lovosice, Terezín, Štětí and Bohušovice nad Ohří. Towns Litoměřice and Lovosice complement each other since the municipality of Litoměřice is more focused on services while Lovosice is more industrial.

There are many companies in the hinterland which are also stakeholders. They can share their point of view at the transport situation, they need the infrastructure for their supplies and also they offer jobs to hundreds of people which make a significant transportation flows. They should be part of the planning process as well. Here are some examples of the biggest employers according to the municipality they are established in. (The employers from Litoměřice are already mentioned in the document DT141.):

Lovosice:

- TRCZ s.r.o. - production of automotive parts; 900 employees
- LOVOCHEMIE, a.s. - chemical industry - production of fertilizers; 650 employees
- GLANZSTOFF BOHEMIA, s.r.o. - production of artificial fibers; 460 employees
- AOYAMA AUTOMOTIVE FASTENERS CZECH, s.r.o. - production of automotive parts; 380 employees
- RAEDER & FALGE, s.r.o. - building industry; 250 employees
- other

Štětí:

- Mondi Štětí a.s. - paper mill company; 500 - 999 employees
- 2 JCP a.s. - Preparation of materials and machinery equipment; 68 employees

Bohušovice nad Ohří:

- AGROKOMPLEX OHŘE a.s. - agriculture; 100 - 199 employees



Terezín:

- DYNTEC s.r.o. - pharmaceutical company; 50 - 99 employees
- SEVEROFUKT, akciová společnost - agriculture, 50 - 99 employees

There are also many stakeholders which overlap with previous chapters.

12. City and urban hinterland Leipzig (Germany)

12.1. General introduction of stakeholder involvement

For stakeholder involvement and participation formal and informal participations instruments exist in Germany. Formal instruments are obligatory and defined by law. The law for spatial planning (Raumordnungsgesetz) defines in § 10 that all public stakeholder have to be at least informed about the development of plans. Depending of level of plans these are citizens, districts, cities and Municipalities. But also experts and NGOs have responsibility in public fields and are to involve. For formal participation normally a draft of a plan will be made and then published and comments are made.

Informal instruments which are not obligatory are more and more present. The aim is to directly involve stakeholders, jointly develop solutions and realize actions in cooperation. The idea is to reach acceptance for planning decision and additional know-how and take in consideration user needs. Different methods are in place from round tables, workshops, competitions and so on. Depending on the topic different stakeholder are involved from decision making level, experts and target groups including NGOs, citizens and interest groups.

This influence different understandings of planning: in DeAD model (Decide-Anounce-Defend) internal consultation and results are made which are just announced and after that defended. Cooperative understanding is more about jointly starting and searching for solutions, jointly consulting, decide and realization in cooperation (see Table 1) [2].

Table 1: Formal and informal models and degree of participation

Degree of participation	Formal participation	Informal participation
100 %	4. decide	4. cooperate
↑	3. evaluate	3. involve
↑	2. hearing	2. consultation
0 %	1. inform	1. inform

The different spatial levels of planning reflect the federal policy structure in Germany. The development of plans follows the subsidiarity principle, means that the development of plans has to be realized on the lowest respective level. For that reason it can be generally said that the principles and objectives are more and more concrete the lower the spatial level. There are plans for the Länder and Regions with parts of Länder (regional level plans). Plans for Municipalities (Municipality level plans) and plans for parts of Municipality (local neighborhood level plans).



12.2. Regional level plans

Under regional level planning the understanding in Germany based on the federal system are plans related to the Land Saxony and the regional development for western Saxony.

Especially mentioned plans are the ‘Landesentwicklungsplan Sachsen 2013’. Responsible is the Saxony State Ministry of Interior (Sächsisches Staatsministerium des Innern). The plan defines principles and objectives for the regional development in Saxony. Topics are spatial structural development, settlement and economic development, open space development, technical infrastructure, well-being and transport development. The Landesentwicklungsplan is the legal basis for the regional development plans (Regionalpläne) in Saxony.

Another relevant plan on federal level is the transport plan for Saxony 2025 (Landesverkehrsplan Sachsen 2025). One part are future infrastructure projects and concepts for actions regarding different transport modes as road transport, rail transport, public transport, air transport, shipping, freight transport, cycling and walking. Here general recommendations are made e.g. to increase proportion on public transport and further development of cycling, and walking network, Bike and Ride, Park and Ride and intermodal transport [4].

The regional plan of western Saxony (Regionalplan Westsachsen) implements the principles and objectives of Landesentwicklungsplan and specifies them for the region. The last plan is from 2008 which is currently progressing for the development of new regional plan Leipzig-western Saxony 2017 (Regionalplan Leipzig-West Sachsen 2017). Responsible body is regional planning association for western Saxony (Regionaler Planungsverband Leipzig-West Sachsen 2015). The plan follows a similar structure as the Landesentwicklungsplan. In the transport sector principles and objectives set for different transport modes. In that aspects relevant for transport planning of the City of Leipzig are mentioned e.g. the concentration of city road network to the ‚Mittlere Ring‘ and the ‚Tagetenviereck‘ principles for development of local transportation plans (public transport, Park and Ride, Bike and Ride) [6].

The Landesentwicklungsplan and Regionalplan are developed with experts planning regions and the respective Ministries in Saxony. In different fields specific expertise and data are requested from experts, Municipalities, NGOs, economical representatives e.g. chambers and so on. Especially for regional development plan the expertise and plans, strategies and concepts are taken under consideration and implemented in editing process.

For both plans more formal instruments are used. After information about the planned draft, comments from stakeholders can be made. This followed by hearings in meetings. After that decision is made by the decision makers. During the current progressing of regional plan the City of Leipzig send comments for the respective chapters. For the transport and mobility comments are made for e.g. finalization of ‘Tagetenviereck’, parking management, fostering public transport, punctual invest in road infrastructure as well as traffic calming actions.

This example shows the importance of bottom up approach and involving the implementing institutions on local level within the development process of regional planning to include local strategies in the regional planning perspective and ensure successful implementation.

12.3. Municipality level plans

Stakeholder involvement has a long tradition and seen as important factor for acceptance of planning. Beside formal participation which is obligatory a lot of informal planning instruments are used for the involvement of general public in the development on Municipality level plans

In the City of Leipzig stakeholder are involved through working groups for specific topics and participation of general public within the planning process.



Working groups are mostly permanent structures, in that topics related to specific topics are discussed and exchanged. One example for a working group is the working group for cycling promotion ‘AG Radverkehrsförderung’. Here all relevant plans regarding cycling are presented and results of discussion are documented for further planning processes. The following stakeholders are involved in this working group meets every two weeks: different departments of city administration (city planning, urban greenspace and water, environmental planning, traffic and road construction), police and bicycle association (ADFC) Leipzig [7].

For stakeholder involvement of general public some obligations are made by law for example for the ‘Bebaungsplan’. In a first step general public are informed about the aims and purpose of planning, alternatives of planning and possible impact of planning. For that first draft plans are developed, presented and discussed at information event open for all citizens who are interested. There is also the possibility to send written comments to the responsible body. The information is presented in the city administration newsletter called ‘Amtsblatt’. In a second step a draft plan is developed and after approval through city council the plans are publicity displayed for the duration of one month on a defined place in the city administration. There you can read them, get additional information, and give comments [8].

Additional participation and information options for general public are information points of the city ‘Stadtbüros’ with additional information materials from city administration, associations, exhibitions, models and information for current participation procedures. Additional channels are consultation hours and city walks with the major, participation through representatives and council members, forums etc. [9], [10].

For further improvement of public participation process a coordination office for citizens participation have been installed since 2014. Tasks are:

- Consultation and coaching within the city administration: advice city offices within the participation process organize internal events for exchange of experiences and provide a database with practical knowledge.
- Test of innovative praxis: For that a toolbox have been developed with participation instruments for project content (e.g. working groups, open space workshops), instruments for receiving information sources from citizens (e.g. panels, surveys, forums), instruments for conflicts (mediation, round tables), instruments for decision phases (templates, platforms) and instruments for realization of projects (e.g. founding associations to support engagement of citizens).
- Evaluation of realized projects regarding the participation process regarding transparency, communication, method choice.

For participation of citizens guidance principles were developed and approved by city council in 2012 [9], [10].

A best-practice example for involvement of stakeholders is the progress of participation the development plan of traffic and urban public space of the City of Leipzig:

The process started in 2011 with an analysis of reached objectives and principles since 2003. First purposes and the results were presented in a brochure. The further process had been realized on three different levels:

- Round table transport: The following stakeholder groups have been involved: political members of city council, interest groups and citizens organizations, city administration and public transport operators. Seven meetings have been realized with support of experts.
- Seven expert reports for different special topics e.g. mobility forms and mobility management.
- Citizens’ competition: This was a new innovative participation instrument to involve the knowledge of citizens in the planning process. It started with an idea phase March - October 2012



introduced by a kick-off event on March 2012. During the process four events have been organized with specific topics. Additional intensive dialogues made with city districts and with city district management. A good communication channel was to involve citizen organizations to reach additional citizens esp. in schools and kindergarten. With support of experts the citizens developed project purposes for the competition. In total 618 ideas are submitted. A jury selected the best ideas for the organization of workshops in specific topics to further develop the ideas. The results have been published online. The media presence was high with positive feedback.

The results of expert reports and citizens' competition were presented within round tables and modified for their integration into the traffic development plan. The further ideas of citizens' competition discussed in the process, which was not able to introduce in the plan are a basis for further transport planning on different spatial levels. Also discussion processes from other participation, planning processes and working groups were integrated in the plan e.g. for development of noise reduction action plan and cycling development plan online based participation have been realized. [11], [12].

To summarize stakeholder involvement in the City of Leipzig is realized on different levels with formal and informal instruments and cooperation of different stakeholders from NGOs, city administration, associations, citizens and so on. With the guidance of principles for participation of citizens a first strategy exist and by establish a coordination office stakeholder involvement is structured. Nevertheless that are relatively new processes need to test in practice.

12.4. Local neighbourhood level plans

Local level plans are plans and concepts of city district level dealing with traffic or specific problems like parking management.

For neighbourhood level plans the same obligations, formal and informal instruments are used. The difference is maybe just to involve more local groups, district management and associations in the respective city districts. The access esp. to citizens is easier because of dealing with problems in the direct living places of the people. Esp. informal instruments allow direct communication in workshops. One example is the participation process for parking management in Schleußig. The participation process started with information event 'parking in Schleußig'. A working group have been installed together with citizen organizations. Surveys for citizens have been realized and pilot actions for mobility behaviour tested. Process was finalized with information for citizens in city district council in 2009 (for more information see also example in transnational summary report on mobility incentives and innovative mobility concepts in CE regions) [13].

12.5. Involvement of stakeholders from the hinterland

The involvement of stakeholder from the hinterland is mostly realized for specific concepts or in projects. The spatial dimension of involvement of stakeholder depends on the thematic aspects of concepts or projects. The stakeholder involvement can be shown at two examples: The development of Charta Leipziger Neuseenland 2030 and Central Germany Metropolitan Region.

Charta Leipziger Neuseenland 2030:

The Charta defines the future strategy for the Leipziger Neuseenland and describes the sustainable development in the area. The area involves the whole Neuseenland including the areas in the Länder Saxony, Saxony-Anhalt and Thuringia (see figure below). Focus is the development of water landscape with rivers and lakes and their infrastructural connections [14].



Central Germany Metropolitan Region:

The area of the Central Germany Metropolitan Region includes the Länder Saxony, Saxony-Anhalt and Thuringia (see figure below). This enables to coordinate mobility aspects to a wider spatial level with different stakeholders. Members of the metropolitan region are municipalities, districts, companies, Universities and scientific institutions and associations [17].

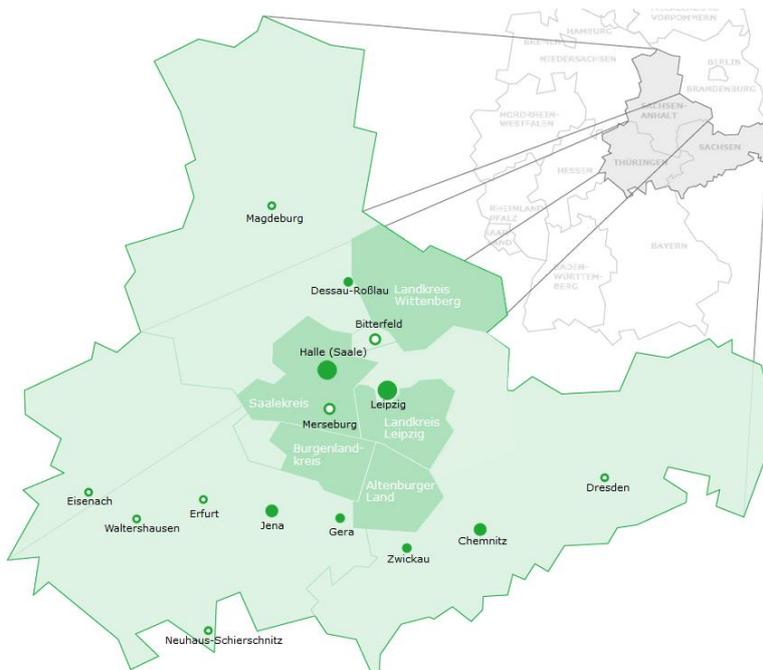


Figure 7 Area of Central Germany Metropolitan Region

Regarding the mobility aspects and involvement of stakeholder the City of Leipzig is member in the working group transport and mobility. In total the working group has 47 members including municipalities and cities, federal ministries for transport of the Länder, districts, public transport operators, companies and associations dealing with mobility issues. The working groups discuss topics in the field of transport and mobility as cycling, public transport, e-mobility to inform and exchange of experience of projects, strategies and initiatives also to find interlinkages with other regions. The working group meeting in January 2016 dealt with development of interactive map of rail transport for the whole metropolitan region and their integration in existing mobile tools, the development of rent a bike system on the S-Bahn corridor Halle-Leipzig, cross-border cycling, intelligent traffic solutions for example [17].

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