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SUMPS FOR BSR

Key elements of successful stakeholder and
citizen engagement

Interreg
Baltic Sea Region



Co-funded by
the European Union

 SMART GREEN MOBILITY
SUMPs for BSR



What makes SUMP successful?

The concept states, that SUMP's are only **successful in cases where** the partners involved **have FOUR FUNCTIONAL ABILITIES:**

- ✓ Capacity to gain political support
- ✓ Competence over transport networks and services
- ✓ Technical excellence in SUMP development
- ✓ Capacity to gain public support or to understand the urgencies and needs of public

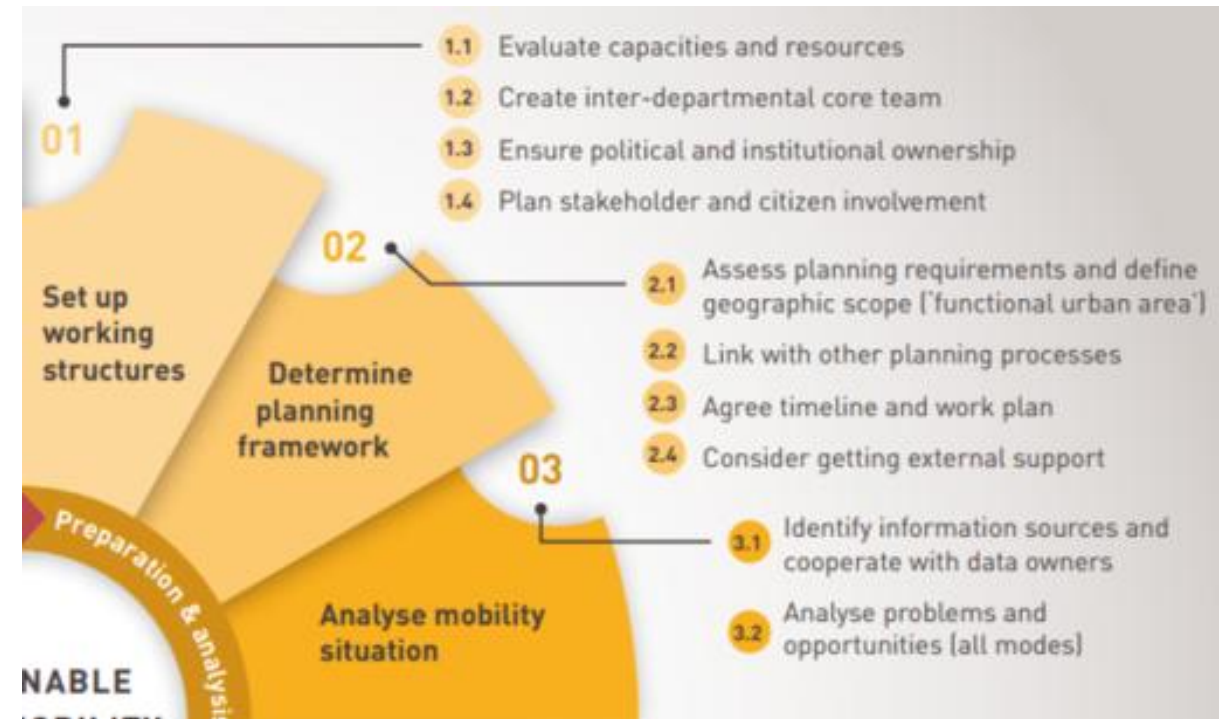
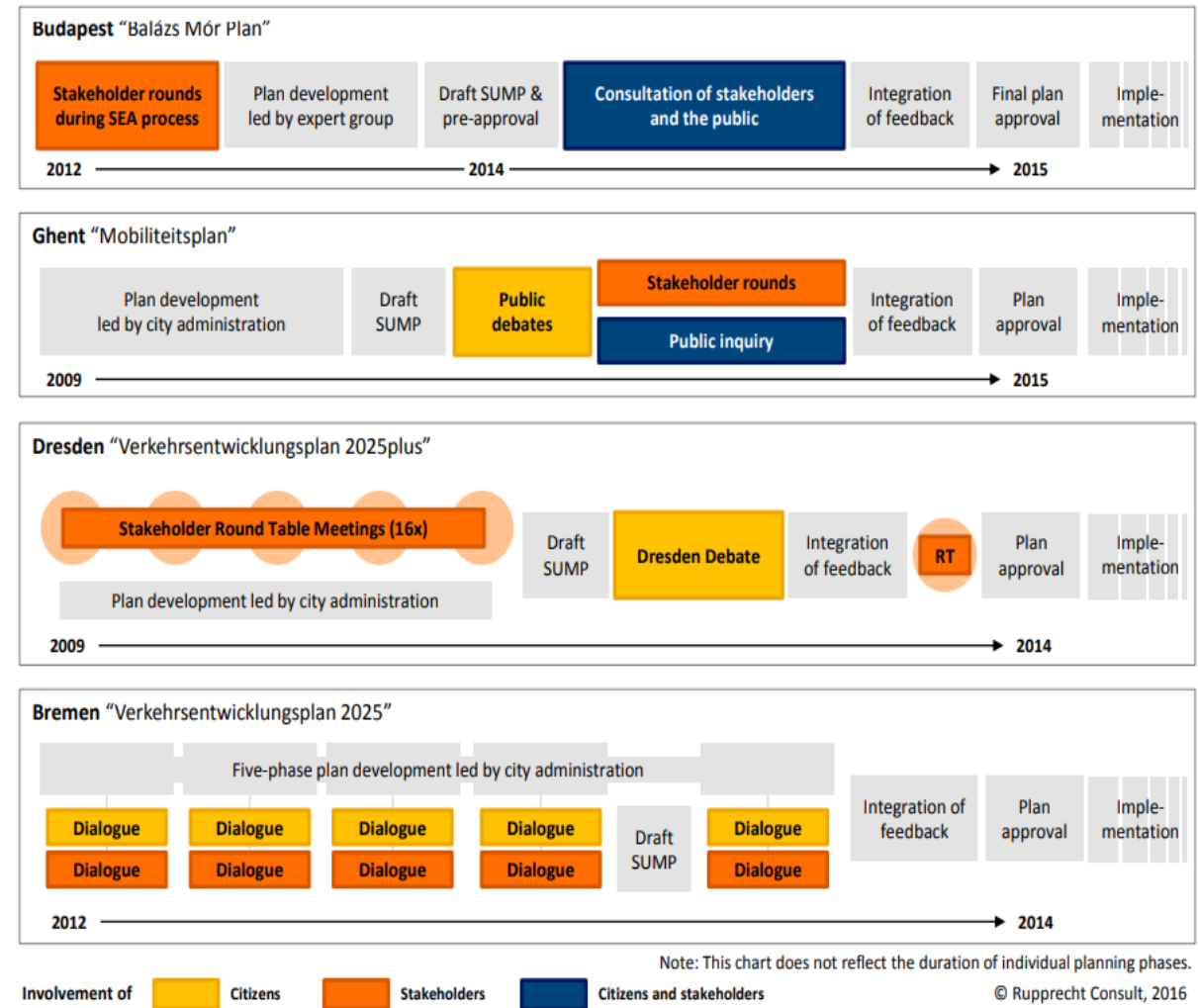


Image source: Guidelines for developing and implementing a sustainable urban mobility plan. Second edition

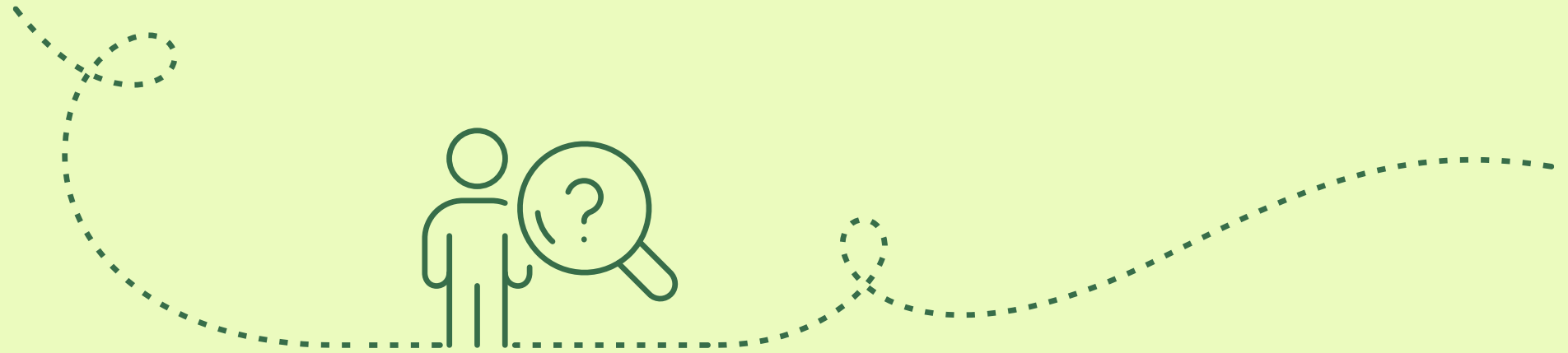
Approaches can be different – no “one size fits all”

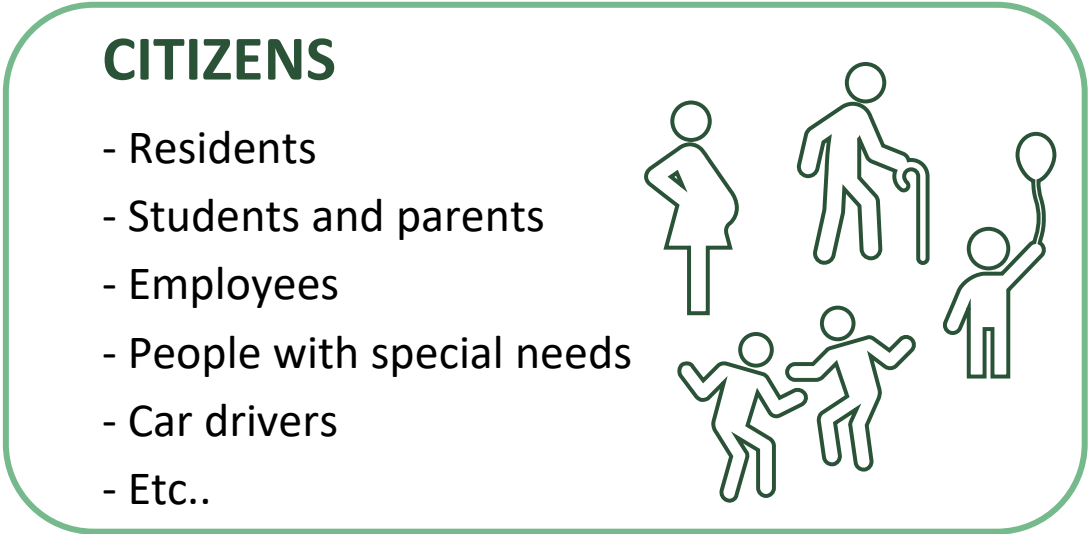
Questions to be addressed by an engagement strategy:

- ✓ **Why?** Why is the engagement process being undertaken? How will it influence the strategy/scheme?
- ✓ **Who?** Who should be involved in the decision-making process? How can such people be identified?
- ✓ **When?** When should different activities take place? When is it not appropriate to engage?
- ✓ **How?** How will engagement be undertaken? What tools and techniques should be used?

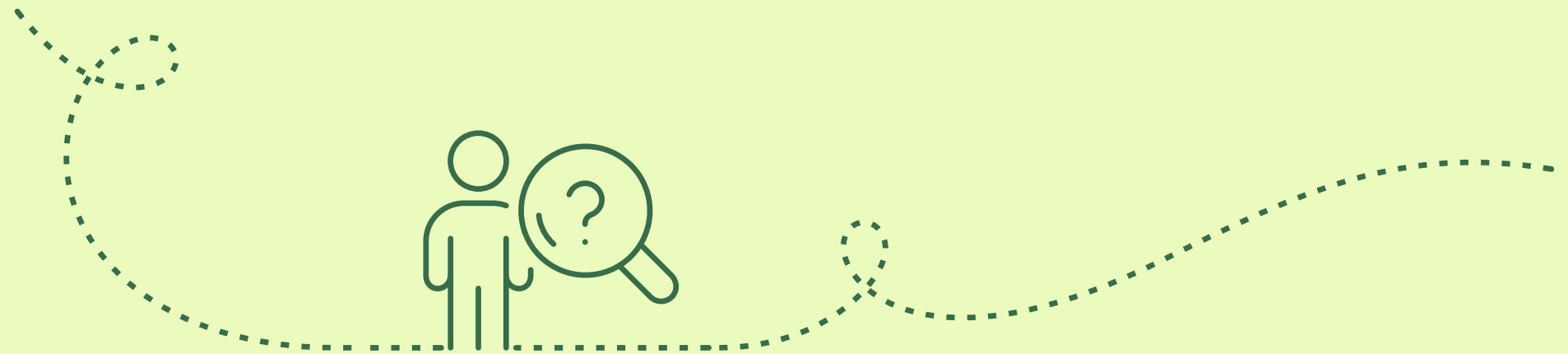


WHY?

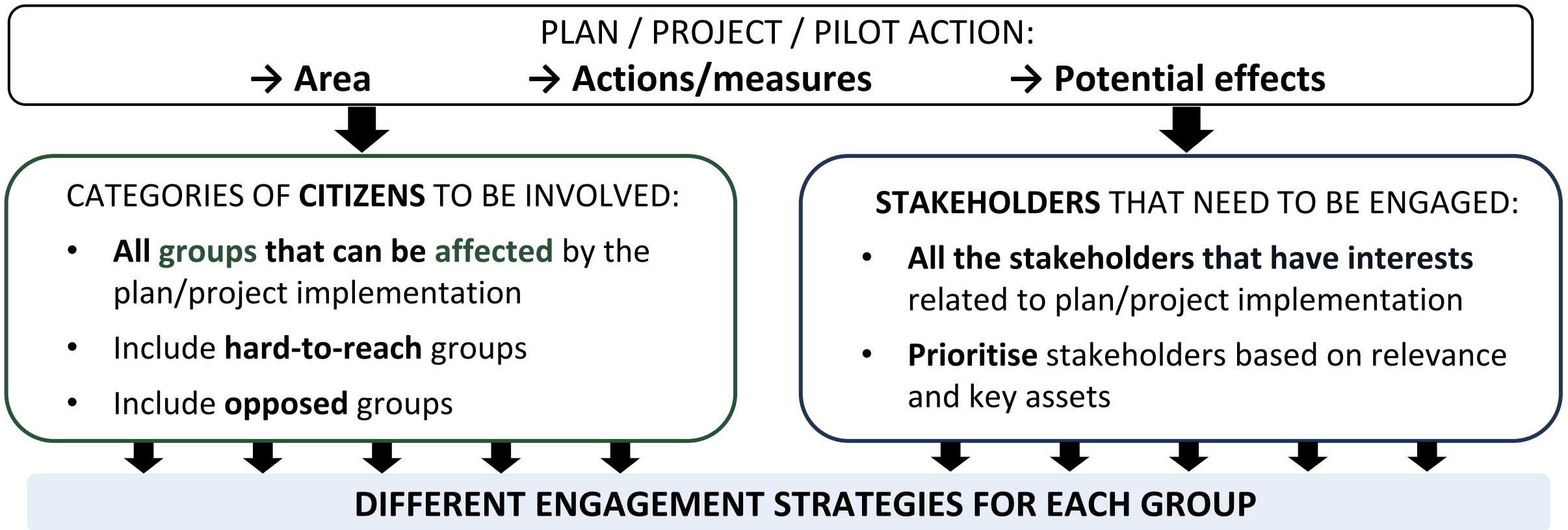




WHO?



Who should be included in the engagement activities?



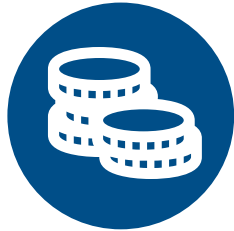
Reaching the right people



Engaging a representative group of **citizens**, including hard-to-reach groups, is crucial for equitable decision-making and successful project outcomes.



Elderly people



People with low income



People with disabilities



Marginalized communities



Children and youth



Non-native speakers



Individuals with limited digital access or skills



Rural communities

Identifying stakeholders (Who)

Functionality	Relevance	Which stakeholders?	Key assets
Political support	Who can assure political support and resources , within the transport sector and beyond?	<ul style="list-style-type: none"> • Mayors of cities that are planning a SUMP and city councillors (both majority and opposition) • Mayors and representatives of neighbouring cities • Heads of metropolitan areas, provinces, counties, regions • Representatives of district town halls • Political parties • Politicians from different local authorities within the SUMP partnership 	Vision, Leadership, Power, Resources
Transport network competence	Who manages the respective transport networks?	<ul style="list-style-type: none"> • Public transport companies (municipal buses, trams, and metros as well as regional buses and trains) • Owners of transport infrastructure (roads, parking, interchange stations, etc.) • National railway companies • Port authorities (when applicable) • Airport authorities (when applicable) • Providers of new mobility services (e.g. bike sharing, car sharing) 	Technical feasibility
Technical expertise	Who has the data and relevant skills to deliver a technically sound plan?	<p>Technical experts from different organisations:</p> <ul style="list-style-type: none"> • City departments or public administration (transport and spatial planning, economic development, environment, health, tourism, etc.) • Universities and other research • Qualified companies • Specialised agencies • Qualified non-governmental organisations and associations 	Technically sound planning
Public support	Who understands public and stakeholder opinions?	<p>Government bodies providing access to citizens, other stakeholders and the media. Within city services this can be:</p> <ul style="list-style-type: none"> • Communication department • Police force • Department for economic development, job coaches • City's ombudsman/mediator • Educational department • Moderators of advisory councils in different policy areas (transport and spatial planning, economic development, municipal youth council, etc.) 	Values, Sense of urgency

Stakeholder analysis

Understand key stakeholders: it is important to **know how best to communicate** with the stakeholders.

What **financial or emotional interest** do they have in the outcome of your work?

Who **influences their opinions** generally, and who influences their opinion of you?

What is their **current opinion** of your work? Positive, neutral or negative? Based on good information?

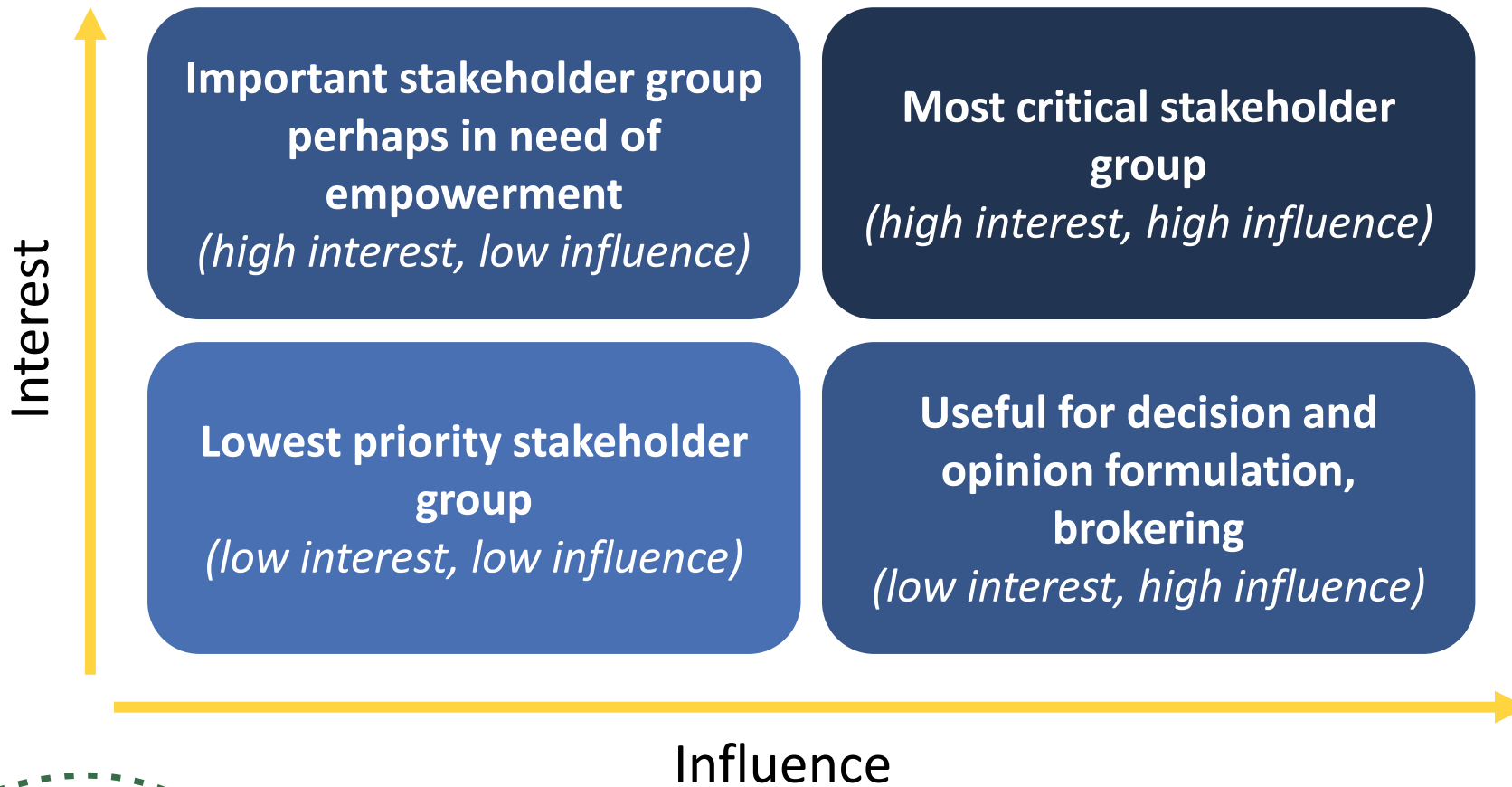
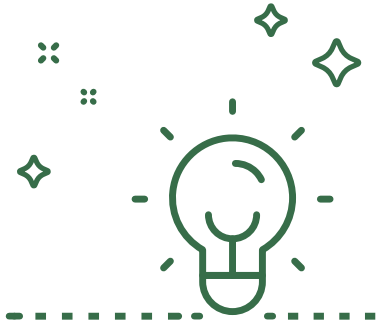
What information **do they want from you**? How do they want to receive information from you?

What **motivates them** most of all?

If you don't think you will be able to win them around, **how will you manage their opposition**?

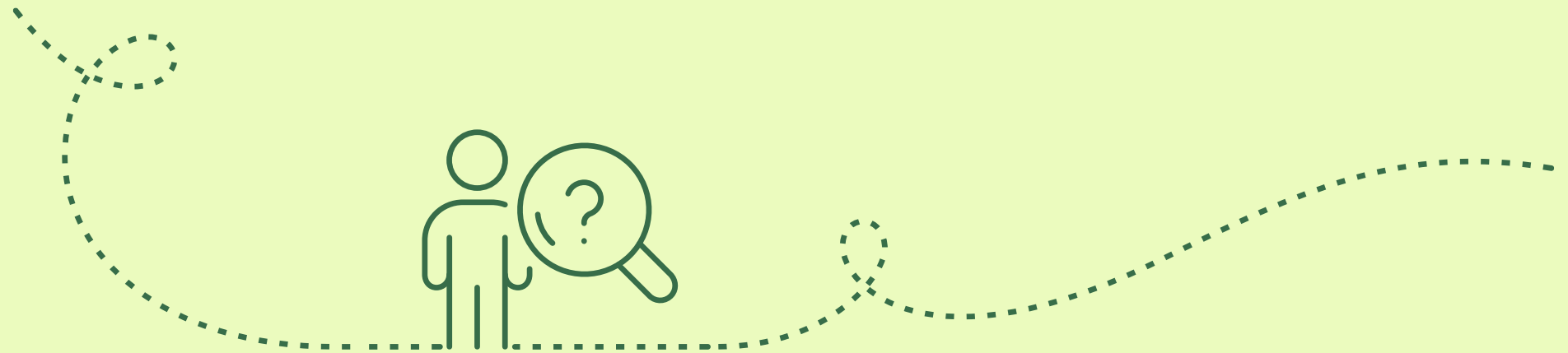


Prioritising stakeholders

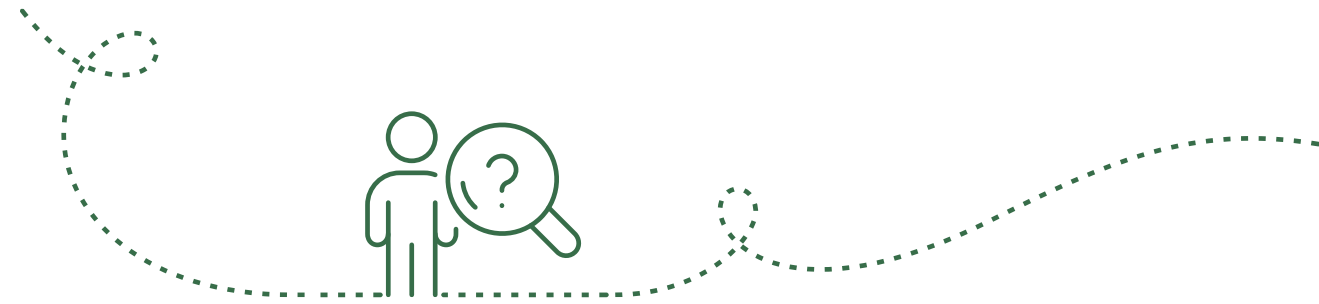


It is essential to **identify important, but not interested and interested, but less important stakeholders**

WHEN?



4 SUMP Phases



Phase 1: Preparation and analysis

- Analysing resources (human, institutional, financial)
- **Understanding planning context** (existing documents, defining geographical scope)
- Analysing current mobility situation (all transport modes)

Phase 2: Strategy development

- **Developing Scenarios** (analyse likely changes in external factors)
- Deciding on **Common Vision and Objectives** (cover all modes of transport)
- Defining a set of strategic Indicators and Targets (to monitor progress in all objectives)

Phase 3: Measure planning

- Creating a **list of Measures** and their packages (discuss, assess) and plan Monitoring and Evaluation for each
- Breaking measure packages into actions (**identify funding sources, agree on responsibilities, priorities, timelines**)
- Finalising the SUMP (quality check, agree on the budget)

Phase 4: Implementation and monitoring

- Undertaking the **implementation** (coordinated)
- Monitoring (corrective actions, dialogue with public)
- Reviewing successes and failures, **communicating results with stakeholders and the public**, consider new challenges and solutions

Expected engagement results

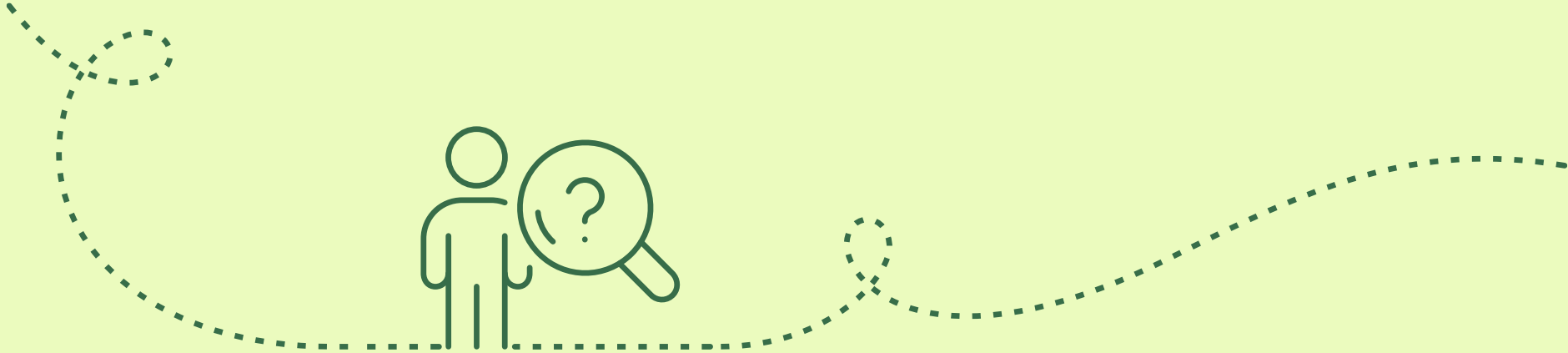
Citizens:

- ✓ **Preparation and analysis phase:** citizens will be helpful to obtain their knowledge and feelings about the area and mobility practices.
- ✓ **Strategy development:** the involvement of citizens at this stage is often complicated because a global view is required.
- ✓ **Measure planning:** during this stage, the plan needs to be elaborated with a core group and citizens will be less solicited.
- ✓ **Implementation and monitoring:** public participation will be decisive and it will have to take the form of geographical or thematic approaches.

Stakeholders:

- ✓ **Preparation and analysis phase:** stakeholders will be helpful for collecting insightful data.
- ✓ **Strategy development:** this stage is important to gain support from the stakeholders in order to build a shared vision.
- ✓ **Measure planning:** during this stage, the plan needs to be elaborated with a core group at city level but stakeholders need to be consulted at key moments and in a structured way.
- ✓ **Implementation and monitoring:** this final is the most important and critical one because stakeholders will see the direct results of the SUMP. This transition needs a strong support from all the actors.

HOW?



Challenges

Lack of political support

For politicians and political committees to commit to an in-depth participation process, **meeting key politicians and practitioners personally at an early stage** is crucial. Strive for a broad coalition that supports your SUMP and feels ownership – achieving the **support not only of the governing party** but also of the **opposition helps to ensure continuity**.

Insufficient capacities

Cities often face limitations in institutional resources and **difficulties in securing the staff** required for participation. Lack of human resources needed for the internal administrative management process of participation might be overcome by outsourcing.

Inadequate financial resources

A **fixed budget** that is **dedicated to participation** clearly helps in setting up the involvement procedures. However, in many cities there is no budget reserved exclusively for citizen and stakeholder participation (specifically in transport planning), furthermore, if there is one – it is often one of the first to be cut when savings are necessary.

Involvement without strategy

Development of a **participation strategy with a clear focus on the process** and not the outcome is important. A certain degree of **flexibility should be kept** if the situation changes during the process. Without a strategy, the purpose and aims of participation can be unclear.

SUMP engagement strategy elements

1. Scope, rationale and objectives for participation process

2. Introduction to SUMP development process and when and how participation components are incorporated

3. Potentially interested parties to involve

4. Analysis of actor constellations, interests and conflicts

5. Involvement tools for each objective and phase

6. Detailed plans for implementing the participation, including schedule and milestones

7. Risk management and quality controlling

8. Definition of rules for participation

9. Financial and human resource requirements

10. Roles and responsibilities for management of participation process

11. Procedures for documentation

12. Procedures for integrating feedback into decision making process

13. Indicators and procedures for evaluating the effectiveness of participation efforts

Independent exercise 1

Mapping out relevant stakeholders and their role in SUMP process



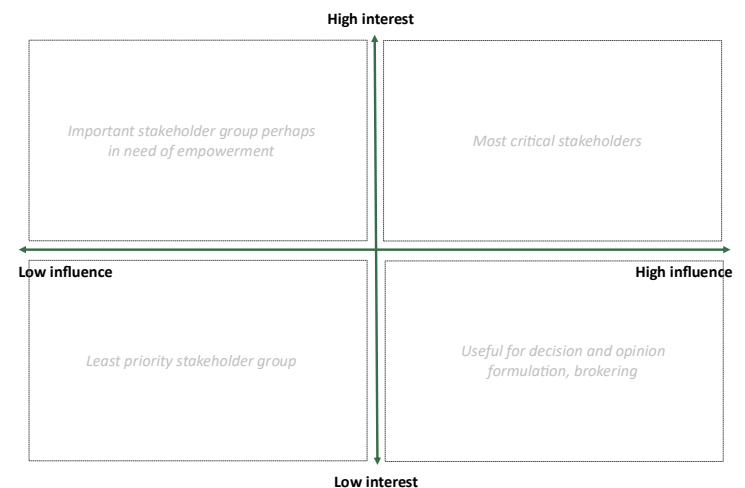
An important starting point of Stakeholder management throughout the SUMP process (or any other project or pilot) is Stakeholder analysis.

Independent exercise 1 tasks:

1. Identify stakeholder groups relevant for SUMP development (or other projects);
2. Prioritise all identified stakeholders in the matrix provided.

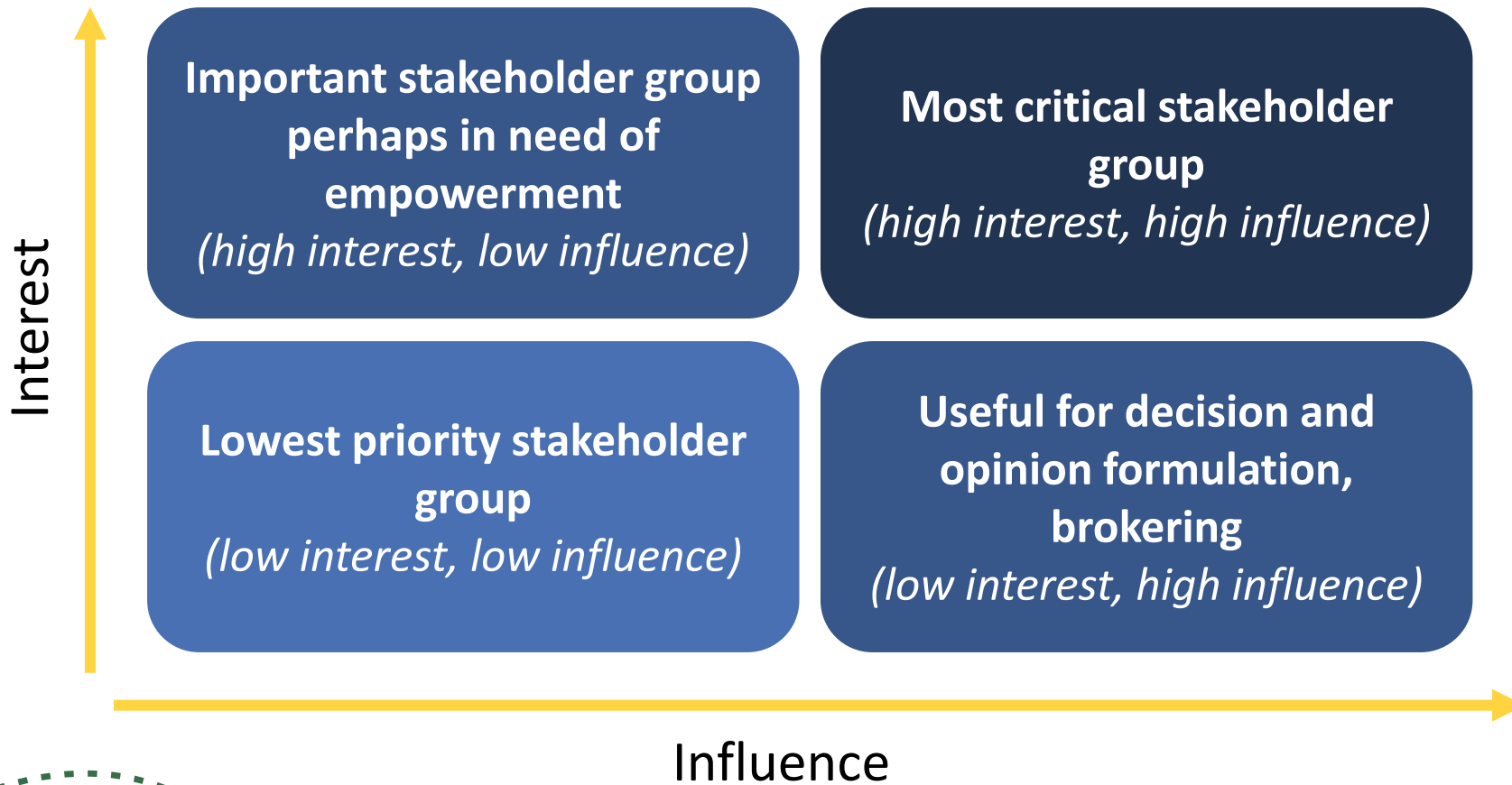
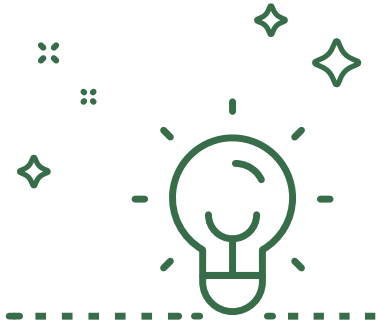
[Link to the independent exercise](#)

Identified Stakeholder Groups		
Institutional Actors	Stakeholders in Transport Planning	The Public





Prioritising stakeholders



It is essential to **identify important, but not interested and interested, but less important stakeholders**

Level of involvement

All groups of citizens and stakeholders

INFORM

- Email newsletters
- Website updates
- Press releases
- Social media
- FAQs
- Fact sheets
- Public presentations
- Information events

Interested citizens and stakeholders

CONSULT

- Workshops to gather insights
- Open forums
- Community events
- Question-and-answer sessions
- Feedback surveys

Active citizens

INVOLVE

- Surveys
- Participatory workshops
- Thematic consultations
- Citizen panels

Contributing citizens

EMPOWER

- Community advisory boards
- Community-led projects
- Participatory budgeting
- Citizen juries

INVOLVE

- Focus groups
- Interviews
- Task forces for specific challenges
- Scenario planning and vision development

COLLABORATE

- Partnerships
- Resource sharing
- Collaborative workshops
- Common planning exercises
- Joint projects

Engaged stakeholders

Stakeholders with assets

Information events

TARGET GROUPS

- ✓ All citizens of Ankara

ACTIVITIES

- ✓ Information event during Mobility Week
- ✓ On-site proposals from citizens

1 Visibility

European Mobility Week

Tunalı Hilmi Street was closed to vehicle traffic on September 22, 2024, from 13:00 to 16:00. A series of activities were organized to promote the use of public transportation, walking, and cycling. A "Vision/Slogans Box" was displayed, encouraging individuals to contribute by writing and submitting their own visions. An old bicycle was provided for the public to paint, stick ornaments and put stickers on.



Booklet for children



EGO LAB Bicycle Awareness Training

This training, which allows students to understand the benefits of bicycles, which are sustainable transportation modes, and is given as 1 hour of theory and 1 hour of practice; was given to a total of 500 students from the 6th and 7th grades for 20 weeks and a booklet containing the history and benefits of bicycles was distributed to the students after the training.



Hackathon

Ideas to promote and develop the use of bicycles in shared public spaces and to implement SUMP principles were generated, with the participation of 42 students from TED University and other universities.



2 People involved to the context creation

Citizen Information Meeting

The meeting, attended by EGO General Directorate officials, citizens, project stakeholders, university students, relevant NGOs and project experts, included informative presentations about the project, studies on determining a common vision for Ankara and bicycle riding training.



Keeping stakeholders up to date



Project Steering Committee Meetings

Ongoing activities and project components focusing on project progress, planned activities, and progress of transport modelling in Ankara.

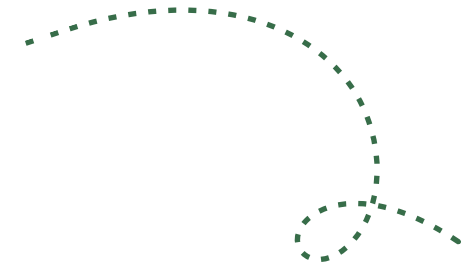


Interdepartmental Working Group Meetings

- Discussing on Functional Urban Area,
- Institutional partnerships to increase the effectiveness of the project and how to incorporate transportation-related comments and requests from urban stakeholders,
- Determining the main points of the project roadmap, the impact of land use plan visions ,
- Current situation in Ankara, ongoing studies and planned projects,



- Priority scenario, offering feedback that will enhance the scenario development phase of the project aimed at shaping the future vision for Ankara,
- Approved scenarios based on Productive, Resilient, and Green cities, as well as inputs and data related to future goals,
- Economic analysis process, its purpose and benefits, the categorization of indicators and measures, transportation routes.



Feedback on cycling infrastructure

- ✓ **Entice people** with **competitions** and **prizes**. It does not have to be big for people to get interested.
- ✓ **Have a conversation starter**. In this case the map made it easy for people to be concrete and specific about locations, needs and concerns.
- ✓ **Allow people to try something fun** e.g., e-bikes. People seemed to enjoy it and left having had a positive experience.
- ✓ **People like being heard** and meeting the people who are planning mobility face-to face.

TARGET GROUPS

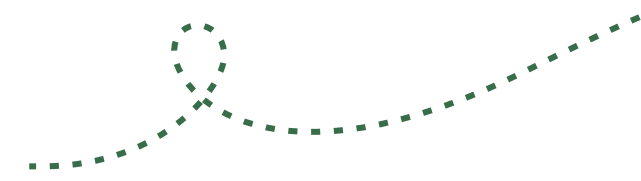
- ✓ Citizens
- ✓ Cyclist

ACTIVITIES

- ✓ Providing information about electric cars and carsharing
- ✓ Opportunity to try out e-bikes
- ✓ Collecting qualitative feedback on cycling infrastructure



Engaging via digital tools



TARGET GROUPS

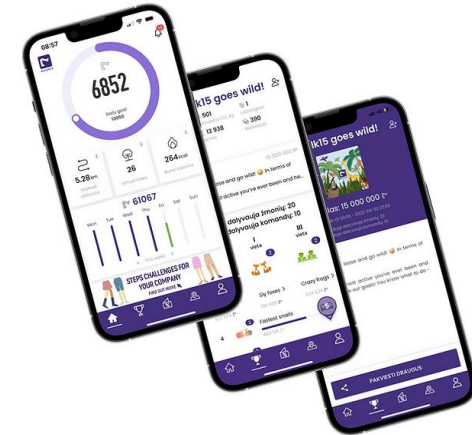
- ✓ Residents of particular areas
- ✓ Visitors of particular areas

ACTIVITIES

- ✓ Gamification
- ✓ Collection of information on behavioural patterns and preferences

New technologies:

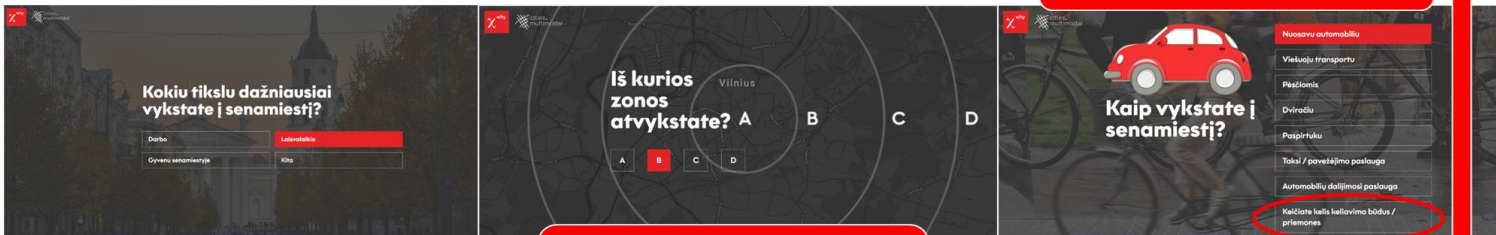
- Dedicated apps
- Co-creation platforms, hackathons
- Interactive surveys



USUAL PURPOSE OF THE JOURNEY

USUAL START OF THE JOURNEY

WHAT TRAVEL MODE IS CHOSEN USUALLY



WHAT OPTION IS CHOSEN IF NO PARKING AVAILABLE

WHAT PARKING IS CHOSEN IF INFOPANEL SHOWS PARKING SPACES AVAILABILITY

WHAT TRAVEL MODE IS CHOSEN DURING THE GAME



NATIONAL MOBILITY CHALLENGE



Inform and Consult

Events for testing measures

Testing electric or autonomous buses



Photo credits: City of Vilnius

Trying out cargo bikes



Cargo bike test in the City of Rostock. Photo credits: City of Rostock

Consult

Citizens

Call for ideas

The **Good Move plan** is the SUMP of the Brussels Capital Region for 2020-2030. A city-wide consultation was vital to develop a vision that was shared by all 19 Brussels communes, and their inhabitants.



Brussels Capital-Region, 2020

Information source: EIB Jaspers. Capacity Building for Sustainable Urban Mobility Plans – Citizen and stakeholder engagement

Developing a vision

Developing a vision for Platania (Greece): **a simple workshop process to develop SUMP vision:**

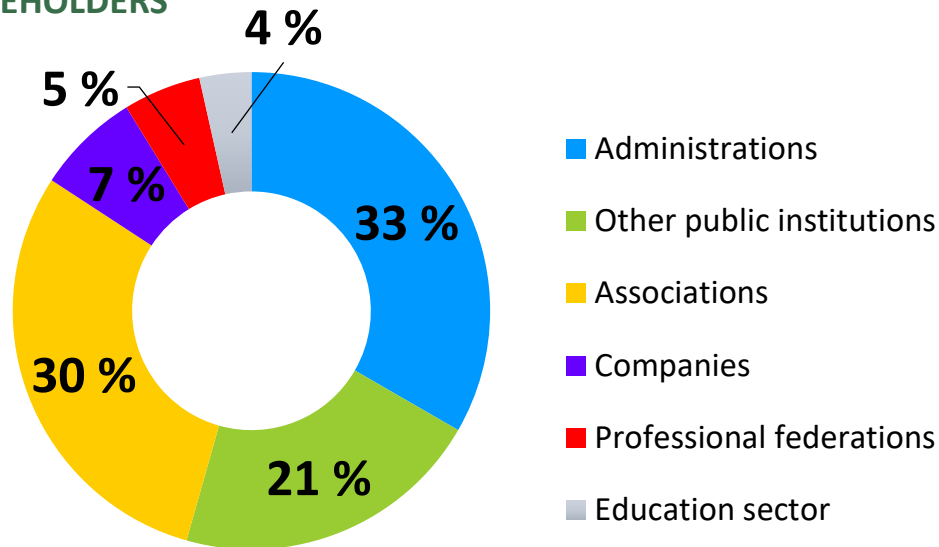
- Background briefing notes, on existing conditions, projections and policies,
- Opening session, based on a 'SWOT' analysis looking to the future,
- Examples of visions developed elsewhere; developing a vision-statement for Platania,
- Refining the vision, then objectives and targets,
- Public feedback events, further refine vision.



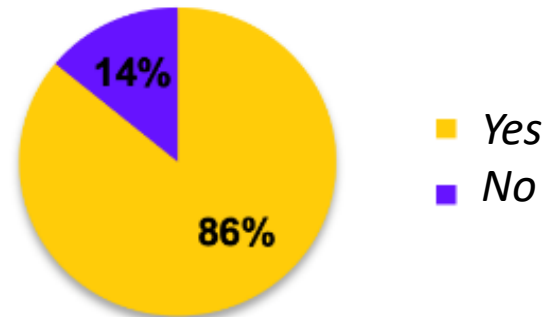
Feedback on the vision and actions

As part of Brussels **Good Move plan**, all stakeholders (more than 100 institutions) were invited to give their views on the plan's vision and planned actions using a standardized common on-line form.

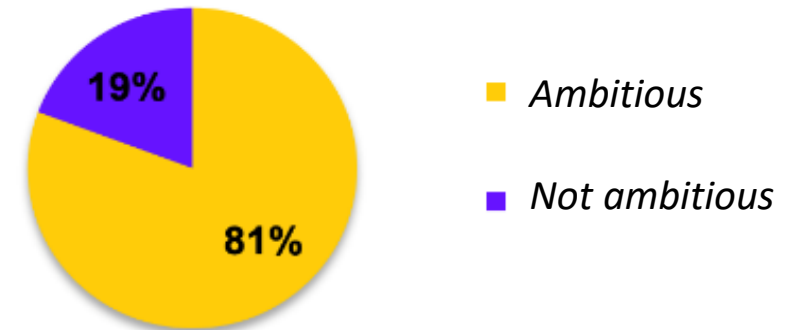
STAKEHOLDERS



As an institution, do you feel that this plan provides a clear and coherent vision?



As an institution, how would you describe this vision?



Involve and Empower

Citizens

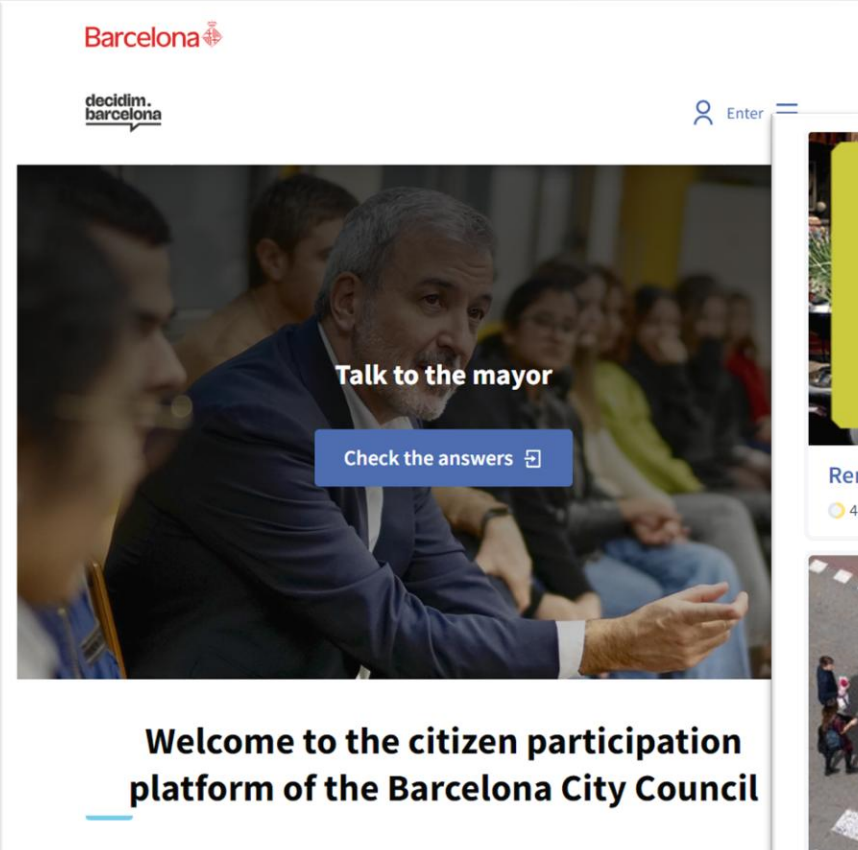
Barcelona's participatory platform

TARGET GROUPS

- ✓ Various stakeholders depending on the project

ACTIVITIES

- ✓ Universal and comfortable participation platform



Barcelona

decidim.barcelona

Enter

Talk to the mayor

Check the answers

Welcome to the citizen participation platform of the Barcelona City Council



El carrer de la Princesa tindrà una part de tu

Remodeling of Princesa Street

4 months left

Debate

Open, diverse, innovative participation

22 days left

Debate and collection of proposals

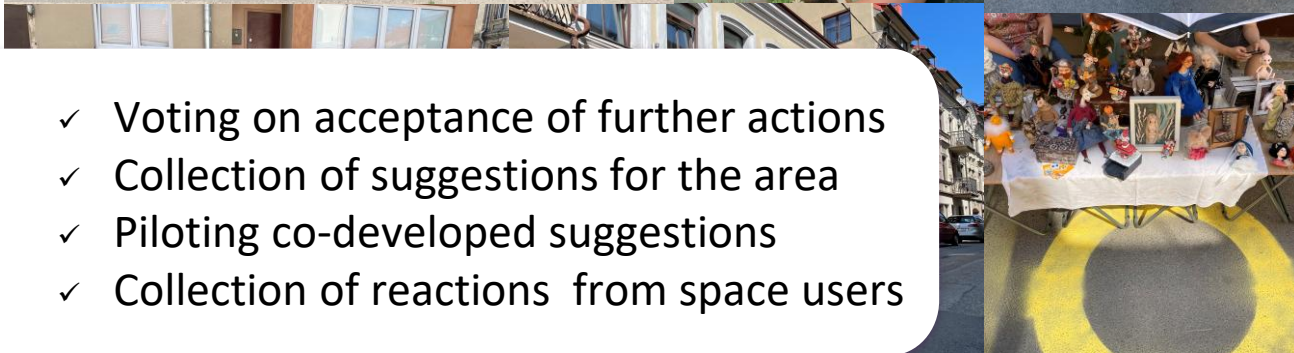
Empower

Citizens

Event for local community involvement in Vilnius



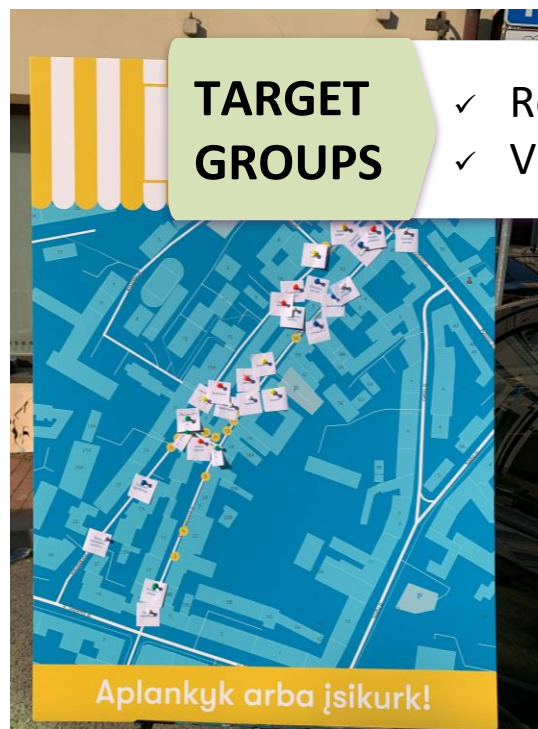
- ✓ Information and education
- ✓ Opportunity to propose changes
- ✓ Strong support from participants



- ✓ Voting on acceptance of further actions
- ✓ Collection of suggestions for the area
- ✓ Piloting co-developed suggestions
- ✓ Collection of reactions from space users

TARGET GROUPS

- ✓ Residents of particular areas
- ✓ Visitors of particular areas



Empower

Citizens

Participative budgeting in Tartu

Tartu city **began experimenting** with participative budgeting in **2013**.

Citizens of Tartu **can decide how their** city should spend €200,000, which equates to **around 1% of the subsequent year's investment budget**.

Tartu has set three goals for participative budgeting:

1. improve understanding of the city budget and its shaping process;
2. boost cooperation between communities;
3. find solutions to practical problems within the city by implementing residents' ideas.

The measures often result in activities aimed at mobility, active transportation and public transportation measures.

A total of 6316 Tartu residents took part in the **2025 Participatory Budget** vote. The most votes were received:

- ✓ Idea "**Smarter, more user-friendly traffic lights**" (1276 votes). Aiming to make traffic lights more people-friendly, focusing on smoother pedestrian movement, pedestrian safety and shorter waiting times.
- ✓ Idea "**Install food sharing cabinets in every city district**" (1188 votes). Proposing to add food sharing cabinets to districts that don't yet have them and upgrading the existing ones.

Collaborate

Stakeholders

Scenario development

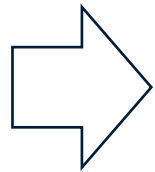
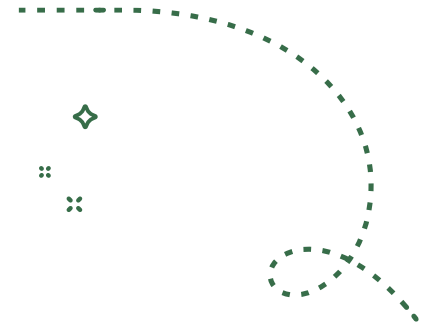
Primary stakeholders mapped based on their possible interest/input and power to affect the course of the SUMP development process.

✓ **FURTHER SCENARIO DEVELOPMENT
(MEASURE ALLOCATION) in
2nd Stakeholder Workshop**

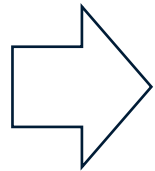
✓ **FIRST FUTURE
SCENARIO IDEAS**



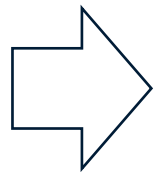
Challenges to have in mind



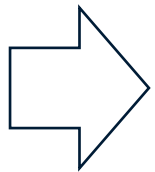
Work with external **partners to guarantee a strong presence** throughout the process.



Anticipate political objections, for example in the case of government change during SUMP development



Be careful of **lobby groups** that can block the process.



Artificial intelligence (AI) presents certain risks that need to be carefully considered and mitigated.

Dealing with protest



Most mobility projects will lead to some kinds of protest from individuals or stakeholders. Here are **3 important actions** to mitigate the effects of these protestations.



1. EMPATHY. Actively listen to and acknowledge the concerns raised by protesters, demonstrating empathy and understanding.



2. TRANSPARENCY. Provide transparent information about the project's timeline, budget, and environmental impact. Do not hide potential negative effects of the project but explain the overall benefits.



3. FLEXIBILITY. Be open to considering alternative solutions or modifications to the project based on community feedback. Demonstrate flexibility and willingness to adapt the project to address legitimate concerns.

Vilnius SUMP – tackling problematic stakeholders



TARGET GROUPS

- ✓ Metro lobbyists
- ✓ Public transport stakeholders

ACTIVITIES

- ✓ International conference
- ✓ Dedicated workshop

Strong metro lobbyists during Vilnius SUMP development

International conference for local stakeholders on PT future:

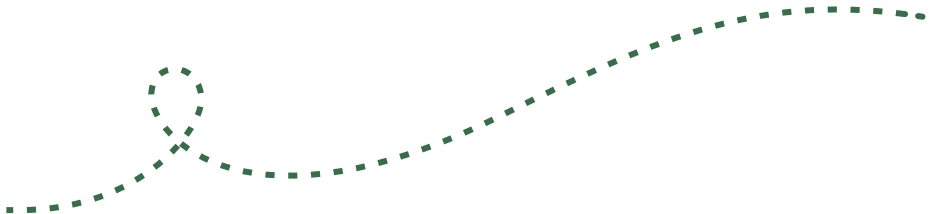
- ✓ 5 international experts from different cities without metro, but with successful PT system
- ✓ Practical workshop with international experts on Vilnius PT system future scenarios

Metro idea without proper justification was successfully tackled

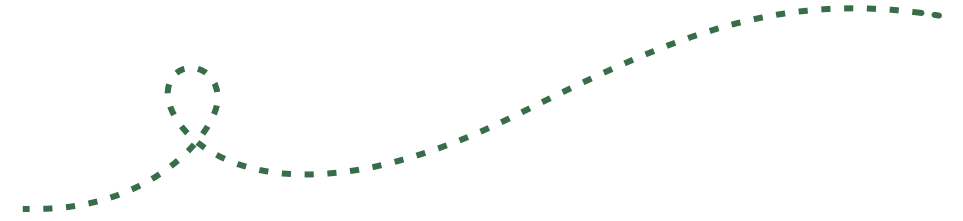


Important tips (1)



- Manage the citizen involvement process from the very first stages of planning to the implementation. But **always expect the unexpected**. Societies are always changing and involving citizens requires always being **prepared for adapting** the process **and having a 'Plan B'** for unexpected turns.
 - Involve politicians and decision makers in the process early – **find a project owner/ role model/ ambassador**.
 - **Hold educational activities before presenting a project and particular solutions**. People need to be informed about what is sustainable mobility, what mobility options are available, etc.
 - **Honesty** is the best policy in terms of setting the context and **establishing what can and cannot be influenced**. It is important not to make promises that cannot be kept.
 - **Co-creation** is increasingly considered as an ideal format to facilitate deeper community engagement in mobility planning. Residents are well-placed to judge what might succeed. They also have a huge stake in ensuring the quality and safety of the spaces they inhabit and move through.
- 

Important tips (2)



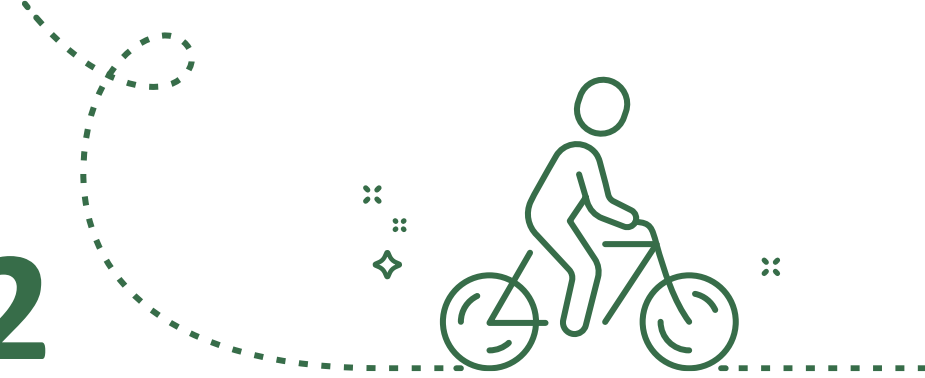
- **Communicate the benefits without exaggeration** – to convince citizens to take part, the benefits and purpose of their participation needs to be clearly communicated. Informing citizens about the possible outcome of their input from the beginning of the process ensures transparency and builds trust.
- **Professional communication campaign** is a useful tool to form the good perception of the project in the society.
- **Accept failure and learning from it** – sometimes a citizen involvement process does not go as planned despite of meticulous planning and convincing communication. In these cases, it is important to accept failure and maintain an honest dialogue with the citizens.

More learning materials on the topic can be found at [The Baltic Sea Region Competence Centre on SUMP](#)



Independent exercise 2

Choosing engagement strategies



There is an array of participation techniques. It is helpful for the management process to identify the level and type of involvement for each stakeholder group, including the public, in advance.

Column 1	Column 2	Column 3	Column 4
Stakeholder <i>Stakeholders and stakeholder groups identified during Independent exercise 1</i>	Goal <i>Why we want to engage them? What kind of result we expect of the engagement?</i>	SUMP phase/step <i>Does this stakeholder group need to be engaged during "Preparation and Analysis" phase, "Strategy Development" phase, throughout the whole SUMP process, etc.?</i>	Engagement format <i>Which format of engagement is the most suitable to achieve each specific goal? Does it need only one form of engagement or several different ones to achieve the goal?</i>

Independent exercise tasks:

1. Think of what goals of each stakeholder's involvement will help achieve. List identified stakeholders, involvement goals and their corresponding SUMP phase/step (timing) in the provided template.
2. Select and add most fitting engagement formats in the same template.

[Link to the independent exercise](#)