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DESIGNING A STRATEGIC MOBILITY PLAN FOR A SMALL AND MEDIUM SIZED CITIES USING A MULTI-STAGE METHODOLOGY: CASE OF CELJE

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Urban mobility is one of the crucial factors of quality of life in cities. Therefore, an effective mobility system and its holistic planning are of utmost importance for sustainable and quality development of urban centres. This paper focuses on holistic and integrated strategic planning of a mobility system. The used multi – step methodology was tested on a case of a city of Celje, Slovenia. With the first round of focus groups, information about the specific urban mobility system was gathered which was used to develop a SWOT matrix. This was the foundation for the execution of a second round of focus groups, where the output was a proposition for a strategic plan for mobility development in small and medium sized cities.

Key words: **urban mobility, strategy, planning, multi-stage methodology, small and medium sized cities (SMSC).**

INTRODUCTION

A key element of any city is a well-functioning transport network, which is a prerequisite for economic and social activities that develop within urban centres. The development of transport is accompanied by negative effects that show through congestion, accidents, pollution, social exclusion and high consumption of energy (UN-Habitat: Urban transport, 2014b). The residents themselves are also aware of this, because nine out of ten EU citizens believe that it is necessary to improve the state of the transport in their area (The Gallup Organization, 2007).

All these negative impacts and the upward trend of population in urban centres require action on the development of the transport system in cities (UN-Habitat: Urban transport, 2014a). Ensuring mobility is therefore a priority of transport policies.

Mobility as considered in this research is treated as a physical or mental ability of secure and independent movement, regardless of whether the system is observed inside or outside the home (Alsnih and Hensher, 2003). Mobility is therefore the ability to alter one's position in the social, economic and spatial systems (Keller, 2000). This paper will focus on spatial mobility.

Mobility management in its core, transport related way, can be described as a mechanism to control and manage the demand for transport, whose goal is to satisfy the needs for people and freight transport (Luca and Sercaianu, 2011). It is basically a policy plan for managing transport, mostly aimed at the reduction of car use and promotion of sustainable transport alternatives (Taniguchi and Fuiji, 2007). Mobility management is most often concretised in sustainable (integrated) urban mobility plans.

As Lindholm and Behrends (2010) point out, a sustainable urban transport plan (SUTP) is an integrated approach to the management of urban transport by adopting long-term and strategic action plans in order to overcome deficits in coordination and cooperation across administrative boundaries, as well as between the authorities in a national hierarchy regarding their plans and policies.

Policies and measures laid down in sustainable urban transport plans must comprehensively address all the ways and means of transport in the city and its hinterland: public and private, passenger and freight, motorized and non-

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motorized, moving and passive transport (parking). It is important to emphasize that sustainable urban transport plans build on and complement existing planning documents (Bührmann *et al.,* 2011).

As Lindholm (2013) notes, there must be a willingness to change in order to achieve sustainability, and the active involvement of all stakeholders is the most effective way to achieve change. Also, efficient cooperation between different actors is important in the design of an efficient transport system.

There has been a high degree of fragmentation and lack of plans in the field of solving urban mobility. If strategic plans are developed, many of them neglect the importance of including different stakeholders and interested public in the process (Hristić and Stefanović, 2013). This fragmentation and lack of strategic plans can also be seen (or is especially important) in small and medium sized cities (SMSC). Hecimovic (2014) explains the underlying factors as to why this is so:

- National and regional roads disturb the social networks of small towns,
- Residential areas are disconnected from major functions and services,
- Poor choice of mobility options,
- Ageing population disconnected from services,
- Mobility is rarely perceived as a major issue,
- Lack of administrative capacity and knowledge,
- Lack of funding,
- Lack of support of regional and national decision makers.

Mercatelli (2014) states that the typology and size of a city is of great importance when planning for sustainable mobility, from different aspects, such as the overall evaluation of size-related parameters, the difference in scope and reach of needed measures and competence of local authorities.

In literature there is no unified definition of small and medium sized cities (ESPON, 2014; ESPON, 2013; Austrian Institute for Regional Studies and Spatial Planning, 2005; European Commission, Directorate General for Regional Policy, 2011; Dijkstra and Poelman, 2012)[2]. The meaning of 'medium-sized' depends on the scale one looks at. What appears medium-sized at the European scale may be considered large at the national scale or small on the global scale (Giffinger *et al.,* 2007). As ESPON (2014) explains whatever the country considered, there is no official definition of small and/or medium sized town (except Northern Ireland).

Because of a lack of unified definitions and many different criteria (see for example: Zavodnik Lamovšek *et al.,* 2008), we will define small and medium sized cities according to their number of inhabitants (ESPON, 2014), namely 5.000 to 50.000 (ESPON, 2013). The city of Celje is also within this range (around 38.000 inhabitants).

The research scope on strategic planning of urban mobility in SMSC is limited. The literature does however present some cases where the used methodologies were akin to the segments of the methodology used in this research, e.g. the inclusion of stakeholders and analysis of the traffic situation (Hecimovic, 2014) or travel surveys (D'Otero and Abril, 2013).

According to the literature review and the importance of strategic planning of urban mobility, the main research question for this paper was set:

How to develop an integrated participatory urban mobility strategic plan in SMCS?

Consequently, the first aim of this study was to develop and test a methodology for a participatory and integrated strategic urban mobility plan and then test this on the case of Celje, Slovenia. With this, we will complete one of the main prerequisites for sustainable urban mobility planning in small cities as was set by Mercatelli (2014), which is "guidance – user friendly, simplifies, ready to use models and frameworks". As Čolić (2014) explains, a participatory planning process is a process where planners, politicians, administration and public mutually learn. In order to include all crucial stakeholders in the decision making process, focus groups were introduced and surveys were used prior to that to gain insight into as wide a range of interest groups as possible. Involving communities in planning is a fundamental duty of local authorities to improve decision-making and is also a requirement stipulated by EU directives and international conventions (Bührmann *et al.,* 2011).

To sum up, the main purpose of this paper is twofold: to present a multi stage methodology for planning urban mobility in SMCS and to present an example of an integrated approach in solving the problems of urban mobility in a selected small city, with the case city being Celje, Slovenia with around 38.000 inhabitants.

METHODOLOGY

For the purpose of our research, the following stages of the conceptual framework have been applied to the city of Celje (Figure 1):

1st stage: To create an integrated approach to solving the problems of urban mobility, it was necessary to collect data on key characteristics influencing the development of a mobility system in Celje. Collecting the data was done in three steps: surveys, an inventory of the status quo and traffic counting.

2nd stage: In the second stage we developed research questions that were the basis for the first round of focus group meetings and analysis. Based on the results of the focus groups we created a SWOT matrix for the mobility system in Celje.

3rd stage: The data gathered and formed in the SWOT matrix was the basis for developing research questions for the second round of newly formed focus group. As a result of the second round of focus groups, the final proposal was a strategic mobility plan for Celje.

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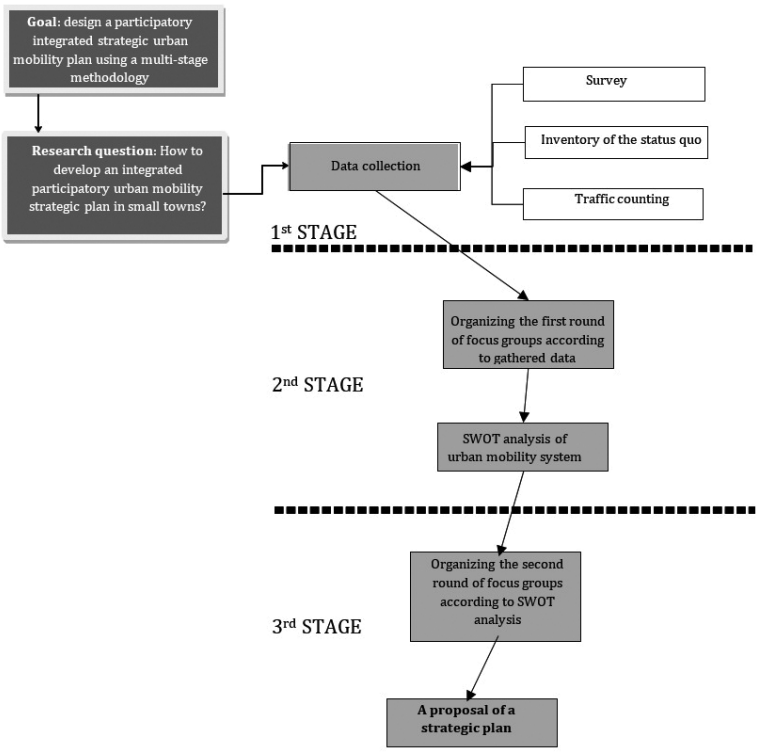

Figure 1. Conceptual research framework

Collecting the initial data (1st stage)

As can be seen from the figure (Figure 1), this stage was carried out in three steps, dependent on the method of data collection. The first parts were surveys, which consisted of:

- Two separate surveys carried out to determine travel habits of the old town on a narrower and broader scale. The first consisted of 16 questions and was performed in December 2010. There were 446 surveys returned and statistically processed. The second consisted of 17 questions and was performed in April 2011 in the wider area of the city; 377 surveys were returned and statistically processed.
- Survey on the current state of freight delivery in the city: The purpose was to determine the status of the delivery traffic in the city centre (the number of different suppliers, frequency of deliveries, location and time of delivery, mode of delivery, handling and packaging and the need for distributive centre). The survey included 110 firms in the inner city centre of Celje. It was conducted between August and November 2010.
- Analysis of the use of public transport among local communities and urban neighbourhoods: We surveyed primarily the population who lives in the Municipality of Celje, but we also wanted to determine whether urban transport service is used by residents of other municipalities that are migrating to Celje. The survey was conducted in March 2010. Answers from 306 respondents who live in Celje and 314 respondents from elsewhere were obtained. The first part of the survey was an exploration of use of public passenger transport, and the second part focused on the everyday use of urban public passenger transport in the Municipality of Celje.
- A survey of travel habits of cyclists, which was directed to the understanding of travel behaviour of cyclists within the city and included the purpose of the journey, timing of trips and perceived disadvantages from the point of view of cyclists. The survey comprised of 17 questions and was conducted in April 2011. It included 130 cyclists who were located in the area of the old town at the time of the interview.
- Survey among users of major parking spaces. The objective of this survey, which was carried out on larger car parks of the city, was to learn about the travel habits of people who park in the large parking lots on the outskirts of the old town area. Surveys were carried out in April 2011 and gained 142 responses.

The second part of data collection was an inventory of the status quo. This consisted of the following areas:

- Examination of the overall state of transport infrastructure (apart from cycling infrastructure) with an emphasis on "black" points. The examination took place in January 2011.
- Status quo of freight traffic. A review of existing delivery points in the city centre in Celje (their number, arrangement and frequency) and analysis of regulations for delivery traffic. The review was conducted in November, 2010.
- The definition of the status quo of public transport lines (in April 2010) in the city and closest suburbs.
- The status quo inventory of cycling infrastructure, which was carried out in December 2010. In the review of cycling infrastructure we analysed the actual state of Celje bike routes, paths and lanes, their structure, accessibility, markings and biggest problems.

- Parking lots. We conducted a census of parking spaces in the area of the old town of Celje and parking lots on the outskirts of the city in April 2011. It was necessary to determine the occupancy of parking spaces, and determine how many of those were improperly used or occupied. It was also necessary to determine what the traffic signs were on the surveyed area, because only this brings visitors and residents to the appropriate location for parking. Also, the accessibility of parking lots was assessed.

The third part of the data collection consisted of counting vehicles and traffic monitoring. This part of the data collection was based on two methods: manual traffic counting to count the cyclists in the pedestrian part of the city, and automatic counting of vehicles using the system Viacount:

- Counting cyclists took place at 17 locations in Celje, its main purpose was to determine the frequency of bicycle use as a means of transport in the area of Celje's old town. Counting of cyclists was conducted on 25th March 2011 from 7:00 h to 19:00 h.
- Traffic counting on a broader area of Celje city centre was done with Viacount, which is a traffic counting device consisting of a Doppler radar set, data collector with serial interface RS232 and a battery pack. The device detects the movement of vehicles in the direction of travel and for each of them records speed, length and the interval since the previous vehicle. Subsequent data processing allows for specification of the number of vehicles by size groups depending on the pre-set orders of magnitude, and their speed. Subsequent data processing also allows for acquisition of other data specific to the description of a traffic flow. Counting traffic in the Celje area was conducted in November and December 2010 on 15 pre-defined critical locations.

Focus groups (2nd and 3rd stage)

In the second and third stage, a well-established method of focus groups was used. With its use in designing the process of integrated planning of a mobility system, quality information from the interaction between participants and a quick insight into the mobility system was gained, which enabled collaboration among different stakeholders of the mobility system.

Krueger and Casey (2009) identified a focus group as a carefully set series of discussions with stakeholders, designed to obtain perceptions on a particular area of interest in a permissive and non-endangering environment. Morgan (1996) explains that the focus group research technique collects data through the interaction in a group on a topic determined by the investigator. An identifying feature of focus groups is the interaction between participants according to a general structured outline from a moderator; it is not a group structured interview, participant observation or a debate (Kahan, 2001). The term "focus" has significant meaning - it points out that the group will discuss an exact topic of interest and not just general points (Masadeh, 2012)

The participant interactions are as important as the actual content of the conversation (Kress and Shoffner, 2007). The importance of including crucial stakeholders and their socialization and communication is also pointed out by Čolić (2014). Moreover, this allows for the inclusion of all stakeholders and their interaction on the selected topic, most importantly also the interested public, whose participation in the processes of urban planning is often wrongly neglected (Hristić and Stefanović, 2013).

Purposes to perform focus groups may be manifold (Dürrenberger, 1999). They present a decision support for complex urban mobility problems which requires integration of different experts and knowledge from a wide range of disciplines. Developing an integrated strategic plan for urban mobility is impossible without a whole array of subjective judgments which are combined with quantitative research.

For the needs of this research, focus groups were performed on two levels, firstly as input into the SWOT analysis and secondly in designing a strategic mobility plan and activities proposals. In the first round there were 3 focus groups, and in the second round 4 focus groups. In the first round, mainly experts from academia and representatives of local authorities participated. In the second round, there were additions of residents, representatives of local communities, police, parking lot managers, representatives of bus operators and interested public, all of who participated in order to get quality integrated and participatory answers.

SWOT analysis (2nd stage)

Based on an analysis of focus groups we created a SWOT matrix, which is the basis for strategic mobility planning. SWOT analysis represents a general tool designed for use in the early stages of decision-making and strategic planning as a precursor to the different types of applications (Balamuralikrishna and Dugger, 1995).

Strategies can then be developed that can build on the strengths, overcome weaknesses, exploit opportunities or prevent threats (Dyson, 2004). It is a systematic analysis to identify those factors that develop strategies that create the best accommodation between the internal and external factors (Zohrabi and Manteghi, 2011; Glaister and Falshaw, 1999). In itself, SWOT does not perform in depth analysis, but is used as a tool that can help in effectively carrying out a comprehensive analysis (Duarte *et al.*, 2006; Celik *et al.*, 2012).

ANALYSIS AND RESULTS

The research methodology was based on three modes of data collection, which are the basis of this study.

In the next section, the most important data gathered from the surveys, inventory of the status quo and counting vehicles and traffic monitoring is shown (Table 1). These information present the basic for moderation of both the first and the second round of focus groups. Qualitative and quantitative data were combined in developing the SWOT analysis (after the first stage) and strategic plan (after the second stage).

The next stage was developing a SWOT analysis to serve as input into the making of a strategic mobility plan. For this,

Table 1. Main results from the first stage of the research methodology: data collection

	MAIN FINDINGS OF THE FIRST STAGE
Travel habits	Modal split shows that people coming to the centre of Celje mostly travel by car (47 %), 22 % by foot, 13 % by bus and 11 % by train, which is expected in regard to the city size. Frequency of visits show that most visitors come to Celje on a daily basis. This is expected, since most of them come to the centre for work, school, living or shopping.
Travel habits of cyclists	The share of cycling is around 4,5% and growing. Most cyclists stay in the city centre between two and three hours. 55 % of cyclist come to the city every day. Cyclists use their bike in the city centre to come to work (23 %), come to their home (40 %) and for recreation (15 %).
Survey among users of major parking spaces	The biggest problem is traffic leading up to parking lots, unclean surfaces and vehicles in pedestrian zones. Biggest usage of parking lots was recorded between 7 and 11 am on weekdays. The average duration of parking is 2 to 3 hours. Most users park in the city 2 to 3 times weekly, followed by those who use the city's parking lots every day. Most surveyed people believe that Celje's parking lots are not problematic. Some wish for free parking for at least 30 minutes, better tidiness and arranged supervision of the lots.
Analysis of the use of public transport among local communities and urban neighbourhoods	Among those that do not live in Celje, 5,2 % come to Celje daily, 39,2 % weekly, 1,2 % monthly and 5,4 % yearly. An analysis of daily use of transport showed that 85,8 % of visitors choose cars. Among only 99 surveyed people who use urban or suburban bus transport, 16 use it daily, 23 weekly and 60 monthly. It is most used by younger people of up to 30 years of age and older than 50 years. When asked how far they are willing to walk to a bus stop, most (74,8 %) respondents said up to 500 metres and 17,4 % up to 1000 metres. The Municipality of Celje does not maintain regulated public transport; all public transport is based on the individual supply of bus services. The respondents of the survey and first focus group participants see the implementation of two round bus services as optimal for Celje's situation.
Examination of the overall state of transport infrastructure	Black spots on the infrastructure within the old town of Celje were divided into four categories: the inadequacy of transport routes, improperly marked delivery points, improperly installed lights, bollards and other barriers, infrastructure damage.
Survey on the current state of freight delivery in the city	Most stores (79 %) receive their deliveries on the street in front of their shops. 86 % of deliveries is done between 8 and 12 am. 68 % of deliveries are made using vans. Packaging which is most used in deliveries are boxes of up to 5 kilograms and boxes from 6 to 25 kilograms. Deliverers mostly deliver between one and five products or product types. Among the surveyed companies, almost half have weekly deliveries, 17 % have daily deliveries and 28 % have monthly deliveries. 75 % would not voluntarily use an urban distribution centre.

we carried out focus groups and used collected data from the first stage of the research. The data was used for an introduction with facts about the urban mobility situation in Celje and to moderate focus groups in order to get quality answers. For the purpose of the focus group, research questions that were the basis for the focus groups were set. The research questions were as follows:

1. What advantages does the city of Celje have, which can be taken into account in the design of a mobility plan?

2. What are the disadvantages encountered in the design of a mobility system in the city of Celje?

3. What opportunities are emerging in the design of a mobility system in the city of Celje?

4. What dangers in the area of a mobility system may the city of Celje face in the future?

For the purposes of our research and to create a SWOT matrix, we developed three focus groups which sought answers to questions presented earlier. Within each focus group, six experts from academia and representatives of local authorities (experts from the municipal, environmental, financial, transport, urban and international divisions) participated. All participants had more than five years of experience in the field of transport and mobility. Individuals were invited to participate in focus groups because they were seen as an important source of knowledge about specific experiences, needs and perspectives, which we hoped to learn more about as a result of these assessment (Hřyland *et al.*, 2014). The discussion lasted for one hour for each focus group. Each focus group was led by two moderators. One was responsible for leading the discussion and the other for writing and recording the answers given.

The result of the data collected and the analysis of focus groups is a SWOT matrix that highlights key benefits and opportunities offered by the city of Celje and at the same time draw attention to the weaknesses and threats that must be taken into account in the design of urban development – shown in the future (Table 2).

The formed SWOT matrix represents the input data for the design of research questions for the implementation of the second set of focus groups. We developed five research questions that have been linked to the strengths, weaknesses, opportunities and threats of the town of Celje and to shaping the proposal of a strategic mobility plan:

1. How to comprehensively solve the problems of urban mobility in the city of Celje? The question was focused on integration of different policies, subsystems and stakeholders.

2. How to increase the use of alternatives to the private car? With this topic, we sought answers on how to increase the share of public transport users, cyclists and pedestrians.

Table 2. SWOT matrix of city mobility for the town of Celje

STRENGHTS	WEAKNESSES
S1. Small size of the area that enables holistic treatment **S2.** Favourable geographical location and favourable climate **S3.** Attractive connection to the Slovenian road network and proximity to high way network **S4.** Favourable location of parking lots around the old town centre **S5.** A sufficient number of parking spaces **S6.** The proximity of railway and central bus station **S7.** Pedestrian zone **S8.** Attractive city centre **S9.** Renovation of the old town centre project **S10.** Security **S11.** Revitalization of the old town centre project **S12.** Developed system of parking zones **S13.** Short time of day trips and short-distance commutes	**W1.** Partial solutions to urban mobility and fragmentation of decision-making **W2.** Limited spatial potential for spread of transport infrastructure **W3.** Spatial planning in the past **W4.** Lack of control **W5.** High proportion of car owners **W6.** Poor incentives to use alternative modes of travel to the private car **W7.** Poorly developed infrastructure for cyclists (bicycle lanes, trails, paths) **W8.** Transit transport from north to south runs through the city centre **W9.** Transport streams from east to west partially pass through the old town centre **W10.** Low share of cyclists **W11.** Inappropriately developed system of public transport **W12.** Low occupancy of vehicles **W13.** Fall in the number of passengers using public transport
OPPORTUNITIES	**THREATS**
O1. Strong support for EU measures to improve urban mobility **O2.** Development of a system of bicycle rental **O3.** Faster development of cycling transport **O4.** Introduction of technology solutions for the implementation of control **O5.** Promoting the use and creation of infrastructure for use of green technologies **O6.** Improve communication and the involvement of user groups **O7.** Targeted data collection for decision-making **O8.** Options to optimize city logistics **O9.** Wide consensus on the design of urban transport **O10.** Optimizing the use of parking spaces for all user groups **O11.** Organization of business operations of public institutions to reduce the pressure of transport **O12.** Examples of successful practices in comparable cities	**T1.** Less activity in the old town **T2.** Negative impact in achieving economies of scale because of smaller city **T3.** Poor efficiency of delivery **T4.** Limited financial resources **T5.** Exclusion of individual user groups **T6.** Pressure of transport **T7.** Negative trend of population growth in Celje **T8.** Lack of strategy and policy at national and regional level **T9.** Negative environmental impacts **T10.** A large number of commuters from neighbouring municipalities **T11.** Reluctance for measures of encouraging alternative modes of transport to the private car

Table 3. Strategic goals and action plan

STRATEGIC GOALS	ACTIONS TO IMPLEMENT THESE GOALS
SG 1: Creation of an integrated systemic approach	1. Creation of a unified strategy for development of the city 2. Collection of quality "real time" information for mobility needs 3. Promotion of sustainable modes of transport and changing travel habits - promoting alternatives to car 4. Regular meetings to coordinate development plans (over the entire planning period of the plan for sustainable urban mobility) 5. Integration of the Savinja region and design of a common strategy for the development of mobility
SG 2: Increasing the percentage of public transport users by 10 % by 2017	6. Introduction of high-quality urban bus transport 7. Creation of intermodal points 8. Creation of high-quality information system to support public transport 9. Integration of school transport and urban public transport 10. Determination of the tariff system and the ticket price
SG 3: Increasing the percentage of bicycle users and pedestrians by 5 % by 2017	11. Improving cycling infrastructure 12. Introduction of renting bicycles - urban bikes (mobiCELJ) 13. More people on the streets 14. Mobility management in the field of cycling and walking
SG 4: Efficient city logistics	15. Implementation of the plan and monitoring 16. Effective use of infrastructure 17. An effective information system for the needs of city logistics 18. Reduction of negative impacts on the environment
SG 5: Mobility management	19. Mobility plans 20. Mobility centre 21. Feasibility study for a car sharing system 22. Feasibility study for a car pooling system 23. Feasibility study for a Park & Ride system (link with neighbouring municipalities) 24. Development of a strategy for taxi transport
SG 6: Introducing green technologies	25. Integration of environmentally friendly vehicles in the public service 26. Environmentally friendly vehicles for public transport and delivery 27. Design of charging stations for electric vehicles 28. Promoting the use of electric vehicles in the general population (eg. free parking)
SG 7: Management of passive transport and transport flows	29. Management of passive transport and parking 30. Planning transport flows

3. How to effectively solve the problems of city logistics?

4. How to increase the role of mobility management?

5. How to integrate the mobility challenges of the future into plans for the city of Celje? In this context, the questions sought answers on how to integrate concern for the environment in the design of a mobility system and how to effectively manage traffic flows in the city of Celje and its surroundings.

Based on the research questions, we carried out a second set of focus groups with the participation of actors from different sectors (academic, representatives of local authorities, residents, representatives of local communities, police, parking lot managers, representatives of bus operators and interested public). We formed four groups of six people whom we asked the same questions. Focus groups lasted for one hour while the process of implementation was the same as in the first part of the focus groups.

From the data collected, we then implemented the final stage within which a strategic plan for comprehensive problem solving of mobility in the city of Celje was designed. The result of the implementation of the focus groups are therefore developed proposals for a strategic mobility plan for the city of Celje (Table 3). Such plans can and must be a prerequisite for further sustainable planning of all aspects of urban sustainability, starting with feasibility studies (e.g. see O'Doherty *et al.,* 2013).

CONCLUSION

Integrated strategic planning of a mobility system, despite its strong impact on the quality of life in cities, is still not sufficiently introduced in practice, although awareness of the importance of sustainable urban planning is increasingly present. This deficiency is manifested primarily in small and medium sized cities, where an integrated approach to mobility is often missing, due to many factors such as lack of motivation and organizational factors.

In this paper we presented the use of a methodology that consists of three stages: initial data collection, a round of focus groups and consequent SWOT analysis, and lastly a second round of focus groups with a broader stakeholder inclusion followed by a final proposal for a strategic mobility plan. With the constructed multi stage methodology, we gave an example of creating an integrated strategic mobility plan in SMCS. In doing so, both passenger and freight transport in all its forms were covered. Therefore, a methodology for integrated and participatory strategic planning was designed and tested in order to combine qualitative and quantitative data, which included all stakeholders of an urban mobility system. The main advantage of this methodology is its clear structure with inputs into next stages coming from different interactions with stakeholders.

The use of this approach resulted in a strategic mobility plan that can be seen as one of the most important steps in designing and ensuring sustainable mobility in cities. Even though smaller cities may have somewhat lesser mobility issues in comparison to megalopolises (mostly due to lesser traffic scope and smaller traffic generators), the results of our research clearly show that there is room for improvements on the field of both personal and freight mobility in the observed case city. As the literature review showed, Celje is most certainly not the only small/medium sized dealing with mobility issues, therefore the research results can be transferred to a wide array of SMSC over the world. The best course of action is to take the final strategic plan proposition from this paper as a starting point and input into the whole process of designing a sustainable strategic mobility plan for any SMSC, and use the proposed methodology as the guidance that is often needed for the whole process to be as effective and holistic as possible. It is however important to be aware that there is no possible "one size fits all" solution and each city has its specifics which need to be addressed in further practical and theoretical works and research.

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