



- **The difference between top-down planning and bottom up “stapling”**
- **Strategic planning primer**
- **The role of a vision for the future in strategic planning**
- **Vision dimensions**
- **Lessons learned**





**“When you come
to a fork in the
road, take it”***

*** Yogi Berra, American Baseball Player and Philosopher**



The Alternatives

- **“Bottom-Up” Planning**
 - Intelligently select among independently developed, competing project concepts
 - Package
 - Also known as, “stapling together everyone’s ideas
- **Top Down” Planning**
 - Begin with a central vision or theme and use as basis for development of integrated plans and programs
 - Also known as Strategic Planning





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Strategic Planning for Metropolitan Transport: What is it?

- **Process of producing information to guide decision making on metropolitan transport issues of strategic importance**
 - **Metropolitan in scope**
 - **Long term effects**
- **Focuses on:**
 - **Major investment needs/priorities**
 - **Strategic operating and management policies**



Strategic Planning for Metropolitan Transport: Why?

- **Transport problems growing in magnitude and complexity**
- **Essential linkages to other strategic issues:**
 - **Land use**
 - **Climate change, energy, local air quality**
 - **Safety, security, health**
 - **Economic competitiveness**
 - **Social equity**



Good Strategic Planning: Key to Successfully Dealing with Growing Challenges

- Improves decision making by providing essential decision support information
- Improves coordination of all transport and related policies and investments
- Helps achieve consensus
 - Transparency
 - Involvement
- Helps make best use of scarce resources of all kinds

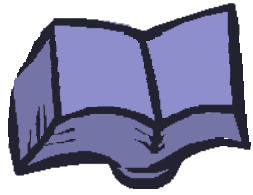


Effective SMTP

“The 5-C Process”

- **Comprehensive:** Modes, geography
- **Continuous:** Not once every x years
- **Cooperative:** All relevant stakeholders
- **Connected:** Funding, other decisions
- **Championed:** Lead to action





Strategic Metropolitan Transport Planning Guidelines

1. Begin with a vision

2. Involve the right people
3. Structure process around DM needs
4. Understand causes of problems
5. Consider the right alternatives
6. Develop good decision-support information
7. Strive for transparent decision-making
8. Recognize multi-phase process preceding project implementation

Role of Vision in Process

- Provides starting point for development of goals, objectives, evaluation criteria
- Provides basis for evaluating current and future “no change” situations
- Helps in identification of alternatives
- Basis for evaluation of alternatives:

**“How well might they
make our vision a reality?”**



Vision Linked to Goals, Objectives, Criteria

- **Vision may be a safe, secure, clean sustainable city with equitable services and economic opportunity**
- **Goal for transport system may be clean, safe, secure, affordable access and mobility for all**
- **Objective may be everyone with reasonable access to employment**
- **Criteria may be % of jobs within 45 minutes of all residents**



Metropolitan Vision

What Should the Metropolitan Area Look Like in 20 Years?

- Related to outcomes, e.g., safe, clean, affordable, *not outputs, e.g., “4 ring roads + 50 km metro”*
- Transport perspective goes beyond congestion considerations:
 - Access as well as mobility
 - Safety
- Vision has more than transport dimensions



Is Congestion the Only Transport Problem?





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Is Congestion the Only Transport Problem?

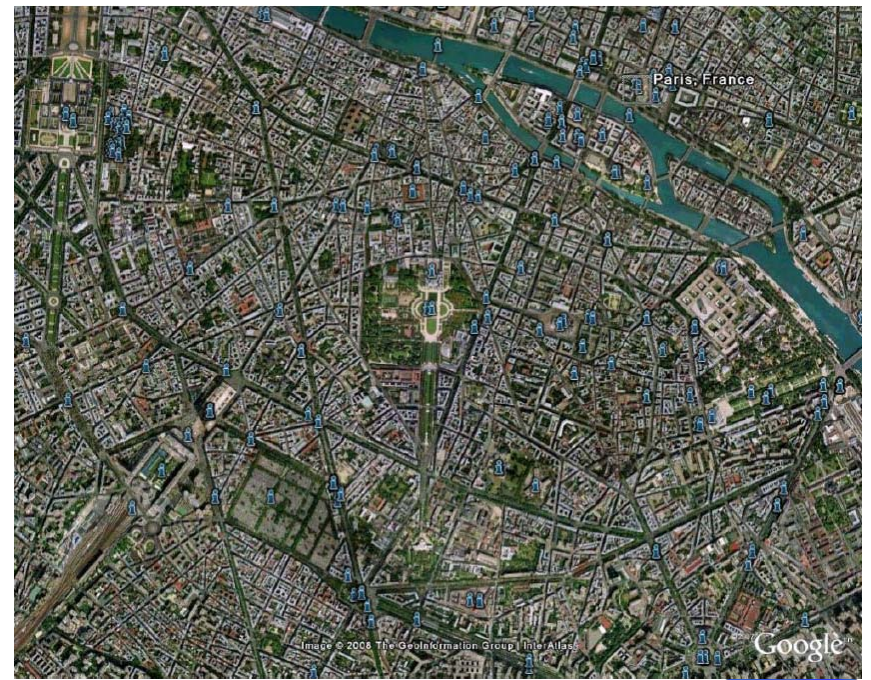
Quality of Life: More than Green House Gas Emissions

- Land use
- Social and economic development, equity
 - Gender equality
 - Needs of disabled
- All aspects of the local and global environment, e.g., open space, emissions
- Energy

Role of Land Use

- Visual illustration of future quality of life
- Macro scale (10,000 meter altitude view)
 - Balance among jobs, housing, other activities
 - Guide as well as “serve” land use
- Site-plan concepts

What kind of future?





What kind of future?



Metropolitan Transport Visions: Lessons Learned

- Vision forms basis for “top down” planning approach
- Visioning process must be local, transparent and inclusive
- Vision must be broad but realistic and reasonably consistent with financial and other resources
 - Prince Georges County, Md Vrs. Paris
 - Metro for Addis Ababa



Use Vision To Identify And Evaluate Alternatives In Iterative Process

- **Not always (or never) clear what set of investment and policies is best at achieving vision**
- **Use analytical methods (e.g., travel and network models) to evaluate alternatives**
- **Use consultation processes as part of evaluation**



