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Author:  
**Vanessa Holve**  
*UIA Expert*



The Urban Lab of Europe !

# The COMMUTE Project Journal N°1

*Project led by Toulouse Metropole, France*



**URBAN  
MOBILITY**



# The COMMUTE Project



Source: Toulouse Metropole

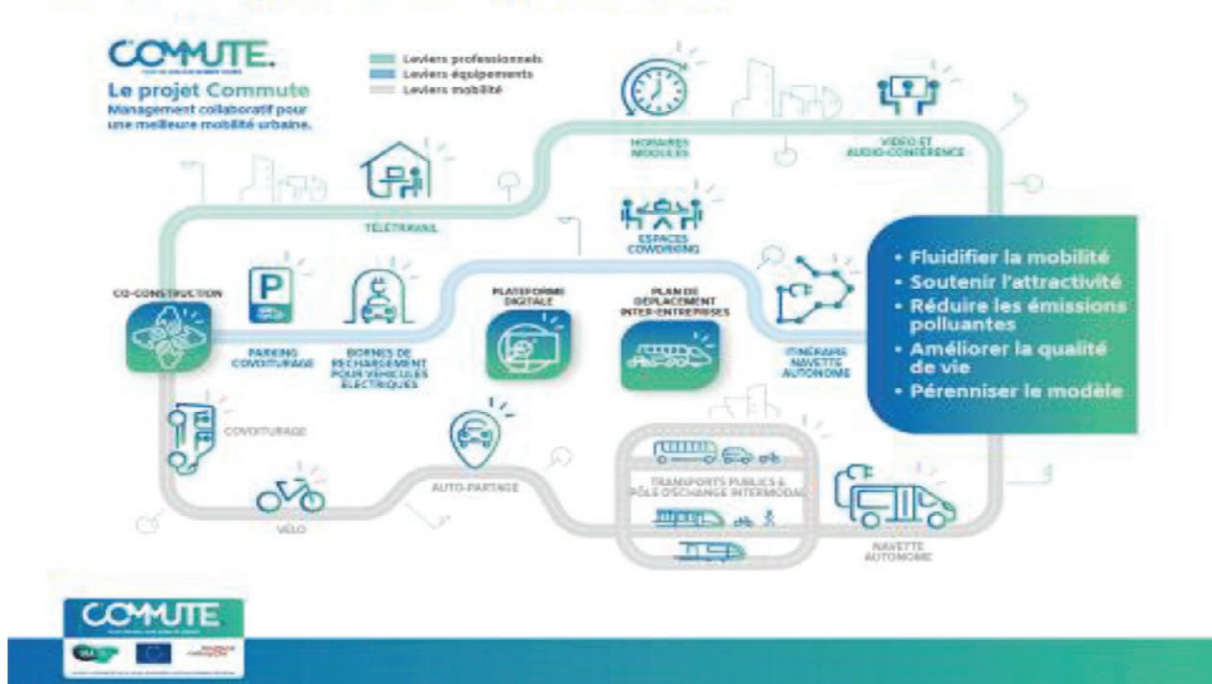
COMMUTE proposes to integrate a set of interventions that impact the way of working, modes of transport, intermodal connections and infrastructure. The main results expected from the project will be noticeable firstly at the local level. Concretely, they will deal with:

- traffic flow stabilisation during rush hours on the experimentation network of the area
- improvement of the accessibility of the airport area (thanks to modular timetable, telecommuting, intermediary places and autonomous shuttles)
- new mobility management modes for employees: a new innovative approach that mobilises the main stakeholders in the airport area to profoundly change

the way in which they interact as mobility actors and thus meet the challenges of congestion in the territory

- employees' modal shift towards softer modes: allowing them to choose the best mode to use (other than using private cars), awareness raising for other ways of working (co-working spaces, telecommuting, modular timetable, etc.)

## Le Projet COMMUTE.



Source: Toulouse Métropole

### Partnership:

- Toulouse Métropole : Metropolitan authority, project lead
- Tisséo Collectivités (Syndicat Mixte des Transports en Commun): Managing authority of mobility in the Toulouse conurbation, leading on the experimentation of innovative mobility services and working methods
- Airbus, ATR, SAFRAN, Aéroport Toulouse Blagnac : Private companies (employees and employers) experimenting the innovative mobility services and working methods
- Airbus: Lead of collaborative management system for urban mobility

- Club d'entreprises réussir (CER) : Lead on dissemination of results to all relevant actors in the area
- Sopra Steria : Lead of the digital platform e-Commute
- Afnor : Lead on standardisation

## Le Projet COMMUTE.

Partenaires du projet.

<p>PILOTE ET COORDINATEUR <b>toulouse métropole</b> Jean-Luc MOUDENC Maire de Toulouse Président de Toulouse Métropole</p>	<p><b>SAFRAN</b> Bruno BERGOEND Directeur des Programmes Airbus &amp; ATR, et Affaires Institutionnelles Régionales</p>	<p><b>AIRBUS</b> Guillaume FAURY Président Airbus Commercial Aircraft</p>
<p><b>RÉUSSIR</b> Françoise BARUTELLO Présidente du Club d'Entreprises Réussir</p>	<p><b>AÉROPORT TOULOUSE BLAGNAC</b> Philippe CREBASSA Président du Directoire d'Aéroport Toulouse-Blagnac</p>	<p><b>tisséo</b> Jean-Michel LATTES Président de Tisséo Collectivités</p>
<p><b>sopra steria</b> Xavier PECQUET Sopra Steria, Membre du Comité Exécutif Directeur Aéroline</p>	<p><b>ATR</b> Stefano BORTOLI Président exécutif d'ATR</p>	<p><b>afnor</b> NORMALISATION Olivier PEYRAT Directeur Général d'AFNOR</p>



Source: Toulouse Metropole

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# 1. Executive Summary

On 1 November 2017, the COMMUTE project (Collaborative Mobility Management for Urban traffic and Emissions reduction) started, followed by a kick-off meeting in Toulouse on 13 April 2018. One of the most innovative aspects of COMMUTE is to test a new collaborative system between public and private stakeholders.

For three years, Toulouse Métropole, Tisséo Collectivités, Airbus, ATR, Safran, Afnor, Sopra Steria, the Club d'Entreprises Réussir and Toulouse-Blagnac airport will work together to change mobility patterns of transport users and reduce congestion and emissions between Toulouse Métropole, its conurbation and the Toulouse-Blagnac airport area.

Almost one year into the project, the COMMUTE team is actively working on the implementation of the planned actions. At the time of publication, one of the key actions, the new carpooling parking lot, was already built and occupied up to 60% of its capacity after only one month of use.

This Journal is the first of a series of Journals following the COMMUTE project throughout its implementation. It sets COMMUTE into the policy context, before exploring some of the key challenges that such an ambitious project inevitably entails. By doing so, the Journal also outlines solutions to overcome them and progress to date. Following Journals will go more into the detail of the implementation, focusing on key challenges and actions developed by Spring 2019.



Source: UIA website



**Interview with Jean-Luc MOUDENC, President of Toulouse Métropole and lead partner of the COMMUTE project**

**1. Why have you supported the COMMUTE project? What do you see as an added value?**

JLM: There is a real urgency when it comes to transport in Toulouse. Year after year, our Métropole experiences the highest demographic growth in France: no less than 20.000 new inhabitants settle down in the urban area of Toulouse each year! The other side of the coin is that this generates a strong pressure on our infrastructure, roads and equipment, leading to recurrent effects on road traffic. This is for instance the case of the aeronautical area, where there is one of the highest employment concentration of the territory (and the biggest factory of France, in Saint-Martin du Touch!). Through COMMUTE, we have seen a unique opportunity to test a new model of collaborative governance for mobility – in close cooperation with companies – to ultimately reduce road congestion. COMMUTE will significantly change users' mobility patterns (notably home to work commutes). The EU has chosen to strongly support this innovative project by financing it up to 80%. This reinforces us in our ambition. Thus,

Europe makes the whole project possible and sustainable, for the benefit of the mobility of all those who work or live around the Toulouse-Blagnac airport.

**2. How do you envisage the success of the COMMUTE project for the territory, the citizens and the other partners?**

JLM: The project's success will impact the everyday life of several tens of thousands of inhabitants who use daily the currently saturated road network of the airport area. Thanks to this project, we have the clear ambition to stabilise traffic in the area during peak hours and to improve access to the sector throughout the day, meeting employees and companies' needs. To achieve this, we believe in innovative and impacting solutions, e.g. based on new ways of working and the new mobility services of employees and users. I have in mind, among others, modulated / flexible working times, the overall increase in teleworking and co-working, the development of carpooling and of our cycling network (Toulouse Métropole dedicating no fewer than EUR 25 Million per year – instead of EUR 10 Millions today – to cycling in its new urban mobility plan).

By giving a strong impulse to decongest the road network on the aeronautical and airport platform, COMMUTE necessarily has a positive impact on the quality of the air that we breathe in the Métropole. This is in addition to the actions that we have already launched within the framework of our territorial climate-air-energy plan ("Plan Climat-Air-Energie Territorial" - PCAET).

## 2. Policy Context

The Urban Agenda is an integrated and coordinated approach to deal with the urban dimension of EU, national policies and legislation. It is a new way of working, bringing the local, national and European partners around the table, in order to stimulate growth, liveability and innovation in the cities of Europe. Concretely, Partnerships are set-up around 12 priority themes with European and urban relevance. One of them

focuses on urban mobility, incl. public transport, soft mobility and accessibility. The Urban Agenda is also complementary with other EU and international initiatives, e.g. the Paris Climate Agreement and the 2030 Agenda on Sustainable Development. As such, the COMMUTE project will contribute to building knowledge and best practice for innovative and sustainable mobility, leading to better quality of life for citizens.

### 2.1 EU Policy Context

A large majority of Europeans live in an urban environment, with over 60 % living in urban areas of over 10 000 inhabitants. European cities increasingly face problems caused by transport and traffic. Urban mobility accounts for 40 % of all CO<sub>2</sub> emissions of road transport and up to 70 % of other pollutants from transport. Mobility in urban areas is also an important facilitator for growth and employment and for sustainable development in the EU areas.

Efficient and effective urban transport can significantly impact on a wide range of policy domains for which the EU has an established competence. As a follow-up to the 2011 Transport White Paper 'Roadmap to a Single European Transport Area', the European Commission came up in 2013 with an Urban Mobility Package that addressed initiatives of the White Paper. A European Strategy for low-emission mobility also set clear and fair guiding principles to Member States to prepare for the future. The Energy Union includes increasing the efficiency of the transport system by making the most of digital technologies, smart pricing and further encouraging the shift to lower emission transport modes.

The challenge of most cities is to improve mobility while at the same time reducing congestion, accidents and pollution. Congestion in the EU is often located in and around urban areas and costs nearly EUR 100 billion, or 1 % of the EU's GDP per year. Cities themselves are usually in the best position to find the most appropriate solutions, based on their local circumstances.

The results from the COMMUTE project should feed into these strategies and more, and provide transferable and replicable solutions for sustainable and innovative mobility in cities.

### 2.2 National Policy Context

Beyond the mobility of its own inhabitants, France is a country which has a lot of transit. In terms of infrastructure, France has a dense network which is, for its most part, star-shaped around and from Paris. Since 2005, in spite of a drop in registrations

for two years, the road vehicle fleet grew by 6 %. In urban areas though, a decline in car mobility has been observed. At the same time, tram lines have been greatly extended in the most populated cities (from 239 km in 2005 to 674 km in 2015).



Consequently, tram traffic has been multiplied by four since 2005. Meanwhile, subway and bus traffic have increased by 15 % in the capital region.

However, there are also strong differences remaining between local territories. In major cities, the modal share of public transport is increasing, but these territories are still facing recurring problems of air quality and congestion, in particular due to the growth of road traffic from their periphery. This is the case of Toulouse too. In less dense areas, car use is still strong and accessibility by public transport is very difficult to develop.

The necessity for France to evolve in its mobility practices is based on the key role of transport: the transport sector in the French economy corresponds to 18 % of GDP and creates 1.3 million jobs. The transport sector still accounts for 29% of greenhouse gas emissions, 32 % of particulate emissions. France

exceeds the threshold of several major urban areas in terms of NOX (caused for 70 % by transport).

France’s ambition is thus to guide user demand from single car use towards alternative modes of transport and to change people’s behaviours towards more sustainable mobility choices. This ambition, similar to the COMMUTE one, is embodied in the “National strategy for clean mobility,” published in 2016 following the 2015 energy transition law. This law sets ambitious targets:

- A 40 % decrease of GHG emissions in 2030 compared to 1990,
- A 30 % decrease of fossil fuel consumption in 2030 compared to 2012,
- A 32 % share of renewable energy in 2030,
- 7 millions of charging points for electric vehicles in 2030.

## COUNTRY FACTS AND FIGURES

<b>Number of inhabitants</b>	67 million (65 for mainland France) <sup>7</sup>
<b>Land area</b>	672,369 km <sup>2</sup> (551,806 km <sup>2</sup> for mainland France)
<b>Population density</b>	118 persons per km <sup>2</sup>
<b>Total travel kilometres per year<sup>2</sup></b>	928 billion <sup>10</sup> (national scale)
<b>Modal Split (in urban areas<sup>3</sup>)</b>	61.0 % road 10.0 % public transport 3.0 % bike 26.0 % pedestrians
<b>Cars per household</b>	About 1.25 cars per household <sup>10</sup> (1.17 in urban areas <sup>9</sup> )
<b>Trips per inhabitant per day</b>	3.1 trips per inhabitant per day <sup>10</sup> (3.5 in urban areas <sup>9</sup> )

<sup>7</sup> Insee, population estimates (2016)

<sup>8</sup> Ministère de l’Environnement, de l’Energie et de la Mer, 2016. Key figures for transport, February 2017.

<sup>9</sup> Cerema, Household surveys in urban areas (2011-2015)

<sup>10</sup> National survey (ENTD), 2008

Source: EPOMM.

The national strategy includes six orientations. Among those, four are directly related to mobility management:

- A) **Mitigating the demand for mobility:** by mobility planning (through the SUMP – sustainable urban mobility plans in urban areas, and now “rural mobility plans” in sparsely populated areas), by mobilising partnerships and concerted approaches with companies through “workplace travel plans”, and by encouraging teleworking (goal of 10 % of teleworking days by 2030).
- B) **Optimizing the use of existing vehicles and networks:** by implementing traffic management measures on existing roads, facilitating intermodality (multimodal information or fare integration), and restricting car use (lowering speed limits, creating restricted traffic areas or low emission zones).
- C) **Developing carpooling by creating dedicated carparks or car-pool areas** to pick-up and drop-off passengers, by developing local online platforms when necessary, or by setting up reduced rates or dedicated lanes on motorways.
- D) **Creating incentives for modal shift** by developing public transport in urban areas, by promoting the use of active modes (walking, cycling) and by organizing a right articulation of modes.

All these orientations are clearly reflected in the COMMUTE project.

In France, mobility management has been progressively taken into account: first implemented by pioneer local governments, then included into national guidelines and finally into legislation (the

“Transport Code”). Several laws were put in place as milestones for mobility management, e.g. in 2009, the “Environment Grenelle law” reinforced motivational measures favouring alternative mobility (carpooling, car-sharing, self-service bicycles, etc.). In 2015, the Energy Transition law made workplace travel plans (WTPs) compulsory for companies with more than 100 employees located in cities of 100,000 inhabitants or more, by 2018. Today, 133 sustainable urban mobility plans cover 55 % of the population. In the first phase of the implementation of the workplace travel plans WTPs, nearly 1,500 plans had been set up in 2010, covering four million employees. Well animated WTPs dropped the number of car trips by their employees by 15 % in three years. France is however behind many other EU countries regarding the deployment of workplace travel plans. This will also be a challenge of the COMMUTE project.

Future national challenges include:

- The use of information and communication technologies in mobility management measures.
- The mobility management in peri-urban and low-density areas, where the use of cars will remain strong. The development of carsharing and carpooling solutions can provide efficient solutions.
- The mobility management for goods, especially in a context where online business and sales are growing.

Most challenges and ambitions of Toulouse Metropole are clearly reflected in the above-mentioned national strategy, and COMMUTE appears as a perfect response to address them.

## 2.3 Toulouse Metropole Policy Context

Toulouse metropolitan area, with its 115 municipalities and more than one million inhabitants, is going through a strong demographic and economic growth, especially in the airport area, in parallel with a high modal share of private cars. Transport system users working in the airport area (70,000 of them) mainly use private cars. More generally, the Toulouse share of private car in the modal split is high, so is the number of commuters, and no short-term increase of infrastructure capacities is scheduled.

By 2030, the area is expected to host 250 000 people, 140 000 jobs and 200 000 to 230 000 additional homes in the large urban centre of Toulouse (compared to the situation in 2008). If the entire territory is characterised by this attractiveness, regarding the demographic growth, the suburban areas are the ones to see

their population increase the most, especially in the western and northern areas of the conurbation. This growth will affect mobility. In the large urban centre, the amount of daily journeys, all modes combined, will be of 4,5 million by 2025 that is to say 500 000 more than today. Regarding employment, its distribution is very polarised. The big peripheral employment nodes have developed along the main roads.

The metropolitan area has four mobility poles (north-east, south-west and north-west) structured around several centres to where inhabitants travel to daily. The chosen territory for the deployment of the COMMUTE project is integrated into a wider perimeter, the north-western mobility area. This area is highly attractive due to the presence of the aeronautical and airport area, major economic territory of the

## Le Projet COMMUTE.

### Chiffres clés du projet.

#### L'attractivité génère du trafic sur l'agglomération toulousaine.\*

/ **15 000** nouveaux arrivants  
par an

/ **+ 500 000** déplacements  
**par jour** en projection  
sur 2025

/ **265 000**  
déplacements professionnels  
chaque jour sur le territoire  
COMMUTE

Source Enquête Ménages Déplacements

\* Tous modes de déplacement confondus



Source: Toulouse Metropole

Toulouse conurbation comprising more than 71 000 jobs and possesses an international flagship facility: Toulouse-Blagnac airport (sixth busiest French airport).

The aeronautical and airport economic activity area, like the other job hubs, now suffers from poor accessibility due to the congestion of the transport networks. This results in delays (24 hours lost/car driver/year in traffic jams in Toulouse's conurbation in 2016), losses in activity, stress and an increase in noise and pollution due to the massive use of private

cars. Given the high modal share regarding private cars in the north-western zone (73 % following a 2013 household mobility survey), the main stake of the project is to provide alternative sustainable mobility solutions to the employees of the aeronautical and airport area regarding commuting journeys in the context of a sustained demographic and economic growth. It is necessary to take an innovative approach grouping the main stakeholders in the area of the COMMUTE project in order to significantly change their mobility habits.

## 3. COMMUTE Challenges

There is already evidence of research into existing best practices promoted by COMMUTE (relevant examples from Perugia and Trieste, Heathrow, Malmo). By combining and integrating what is best from already tested solutions, COMMUTE has a lot of potential to add value in the policy area concerned. The project introduces all options simultaneously on the governance level (Collaborative Management System for Urban Mobility), corporate mobility management level (new working modes), transport technology and infrastructure level (investments) – with

the ultimate goal of providing new and more sustainable mobility modes and patterns for a large number of employees. A link with existing public transport modes has also been made (shuttle will serve the carpooling parking lot, the train station, the high school, co-working offices and the city centre) and partners and stakeholders have been selected accordingly.

Such a unique level of integration and the implementation of a new type of governance model also entail potential risks and challenges, identified as follows:

### 3.1 How to make the collaborative governance model work?

#### **Leadership and participative approach:**

The governance model will require a high level of inclusiveness and participative approach, taking needs and concerns on board from all partners involved. The structure and number of partners also implies lengthy concertation and administrative procedures, leading to possible delays. Having a clear roadmap for all stakeholders will be important. So will a strong lead and coordination from Toulouse Metropole. Collaborative tools, a quality management plan and weekly coordination meetings are one of the many solutions to address this challenge.

#### **Internal and external communication:**

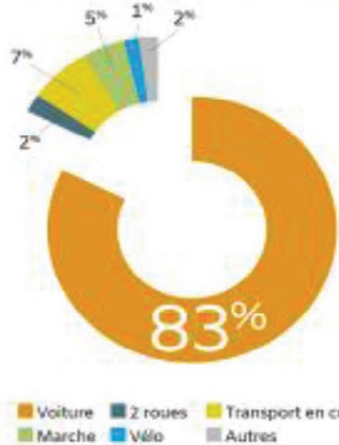
The global communication about the project is another challenge, as it will need to be coherent among COMMUTE partners and towards external stakeholders. The COMMUTE Day on 3 December 2018 will be an important opportunity for all partners to be updated on the project's state of play and on the deployment strategy of the mobility management system. All partners should also contribute to shaping COMMUTE events by taking part in regular and inclusive preparatory meetings. Recent lessons learnt show the necessity to discuss and develop jointly, with all consortium partners and long enough in advance, the programme of COMMUTE events proposed by each of the partners.

### 3.2 How to effectively change mobility behaviours and reduce congestion?

## Le Projet COMMUTE.

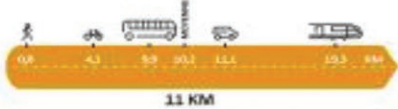
Chiffres clés du projet.

La voiture, principal mode de déplacement sur les zones aéroportuaire et aéronautique.



/ Dont **71%** d'autosolistes (1 personne par voiture)

/ Distance moyenne domicile-travail selon le mode (déplacements internes au périmètre Enquête Ménages Déplacements)



Source Club Réussir

Source: Toulouse Metropole

#### Public and private acceptance:

There is a high risk of resistance in changing behaviours, like in many EU mobility projects. The proposed solutions and awareness-raising events with citizens will partly help to overcome this challenge, though it remains unclear whether the COMMUTE actions will effectively be able to disrupt the current mobility patterns. Good communication to users about the benefits of leaving private vehicles will be crucial.

COMMUTE will also need to have employees' full support and active engagement to make a difference. While employees are the main target group, employers should also be considered in the future. This leads to another key challenge for COMMUTE, which is also a challenge valid for the

whole of France, namely how French companies face difficulties to deploy workplace travel plans ("plans de mobilité d'entreprise"). Compared to other European countries, France still has not managed to introduce this new culture within its companies. Profoundly changing employees' travel habits will be a key pillar of the project, in order to meet the challenges of congestion in the territory. If it succeeds, COMMUTE could lead the way for workplace travel plans and contribute to creating best practice, for other French cities to follow.

#### Effective congestion reduction:

Another challenge is demographic growth, which could counterbalance COMMUTE efforts in reducing congestion. The proposed interventions

should at least enable to stabilise the traffic during rush hours. The main challenge of COMMUTE is to reduce congestion though, which could still be possible depending on the actual take up by the

users of the proposed measures. The upcoming implementation of the solutions will show whether these can go beyond traffic stabilisation, possibly in a second stage.

### 3.3 How to effectively measure and evaluate congestion and emissions reduction?



Source: Toulouse Metropole

#### Access to data:

Good governance is about good access to data, to be provided by all partners. A framework document on data sharing, which is currently being developed, will be an essential basis to ensure transparency and access. A challenge of COMMUTE will be for its partners to establish strong relationships within the digital platform e-Commute in order to make it a success. The challenges linked to the digital platform are numerous: beyond technical aspects, the platform should be easy to access and to use, provide accurate data, guarantee data safety. It should therefore be carefully designed and thoroughly tested before and during its lifetime.

Access to information technology is also not something for everyone: it is to be anticipated that a certain category of the population will not have access to the platform.

Governance of the platform is another challenge: the key is to use the right design and find a suitable governance concept. A typical governance challenge is that a platform owner

must retain sufficient control to ensure the integrity of the platform while opening up data and connecting the high number of organisations to the platform.

#### Indicators:

Good governance is also about clear and harmonised indicators, defined jointly among all stakeholders. KPIs are currently under approval by all COMMUTE partners. As such, the project has always provided a clear definition of its expected results, already in the project proposal. It clearly highlights how the results and outputs should help to meet the main challenge of congestion reduction and better accessibility of commuters. As previously mentioned during the preparations of the project, it is important that indicators are coherent throughout all the Work Packages. Reporting is an important aspect of the project, and it will also help for scale up. The list of risks and indicators should therefore be regularly updated throughout the project, for the sake of accuracy.

The table below also provides an overview of COMMUTE challenges based on the UIA challenges mapping, which corresponds to challenges identified throughout all UIA projects. These challenges will be addressed more in detail in future Journals:

**TABLE 1: MAPPING COMMUTE AGAINST THE ESTABLISHED UIA CHALLENGES**

Challenge	Level	Observations
1. Leadership for implementation	High	The nature of the new collaborative management system represents a challenge for the project leadership. It will be about testing new work methods and managing public and private interests at the same time, while guiding the project in its implementation.
2. Public procurement	Low	No procurement issues at this stage. Each partner respects the relevant procurement rules
3. Integrated cross-departmental working	Medium	The project is very horizontal and includes collaboration across a range of city departments. Given the range of stakeholders involved too, organisational arrangements could become challenging.
4. Adopting a participative approach	High	The challenge will be to make the collaborative system work by being very inclusive and ensuring full participation of all partners, incl. external stakeholders. This participative approach will be crucial, esp. for the provision and collection of data throughout the project, and for the take up of the measures by the citizens.
5. Monitoring and evaluation	Medium	Determining and agreeing on the KPIs with all public and private partners is a challenge. However, a dedicated work package should help facilitate it.
6. Financial Sustainability	Low	Sustainability should be good, but as a first pilot project of this type, the financial sustainability of COMMUTE is untested.
7. Communicating with target beneficiaries	High	Resistance from employers and employees in changing their mobility patterns is a high risk. Thus, an awareness-raising plan for companies has been developed. It corresponds to a dedicated deliverable within the project. Targeted actions and events are undertaken with companies to explain the benefits from the new services.
8. Upscaling	Low	The challenge here is to meet the goal of defining a standard / norm based on the business model of the project. This work has not yet begun. The participation of AFNOR (French Association of Normalisation) in the project should be an asset.



## Key milestones

In order to assess progress to date, it is worth noting the key milestones of the project:

- **April 2018:** Public kick-off event organised at Toulouse Métropole.
- **September 2018:** End of construction works and launch of the carpooling parking lot.
- **October 2018:** First version of the digital platform is released.
- **3 December 2018:** COMMUTE Day and signature of a Memorandum of Understanding (“Charte COMMUTE”) by all stakeholders at Toulouse Metropole.
- **July 2019:** Based on the inter-mobility plan validated and the territorial analysis, new working modes as part experimentations have been tested. Construction works phase is terminated, the charging station for electric vehicles is implemented, the itinerary road for the autonomous shuttle is designed and the 3 phases for its deployment are completed.
- **November 2019:** 2nd version of the digital platform to be released (including decision-making functionalities and third users’ interfaces). The design of the management and governance system is improving including economic and legal dimensions. A mid-term evaluation of the project is carried out.
- **June 2020:** The economic model of the collaborative management system is defined based on feedbacks from experimentations. This will ensure the replicability of the project.
- **September 2020:** Normative standards of the project are defined to enable reproducibility of the management system to be ensured. The final version of the digital platform is released, new working modes and new mobility services are implemented. Final public event presenting all the project results.

## 4. Progress to Date

Since the kick-off event of COMMUTE in April 2018, many achievements have been made. Nine Work Packages (WPs) are led by different partners and address all aspects of the project. Each of them has already made some progress.

Weekly coordination meetings take place with all partners. This is where each action gets discussed and approved by all partners. It is even more important that all partners are on the same page, now that the implementation process has started. A COMMUTE Day on 3 December 2018 will be a unique opportunity to present and discuss the project implementation with all partners and citizens. Workshops will gather citizens' views and encourage them to change their mobility patterns. These will be detailed in the next Journal.

A communication kit (brochure and video) has been produced: <https://retraitfichier.extranet.toulouse.fr/file-90081aeceadd9d2b6809fccc9295f01a>

On collaborative management systems for urban mobility, a mapping of key targets and a roadmap for action is ongoing. It will feature in the next Journal.

A platform of information exchange has also been set up with AFNOR, the agency in charge of standardisation.

The 1st version of the digital platform "e-Commute" is about to be launched. Open data, a database and access interfaces have already been put in place. More info in the next Journal too.

Last but not least, the first experimentation has been launched since September: the carpooling parking lot and an electric charging point are now built and are already a success:

- The parking lot is used to 60% of its capacity, including nearly 1.300 users from the 4 companies and partners (Airbus, ATR, SAFRAN and Aéroport Toulouse Blagnac).
- 95% of registered users have at least one carpooling opportunity for each of their journeys (similar times and itineraries) and 20 possible car-poolers in average per journey, which corresponds to an already high critical mass.
- The number of carpooling journeys is increasing, from 5 to 15% per day since the launch.
- Users' feedback is excellent (see [ici](#) for Android).





Carpooling parking lot  
Source: Toulouse Metropole

## Le Projet COMMUTE.

Dates clés.



Source: Toulouse Metropole

## 5. Conclusions

How to meet both public and private interests, in times where public-private partnerships (PPPs) have almost disappeared from the French landscape? Organisational, but also legal and financial constraints linked to PPPs have made them scarce, especially in the transport sector. PPPs with a city as a lead are also an exception nowadays. But Toulouse Metropole has a long-term experience in EU projects, with unique knowledge to share, and COMMUTE partners are already used to working together due to the long lasting and special economic links between the city and airport partners.

COMMUTE is also based on the right assumption that not one single solution can work to reduce congestion. Instead, a toolbox of options is necessary to make the difference.

The integration of all these options makes COMMUTE an innovative and challenging project, which should lead to best practice, including a transferability guidebook, and inspire other cities to also innovate in their governance and management systems. COMMUTE has indeed a great potential for launching a new co-creation trend in cities and provide other cities with the confidence they need to work more closely with the private sector – all this for the benefit of the citizens!

The next Journal in Spring 2019 will address more in detail the first results and the state of play of the challenges. It will highlight progress made in almost one year and include interviews from key partners on their experience gained since then.

# References

Further to information provision from key members of the COMMUTE project, the following sources supported the collation and drafting of this journal:

- Toulouse Metropole: <https://www.toulouse-metropole.fr/>
- COMMUTE dashboard and other planning and monitoring tools
- COMMUTE communication tools
- EPOMM (2018) 'Mobility Management Strategy Book'
- European Commission, Transport and Mobility: [https://ec.europa.eu/transport/home\\_en](https://ec.europa.eu/transport/home_en)
- 2011 Transport White Paper 'Roadmap to a Single European Transport Area' : <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX:52011DC0144>
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Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This journal is a paper written by a UIA Expert that captures and disseminates the lessons learnt from the project implementation and the good practices identified. The journals will be structured around the main challenges of implementation identified and faced at local level by UIA projects. They will be published on a regular basis on the UIA website.



### Urban Innovative Actions

Les Arcuriales  
45D rue de Tournai  
F- 59000 Lille

**+33 (0)3 61 76 59 34**

[info@uia-initiative.eu](mailto:info@uia-initiative.eu)

[www.uia-initiative.eu](http://www.uia-initiative.eu)

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