

October 2019

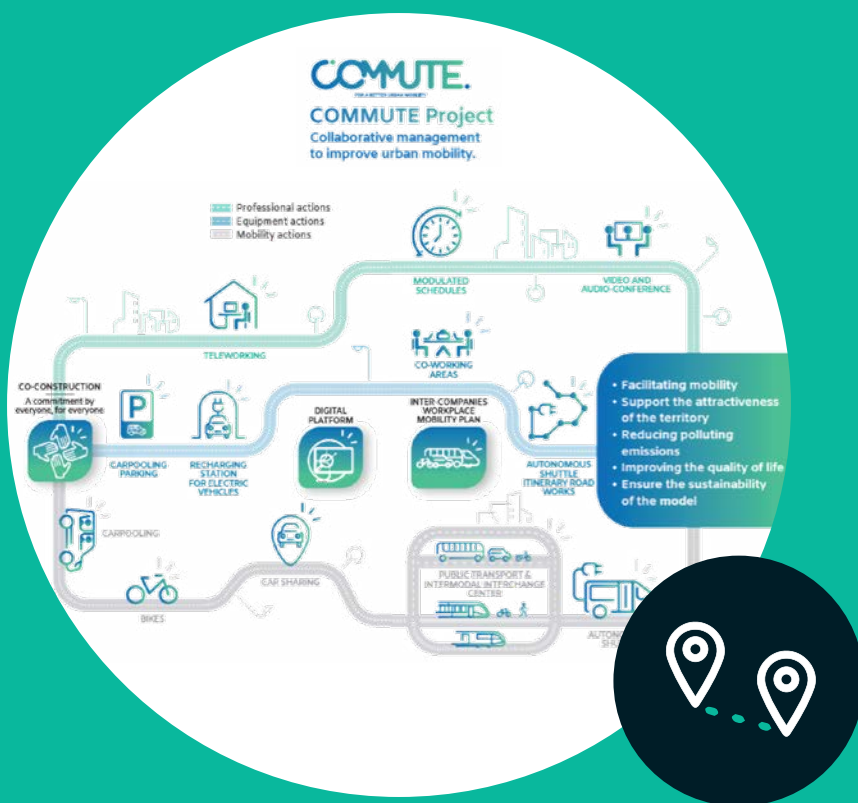
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The Urban Lab of Europe !

# The COMMUTE project Journal N° 3

*Project led by the City of Toulouse*



**URBAN  
MOBILITY**



# The **COMMUTE** project (Collaborative Mobility Management for Urban Traffic and Emissions Reduction)

The **COMMUTE** project looks to tackle the difficulties accessing the aeronautical and airport area where many of the city's jobs are located. This area will experiment an increase in employment opportunities as well as new dwellings in the next decade. Poor accessibility due to the congestion of the transport networks that has led to an increased use of private cars. For this reason, the project will look to engage and create a partnership with the main stakeholders in order to change commuters travel patterns and habits. This will be done through a combination of actions that include a new urban mobility collaborative management system, a digital platform to measure the impact of the measures that will feed into the decision making based on real-time data, new ways of working (teleworking, modular timetables), mobility services (car-sharing) and new infrastructure (autonomous vehicles).

## **Partnership:**

- Toulouse Metropolitan Authority
- SMTC Tisséo - Local Transport Authority
- AIRBUS SAS
- SOPRA STERIA
- French Standardization Association – AFNOR
- Companies Club 'Réussir' CER
- Regional Aircrafts ATR
- SAFRAN
- Toulouse Blagnac Airport - ATB

# Table of Contents

<b>1. EXECUTIVE SUMMARY</b>	<b>4</b>
<b>2. PROJECT SUMMARY</b>	<b>5</b>
<b>3. KEY MILESTONES</b>	<b>8</b>
<b>4. PROGRESS TO DATE:</b>	<b>9</b>
<b>5. COMMUTE CHALLENGES</b>	<b>18</b>
<b>6. TAKEAWAYS AND CONCLUSIONS</b>	<b>22</b>
<b>7. REFERENCES</b>	<b>24</b>

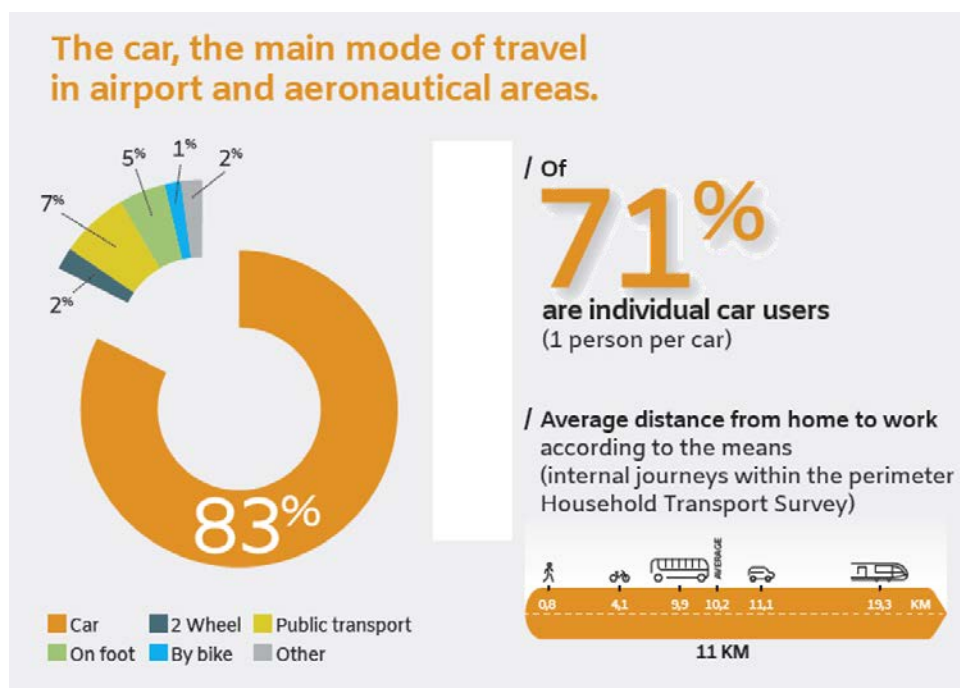
# 1. EXECUTIVE SUMMARY

The third Journal of the COMMUTE project (Collaborative Mobility Management for Urban Traffic and

Emissions Reduction) presents the developments of the project since the publication of the second Journal<sup>1</sup> in Spring 2019.

COMMUTE went through its mid-term review and entered its 2nd phase. Many actions have been launched, and some are already finalised. This edition focuses on the latest developments, current and new challenges identified, and solutions to address them.

The project has progressed positively, with all the stakeholders having an impact on urban mobility and working together to implement a collaborative management system for urban mobility. The objective of the first period was to define the overall management structure and framework allowing for an efficient work progress and monitoring all along the project. It was also to identify technical issues and potential risks, to ensure the production of quality deliverables and smooth communication among partners. COMMUTE is now in the implementation phase and delivering many results. Soon it will enter its final sprint, ending in the Autumn 2020.



Source: Toulouse Métropole

<sup>1</sup> Second COMMUTE Journal: [https://www.uia-initiative.eu/sites/default/files/2019-07/Toulouse-COMMUTE\\_Journal%202.pdf](https://www.uia-initiative.eu/sites/default/files/2019-07/Toulouse-COMMUTE_Journal%202.pdf)

## 2. PROJECT SUMMARY

“Due to its attractiveness and active population, our metropolis benefits from a great pool of research and innovation. This is why, within the scope of the COMMUTE project, we are particularly pleased to test the solutions that will make it possible to perpetuate, in Toulouse as anywhere else, the movements of each person and the quality of life for all. Collaborative management, digital applications, scalable infrastructures... it’s up to all of us to invent tomorrow’s mobility!” Jean-Luc Moudenc, Mayor of Toulouse and Chairman of Toulouse Metropole,

describes here very well the COMMUTE project, which has been benefitting from strong political support since the beginning.

The COMMUTE project, developed together by public and private partners, with Toulouse Metropole as lead, designed and now implements local initiatives to reduce emissions of pollutants and greenhouse gases, and to reduce congestion. This is done within the scope of the French law on energy transition and green growth and the upcoming Law on Mobility Orientations (LOM)<sup>2</sup>.



### **Feedback from Christine Cochelin, Safran DG Institutions and International, Airbus & ATR Relations and Public Affairs in Occitania:**

COMMUTE is based on strong values: to collectively reduce traffic for a reduction of pollution and better quality of work and life for the employees. The feedback from employees so far has been very positive and we also receive requests for a replication of the Toulouse pilots

to other sites of the Group. At Safran, the COMMUTE project has been integrated into a bigger project called “Low-carbon project”. Through the latter, the Group committed to reduce GHG emissions by working on infrastructure aspects, but also on supply, production cycles, and journeys. As regards home to work journeys, the experience gained through the COMMUTE project on the Toulouse sites will be used for the deployment of actions at the Group scale. More generally, it was essential to raise the awareness of our Human Resources and Communication teams to the goals of the project and to get their support – without it, carrying out the pilots with employees would not have been possible. Getting support from these teams, but also from the top management, have been positive while requiring some efforts at the same time. Last but not least, we have also learned that it is important to have “ambassadors” within our companies: we rely on convinced and motivated employees to carry out our messages. The best tool to initiate a deep change in behaviour is influence among colleagues.

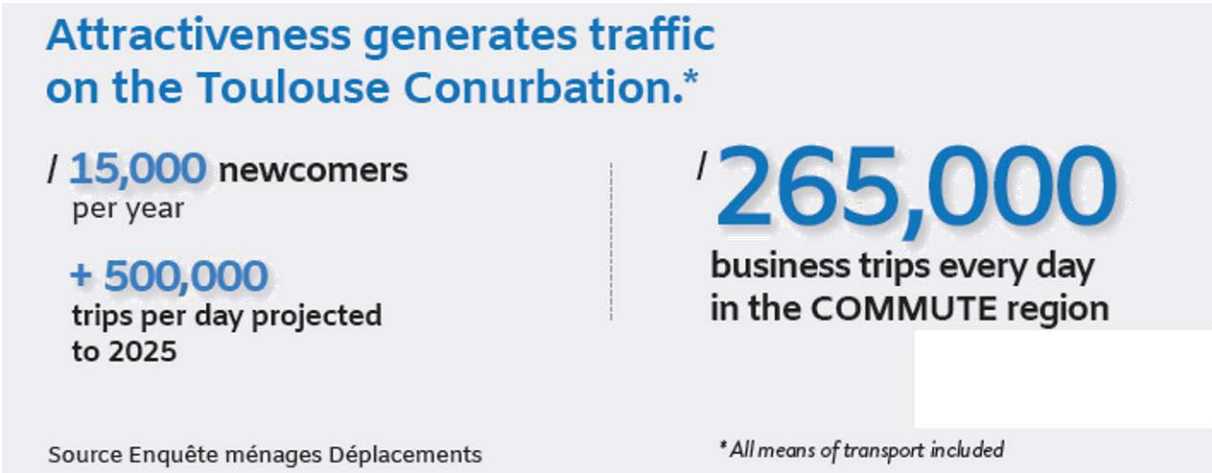
<sup>2</sup> LOM: <https://www.ecologique-solidaire.gouv.fr/projet-loi-mobilites>

The latter should be adopted by the end of 2019. Its focus is on governance, intermodality and on energy and digital developments. While it devolves more powers on mobility to the regions, it also empowers them with the task of boosting intermodality. The development of autonomous vehicles and measures to reduce congestion, i.e. polluter-pay principle, are also at the core of the new law. The COMMUTE project fully reflects the objectives of the LOM and is even ahead of time, having already started to implement some of the LOM’s key measures.

Toulouse and its metropolis need such measures to address the demographic challenge they are faced with, having the highest population growth in France. They also hold the record of

job creation in France. Significant investments in public transport and road infrastructure were made to tackle the increase in mobility demand, but urban congestion remained an issue around the airport area, which is the perimeter of the COMMUTE project.

Between October 2017 and October 2020, with a total budget of 5,2 M€ (European co-financing 80% (FEDER): 4,1M€), COMMUTE aims to reconcile the attractiveness of the territory with mobility, and to promote modes of transport (home-to-work) that minimise environmental impacts. It also raises awareness among managers and employees about new forms of mobility.



Source: Toulouse Métropole

**Project partners.**

 <b>PILOT AND COORDINATOR</b> <b>toulouse métropole</b> <b>Jean-Luc MOUDENC</b> Mayor of Toulouse President of Toulouse Métropole	 <b>SAFRAN</b> <b>Bruno BERGOEND</b> Director of Airbus & ATR programs and Regional Institutional Affairs	 <b>AIRBUS</b> <b>Guillaume FAURY</b> President of Airbus Commercial Aircraft
 <b>RÉUSSIR</b> <b>Françoise BARUTELLO</b> President of the Club d'Entreprises Réussir	 <b>AÉROPORT TOULOUSE BLAGNAC</b> <b>Philippe CREBASSA</b> Chairman of the Toulouse-Blagnac Airport Management Board	 <b>tisséo</b> <b>Jean-Michel LATTES</b> President of Tisséo Collectivités
 <b>sopra steria</b> <b>Xavier PECQUET</b> Sopra Steria, Executive Committee Member Director of Aeroline	 <b>ATR</b> <b>Stefano BORTOLI</b> Executive Chairman of ATR	 <b>afnor</b> NORMALISATION <b>Olivier PEYRAT</b> General Director of AFNOR

Source: Toulouse Métropole

COMMUTE emanates from the will of both the public and private sector to create a public-private governance model: the collaborative vision of urban mobility in the Toulouse airport area. Expected results include:

- Stabilisation of traffic flow at peak hours around the COMMUTE area
- Improved accessibility for the airport area (thanks to modular working times, teleworking, alternative parking and autonomous shuttles)

- New mobility management methods for employees: collaborative mobility management system
- Modal transfer of employees towards more flexible modes: reflection on better use of modes (other than the private car), raising awareness of other working modes (teleworking), modular working hours, etc.
- New management methods within the companies allowing for work hour flexibility for employees



### EXPERIMENTING WITH NEW MEANS OF PUBLIC-PRIVATE COLLABORATIVE URBAN MOBILITY GOVERNANCE

The Partners are committed to innovation, co-creation and co-operation in urban mobility, involving all stakeholders in the region.



### EXPERIMENTING WITH NEW MEANS OF TRANSPORT AND MOBILITY SERVICES

To help reduce traffic levels, innovative solutions will be deployed.



#### The digital platform

These experiments will be grouped together on a digital platform to support decisions, fed by real time data.



### EVALUATING THE EXPERIMENTS

Regarding their efficiency in easing traffic congestion around the airport base and in improving air quality.

Source: Toulouse Métropole

## Le territoire COMMUTE et les entreprises partenaires

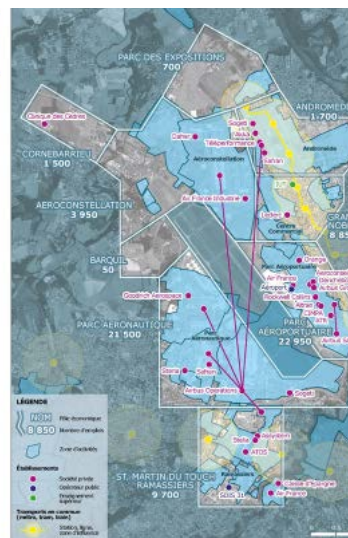
**70 000 emplois**  
au sein de  
la zone aéroportuaire et aéronautique

**5 entreprises partenaires**

**27 000 salariés**

- Airbus : 20 469 / 4 sites
- Sopra Steria : 1 346 / 4 sites
- ATB : 2 306 / 2 sites
- ATR : 1 226 / 2 sites
- Safran : 1 677 / 2 sites

source : Données RH 2019 / plate-forme Sopra Steria



source : auz/T, Toulouse Métropole / Observatoire Veille Economie et Emplois 2015

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Source: Toulouse Métropole

# 3. KEY MILESTONES

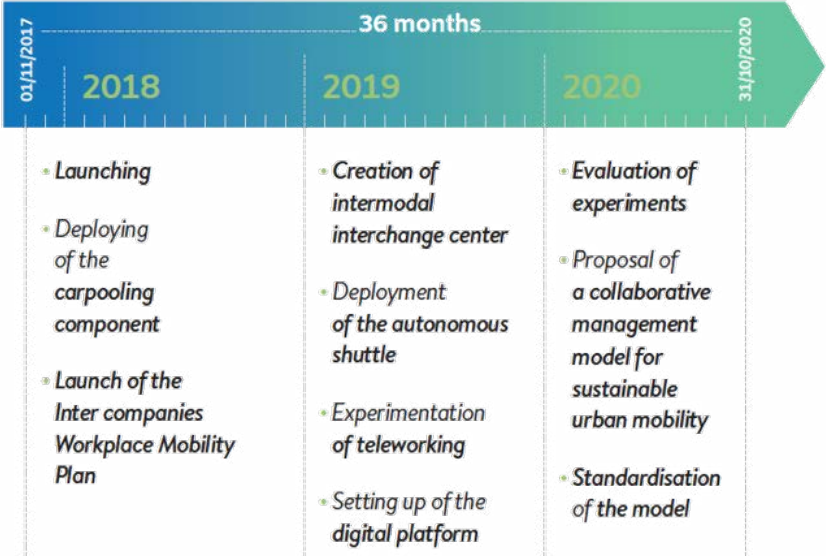
The following milestones present the developments of COMMUTE, where we are now and what is planned until the end of the project. It has to be noted that key actions have already been launched and have generated significant results, to be further developed below in this Journal and in the following ones.

- April 2018: Public kick-off event
- June 2018: Deployment of the carpooling parking and strategy
- January 2019: First version of the digital platform released
- Summer 2019: Mid-term review of the project
- September 2019: Launch of the Inter-Company Workplace Travel Plan<sup>3</sup>
- December 2019: Second version of the digital platform released (including decision-making

functionalities and third users' interfaces). The design of the management and governance system are improved including economic and legal dimensions

- Early 2020: Deployment of the autonomous shuttle and further experimentation of teleworking
- June 2020: The economic model of the collaborative management system is defined based on feedback from experimentations. This will ensure the replicability of the project.
- September 2020: Evaluation of the experiments and proposal for a collaborative management model (standard) for sustainable urban mobility.
- October 2020: Final evaluation and final public event

The COMMUTE project will extend over 36 months:



Source: Toulouse Métropole

<sup>3</sup> First COMMUTE Zoom In on Inter-Company Workplace Travel Plans : [https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201\\_formatted.pdf](https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201_formatted.pdf)



## 4. PROGRESS TO DATE:

This Journal identifies three key aspects of COMMUTE that are particularly relevant at this stage of the project:

### 1) COMMUTE mid-term evaluation – the results

### 2) The digital platform

### 3) Key events and meetings

The following chapter will focus on progress made against these areas and the key achievements since the second Journal.

### 1) COMMUTE mid-term evaluation - the results

The mid-term review of the COMMUTE project was carried out as part of the work package

dedicated to evaluation and dissemination, more specifically by the Toulouse Urban Planning Office.

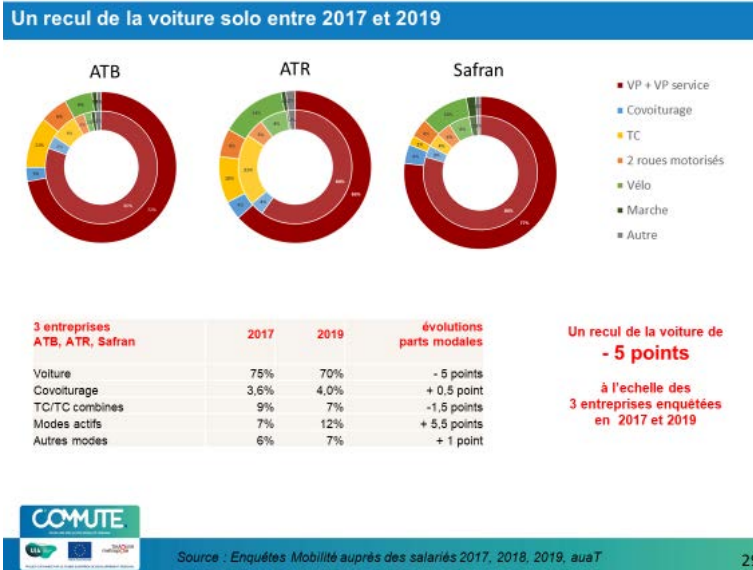
The review aimed at understanding which actions have been carried out so far and what have been their impact(s). It also looked at the global impacts of the project as a whole. It was organised around 4 strategic axes:

- Reduce the impact of individual cars
- Reinforce the use of public transport
- Develop cycling and micro mobility
- Limit journeys



### Feedback from Solène Flahault, Head of Public Affairs & Environment, ATR:

Mobility is a key issue for our company since it contributes to reducing our carbon footprint, to increasing the quality of our work life, and generally contributes to the performances of all. Our involvement in COMMUTE reflects ATR's engagement in social responsibility, which is in our DNA. We are convinced that joining our forces and cooperating with other actors of the airport area of Blagnac is paramount in order to boost individual efforts and deeply change mobility and transport modes. This project, supported by the European Commission and led by Toulouse Metropole, is a remarkable example of public-private collaboration. Achievements so far are already extremely satisfying, with circa 60 000 carpooling trips reported and 60 tons of CO2 avoided within one year. Our joint commitment is the key ingredient for the quick developments of the project, which enables the efficient construction of solutions together with all stakeholders. Our objective: to continue to federate our team members around this common ambition. The future looks promising.



Source: Toulouse Métropole

The first assessment concerns the use of the individual car: between 2017 and 2019, a decline has been noted – to be reinforced and continued though. The evaluation points out a reduction of car use of -5 points at the scale of the employees from the 3 partner companies (ATB, ATR and Safran - Airbus did not take part in this evaluation,

but will be included in the final evaluation). This covers 3230 employees in total.

This reduction in car use contributed to saving an estimated 1,3 tons of CO2. If extended to the whole airport area, which covers more than 70 000 jobs, the reduction is estimated at 23 tons of CO2.



Source: Toulouse Métropole



Source: AUA

The mid-term review also highlights the following results:

- A clear rise of cycling as a daily transport mode from home to work
- Despite the success of the Karos pilot (carpooling management app), carpooling has not yet developed to become a daily practice, but its potential is getting stronger
- Public transport stagnates, with varying evolution depending on the companies and the competition from cycling – but its potential remains important (occasional / envisaged mode of transport)
- Teleworking is slowly getting deployed within companies...to be developed at bigger scale

The mid-term review collected information via the following tools:

- Employees' mobility surveys (ATB, ATR, Safran and Sopra Steria: 1812 respondents in total)
- Digital platform data provided by:
  - Human Resources departments from the 3 partner companies (ATB, ATR and Safran)

- Karos app
- Traffic and telecom operators
- Data from the "collectivities":
  - Tisseo: offer and use of public transport and Covoitéo service
  - Pibrac: data from the Révéo network
  - DIRSO (Direction for Roads Management): regular counts of national road 124
- Counts from the West zone:
  - Regular counts for the COMMUTE area
  - Occupancy rate of the carpooling car park in Pibrac
- Users panel:
  - Survey on the Pibrac carpooling car park (18 persons)
  - Karos users survey: online questionnaire with 557 responses (16% of Karos users)
  - Employees' thematic workshops
- Stakeholders' interviews

3 situations were assessed:

- Initial situation: 2017-2018
- Mid-term situation: March-April 2019
- Final situation: March-April 2020

The mid-term review also highlighted the latest developments of COMMUTE regarding the deployment of pilots. New working methods and mobility services have seen results, with:

- 1 common inter-company workplace travel plan: the plan has now been approved and is being implemented to support and raise awareness of the change of managers and employees: teleworking, flexible working hour, public transport, carpooling, cycling, etc.
- Further deployment of an inter-company carpooling app (Karos operator: home-to-work trips): more than 3115 users, 22km of average distance, 328722 km by car avoided, 21437 car trips avoided, 42 tons of CO2 avoided
- 1 action plan to support and raise awareness of employees' changes in terms of mobility: more than 15 events, stands, workshops and increased communication.

As regards infrastructure specifically, several measures have been launched:

- Construction of a carpooling parking in Pibrac (strategic location between Toulouse and the 3 companies): 26 parking spaces available (85% accessible for Persons with Reduced Mobility), including 2 dedicated parking spaces for the charging of electric vehicles
- Installation of a quick charging station for electric vehicles in the car park: around 20 charging per month in 2019
- Study on the implementation of dedicated carpooling parking spaces

- Deployment of innovative cycling infrastructure

Cycling has been the last action to be launched by the project and has proven to fly right away:

- A significant increase of cycling to go to work:
  - The cycling modal share for the 3 companies ATB, ATR and Safran has increased by 6 points between 2017 and 2019, raising by 11%
  - The cycling modal share for employees that live in Toulouse has significantly increased, e.g. for Safran and ATR employees by more than 20%
- A transport mode that is expanding:
  - Cycling as an occasional mode of transport is rising
  - Cycling appears as the main alternative to the car envisaged by the employees: among Safran employees envisaging to change their mode of transport, 48% of them would be interested in cycling
- Main tools identified to further develop cycling within the project:
  - Development of safer infrastructure and facilities for cycling
  - Financial incentives
  - Facilities: showers and changing rooms
  - Return guarantee

Communication about cycling within COMMUTE focuses on health and environmental benefits, but also on the importance to reduce congestion.

## 2) The digital platform

The COMMUTE digital platform is led by Sopra Steria and is the evaluation and monitoring tool of the project. It covers carpooling, cycling, public

transport and new ways of working (teleworking). It centralises all the pilots and translates them into more than 50 mobility indicators allowing for their evaluation and gathering feedback from the experience in terms of congestion and pollution.

All COMMUTE partners share their data with Sopra Steria, e.g. traffic data, journeys, public transport data, carsharing data, HR data, etc. There are very heterogeneous sources of data covering environmental data, road and other equipment, events, public transport, etc. Data sharing is done within the framework of a convention drafted and signed by all the partners.

The platform is ongoing: it evolves continuously and adapts to respond to the needs of the project in a very flexible and efficient way. New functions and tools are therefore put regularly at the disposal of users. It is a platform designed for and with users.

In addition to evaluation and monitoring, the platform supports collaborative decision-making and is a potential tool to simulate modal shift and analyse mobility flows. It also helps to understand and measure mobility performance and to predict the impact of political actions linked to mobility. The platform indeed enables to understand the impact of mobility on home-to-work journeys of companies' employees, and to identify levers for action with this users' segment. It proves to be a useful tool for supporting behavioural change: the evaluation of modal shift potential led by Work Package 6 has been carried out via the digital platform.

The platform also centralises and supports the work on the thematic action fiches. Each partner is in charge of an action, that presents the objectives and steps to be developed within the action. Each leader can access and amend the parts of the action fiches directly via the

platform. For each action fiche, indicators have been defined and put in place in order to assess the impact of each action fiche.

A visualisation of global travel flows at city level is also available on the platform. This vision has been developed based on mobile data bought from the telecom operator Orange.

The digital platform team is currently working on new functions providing potential analysis for infrastructure. It looks at the relevance and efficiency of existing infrastructure (cycling, public transport) for the employees from the partner companies. This will make it possible to better target communication and/or to flag up investment needs.

### **3) Public events**

In 2019, COMMUTE was represented at many events organised either by the partners of the project with professional stakeholders as a target, or organised by other entities targeting a wider audience.

Events organised by the COMMUTE partners:

- **COMMUTE Day**

On 18 January 2019, a COMMUTE Day was organised, mainly addressed to third parties of urban mobility in the airport and aeronautical area. The objective was:

- To present the project, its characteristics, its action plan, the role of each partner and how third parties can get involved in order to implement a collaborative governance for urban mobility
- To generate new ideas and exchange during workshops

Three workshops were moderated by COMMUTE partners during that day: a carpooling workshop, one on cycling, one on micro-mobility, one

for Human Resources (on teleworking, flexible working times and co-working spaces). Each workshop addressed three questions:

1. What is your ideal vision?
2. What is the current situation?
3. What are your suggestions to improve the current situation?

The COMMUTE Day brought together about 100 participants. Following that day, several third parties got in contact with COMMUTE partners in order to take part in future meetings of the Local Mobility Committee, e.g.: DREAL (General Directorate for Environment, Planning and Housing), DGAC (General Directorate for Civil Aviation), Transdev, La Poste, Blagnac and Pibrac city administrations, Thales Alenia Space, etc.



Source: Toulouse Métropole



Source: Toulouse Métropole

- Local Mobility Committee

Following the COMMUTE Day on 18 January 2018, the project set up the Local Mobility Committee, which brings together the 9 partners and a wider group of third parties from the airport area. It first met on 15 May 2019 and featured thematic workshops throughout the day. With more than 100 participants (private and public), many signed the COMMUTE Charter and became official members of the Local Mobility Committee.

More than 17 new stakeholders demonstrated interest: Thales, Transdev, Thales, Transdev, La Poste, Navocap, Europolia, Cerema, Citica, Relais d'entreprises, Inddigo, Mairie de Blagnac, Mairie de Pibrac, Gendarmerie, La Poste, etc. Their contribution to the objectives of the project should have a multiplier effect and boost the take-up of actions from the project.

The second meeting of the Local Mobility Committee took place on 30 October 2019.



Source: Toulouse Métropole



Source: Toulouse Métropole

- COMMUTE exhibition on the Place du Capitole (June-August 2019):



Source: Toulouse Métropole



Source: Toulouse Métropole

- COMMUTE cycling picnic:

On 19 September 2019 in Toulouse, an event was organised within the framework of the project's inter-company workplace travel plan launch. This

was done in order to support the behavioural change of employees of the COMMUTE area. There was an active involvement from the mobility contact points of the participating companies.



Source: Toulouse Métropole



Source: Toulouse Métropole

- Breakfast around the Law on Mobility Orientations (LOM):

On 4 October 2019 in Toulouse, also within the framework of the inter-company workplace travel plan of COMMUTE, the Club d'Entreprise Reussir

(business network) organised a networking breakfast about the Law on Mobility Orientations at the Safran site in Blagnac. This legal proposal (LOM) went through a second reading at the French Parliament in September 2019 and should be finally adopted by the end of 2019.

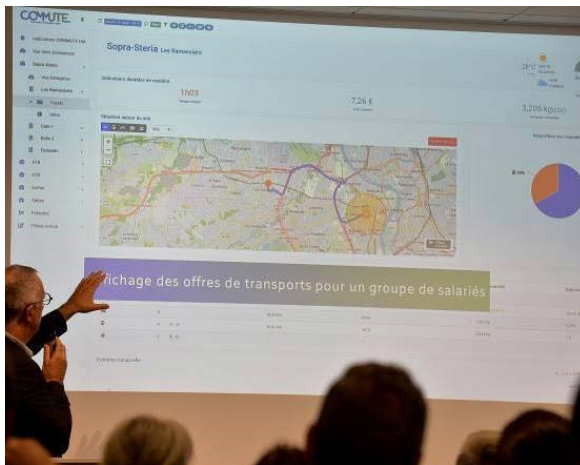


COMMUTE partner companies from the airport and aeronautical area had the opportunity to meet members of the French Parliament and to exchange with them on the practical details linked to the future implementation of this law within companies.

Other events:

- Occitania Data and Mobility Day:

On 28 June 2019, the COMMUTE partner Sopra Steria represented COMMUTE at this regional event.



Source: Toulouse Métropole

- Event on “European financing for transport projects” in Ile-de-France region: first approach and feedback

Organised by the Ile-de-France region on 8 July 2019, this event aimed at raising awareness of

regional transport actors to European financing: what are the European requirements, profile of eligible projects, best practice, etc. COMMUTE was presented to illustrate the discussions.

- EUROCITIES Mobility Forum meeting:

On 21-23 October 2019, EUROCITIES Mobility Forum met in Uppsala. This was the opportunity to present the objectives and first takeaways from the COMMUTE project to city representatives from the city network, and to exchange with them on their experience of collaborative governance. Further cooperation and communication actions around the project are planned in a near future.

More generally, as regards visibility and dissemination, the COMMUTE team can also report on the following:

- Press releases
- Representation at more than 10 external events (Smart City Forum, Smart City Expo World Congress, Innovative City event in Nice, etc.)
- Dedicated project webpage: <https://www.projetcommute.fr/>
- Social network: LinkedIn webpage: <https://lnkd.in/g93Ab5S>
- Visibility on the French Mobility Platform: <https://www.francemobilites.fr/projets/commute>

## 5. COMMUTE CHALLENGES

The table below provides an overview of challenges mapping, which corresponds to COMMUTE challenges based on the UIA challenges identified throughout all UIA projects:

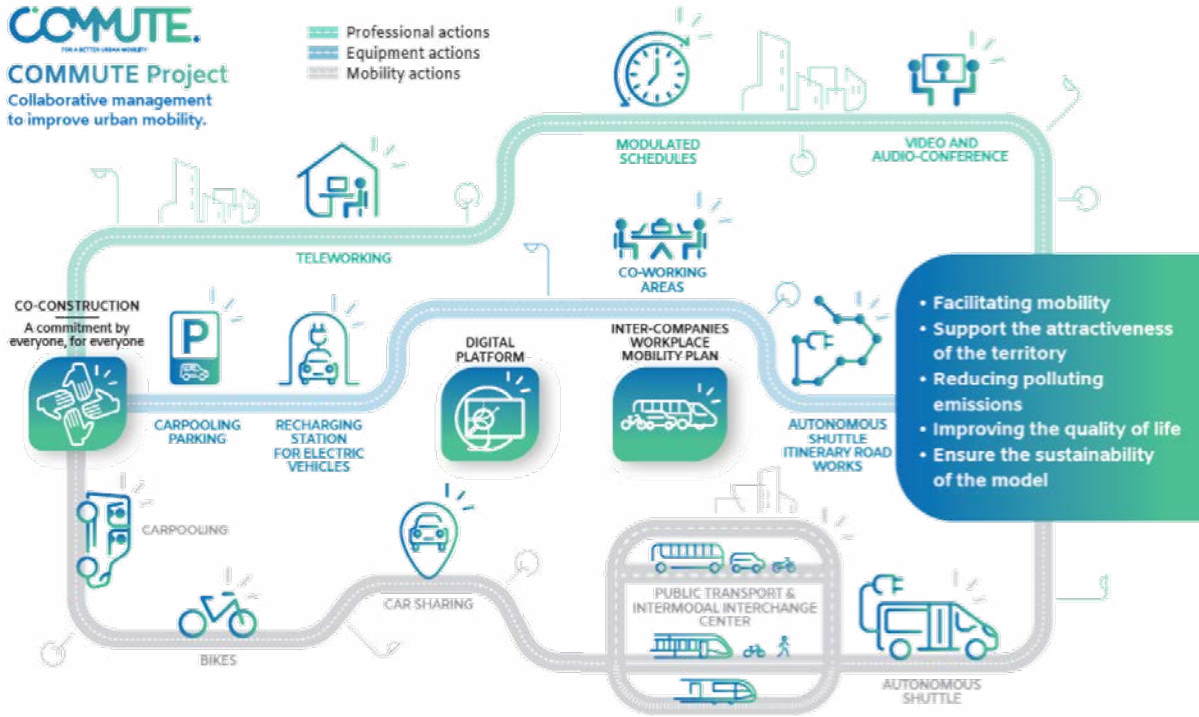
**TABLE 1: MAPPING COMMUTE AGAINST THE ESTABLISHED UIA CHALLENGES**

Challenge	Level	Observations
<b>1. Leadership for implementation</b>	<b>Medium</b>	<p>The nature of the collaborative management system is the real challenge for the project leadership, namely to succeed in implementing common solutions while respecting public and private targets and interests.</p> <p>The interests, work processes, and actions of the partners are, in many cases, different. However, all actions are elaborated together, co-constructed, and with absolute transparency. In order to follow each of the actions in a horizontal and joint way, the Project Manager holds a weekly meeting with all the partners on Friday mornings to discuss the different points of the project. In this way, it is possible to identify difficulties and anticipate solutions together. These regular meetings do help to tackle this major challenge. The different working methods and constraints between public administration and companies require indeed a great deal of anticipation so as to respect the planned timetable for the actions. The definition of a joint timetable, regular meetings and the respect of the project plans are tools that contribute to overcoming this challenge.</p>
<b>2. Public procurement</b>	<b>Low</b>	<p>Minor procurement issues to be reported at this stage, but more could come up. All the rules of public contracting and competition are respected by the partners without any difficulty and based on their own internal rules. For public actors, this challenge is more significant since procedures tend to be longer. Having to respect the action plan timeframe adds another difficulty. A lot of anticipation and planning is done, so the risk is subsequently managed.</p>
<b>3. Integrated cross-departmental working</b>	<b>Medium</b>	<p>Toulouse Metropole has set up a team to manage COMMUTE. Piloted by a Project Manager (expert in European project management), this team integrates several departments: Direction of Finances, Environment, Smart City and Innovation, IT, Infrastructure, Communication and Transport.</p> <p>Each of the partners have appointed three COMMUTE contact points (technical, communication and finance contact points), who, as ambassadors, have the mission of informing and involving all the relevant departments and employees.</p> <p>Given the range of stakeholders involved, organisational arrangements could become challenging. Nevertheless, transversal collaboration across and with partners is controlled. Work with stakeholders has been carried out without any major difficulty so far. The COMMUTE project team is very organised and hierarchised. Each COMMUTE partner has a specific role within the project (WP leader, contributor, action leader, etc.), under the control and steering from the Project Manager.</p>

Challenge	Level	Observations
<p><b>4. Adopting a participative approach</b></p>	<p><b>Medium</b></p>	<p>The challenge is to make the collaborative system work by being very inclusive and ensuring full participation of all partners, incl. external stakeholders. This participative approach is crucial, especially for the provision and collection of data throughout the project, and for the take-up of the measures by the citizens. The project has so far been very inclusive, with participation happening within all the decision-making structures of the project, even with stakeholders.</p> <p>In addition to the weekly coordination meetings, COMMUTE includes several working and decision-making bodies: technical committees composed by the leaders of the different working groups, to supervise and resolve technical issues, and a steering committee, to decide and analyse strategic issues.</p> <p>The communication with the stakeholders is done through the Local Committee of the Urban Mobility (the first meeting will take place on May 15).</p> <p>The participative approach of COMMUTE is ensured in all instances - COTECH (technical committee), COPIL (steering committee), Local Mobility Committee with all stakeholders and third parties interested in the project, etc. No restriction is imposed to join the project – the only requirement being to sign the COMMUTE Charter, which formalises the subscription to the COMMUTE project and defines the commitment details of each interested party. The major principles are the following:</p> <ul style="list-style-type: none"> <li>- The interested parties consider urban mobility as a major challenge for the territory and subscribe to the principle of a collaborative management system led by Toulouse Metropole.</li> <li>- The interested parties respect each other mutually and adopt a positive attitude. They are open to dialogue and commit to actively participate in the process suggested by the COMMUTE project. Toulouse Metropole commits to respect the variety of third parties and to regularly communicate and provide updates on the latest developments of the project.</li> </ul> <p>In addition, during the various public events, partners bring in a high number of participants – employees, local inhabitants, and the general public. This guarantees a strong participatory approach of the project. Finally, the wide range of communication tools used during the project ensure a far-reaching communication about the project.</p>
<p><b>5. Monitoring and evaluation</b></p>	<p><b>Medium</b></p>	<p>Determining and agreeing on the KPIs with all public and private partners has been a challenge. Nevertheless, a dedicated work package helped to facilitate it. Still, the identification of the KPIs took longer than expected. The existence of a large number of indicators per action required prioritisation and synthesis work. This work is led by the project management and the work package leader in charge of evaluation.</p> <p>Defining the right indicators has not been easy. It implies a great deal of mobility indicators that are mostly coming from the Human Resources Department of the companies, and relates to personal information. A long time has been needed in order to identify common targets and objectives to achieve. This work is carried out together with the UIA team and is about to be finalised.</p>

Challenge	Level	Observations
<b>6. Financial Sustainability</b>	<b>Medium</b>	<p>Sustainability should be good, but as a first pilot project of this type, the financial sustainability of COMMUTE is untested.</p> <p>COMMUTE foresees the realisation of several economic models that will prove the sustainability of it. The question of sustainability and durability of the project is paramount. The COMMUTE team has already launched a reflection in order to anticipate the follow up after October 2020. Moreover, the continuation of the COMMUTE actions will be guaranteed. So will the development of the business models (expected in 2020), which will enable to identify the economic viability of the actions. The cost-benefits analyses that will be carried out will focus on the following:</p> <ul style="list-style-type: none"> <li>- Participative governance system</li> <li>- Teleworking and co-working</li> <li>- Cycling</li> <li>- Autonomous shuttle</li> <li>- Carpooling</li> <li>- Inter-Company Workplace Travel Plan and related active communication</li> <li>- Digital platform</li> </ul>
<b>7. Communicating with target beneficiaries</b>	<b>Medium</b>	<p>One of COMMUTE's main objectives is to raise awareness of the need to change the way employees move around in the area. Resistance in changing mobility patterns is a high risk, which can be mitigated by clearly communicating about benefits and impacts for target groups. The implementation of project actions (awareness-raising, workshops, services, etc.) facilitate more and more the communication with the beneficiaries.</p> <p>COMMUTE has two levels of communication:</p> <ul style="list-style-type: none"> <li>- A communication towards the general public which informs about the project in general, and makes it possible to put forward Europe's support in the setting up of concrete actions relating to mobility on the territory (internet, LinkedIn, exhibitions, etc.).</li> <li>- A more targeted communication addressed to the employees of the airport area, which is the actual target of the project. To do so, a communication campaign entitled « Changer sa Mobilité, on a tous à y gagner! » (« Changing one's mobility habits - a win-win for everyone! ») has just been launched towards the companies to raise the employees' awareness and to accompany them in a mobility behavioural change. This communication campaign will be presented and developed in the next COMMUTE Zoom In in January 2020.</li> </ul>
<b>8. Upscaling</b>	<b>Medium</b>	<p>The challenge here is to meet the goal of defining a standard / norm based on the business model of the project. This work has just begun. The participation of AFNOR (French Association of Normalisation) in the project should be an asset. AFNOR leads on this work and is a partner within the project. AFNOR follows the whole of COMMUTE actions and leads on the reference base of the project. Available at the end of the project, the reference base and model should ensure the replicability of the project. A first draft is expected by the end of 2019.</p>

**COMUTE.**  
FOR A BETTER URBAN MOBILITY  
**COMMUTE Project**  
 Collaborative management  
 to improve urban mobility.



Source: Toulouse Métropole

## 6. TAKEAWAYS AND CONCLUSIONS

COMMUTE's mid-term review demonstrates that thanks to the project's actions, the use of individual cars is generally stagnating in the COMMUTE area, with quite some differences among industry partners though.

This stagnation is actually to be considered as positive in the context of strong demographic growth of Toulouse and its conurbation.

The biggest surprise and takeaway since the last Journal is the new action around cycling. Not originally featuring in the COMMUTE project, cycling has worked its way through, led by employees of the industry partners. These demonstrated a strong interest for joint work and a dedicated workstream on cycling, which has been supported within COMMUTE as a whole. This new focus required an amendment to the project though. Its approval is still ongoing.

Active modes of transport represent a serious mode to take into consideration, both in view of latest regulatory developments in the mobility sector in France and abroad, but also within the framework of the COMMUTE Inter-Company Workplace Travel Plan: each time that employees use cycling as a home-to-work mode of transport, they contribute to reducing the use of motorised and individual vehicles around the airport platform. The introduction of the cycling action is a strong message addressed to the companies and the employees, since it responds to a need that they expressed during the design of the Inter-Company Workplace Travel Plan of

COMMUTE. Consequently, the expected benefits are quite high:

1. in terms of congestion reduction (modal shift towards cycling)
2. in terms of reinforcing the joint public-private governance (the cycling actions proposed within COMMUTE help to respond to a need that the governance of the project heard from its employers and employees)
3. finally in terms of behavioural change since with the cycling action, COMMUTE help to lift certain psy-chological obstacles for behavioural change (securisation for employees and employers)

Furthermore, the evolution of cycling modal shares of COMMUTE partner companies are significant. In 2018: 6 % for ATB (+4 points compared to 2013), 10 % for Safran (+4 points), 14 % for ATR (+6 points), 12% for Airbus. These modal shares are clearly higher than those of 2013.

The developments of the COMMUTE project, notably the implementation of the Inter-Company Work place Travel Plan, have also highlighted the strong need expressed by the partner companies to address the "last mile" issue – in addition to moving individual car users away from their car and encourage them to use active modes. The launch of new innovative services around cycling, as well as tackling continuity issues, should facilitate the empowerment

by the employees. The strong demand from the COMMUTE partner companies regarding cycling represents a strategic lever to reduce congestion. Through this proposed cycling action plan (included in the project amendment), the objectives are numerous:

- Increase the use of cycling for trips linked to work (professional and home to work trips)
- Accompany cyclists in activities linked to cycling: maintenance of the bicycle, road safety, knowledge of the network, etc.
- Provide better facilities for cyclists within the companies (bicycle parking, showers, etc.)

- Develop services on offer around cycling (bicycle rental, maintenance, training, advice, etc.)

Without diverging from its core goals, the project has thus taken some new and interesting orientations over the past few months. This flexibility and capacity to adjust during the course of the project reflects the true participatory and innovative nature of the project. COMMUTE has proven to be the expected adventure it always promised to be: a project that tests, experiments, wins and loses, learns and re-focuses – a project for and with the people.

## 7. 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 website: <https://www.toulouse-metropole.fr/projets/commute>
- COMMUTE dashboard and other planning and monitoring tools
- COMMUTE communication tools
- Interviews with COMMUTE partners
- UIA milestone review
- Cahier des charges COMMUTE
- COMMUTE Journal 1 :  
<https://www.uia-initiative.eu/sites/default/files/2019-02/Toulouse-COMMUTE-Journal.pdf>
- COMMUTE Journal 2:  
[https://www.uia-initiative.eu/sites/default/files/2019-07/Toulouse-COMMUTE\\_Journal%202.pdf](https://www.uia-initiative.eu/sites/default/files/2019-07/Toulouse-COMMUTE_Journal%202.pdf)
- COMMUTE Zoom-In 1 :  
[https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201\\_formatted.pdf](https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201_formatted.pdf)
- COMMUTE Day programme and presentations
- COMMUTE mid-term review reports
- COMMUTE Draft “Fiche Vélo”
- COMMUTE Draft “Fiche Transports Publics”
- LOM : <https://www.ecologique-solidaire.gouv.fr/projet-loi-mobilites>
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- European Commission (2016) ‘A European Strategy for low-emissions mobility’



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.



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