Succeeding with your Mobility Plan

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Challenges, definitions, rationale: everything there is to know about Mobility Plans

The purpose of Mobility Plans (MPs) is to rationalise the organisation of a company’s business-related travel. It is a coherent planning policy, which may be either voluntary or mandatory, but always concerted. An MP’s initiatives are geared towards limiting the use of private cars by developing alternative solutions: walking, bicycles, public transport, car-pooling and car-sharing.

Why introduce such an approach?
There are many and varied reasons for introducing an MP:

To solve transport and access problems: staff frequently arriving late, difficulty in recruiting or keeping qualified staff, site access problems, parking difficulties, etc.;

To meet environmental concerns: reducing air pollution, CO₂ emissions, greenhouse gases, etc.;

In France, depending on a company’s business activity, its staff’s daily travel represents up to 50% of a site’s energy consumption.
In London, establishing an MP is a mandatory pre-requisite for obtaining most building permits or any other administrative authorisation.

To meet management challenges: uniting through a common project (brainstorming on site restructuring, improving staff equity, etc.).

What targets should be fixed?
According to its circumstances, each company sets targets which are specific to its operations. However, the central target of all MPs must be the reduction of the use of cars by a single person (“autosolism”), in favour of other means of transport, in-line with national and international policies and regulations.

The identified targets originate from a diagnosis which establishes a “starting point” and highlights possible improvements according to the extent of the company’s commitment. As a result, they must remain realistic so as not to discourage the players or remove all credibility from the approach.

To make savings on the mobility budget: reducing the cost of transport, the cost of parking, building premises on parking spaces, etc.;

To solve safety problems: reducing the number of road accidents and limiting lost work time owing to these accidents;

To comply with legal obligations: according to effective local legislation, companies which generate high traffic levels may be bound to develop MPs;

Already, in Île-de-France, pursuant to the drawing-up of the Atmosphere Protection Plan (Plan de Protection de l’Atmosphère), there is a measure intended to make mobility plans mandatory for the major traffic-generating centres. It relates to approximately 150 companies.

What benefits can be expected?
The MP is a sustainable development approach, both in respect of its final objectives and its method. There are many concrete benefits for companies, from environmental, economic and corporate angles.

Amongst other things, the MP enables savings to be made and for travel time to be cut. It can also contribute to improving labour relations. Finally, it contributes to the protection of the environment.

A productivity tool: the MP enables savings to be made and for the company’s capital to be enhanced.

• By reducing travel costs: reimbursement of mileage expenses, vehicle-fleet management cost, parking expenditure, cost of accidents when travelling to and from work, cost of contributions, etc.;

In France, companies may be entitled to a reduction of the fixed “mobility” contribution which could be as much as 25% to 50% subject to providing proof that a tangible risk-prevention policy is carried on in the company.

The city of Grenoble has a company bike fleet which represents annual savings of EUR 100,000 on the company-car operating budget.

• By combining resources: by the implementation of common solutions together with other companies based on the same site or nearby – zone MP – generating economies of scale;

In France, the estimated cost of investing in an outdoor parking space is EUR 2,000 and EUR 14,000 for a space in an underground car park.

• By better enhancing the company’s property: by recovering space freed-up by the car parks for more productive use, such as building new premises;

• By better meeting shareholders’ expectations: wanting to enhance the image of an eco-responsible company by achieving environmental targets;

REALISTIC... AND EFFECTIVE
On average, a well-designed MP enables the number of journeys in cars towards the site under review to be reduced by 15% over three years.

In the United Kingdom, the MP introduced by the Bluewater Shopping Centre in Kent, and that of Orange in Bristol, have resulted in a 50% reduction in the number of staff driving into work alone.

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The institute was also granted a reduction in its contribution to the Cramif (Île-de-France Regional Health Insurance Fund) of EUR 90,000 per annum.

With EUR 32,000 of savings on external costs, the IGR benefits from annual gains of EUR 132,000.

The IGR (Institut Gustave-Roussy, a hospital specialised in cancer treatment), in Villejuif (Île-de-France), introduced an MP in 2000 in respect of 4,000 staff and visitors. This plan has been materialised by a reduction in the number of industrial accidents relating to home-to-work travel. The Institute was also granted a reduction in its contribution to the Cramif (Île-de-France Regional Health Insurance Fund) of EUR 90,000 per annum.

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A tool for improving labour relations: the MP facilitates human-resources management.

From the reduction of travel time to better health through physical exercise, the benefits for staff mean that the MP is a real tool for improved labour relations.

- By resolving the site-access problems faced by staff, customers or suppliers owing to congestion of the roads around the site;
- By favouring recruitment and keeping staff, owing to easier and cheaper home-to-work journeys;
- By improving punctuality, by reducing congestion-related delays and providing more reliable transport solutions;
- By reducing lost work time and by improving the health of the workforce by reducing the number of accidents when travelling to and from work;
- By laying the foundations for a new corporate culture based on cooperation and shared values – respect for the environment, solidarity, equity, etc.;
- By reducing time spent travelling, or eliminating the need to travel by introducing flexible and home working policies;
- Reducing the cost of home-to-work journeys, or even making having a second car unnecessary by offering staff a larger choice of alternatives to the car;
- Offering less stressful options for getting to work;
- Improving equity by introducing incentives to use sustainable means of transport which can be used by everyone, including by those who do not have a car.

A sustainable development tool: the MP contributes to protecting the environment and to improving quality of life.

In addition to companies, the MP is also a sustainable development tool for the territories. It is also a mobility consulting tool.

- Integrated into an ISO 14001-type environmental management policy, the MP represents a major benefit for the company;
- Consolidating links between partners: companies, organiser authority or transport companies, users, the public authorities.
- Creating a sustainable and attractive territory whilst improving quality of life and the living environment:
  - By reducing this territory’s energy consumption and its CO₂ emissions;
  - By improving air quality;
  - By reducing the number of road accidents.
- Improving the company’s integration into the surrounding urban fabric;
- Improving health by offering the opportunity of daily physical exercise.

Quality of life, air quality

STMicroelectronics in Grenoble has integrated its MP into an ISO 14001 certification process. By reducing journeys in private cars by 15% in favour of other means of transport (8% towards public transport and 7% towards the bicycle), the MP means that 360 less tonnes of CO₂ are discharged per year.

The example of Bentley, in Crewe (United Kingdom): in 18 months, the saturation of the car park and illegal parking all around the site, that had caused problems with suppliers and neighbours, has disappeared. Everyday, around 100 spaces are free in the car park in spite of an increase in the workforce from 3,800 to 4,500 people.

Parking spaces available

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The expensive car

In France, an employee having a 20 kilometre “commute” by car (20 kms there and 20kms back), spends an average of EUR 320 per month. On average, the cost of using a private car is EUR 500 per month. Over a year, the average annual cost of maintaining and using a car is estimated at EUR 3,700. Depending on the journey, petrol costs between EUR 0.07 and EUR 0.26 per kilometre.

Better health through walking

Half-an-hour’s physical exercise per day, such as cycling or walking, combined with a healthy and varied diet, is sufficient to reduce the risk of a heart attack, heart diseases and certain cancers by 50% and increases life expectancy by six years (source: WHO).

Example of the environmental consequences of a journey by bicycle and a journey by car

<table>
<thead>
<tr>
<th></th>
<th>I choose</th>
<th>Cost</th>
<th>Greenhouse Gases</th>
<th>Energy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Bicycle</td>
<td>EUR 105,40</td>
<td>91,1 Kg of CO₂ equivalent</td>
<td>29,8 litres of petroleum equivalent</td>
</tr>
<tr>
<td></td>
<td>The Car</td>
<td>EUR 125</td>
<td>466,55 Kg of CO₂ equivalent</td>
<td>95,64 L of petroleum equivalent</td>
</tr>
<tr>
<td>By choosing the bicycle rather than the car</td>
<td>I save EUR 90,40 per year</td>
<td>I avoid 466,55 Kg of CO₂ equivalent per year</td>
<td>I consume 65,80 L of petroleum equivalent less per year</td>
<td></td>
</tr>
</tbody>
</table>

(Source: ADEME)

Who will be responsible for the MP?

The MP is a joint company policy. The basis for a good project is the appointment of a project leader-manager, responsible for in-house management, and the formalisation of a discussion and decision-making system to coordinate all the relevant players.

Generally speaking, the discussion system is composed of a steering committee, a technical
committee and of referral officers from the different departments to support the project manager. It goes without saying that organising the steering system also depends on each company’s own project management procedures (refer to Part 3, stage 1).

How long will it take?
An MP is a permanent improvement approach. However, it takes less than a year (on average, six to twelve months) to implement the first tangible initiatives. Afterwards, the lead-times may vary according to the company’s size and the manner in which decision-making processes are organised.

How much will it cost?
Clearly an MP requires a budget but it does allow productivity gains, which are sometimes significant, to be generated. As a result, it should be viewed more as an investment than as an expense.

A cost... but also resources.
There is no doubt that introducing an MP does have a cost corresponding, for example, to carrying-out the diagnosis or studies into staff mobility habits. Less visible costs, which are nevertheless essential for the project’s success, such as those of the project team, should be added to the visible costs (investments in equipment or studies). It is therefore important to integrate and put a value on human time.

However, when the investment, the financial subsidies and the gains obtained are added-up, the MP turns out to be a profitable operation for the company. Indeed, the investment to be made depends on the company’s size, its location, its targets and its ambitions. Moreover, public subsidies may be applied for, or even certain tax exemptions, which make the introduction of an MP even more attractive.

As a result, the budget earmarked for the MP should be correctly situated in the light of the new resources developed or the savings made, for example, by comparing the MP budget with the initial cost of the company’s parking policy or by taking account of the financial incentives which the company or authority implementing an MP may have been entitled to.

By way of conclusion, whilst the MP does require a budget, it also provides a notable return on investment.

In some cases, the reorganisation of expense and receipt items within the mobility account may enable the MP to be financed internally.

Funding for actions
In France, 36% of MPs have received financial support from the ADEME (Agency for the Environment and Energy Control) (bearing in mind the fact that 41% of MPs were not subject to a subsidy application to the ADEME). Source: national MP evaluation 2005. Current ADEME support for companies relates to:

– the implementation of MPs (decision-making: aid: 50% of the cost of the study, exclusive of taxes, up to a maximum of EUR 75,000, aid for exemplary operations: 20% of the cost, exclusive of taxes, of eligible expenses, up to a maximum of EUR 300,000);

– car-pooling services (decision-making: aid: 50% of the cost of the study, exclusive of taxes, up to a maximum of EUR 75,000, aid for exemplary operations: 20% to 30% (1st operations) of the cost, exclusive of taxes, of eligible expenses, up to a maximum of EUR 300,000);

– car-sharing services (decision-making: aid: 50% of the cost of the study, exclusive of taxes, up to a maximum of EUR 75,000, aid for exemplary operations: 20% to 30% (1st regional developments) of the cost, exclusive of taxes, of eligible expenses, up to a maximum of EUR 300,000).

A few arguments to convince those having doubts
“IT’s a complex approach which won’t contribute anything to my company”.

– The MP is an approach which follows a methodology which is now well-tried and tested (refer to the list of existing methodological guides in the appendix) and which has proved its effectiveness from an economic, corporate and environmental viewpoint;

– The approach enhances a company’s image, both in-house and vis-à-vis external partners. During the last ten years or so, the increase in voluntary commitments from companies to this approach is significant in itself.

“I’m not responsible for contributing to improving access to my company”.

In some countries, including France, employers directly contribute to funding public transport through taxes, duties and part-repayment of their staff’s season tickets. The involvement of companies in mobility matters (in particular, to optimise use of the different existing means of transport) is therefore even more legitimate as they are already fully paid-up players in this sector. In this respect, the MP consolidates their legitimacy to discuss with the Transport Organiser Authority (in Ile-de-France, the STIF, which is obliged to provide mobility advice for the major traffic-generating centres).

In France, for example, companies with more than 9 employees pay a “mobility payment” tax, which contributes to funding the investments and operations of the public transport system. In Ile-de-France, employers also repay half of the cost of public transport season tickets (“Carte Orange”) to their staff.

The purpose of the MP is not to fund or make up for deficiencies in transport systems. However, establishing an MP, in particular, at business park level, may represent a first stage in improving the quality of access to the park; indeed, the MP provides companies in the same business park with the opportunity of pooling their financial resources in order to establish a mobility department which each of them would be unable to sustain individually from a financial point-of-view. The MP approach also allows more significant requirements, which could be assumed by the Transport Organiser Authority (TOA) in the long-term, to be highlighted.

“I’ve already introduced initiatives for my staff’s mobility, I’m not going to start from scratch with an MP!”

– It is not a question of starting from scratch, but, on the contrary, of benefitting from the experience acquired from these initial initiatives. The MP provides coherence to all individual initiatives by organising them around a long-term plan and encourages a more global thought-process as to the targets and the resources to be implemented. It highlights the potential synergy and pooling;

– If the approach is materialised by labelling or certification, the company’s image will be positively enhanced vis-à-vis its staff and customers;

– The MP also enables one to ensure that the implemented initiatives are comprehensive, cover all possible areas of intervention and relate to all staff;

– The company may receive the aid earmarked for MP initiatives (See above).
A five-stage winning approach

The purpose of the elements set forth below is to provide a brief overview of the references and advice for implementing an MP. As and when required, they will be supplemented by more complete methodological guides drafted elsewhere (in particular, in France and London), and by using the on-line elements on the COMMERCE website.

The winning approach for a successful MP involves five stages. One of the keys to success is discussion at all stages.

- Some companies have already introduced initiatives intended to regulate travel but without providing them with a real MP format. It is in these companies’ best interests to integrate these initiatives into the five-stage approach, by following the recommended order.

The market may find that an MP is very interesting for its visitors (customers), as they do not have the same travel habits as its employees. Similarly, the management of flows of goods may also be taken into account;
- Even small companies are concerned by MPs. In 2005, in the Rhône-Alpes region, 20 VSE (Very Small Enterprises) had an MP policy;
- The MP approach provides a discussion tool between small companies in the same area in order to capitalise expenditure in favour of staff mobility;
- The MP is not an anti-car approach: its purpose is to optimise their use. By allowing for the emergence of alternatives to the car, it actually offers staff more freedom.

“The MP is based on voluntary implementation of varied initiatives in order to better address the requirements highlighted during the diagnosis. It provides the opportunity of developing other modal solutions which may be better-adapted to the requirements of a company: there is no miracle solution but a set of solutions to be combined;
- Faced with numerous choices, it is even more important to organise meetings between the relevant players in order to find answers which are adapted to requirements, by means of discussions;
- Alternative means may meet varied requirements. There are many preconceived ideas: consequently, the question of distances travelled is often over-valued, thus demonstrating the importance of the initial diagnosis to assess actual requirements;
- In Île-de-France, 57% of travel, using all means of transport and for all reasons, is less than 5 km and 73% is less than 7 km.
- Not only employees benefit from the MP. Therefore, a company operating in the mass retail
Stage 1: Implementing the steering, discussion and communication system

Deciding to establish an MP
As such, there is no good or bad time to launch an MP. However, the decision may be made earlier owing to certain factors: moving; major planning projects affecting the company’s site, such as the creation of a tram line or a new road; extension to premises requiring the reclamation of space; large numbers of new recruits; a series of road accidents, etc.

Appointing a project manager and setting-up a team
Clearly, choosing a good manager is decisive for the success of the MP. The manager must be equally efficient in handling both dimensions of the MP:

- **The managerial dimension:** supervision, communication and discussion, the manager will have recognised skills in these three fields so as to make staff (both executives and non-executives) change their opinion of travel and their habits in this respect;

- **The technical dimension:** the manager will be experienced in data collating, analysis and interpretation techniques so as to identify the most relevant solutions;

The manager must have undisputed legitimacy within the company. In particular, this legitimacy will depend on the way in which the position is defined and on its place in the organisation chart: preferably, it should be clear that the project manager reports directly to a structure and not to a person. This structure could be the HRD, the sustainable development department, senior management, etc. For medium-sized or small companies, this structure could even be by a third party body: e.g. an association;

Management must be decisively, sustainably and visibly involved in the project. Its involvement is materialised by the provision of human and financial resources and by unfailing support for the manager;

Depending on the size of the company, the manager may be backed-up by a team. In all cases, he/she will not be isolated, and he/she will be able to count on in-house means of disseminating his/her initiatives: a successful MP is the result of a joint approach, which is fully integrated into company life.

Defining the targets and populations
Which populations are being targeted? What are the targets? The choices made at this stage will commit the company, to:

- **As regards staff:** improving site access at all times, reducing the number of accidents when travelling to and from work, reducing the space occupied by car parks, etc.;

- **As regards visitors:** increasing the attractiveness of the site, in particular, if it is a tourist or retail site, facilitating access to sites receiving many visitors [e.g. hospitals, etc.];

- **As regards suppliers:** organising delivery areas, favouring deliveries at off-peak times, combining the procurement or recycling policy with other companies on the site, etc.;

When the diagnosis highlights a conflict as regards use of the access road by staff and visitors or suppliers, it is advisable to involve all categories of site users in the approach.

Organising the discussion system
As soon as the project is launched, discussion must be subject to a specific system, formalised in a discussion plan, which will provide answers to the following questions:

- **Targeted populations:** staff, visitors, suppliers, etc.?
- **Targets:** to provide information on the MP to the targeted stakeholders, to analyse the situation, to gather opinions and suggestions from the targets, to involve stakeholders in the thought-process and the drawing-up of the plan, involving stakeholders in decision-making, etc.?
- **Resources:** steering committee, technical committee, work group, survey using questionnaires or personal interviews, etc.
- **Timing:** upstream, immediately following the diagnosis, when the plan is defined, when it is implemented, during monitoring, etc. Discussion is essential at each stage.

It is recommended to at least set-up a steering committee. This committee will coordinate and monitor the project. It will also be a decision-making and validation body, depending on the extent of discussion decided upon. Chaired by the project manager, this committee could be composed of representatives of several different entities:

- **Divisions and referral agents** from all the relevant departments;
- **Staff:** WC (works’ council), voluntary employees’ initiative group, etc.
- **Joint and representative bodies:** in particular CHSCT (health, safety and working conditions committee); trade unions, etc.;
- **External partners:** local government bodies, transport companies, etc.

Providing information on the MP to all stakeholders
Communication should not be confused with discussion, it supplements the latter. Below are some suggestions for organising MP-based communication.

When?
There should be regular communication:

- As soon as the project is launched so as to make staff aware of it, to motivate them and to involve them in the approach;

INVOLVEMENT OF MANAGEMENT
An official decision from management is essential to provide effective support for the project.

Making good use of MP
The MP is not an objective in itself, it is a support lever for changing behaviour.
At each stage, to inform and establish a discussion system and offer feedback;
• Every year, to monitor the plan’s progress and to keep it in force;
• When a new member of staff joins the company;
• When any organisation-related event occurs.

To which stakeholders?
Communication should reach as many targets as possible: managers and all categories of staff must adopt the MP. It should also be sent to external partners: financiers, other companies (exchange network), to the Organiser Authority, to existing mobility consultants, etc.

Communication initiatives will ensure that the plan’s equity is highlighted – everyone can benefit in the same way, but individual circumstances must be taken into account. They provide proof of the company’s commitment.

What strategy?
Communication will be as positive as possible. Having listened to staff, the manager and the steering committee will take account of their expectations and concerns. The strategy is based on efficient and controlled communication intended to:
– reassure: in particular, by referring to the existence of various existing events such as the European Mobility Week, Sustainable Development Week, etc.;
– mobilise staff around a corporate project.

The rationale put-forward within the context of this communication will also be of a positive nature (avoid “empty” and counter-productive opposition strategies, such as rejecting the use of private cars). However, such rationale will not attempt to avoid sensitive issues (such as congestion, pollution, productivity, financial benefits, etc.), but will address them by placing them in the wider context in order to better highlight the challenges.

Finally, all communication initiatives carried out must be long-term: indeed, communication is an essential tool for ensuring the effective sustainability of the MP.

Using which tools?
The communication initiatives implemented should be aimed at providing the MP with the best-possible visibility, by using its different dimensions:
• Initiatives: organising promotion actions, theme-based events and other specific operations. It will also be possible to take advantage of various existing events such as the European MP award (ECOMM), European Mobility Week, Sustainable Development Week, etc.
• Publishing: using available tools (in-house magazine, newsletter, HRD e-mails, etc.) and also tools specifically earmarked for the MP and intended to consolidate its image (brochures, prospectuses, posters, mass mailing; etc.).

Communication initiatives may be provided with even more impetus by mobilising the networks and skills of local government bodies. As a result, it would be advisable to establish close ties with the existing mobility consultants or the local mobility agencies, and to make contact with the transport-management departments within said local government bodies.

A network providing services for MPs: COMMERCE

In line with its aim to enhance and promote best European practices in MPs, the COMMERCE project organises a yearly pan-European trophy to reward the most-interesting MPs. This prize is awarded at the annual European Conference on Mobility Management (ECOMM).

Stage 2: Conducting the “mobility” diagnosis

The purpose of the diagnosis is to bring to light transport problems and mobility challenges. As a priority, specific answers to the following questions will be provided:
• Restructuring premises: is there a project?
• Generated flows: what type?
• “Visitor” traffic: what volume?
• Staff car-use: is it widespread?
• Site access: are there any difficulties?

Launching mobility surveys and collating information

In order to carry-out the diagnosis, a certain amount of information is required. How can this information be collated?

• Staff and visitor mobility: by means of a mobility survey using a questionnaire and/or interviews;
• Site accessibility: by observation in the field and by meeting key players, such as local government bodies, transport companies, etc.;
• Transport-related costs: by grouping information available within the company;
• Environmental impact: by using national or European guidelines, the “unitary emission rates”, to measure CO₂ emissions or energy consumption.

Analysing mobility

Transport demand will be subject to a detailed analysis, in four stages:
• Identification of the means used by staff for home-to-work and business-related journeys (made during working hours or work-related), and distances covered;

The surveys may be based on questionnaires completed by respondents themselves or on one-to-one interviews. The results may be added to or fine-tuned by discussion groups. Information gathered in this manner will allow transport supply and demand around the site to be analysed in greater detail.

• “Origin-destination” identification and mapping: places of residence and also, if possible, the “intermediate” locations (systematic stopping-off points during journeys). For example, to collect children from school, to go shopping, etc.;
• Assessment of business-related travel requirements, identifying, in particular, obligations relating to these journeys and constraints – working hours, parcel transport, etc.
Estimating environmental impact: \( \text{CO}_2 \) and energy consumption

On the basis of each means of transport’s share of all journeys and distances covered, the energy consumption and \( \text{CO}_2 \) emissions (in grams) generated by travel related to the company’s activity can be calculated:

Example of calculation formulas:

- Annual fuel consumption for each means (in litres of fuel) = No. of kilometers covered per annum x no. of litres of fuel consumed/km;
- Annual \( \text{CO}_2 \) emissions for each means (in grams of \( \text{CO}_2 \)) = No. of kilometers covered per annum x no. of grams of \( \text{CO}_2 \) emitted per km.

These formulas do not take account of the vehicle-filling rates which should be applied according to local circumstances.

These indicators allow the extent of the environmental impact of travel, which should be calculated prior to the implementation of the MP, to be estimated, and then to be monitored over time in order to record any changes.

Assessing potential scope for change

At this stage, the work involves identifying the potential scope for change in order to be able to set objectives, with regards to the potential for modal shift and to environmental benefits:

- **Modal shift potential**: based on the analysis of home-to-work distances travelled, the routes taken, and whether or not they are covered by the various existing transport networks, estimate the number of employees who could use means of transport other than the car;
- **Environmental benefits**: on this basis, carry-out simulations to estimate energy consumption and \( \text{CO}_2 \) emission gains.

Stage 3: Drawing-up the action plan

Using the “mobility” diagnosis, draw-up the action plan, provide for a budget, organisation and a schedule, as well as a discussion, communication and assessment strategy. It details the measures to be introduced in order to improve mobility management.

The plan

- **Prioritisation of problems to be solved**: in particular, according to the priorities and lead-times implemented;
- **Definition of realistic objectives**, to be achieved: expected improvements, cost-reduction...
• List of steps to take and initiatives to implement:
  - Specify the role of each player;
  - Involve the targeted populations in defining the measures;
  - Define the resources: budget, human resources and schedule.
• Estimated budget allocated for the MP and negotiations.

The action plan must also provide for initiatives in terms of monitoring-assessment and communication.

The measures

• Reducing travel requirements. E.g.: by favouring working from home; by helping staff to find housing near to the workplace; by offering on-site services to staff during the day, such as childcare, shops or dry-cleaning; by renting shared offices in different sites in the agglomeration, etc.;
• Optimising travel. E.g.: by promoting car-pooling; by setting-up a “mobility consulting” department to provide information and directions to staff and visitors; by facilitating flexi-time to adapt staff’s working hours to those of public transport, etc.;
• Transferring travel to means other than the private car. E.g.: by reimbursing all or part of public transport season tickets; by selling tickets on-site; by offering “eco-calculators” to calculate the carbon emissions caused by each type of journey by distributing multi-modal accessibility sheets; by creating parking areas specially-adapted for bicycles, which are safe and located closer to office entrances; by providing on-site bicycle repair-maintenance services; by providing company vehicles under car-sharing arrangements; by improving the routing of pedestrians around the site, etc.

This is a non-exhaustive list which is only used to provide an idea of the possible types of initiatives.

National MP assessment, 2005, France (ADEME)

Stage 4: Implementation and sustainability

Implementing the MP involves rolling-out an action plan taking account of both operational and financial considerations. It also involves bringing it to life using a communication strategy.
• Action plan: for each initiative, it specifies “who does what”, the schedule, the tools and the resources;
• Mobilisation of the players and partners: this involves consolidating partnership promises and applying for subsidies, where applicable.
• MP management: the success of the plan is ensured by facilitating partnerships, ensuring the sustainability of the MP.

Encouragement to change habits will not be carried out under duress, but by highlighting the expected changes.

ANIMATION TO INVENT

Management of the plan will be based on dynamic and recurrent communication, using a varied range of tools, adapted to all circumstances.

Events are organised to meet all the players: meetings, breakfasts, special days, bicycle rides, competitions, etc. Experiments may be offered.

Integration into a network of MP project leaders

Network-integration is an advantage for protecting and ensuring the sustainability of the MP. Networks allow for the sharing of experience, the enhancement of implemented initiatives, and the possible combining of certain monitoring tools. They assist with the choice of relevant indicators enabling comparisons to be made.

Networks are also highly efficient communication tools. They contribute significantly to enhancing the initiatives of their members. It is interesting to be involved in different networks at local, regional, national or European level, such as www.commerce-eu.org; www.eltis.org; www.epomm.org.

Working with existing mobility consultancy services

As and when required, the project manager may use the mobility consultancy services available in his/her territory. Mobility consultancy involves helping daily mobility players to reduce car-use. It is destined both for employers and the authorities or individuals.

Vis-à-vis companies, within a given territory (a district, an industrial estate, a town, an inter-communal structure, a region, etc.), mobility consultancy will promote, implement and monitor MP approaches.

The consultants are able to assist companies throughout their MP approach. Within a wider context, they make the players aware of the challenges, inform them of the method to follow and the existing tools, facilitate exchanges of experience between companies (network management) and support the implementation of certain initiatives by providing tools and advice (training sessions, car-pooling, meeting operators, etc.).

Although legislation encourages Transport Organiser Authorities to implement mobility consultancy services, other public and private players are also involved in this field. Consequently, on the basis of regional and local contexts, mobility consultancy services may be requested from local mobility agencies (managed by associations or local government bodies), Chambers of Commerce and Industry (e.g. Grenoble CCI) and local government bodies (e.g. the Community of the agglomeration of Nantes-Métropole).

At the same time, certain structures focus their technical support on raising companies’ awareness and upstream advice on the approach (dissemination of information and useful contacts, tools, etc.). E.g.: the CERTU (Study Centre for Networks, Transport and Town Planning), regional environmental agencies, the regional delegations of the ADEME (Agency for the Environment and Energy Control), local energy agencies and Energy Info Points (Points Infos Energies).

Creating gateways towards the company’s other policies

An MP only becomes fully relevant when integrated into a global and coherent approach. The plan will be coordinated together with the company’s other policies and also with the public policies introduced in the sector, such as Agenda 21 action plans, urban and/or transport planning policies, highway planning arrangements, national health or education policies. Similarly, where applicable, contacts may be established with universities.
Stage 5: Establishing a monitoring and assessment system

The main principles
Monitoring the implementation of the MP involves regular analysis, on a daily basis, of the developments and results. This monitoring is separate from the assessment of the plan’s impact and effectiveness (comparison of the situation before and after implementation of the measures).

Establishing an effective monitoring system is dependent on several main principles:

Be pragmatic
The system must be adapted to the company’s resources. Below are some examples of simple tools for monitoring implementation and disseminating the results of this monitoring:

- Regular road maps;
- Monitoring committees: regular monitoring meetings to monitor progress and inform the partners, in particular, the financiers and targeted populations;
- Any revision or updating of the MP will be decided upon at these committee meetings, if necessary.

A commented and disseminated annual review of the results obtained compared to the targets;

It is advisable to include this annual review of the MP’s in the report on the company’s business activity, in order to enhance it within the company’s sustainable development policy.

The importance of networks
At this stage of the project’s progress, it will again be useful to take advantage of the exchange and experience networks.

Choose the right indicators
The indicators must be identified as far upstream as possible vis-à-vis the approach. They have three main purposes:

- To measure achievement of the objectives set;
- To measure the quality of management, the involvement of the targets, etc.;
- To measure the results and the impact of the measures introduced on the mobility of the targeted populations, the environment, the mobility account, etc.

The chosen indicators should enable each constituent element of the action plan to be understood.

The essentials: some indicators corresponding to European standards
The chosen monitoring indicators should enable the MP to meet the minimum criteria which will be selected within the context of defining a European framework for MPs. In particular, they correspond to the criteria used for the annual MP trophy.

Obviously, the chosen indicators depend on the company’s objectives.

Ensure the availability of sufficient resources to deliver objectives.
Each MP requires specific indicators, which are adapted to its objectives and resources. However, several formalities apply to all companies:

- The appointment of a monitoring manager; generally, the project manager assumes this role. Regular feedback will be provided for;
- The setting-up of a monitoring committee: the steering committee usually assumes this role;
- The use of the tools provided by the local authorities, when such exist.

Choose the right indicators
The indicators must be identified as far upstream as possible vis-à-vis the approach. They have three main purposes:

- To measure achievement of the objectives set;
- To measure the quality of management, the involvement of the targets, etc.;
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The chosen indicators should enable each constituent element of the action plan to be understood.

Some examples
For a more in-depth assessment, it is recommended to organise the categories of indicators according to the following fields. Five fields are listed with examples of indicators for each category:

- Initiatives implemented: monitor the developments and results attributable to each of them – state of progress, players, budget spent, etc.
- Number of bicycle racks installed;
- Number of bicycle accessory kits (vests, cycle clips, etc.) distributed;
- Number of hits on the car-pooling website;
- Number of contacts made via the car-pooling centre;
- Number of electric vehicles lent;
- Number of meetings held by teleconferencing.

TO REMEMBER
The examples are provided as an indication and for pedagogical use. They are not intended to be exhaustive as each monitoring system has its own specificities. In all cases, the system must be flexible and adaptable, easy to reference and to analyse.
A five-stage winning approach

Monitoring must be recorded in the action plan: a “monitoring-assessment” initiative needs to be provided for.

• **Mobility:** monitor changes to the mobility of the targeted populations, changes in their behaviour.
  - Number of people travelling by car alone;
  - Percentage of staff having changed their travel habits;
  - Occupancy rate of car park or bicycle park;
  - Number of bicycles counted per day in the bicycle park;
  - Number of home-to-work journey road accidents.

• **Environment:** estimate the impact of the measures on energy consumption and CO₂ emissions.
  - CO₂ emissions avoided.
  - Reduction of energy consumption.

• **Financial considerations:** monitor the invested costs and assess the gains generated by each initiative.
  - Percentage of budget used, total and per initiative;
  - Expenditure avoided (gains in euros). E.g.: reduction of the contribution for industrial accidents;
  - Receipts;
  - Cost of a change in means of transport in euros (refer to the “mobility” account above);
  - Annual budget earmarked by the company for mobility (“mobility” account);
  - Average annual transport budget for one employee.

• **Project management:** monitor the project management methods – appointment of a project manager, amount of discussion, etc. – and the integration of the MP into corporate culture.
  - Number of steering committee meetings;
  - Amount of discussion carried-out;
  - Number of participants in meetings, how representative are the players?

**Good practices: examples of Mobility Plans**

The experiments presented highlight the main principles and key factors for a successful MP. These experiments have been chosen for their exemplary nature and the specific features of the approach or the initiatives implemented.

France and the United Kingdom: focus on four different approaches

You should ensure that the selected indicators allow for comparisons over time and with other companies, whilst ensuring that relevant comparisons are made: a plant which operates 24 hours per day is clearly not subject to the same constraints as offices open from 9.00 a.m. to 5.00 p.m.
Institut Gustave-Roussy (IGR), Villejuif, France

Identity of the company, context and motivation
Institut Gustave-Roussy (IGR), Villejuif (Île-de-France), France.
Leading European cancer-treatment centre. Business extension project but access and parking problems.
4,000 users per day: 2,200 employees, 1,700 patients and 400 visitors.
On-site traffic flows poorly managed.

Approach and method
Prior survey vis-à-vis staff, awareness-raising and information from management on alternative means of transport.
Assistance from a specialised firm and from the ADEME (Agency for the Environment and Energy Control).
A partnership-based approach:
- In-house: in-depth surveys and information using existing relay structures (OHSTP [Technical and Joint Health and Safety Committee], staff representatives);
- Outside the company: with the transport organiser authority (STIF, Syndicat des transports d’Île-de-France) and local government bodies to improve public transport (PT) services;
  - Investment: EUR 120,000;
  - Operating: EUR 132,000 per annum, including EUR 46,000 for the Transport Information Point (TIP) [Point information Transport [PIT]] and management of the car-pooling system.

Initiatives, results and consequences
- Key initiative: Creation of a shuttle service between IGR and the PT network, in particular, the RER and the métro. Co-funding by the STIF, the IGR and the agglomeration committee (communauté d’agglomération), Followed by integration into the public transport network;
- Formal setting-up of a car-pooling service: software developed by the company; parking equipment to set aside a zone for car-poolers, a good conduct charter to be signed by the car-poolers, badge-management, controls, contacts made by the TIP; permanent communication (posters, brochures, stickers, etc.);
- Introduction of a permanent transport information and advice structure: “Transport Info Point”, The Point’s assignments: full-time mobility advice, car-pooling management, information and dissemination of documentation.

Results:
- Reduction in the number of car users: 17 %;
- Greenhouse Gases: 357 tonnes of CO2 emissions avoided / year (10% reduction);
- Energy: 144 tep saved / year (10% reduction);
- Atmospheric pollutants: 1.6 tonnes of NOx not discharged (4% reduction);
- monetization of environmental gains for local government: EUR 45,000 / year;
- 1 job created;
- For staff: up to EUR 600 / year savings on the cost of home-to-work journeys.

Key factors for success
Targets: Staff and visitors, recurrent and numerous, 24 hours per day, which required a diverse range of initiatives.
Sustainability of the system: Creation of a permanent mobility consultant’s position.

ST Microelectronics, Grenoble, France

Identity of the company, context and motivation
ST Microelectronics, Grenoble (Rhône Alpes), France
Leading European semi-conductor supplier.
2,000 employees on the Grenoble site, 75% of whom are engineers and executives.
Installed in a ZA (industrial estate for small businesses) providing a total of 7,000 jobs, located on a peninsula (presqu’île). Congestion and saturation problems: 9 out of 10 employees come to work by car.

Approach and method
An economic strategy and a pragmatic approach, integrated into Total Quality Management (ISO 14001).
Importance of environmental considerations for the STM Group.
Each site is accountable every year.
Approach based on staff-participation, therefore by and for employees.
12-person working group, surveys vis-à-vis staff.
Significant, publicised determination from the management.
Objective: to reduce car use by a single person (autosolisme) from 75% to less than 50%.
Need for fast and visible results.
Results:
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Initiatives, results and consequences
Immediate measures.
Doubling the number of covered bicycle parking spaces (total of 200); installation of showers; construction of a bus shelter at the stop serving the site (joint initiative with the transport company); extension and covering of the car park reserved for motor-bikes and scooters.
Launch of the MP after a year at the “car-free day” (Journée sans ma voiture).
Creation and dissemination of a brochure presenting the 16 initiatives:
- Public transport: free shuttle between the ZA and the SNCF station (followed by integration into the network), payment of 80% of the sea-
Oracle Corporation, Reading, the United Kingdom

Identity of the company, context and motivation
Oracle Corporation, the world’s largest software company, England. Staff: essentially salespersons, developers and consultants. Based in a business park. The company: ISO 14001-certified, conducts a truly environmentally-oriented policy. Faced with a lack of parking spaces.

Approach and method
Determination to combine the approach with ISO 14001 certification: development of a “sustainable home-to-work travel” programme, including surveys, research and implementation to reduce dependency on car use by a single person, and able to measure and monitor the benefits generated and their contribution to certification.

All the initiatives are managed from the Oracle IT centre in Reading Thames Valley Park (Berkshire, to the West of London).

Initiatives, results and consequences
Car-pooling plan.
Free shuttle for staff and visitors to the town centre: vehicles designed as luxury buses (a sort of public transport “limousine” with leather seats, tinted glass, Wi-Fi access, air conditioning, etc.) to enhance the image of this means of public transport and to meet the expectations, and to respect the status, of staff.
Bicycle plan: loan of bicycles, introduction of an Orbike system (pool bikes scheme: introduction of a fleet of available bicycles).
Personalised travel advice.
Walkers’groups.
Promotional activities and events: London to Brighton walk, “In town without my car!” day.

Results:
– Change of means of transport: 13%, thus reducing parking requirements;
– Building-up data for the ISO programme;
– 13,000 litres of petrol saved per month;
– 33,000 kg of CO2, not discharged;
– GBP 51 / month saved per employee;
– GBP 51 / month saved per employee;
– Value-generation vis-à-vis shareholders;
– GBP 51 / month saved per employee;

Royal Bank of Scotland (RBS), Edinburgh, the United Kingdom

Identity of the company, context and motivation
RBS, ROYAL BANK OF SCOTLAND, based on the Gogarburn HQ campus (Edinburgh). Banking sector. Number of employees: 3,250 The MP was developed whilst the new HQ was being built [legal obligation]
Random parking-space allocation system, whilst the company only provides 1 space for 2.7 employees.

Approach and method
To rationalise the allocation of parking spaces according to actual requirements.
Basic principle to have the approach accepted: equity, therefore the same conditions for all staff, including the manager.
Identification of objective criteria to decide on allocation of a parking space, combining actual requirements or constraints; being handicapped, working hours, need for a company car and the quality of the facilities: quality of public transport access or other high-quality alternative to the car.
Points-allocation according to the actual extent of the constraint.

Initiatives, results and consequences
Allocation of parking spaces on the basis of points awarded.

Extra points for car-pooling (sharing cars) or for “co-parking” (sharing a parking space depending on the day).
Negotiation with service providers and co-funding, where applicable, to improve the quality of bus links, in particular, by favouring direct lines.
Free rail shuttle to pick-up travellers from the two closest stations.
Introduction of a parking permit: setting-up a database to manage the reservation of parking spaces, including for visitors, and issuing mandatory parking authorisations. Surveillance and control system. A condition for obtaining a permit: obligation of making the space available whenever it is not in use (average 20 days / year / person) so as to enable daily permits to be issued to occasional users.

Results:
– Availability of a regular or occasional space guaranteed according to requirements;
– A fair system, which has therefore been adopted by staff.

Specificity of the context, key factors for success, stumbling blocks
Additional parking and public transport initiatives, based on an analysis of actual requirements. Flexibility in respect of ways of sharing: car-sharing or sharing the parking space over time.
Good practice examples of Mobility Plans

Appendices

Some useful websites

Region Île-de-France: www.iledefrance.fr
ADEME (Agency for the Environment and Energy Control)
Île-de-France: www.ademe.fr/ile-de-france/
National website: www.ademe.fr/domaines d’intervention/transport/circuler en ville ou /exemples à suivre ou /outils de calcul
MP-specific website: www.plan-deplacements.fr
ARENE (Regional Agency for the Environment and New Energies in Île-de-France):
www.areneidf.org
CERTU (Study Centre for Networks, Transport and Town Planning): www.certu.fr
CRCI (Regional Chamber of Commerce and Industry of Île-de-France):
www.paris-iledefrance.cci.fr
STIF (Syndicat des Transports d’Île-de-France): www.stif.info
IAU (Institute for Planning and Urbanism in Île-de-France): www.iaurif.org
COMMERCE (European Project of the Intelligent Energy Europe Programme):
www.commerce-eu.org
EPOMM (European Platform on Mobility Management): www.epomm.org
DRIRE (Regional Research and Industry Directorate): www.drire.gouv.fr/ile-de-france

Documentary sources

The methodological and development elements for an MP originate from the following works:
ARENE “Plans de Déplacements d’Administration, mode d’emploi”, ARENE, 2008

The examples of good MP practices set forth in this guide originate from the ADEME which assessed them in 2005 and which are available at www.ademe.fr/eas.

Transport for London “The essential guide to travel planning”, “Local Travel Plan Groups”, “Pool bikes for business” These guides can be consulted on www.tfl.gov.uk/corporate/projectsandschemes/workplacetravelplanning

Ville et Transport magazine [February 2008]

Companies mentioned in the guide

ST Microelectronics (International Group, semi-conductor manufacturer): www.st.com
CCI Grenoble: www.grenoble.cci.fr

Lessons to be learned from the experiments conducted: the key factors for success

The drawing-up of an MP is based on foundations which are shared with sustainable development policies.

Seven key factors for success have been identified:

• Knowing: by carrying-out a diagnosis;
• Positioning: the project manager to guarantee its legitimacy;
• Discussing and uniting: the success of an MP is based on the involvement of all relevant players;
• Communicating: to promote the MP and bring it to life;
• Imagining: solutions are identified on a case-by-case basis, with the opinion of, and suggestions from, the targeted populations;
• Assessing: essential for committing oneself to a continuous improvement process;
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