

consulting
engineers

NRB

**Preliminary
Mobility Management Plan**

For

**Alterations to Permitted
Redevelopment**

At

**Phibsborough Shopping
Centre,
Phibsborough**

ABP FINAL ISSUE

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Drawing Enclosed: Site Location Map and Local Transport Facilities

1.0 INTRODUCTION

- 1.1 NRB Consulting Engineers have been commissioned to prepare a Mobility Management Plan in support of an application for alterations to the permitted redevelopment of Phibsborough Shopping Centre, in order to explain the applicants commitment to the promotion of more sustainable and cost effective travel habits among the developments staff, residents and visitors. In this case, this is supported by the non provision of any additional car parking for the development.

What is a Mobility Management Plan?

- 1.2 Mobility Management Plans (MMPs) originated in the United States and the Netherlands in the late 1980s. In the US, employers over a certain size (generally over 100 employees) were required to implement 'Trip Reduction Plans' in order to reduce single-occupancy car commuting trips, and to increase car occupancy.
- 1.3 A MMP consists of a package of measures put in place to encourage and support more sustainable travel patterns. Such a plan usually concentrates on work and school commuting patterns. In essence, a MMP is useful not only to reduce the attractiveness of private car use, but also for the ability to promote and support the use of more sustainable transport modes such as walking, cycling, shared transport and mass transit such as buses and trains.

Aims and Objectives of this Mobility Management Plan

- 1.4 The package generally includes measures to promote and improve the attractiveness of using public transport, cycling, walking, car sharing, flexible working or a combination of these as alternatives to single-occupancy car journeys to work. A MMP can consider all travel associated with the residential or work site, including business travel, fleet management, customer access and deliveries. It should be considered as a dynamic process where a package of measures and campaigns are identified, piloted and monitored on an on-going basis. This MMP supports the reduced provision of car parking and higher cycle parking space numbers at the subject development.
- 1.5 The changes which are being sought as part of any plan may be as simple as car sharing one-day per week, or walking on Wednesdays, or taking the bus on days which do not conflict with other commitments, leisure or work activities.

1.6 It is envisaged that once in place, the Mobility Management Plan will enable the following benefits to be realised for the Development:

- Reduced car parking demand and reduced congestion on the local road network due to lower demand for private transport and/or more efficient use of private motor vehicles,
- Improved safety for cyclists and pedestrians,
- Direct financial savings for those taking part in the developed initiatives, through higher than average vehicle occupancy rates,
- A reduction in car parking and car set-down demand, resulting in improved operational efficiency and safety for all,
- Improved social networking between all those participating in the shared initiatives,
- Improved environmental consideration and performance,
- Improved public image for the development, which sets an example to the broader community and may lead to staff, residents and visitors making better travel decisions in the future,
- Improved health and well-being for those using active non-car transport modes,
- Regular liaison with the Local Authority and public transport providers to maintain, improve, and support transportation services to and from the site,
- Improved attractiveness of the development to prospective staff, residents and visitors,
- Optimal levels of safety for all residents, staff and visitors.

Methodology

1.7 As part of this Mobility Management Plan, reference has been made to the following documents:

- Your Step By Step Guide To Travel Plans (NTA 2012);
- Achieving Effective Workplace Travel Plans (NTA 2011);
- Traffic and Transport Assessment Guidelines (TII);
- Traffic Management Guidelines (DoELG, 2003);
- Mobility Management Plans – DTO Advice Note (DTO, 2002);
- The Route to Sustainable Commuting (DTO 2001);
- Smarter Travel: A Sustainable Transport Future (DOT)

1.8 Consultation with key stakeholders is an essential part of any Mobility Management plan. As discussed below, as part of the operational phase of this development, a Mobility Management Plan Coordinator Role will be appointed from within the Management Company. Following on, once occupied, Residents and Staff will be asked to complete detailed questionnaires on essential data in relation to their existing travel patterns. This information will be used to inform the ongoing implementation, monitoring and review of the plan for this development.

1.9 This information has been used herein as the basis for the assessment, conclusions and recommendations.

2.0 ACCESS TO THE SITE - BY MODE

2.1 The proposed development consists of the alterations to the existing permitted development at Phibsborough Shopping Centre from student accommodation to shared accommodation. The proposed development proposes the reconfiguration and alteration of the existing permitted student development buildings layouts and arrangement to accommodate shared accommodation and associated facilities. This includes a minor relocation of the building footprints, increased floor areas, a minor increase in height and proposed new roof gardens. Other proposed minor alterations in respect of the wider permitted scheme are also included

2.2 A location plan is shown below as Figure 2.1.

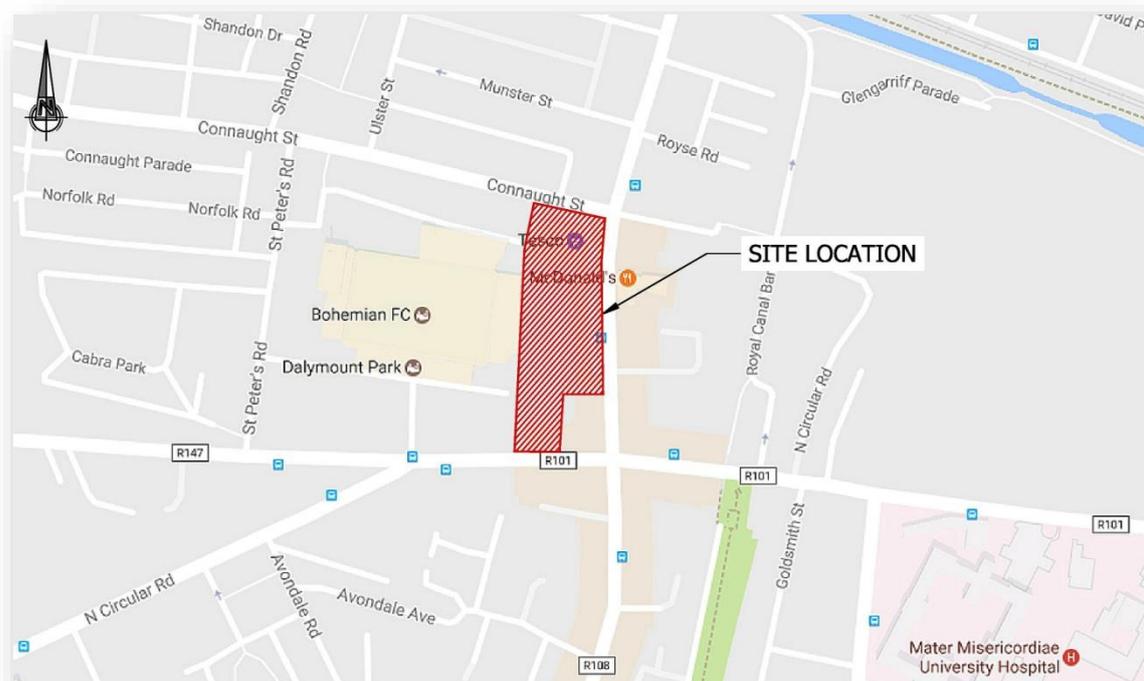


Figure 2.1 – Site Location Map

2.3 The Phibsborough Shopping Centre redevelopment represents a significant development with a superbly designed working and living environment and it is expected to enhance Phibsborough as an attractive living and employment destination and environment.

2.4 It is important for the successful Mobility Management Planning to concentrate on journeys associated with the new office, retail and residential elements of the development. These are the groups which can most practically be encouraged to use modes of transport other than the car for their home-work-home journeys.

Cycling and Walking Facilities

- 2.5 At present, pedestrian/cycle traffic at/to the existing site is served by an extensive network of footpaths and lanes/facilities including cycle lanes within bus lanes which facilitate cyclists in a shared arrangement. These facilities are proposed to be upgraded and expanded as part of the Bus Connects proposals past the subject site.
- 2.6 The Royal Canal Cycleway passes ~200m from the site. This route links Dublin Docklands to the Shannon, with various sections at different stages of development and provision. The redeveloped section from Dublin Docklands to North Stand Road opened in Summer 2020 providing an improved to the site.
- 2.7 The site is in the heart of Phibsborough village which includes Phibsborough Shopping Centre itself which can serve staff, residents and visitors of the development for their regular shopping/services needs.
- 2.8 The key to cycle accessibility is convenient safe links, with secure and carefully sited cycle parking. Cycling is ideal for shorter journeys. The Dublin City Development Plan (2016-2022) (DCDP) sets out the car parking and cycle parking requirements for developments, based on their location and the accessibility to public transport. A review of **Map J** of the Plan confirms that, given the high accessibility to public transport, the subject is located within Zone 2 for assessment purposes (and this confirms the highly accessible nature of the site).
- 2.9 For journeys greater than 8km, it is recognised that a modal shift to cycling could be achievable for some, but not all, and options such as public transport and car sharing should be considered. Journeys up to 8km could be undertaken by bicycle and journeys up to 3-4km could be undertaken by walking or cycling.
- 2.10 The site is within a ~20 min walk or 10 min cycle of O'Connell Street and the heart of the City Centre among other employment destinations. In these terms we believe that walking and cycling will represent the most popular mode of home-work-home travel for staff, residents and visitors of the development.
- 2.11 Bicycle sharing facilities are becoming ever more popular with the Dublin Bikes (e.g. Station no. 12 on Eccles Street) and Bleeperbike initiatives spreading ever further throughout the City and into Suburbs. These facilities offer a bicycle sharing alternative mode of transport, and are easily accessible from the site. There are bleeper bike in the vicinity of the site.
- 2.12 It is envisaged that additional Bleeperbikes will be provided on the site and a letter of support is provided by Bleeperbike to that effect.

Cycle Parking

- 2.13 It is anticipated that a very significant number of staff, residents and visitors can be encouraged to cycle to work and school etc. with the safe links and secure parking which are in place and this is reflected in the provision of a total of 164 dedicated cycle parking spaces. Cycle parking spaces are being provided within a secure weather proofed ground floor area of the co-living accommodation development along with 25 additional stands providing 50 additional cycle parking spaces on the new public plaza in line with the Dublin City Council's (DCC) Development Plan cycle parking standards.
- 2.14 Advice can be provided to cyclists in terms of routes, possibly with the help of a bicycle user group. This can be further facilitated in consultation with DCC, as the ongoing provision of cycle facilities is fully implemented.
- 2.15 It is acknowledged that cyclists need to be confident that their cycles will not be tampered with while they are at home or at work. With this in mind, it is proposed to install the cycle parking for the co-living accommodation in a secure sheltered location in the ground floor. All new cycle parking stands, including those on the public plaza, will allow both frame and wheels to be secured as required.
- 2.16 These cycle racks are located in an active, well lit & security monitored place or where they can be seen by a security guard, either directly, or by closed circuit television. The arriving and departing cyclists will be required to dismount and walk to the cycle racks with their cycles in a safe manner (something which occurs without any difficulty at similar facilities in cities throughout the world).
- 2.17 Clearly, for residents they have changing and washing facilities in their accommodation. The end-occupiers of the various developments will respond to employee satisfaction surveys and in this regard may consider providing additional within-demise changing areas with secure lockers and shower facilities for staff. Furthermore, a drying facility for cycling clothes could also be accommodated within the development if required.
- 2.18 Puncture repair kits, a basic tool kit and pump can be kept behind the information / reception desk of the development, for the benefit of staff and residents.
- 2.19 The DCC Development Plan vision is to cultivate a cycling culture, through the implementation of appropriate infrastructure and promotional measures, which positively encourages all members of the community to cycle at all life stages and abilities as a mode of sustainable transport that delivers environmental, health and economic benefits to both the individual and the community.

Bus Provision

- 2.20 The development is well placed to take advantage of the existing and future Dublin Bus and services, with several stops in close proximity to the site.
- 2.21 The site is adjacent a number of high frequency bus services on Phibsborough Road passing the site plus additional services on North Circular Road (Service Numbers 4, 9, 40, 83, 83a, 88N, 140, 155 plus 38, 38a, 38b, 38d, 46a, 120, 122 with a peak hour frequency of <10min for all services).
- 2.22 All of the Dublin Bus routes passing the development are operated using new low-floor wheelchair accessible city buses. Details of route, timetables and fares are provided on www.dublinbus.ie and on the Transport for Ireland National Journey Planner App.
- 2.23 In terms of number of routes and frequency of buses easily available to the staff, residents and visitors, it is considered that the proposed development is very highly sustainable in terms of public transport accessibility. The proximity of the development to existing public transport services means that staff, residents and visitors will have viable alternatives to the private car for accessing the site and will not be reliant upon the car as a primary mode of travel.

Rail

- 2.24 The site is within easy walking commuting distance of the new LUAS Cross City Line. Both the Phibsborough Stop and the Cabra Stop are within ~7 minutes walk of the site. This represents an easy walk time for commuting workers and residents who chose to use the LUAS, making this a very accessible development.
- 2.25 The Luas Green Line / Cross City / Red Line network allow access via public transport from the site to the Busarus Bus Depot and the mainline train stations at Connolly Station and Heuston Station. So in addition to benefiting LUAS users who use the Tram for their trip, the LUAS proximity also benefits those who wish to connect to other suburban and outer-urban areas by way of Bus, Dart and main-line rail.
- 2.26 The site is located approximately 15 minutes walk from the Drumcondra Railway Station with commuter train services and direct links to Connolly Railway Station and the DART.
- 2.27 In terms of number of routes of trains and buses easily available to the residents, it is considered that the proposed development is very highly sustainable in terms of public transport accessibility. The proximity of the development to existing public transport services means that residents will have viable alternatives to the private car for accessing the site and will not be reliant upon the car as a primary mode of travel.

2.28 Both the Glasnevin stop and Mater stop of the planned MetroLink will be within ~6-7 minute walk from the site. See figure 2.2 below from MetroLink.

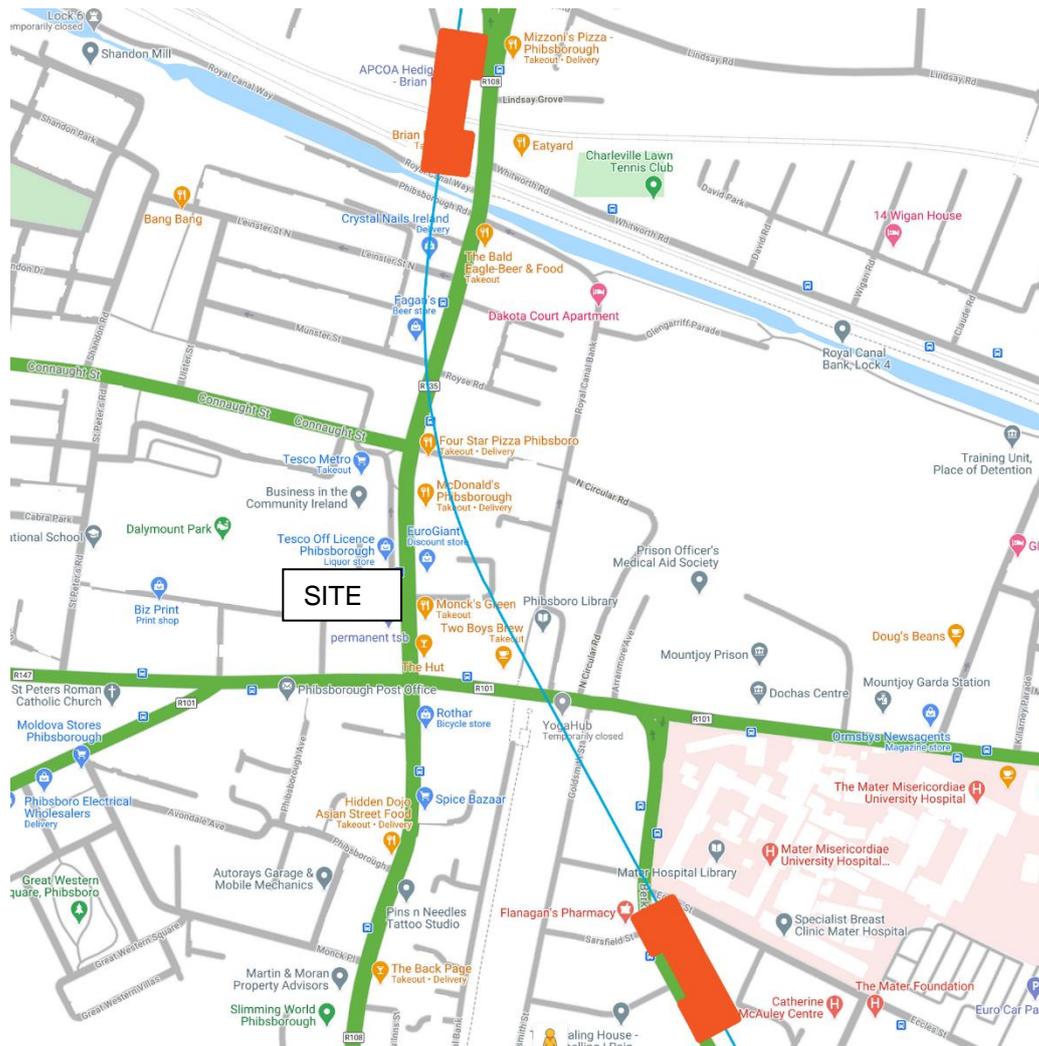


Figure 2.2 MetroLink Stops the site

Car Parking

2.29 The proposal includes no new parking, and in fact results in a net reduction of ~60-70 existing car parking spaces on lands within the overall site footprint (similar to the permitted scheme). This reduction in the total number of car parking spaces reflects the city centre location of the development, it's easy accessibility via public transport and the desire to encourage modal shift through an effective travel demand management measure.

2.30 Existing dedicated car parking in front of the existing retail units will continue to be provided to cater for mobility impaired users, in line with appropriate guidance.

2.31 Existing Go Car (car club) spaces in the area are noted on the enclosed drawing 'Site Location Map and Local Transport Facilities'.

2.32 It is proposed that 4 parking spaces will be allocated to provide additional car club parking spaces on site ie 4 Go Cars. These will be located within the existing car park and accessible by residents.

Accessibility By Taxi

2.33 In terms of taxis, modern communication devices (e.g. 'FreeNow' and 'Lynk') now allow taxis to be ordered on a demand-basis, without any requirement for formal taxi ranks or dedicated taxi holding areas.

Communication

2.34 Prior to moving in, the Management Company will issue welcome packs to all new staff, residents and visitors. These packs include details of the development and how it is run, advice on moving in, public transport information, useful local information, the reduced availability of parking and can require confirmation of a time-slot to move in. The preparation of this information ensures staff, residents and visitors are familiar with the operation of the development before moving in.

2.35 In terms of number of transport alternatives easily available to Staff, residents and visitors, it is considered that the proposed development is very highly sustainable in terms of public and alternative transport accessibility. The proximity of the development to existing public transport services means that all staff, residents and visitors will have viable alternatives to the private car for accessing the site and will not be reliant upon the car as a primary mode of travel.

2.36 Direct and high quality pedestrian linkages are provided between the site and the existing pedestrian facilities on the surrounding road network. The entrances to the site will be well lit, so that people can feel secure in using the facilities, and can also be monitored by CCTV.

2.37 Public transport maps and timetables can be provided in prominent locations on site and the information will be kept up to date by the appointed Mobility Management Plan Coordinator, a role for the Management Company.

2.38 Working staff, residents and visitors are generally now offered the opportunity to purchase public transport commuter tickets under the current 'Employer Pass' and 'TaxSaver' programmes, by individual Employers. Under these schemes the employer applies to Iarnród Éireann / Bus Éireann for tax free public transport tickets for their employees as an incentive for them to use public transport to travel to work.

2.39 With this in mind, the main focus of this Mobility Management Plan will be to promote and support the use of alternative modes to the private car.

3.0 COLLECTION OF BASELINE INFORMATION

Possible Mobility Management Pattern Questionnaires

- 3.1 Once occupied, and when the Mobility Management Plan Coordinator is appointed, the occupiers of the proposed development will be encouraged to regularly monitor the Mobility Management Plan initiatives in order to maximise on their success.
- 3.2 Shortly after occupation of the new development, a detailed travel-questionnaire will be compiled and distributed to Staff, residents and visitors for completion. The aim of the travel questionnaire will be to establish travel patterns between work and home and school among other travel demands. The information gathered from this survey will be used to inform the further development of the Mobility Management Plan.
- 3.3 The Baseline Survey information will also allow the Mobility Management Plan Coordinator for the development to set realistic modal-split targets for the development.
- 3.4 It is anticipated that, given the location and good transport links at this development, combined with the reduced level of available car parking on site, there will be a high percentage of use via public and alternative transport.
- 3.5 The Mobility Management Plan will need to maintain this positive modal split and improve it, where possible. It is informative to note that the "Smarter Travel: A Sustainable Transport Future" (DOT) Objective for 2020 is to achieve a reduced work related commuting by car modal share of 65% to 45%.

4.0 THE MOBILITY MANAGEMENT PLAN

- 4.1 The successful implementation of a Mobility Management Plan will ensure that, in-so-far-as-possible, the impacts of this traffic are reduced and minimised where practical, while providing a number of environmental and economic advantages detailed below.
- 4.2 The following sub-sections detail the available initiatives which will serve to better manage travel demand, and therefore the traffic impact of work-related journeys, focused on the movement of staff, residents and visitors during peak times.

Walking

Walking - Key Information	
Approx Zone of Influence	3.5km
Percentage of Staff, residents and visitors working in area of influence	TBC in each survey when occupied
Percentage of Staff, residents and visitors interested in Walking	TBC in each survey when occupied

Table 4.1 – Key Information: Walking

- 4.4 There are many local, global, and personal benefits to walking, a few of which are listed following:
- **W** - Wake Up! - Studies have shown that people who walk to work are more awake and find it easier to concentrate.
 - **A** - Always one step ahead - Walking makes people more aware of road safety issues and helps them develop stronger personal safety skills.
 - **L** - Less congestion - If you leave the car at home and walk, there are fewer cars on the road which makes it safer for those who walk and cycle.
 - **K** - Kinder to the environment - By leaving the car at home you are reducing the amount of CO 2 produced and helping to reduce the effects of climate change and air pollution.
 - **I** - Interpersonal skills - Walking to work or school can be a great way to meet other walkers, share the experience, and develop personal skills.
 - **N** - New adventures - Walking to work or school is a great way to learn about your local environment and community. It's also a fun way to learn about the weather, landscape, and local ecosystems.
 - **G** - Get fit and stay active - Walking to and from work or school helps people incorporate physical activity into their daily routines. Research shows that regular physical activity can benefit your body and mind.

4.5 Most adults will consider walking a maximum of 3.5 km (Approx 30/40 minutes) to work. Staff, residents and visitors working within a 3.5 km radius of the site will be encouraged to walk to work as often as their schedule permits. Similarly school trips can be encouraged on foot.

4.6 The following initiatives and incentives can be used to encourage walking to work or school:

- Take part in a ‘Pedometer Challenge’ which is organised through the Irish Heart Foundation or Smarter Travel Workplaces;
- Organise special events such as a ‘Walk to work/school on Wednesdays’ where participants are rewarded for their participation;
- Keep umbrellas in public areas on a deposit system for use when raining;
- Display Smarter Travel Workplaces Accessibility Walking maps on notice boards areas so Staff, residents and visitors can plan journeys;
- Organise lunch time or afternoon walks as part of a health and well-being programme;
- Highlight the direct savings gained due to reduced use of private vehicles.

Cycling

Cycling – Key Information	
Approx. zone of influence	10km
Percentage of Staff, residents and visitors Surveyed known to Work within the area of influence	TBC in each survey when occupied
Percentage of Staff, residents and visitors interested in cycling	TBC in each survey when occupied

Table 4.2 : Key Information - Cycling

4.7 Research suggests that cycling is a viable mode of transport for people who live up to 10 km from work or school.

4.8 Cycling is a great way to travel. It helps foster independence, raises awareness of road safety, and helps the environment.

4.9 Some positive aspects of cycling to work or school are listed following:

- **C** - Cycling is fun! - Cycling is a great form of transport but it’s also a great recreational activity. Cycling is a skill that stays with you for life and it’s a fantastic way to explore your local community.
- **Y** - You save time & money - cycling to work reduces the need to travel by car thus reducing fuel costs and freeing up road space for more cyclists;
- **C** - Confidence building - travelling to work as an independent cyclist can give people increased confidence proving beneficial in all aspects of life;

- **L** - Less congestion - If you leave the car at home and cycle to work there are fewer cars on the road which makes it safer for those who cycle and walk to work or school;
- **I** - Interpersonal skills - Cycling to work or to school can be a great way to meet other cyclists and share the experience;
- **N** - New adventures - Cycling to work or school is a great way to learn about your local environment and community. It helps people to understand where they live and how their actions affect their local environment;
- **G** - Get fit and stay active - cycling to and from work or school helps people incorporate physical activity into their daily routines. Research shows that regular physical activity can benefit your body and mind.

4.10 The provision of enhanced and attractive cycle parking facilities at the site will clearly play a critical role in promoting journeys by bicycle.

4.11 The following initiatives and incentives can be used to encourage cycling to work and school:

- New cycle parking installed within the development, secure and well lit;
- Publicise cycle parking availability by way of signage and on notice boards;
- Display maps on notice boards areas so people can plan journeys;
- The development can provide free cycle accessories (panniers, lights, visi-vests, helmets) in periodic draws for cyclists,
- The Mobility Management Plan Coordinator can organise cycle training sessions on site on the rules of the road and the specific risks associated with the locality;
- The Mobility Management Plan Coordinator can invite bike suppliers on site for a 'Green Day' or 'Green Week' so that people can try bikes before buying;
- The Mobility Management Plan Coordinator can set up a Bicycle User Group (BUG) to promote cycling;
- The Mobility Management Plan Coordinator can highlight the direct savings gained due to reduced use of private vehicles;
- The Mobility Management Plan Coordinator can encourage staff, residents and visitors to take part in National Bike Week, see www.bikeweek.ie.

Public Transport

Public Transport – Key Information	
Approx. zone of influence	All Staff, residents and visitors
Percentage of Staff, residents and visitors in area of influence	100%
Percentage of Staff, residents and visitors using Public Transport	TBC in each survey when occupied

Table 4.3: Key Information: Public Transport

4.12 There are many benefits to taking public transport, some of which include:

- Personal Opportunities – Public transportation provides personal mobility and freedom;
- Saving fuel – Every full standard bus can take more than 50 cars off the road, resulting in fuel savings from reduced congestion;
- Reducing congestion – The more people who travel to work or to school on public transport, especially during peak periods, the less people travelling by private car;
- Saving money – Taking public transport to and from work or school is a lot cheaper than travelling by car and saves the cost of buying, maintaining and running a vehicle;
- Reducing fuel consumption – A full standard bus uses significantly less fuel per passenger than the average car;
- Reducing carbon footprint – Public transport is at least twice as energy efficient as private cars. Buses produce less than half the CO₂ emissions per passenger kilometre compared to cars and a full bus produces 377 times less carbon monoxide than a full car;
- Get fit and stay active - Walking to and from work or school to public transport helps people incorporate physical activity into their daily routines. Research shows that regular physical activity can benefit your body and mind.
- Less stress – Using public transport can be less stressful than driving yourself, allowing you to relax, read, or listen to music.

4.13 The following initiatives and incentives can be used to encourage people to take public transport:

- Publicise Employee Tax Saver Commuter tickets, which offer savings to employers in PSRI per ticket sold and significant savings to employees in marginal tax rate and levies on the price of their ticket;
- Encourage public transport use for travel by promoting smart cards, advertising the availability of these tickets to Staff, residents and visitors;
- Publicise the availability of Real Time Information. Real Time Information shows when your bus is due to arrive at your bus stop so you can plan your journey

more accurately;

- Provide maps of local bus routes and the nearest bus stops and the length of time it takes to walk to them;
- Contact local providers about issues such as location of existing and new bus stops, timing of routes, or where you have market information about a potential new route.

Go-Car/Car Sharing

Car Sharing – Key Information	
Approx. zone of influence	All Staff, residents and visitors
Percentage of Staff, residents and visitors in area of influence	100%
Percentage of Staff, residents and visitors Car Sharing	TBC in each survey when occupied

Table 4.4: Key Information - Go-Car/Car Sharing

- 4.14 Every day thousands of commuters drive to work or to school on the same routes to the same destinations, at the same time as their colleagues. By car sharing just once a week, a commuter’s fuel costs can be reduced by 20%, and in a similar fashion, the demand for work place parking can be reduced by 20%. If every single-occupancy driver carried another driver, there would be 50% less cars on the road at peak times.
- 4.15 Although use of the car to get to work or to school is essential for some people, car sharing schemes such as GoCar (which are active in Dublin) have the potential to deliver a significant reduction in private vehicle trips by promoting higher than average occupancy rates for each vehicle.
- 4.16 Car sharing often happens informally, however some participants often prefer a formal scheme such as a GoCar facility which will normally generate a higher take-up for car sharing, and more efficiency in terms of increased occupancy rates.
- 4.17 Encouraging more Staff, residents and visitors to share car journeys to work rather than driving alone as well as encouraging more to set up and take part in car sharing/pooling would prove a very effective means of reducing daily car trips to and from the site.

4.18 The following initiatives and incentives can be used to encourage car sharing:

- Highlight to drivers that they do not have to share with a person that doesn't suit them – allow choice based on gender, route, smoking or non-smoking;
- Clarify the financial implications of the scheme – those accepting a lift could contribute towards fuel costs.
- Use existing online databases for car sharing. For example, the development could set up its own private car sharing site.

Action Plan Summary Table

4.25 The Summary Action Plan is described in the Table below. Modal Split Targets will be determined following on from the first survey shortly after full occupation, typically within the first six months. This will be part of the role of the Mobility Management Plan Coordinator. This will show existing travel patterns with realistic targets set to improve the modal split of Staff, residents and visitors.

	Initiative	Impact on Delivery	Difficulty Delivering	Current Modal Split	Target MS
Staff, residents and visitors Initiatives	Walking	Medium	Low	TBC	TBC
	Cycling	Medium	Medium	TBC	TBC
	Public Transport	High	Low	TBC	TBC
	Other	Medium	Medium	TBC	TBC
	Car - Sharing	Medium	Medium	TBC	TBC
	Cars - 1 Passenger Only	High - Negative	High	TBC	TBC
Promoting the MMP	Marketing the Plan	High	Low	Driven By MMP Coordinator	
	Measuring Success	High	Medium	Annual Surveys	

Action Plan Summary Table

5.0 IMPLEMENTING THE PLAN

Background

- 5.1 Setting realistic targets and a sustained approach to the promotion of the Mobility Management Plan is important if the measures are to be successful. The objectives and benefits of the Plan will be made clear and broadcast during the full lifecycle of the Plan.
- 5.2 The implementation of a successful Mobility Management plan will require the upfront investment of resources. As well as reviewing objectives and initiatives regularly, it is equally important to measure results. This provides an indication of any Plan's success, and ensures that the targets remain realistic.

The Mobility Management Plan Coordinator

- 5.4 The key objective of this Mobility Management Plan is to ensure that the traffic impacts and car usage associated with the operation any development are minimised. Achieving this objective will result in a wide array of benefits for the development and its stakeholders.
- 5.5 To ensure the plan is effective it is essential for a Mobility Management Plan Coordinator to be appointed for the Development upon occupation. It is anticipated that this is role which will be fulfilled by the Management Company.
- 5.6 It is envisaged that the Coordinator will work closely with staff, residents and visitors to enthusiastically promote and market the Mobility Management Plan. As Staff, residents and visitors will be the focus of the plan; their involvement must be sought from the outset.
- 5.7 To support the Mobility Management Plan Coordinator's efforts, the Management Company must ensure that they have sufficient time to carry out their duties. In addition, it is essential that the powers of decision making are bestowed upon him/her, along with a suitable budget and programme for implementation.

Promoting the Mobility Management Plan

- 5.9 Active promotion and marketing is needed if the Mobility Management Plan is to have a positive impact on stakeholder travel patterns to and from the site.
- 5.10 All marketing initiatives should be focused on areas where there is willingness to change. Such information has been extracted from the questionnaires and has been described in Section 3 of this Plan.
- **Identify the Aim** – e.g. to reduce low occupancy car commuting, school, and business travel & to promote active travel, public transport & alternatives to travelling by car.

- **Brand the Plan** – as part of communicating the Mobility Management Plan, visually brand all work relating to it with a consistent look, slogan, identity or logo.
- **Identify the Target Audience** – 'segment the audience' (e.g. shift workers, school travel, sedentary workers, people travelling long/ short distances, mode used, members of a walking club or green team) so you can target the message and events towards these different groups.

- 5.11 As part of the marketing process, the Mobility Management Plan coordinator can personalise a plan for the Development, drawing attention to the benefits of participation and support for its implementation.
- 5.12 The Coordinator can identify communication tools and networks used by the different audiences in the development, and use these to communicate about travel.
- 5.13 Promotional material regardless of its quality is only as good as its distribution network; material incentives assist greatly in introducing people to alternative modes of commuting.
- 5.14 The plan should be about promoting equity among modes and offering choice and accessibility.
- 5.15 The Coordinator can promote positive messages associated with a plan, for example, reduced tax/PRSI payments, getting fit and active, reducing congestion, reducing CO2 emissions and so on, and encourage people to start small – changing one day per week for example, to explore their options.
- 5.16 Marketing drives which feature individual Staff, residents and visitors who have reduced their car use can carry a strong message. This will serve to raise not only the profile of the Plan, but also send a clear message in relation to the Staff, residents and visitors commitment to the Plan.

6.0 CONCLUSIONS

- 6.1 The development forming the subject of this application accords with the principles of sustainable development, being located within an established and developed area with clear and easy access to alternative modes of travel. With zero new car parking provided this also acts as a demand management measure. The Management Company, once the development is occupied, will utilise pragmatic measures that encourage safe and viable alternatives to the private car for accessing the development.
- 6.2 Good Mobility Management Planning is not a one-off event, it is instead an on-going iterative process requiring continued effort. This Preliminary report assists these efforts by forming an outline framework and providing guidance for its success. Monitoring and reviewing the initiatives set out within the plan will form a far greater part of the Final Mobility Management Plan itself.
- 6.3 The key to the Plans success will be the appointment of a **Mobility Management Plan Coordinator** for the development, once occupied. They will be vested with total responsibility for implementing the plan. They should be granted the authority and time to execute the Plan, and be provided with sufficient resources to realise the Plans success.
- 6.4 As staff, residents and visitors are the focus of the plan; their involvement should be sought from the outset following occupation. To this end, the Plan Coordinator should be assisted and supported by the Management Company and staff, residents and visitors. This will serve to spread the work load, and also give the Staff, residents and visitors a valuable input into the operation of the Plan.
- 6.5 Successful Mobility Management Plans require marketing **and** regular review. The measures set out in the Action Plan Summary Table (Chapter 4) should form the basis of a sound, realistic Plan and should be clearly set out and be fully transparent to all users.
- 6.6 Staff, residents and visitors also have an essential responsibility in terms of co-operating with, and taking an active part in the plan. They are, after all, the plan's primary focus.
- 6.7 It is recommended that the Final Mobility Management Plan be set in motion, sensibly at full residential occupation. The plan should evolve and develop with the development, taking into account changing staff, residents and visitors and their travel preferences and needs.
- 6.8 Annual reviews of the Plan should include a full stakeholder survey, providing valuable information for target setting and marketing target groups. It is emphasised that failing to meet initial targets should not be seen as failure, as the preliminary 12 to 18 months of the plan should be viewed as a calibration exercise for target setting.



LEGEND:

- - DENOTES BUS STOP LOCATION
- - DENOTES GO-CAR CAR SHARING LOCATION
- - DENOTES 'DUBLIN BIKE' PARKING LOCATION
- - DENOTES 'BLEEPER BIKE' LOCATION
- - DENOTES LUAS STOP LOCATION

REV	DATE	AMENDMENTS	DRAWN	CHK	APP

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Title	Local Transport Facilities		
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