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The Urban Lab of Europe !

The COMMUTE Project

Zoom- in N°1

Project led by Toulouse Metropole, France



**URBAN
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The COMMUTE (Collaborative Management for Urban Traffic and Emissions Reduction) Project

Zoom-in 1

The COMMUTE Inter-Company Workplace Travel Plan

Project led by Toulouse Metropole, France

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EXECUTIVE SUMMARY

The COMMUTE project was born from the common will, between public and private actors, to reconcile the attractiveness of the territory with mobility, in particular by facilitating the use of transport modes that minimize environmental impacts. Following a co-construction work, Toulouse Metropole and its partners have decided to deploy a new collaborative and innovative management model of urban mobility. A key element of this collaboration is the COMMUTE inter-company workplace travel plan (ICWTP).

A workplace travel plan (WTP) is a long-term management strategy developed by an organisation or several ones to promote more sustainable transport amongst staff, visitors and deliveries to its site(s). This can simultaneously bring a number of benefits such as a reduction in associated CO2 emissions, reduced congestion, improved health, economic attractiveness and cost savings – all this through active travel so that both employers and employees truly benefit.

WTPs have become more common in Europe. They are even mandatory by law in several countries, including France since 2015. But the COMMUTE WTP is different, truly unique: it is an inter-company travel plan (ICWTP), developed as part of a public-private partnership, in a co-creation spirit. It is also a framework which unites all COMMUTE partners, requiring them to align their existing individual travel plans to the COMMUTE one.

The ICWTP will also shape and support the COMMUTE mobility experimentations to be launched and tested throughout the project. It identifies needs and joint actions necessary for a behavioural change of car users in Toulouse and its surroundings. It should also inspire other cities to become a “COMMUTER”!

INTRODUCTION

Europe's cities are home to 70% of the EU population and generate over 80% of the Union's GDP. They are connected by one of the world's best transport systems. But mobility within cities is increasingly challenging and inefficient. Urban areas also account for quite a high share of all CO2 emissions from transport (about 23%). Cities, but also the private sector, need to make more efforts to turn past trends around and contribute to achieving the 60% reduction in greenhouse gas emissions called for by the European Commission's White Paper "Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system"¹ ("2011 White Paper on Transport").

Urban mobility is still heavily dominated by the use of individual and conventionally-fuelled cars. Only little progress has been made in shifting towards more sustainable modes of transport in urban areas, and many European towns and cities suffer from chronic traffic congestion - estimated to cost 80 billion Euros annually². But achieving behavioural change is not easy. The EU understood that a step-change in the approach to urban mobility is needed to ensure that Europe's urban areas develop along a more

1. COM(2011)144 final
2. Total cost of congestion; see SEC(2011)358 final

sustainable path and that EU goals for a competitive and resource-efficient European transport system are met.

Combined with all the COMMUTE deliverables, the ICWTP actions should contribute to significantly change travel patterns in the area. Furthermore, Toulouse Metropole, the COMMUTE lead, is currently reviewing its Urban Mobility Plan, with a special focus on the reduction of individual cars and emissions. The COMMUTE approach is reflected in the revised Urban Mobility Plan, to be published soon.

COMMUTE is the first French city-led public-private partnership on transport ever implemented. With its unique ICWPT, it has the potential to change the way mobility planning is carried out in the future, bringing the public and private sectors closer together.

This Zoom-in aims to provide an overview of the COMMUTE ICWTP, expected after summer 2019. It presents its main objectives, challenges, but also some history and background about the local, national and EU approaches on WTPs.



The COMMUTE team
Source: Toulouse Metropole

WORKPLACE TRAVEL PLANS

The basics

A workplace travel plan can be described as a package of measures put in place by an employer to try and encourage more sustainable travel, usually meaning less car use, particularly less single occupancy car use. Main benefits include:

- For employees: reduction of travel costs, quicker journeys, fatigue reduction, reduction of road safety risks, social engagement

- For companies: less parking space, better management of travel taxes, enhanced corporate green profile, contribution to sustainable development
- For the whole collectivity: better use of public transport, reduction of road traffic, reduction of pollution and greenhouse gases, better accessibility and travel times

Motivations for travel plans have changed over time, progressing from a reactive (e.g. a planning consent), to a proactive state, whereby the travel plan starts to deliver business objectives, becoming organisationally embedded. WTPs, accompanied by existing policies, can lead to significant changes in travel behaviour patterns.

A brief history of WTPs in France

In France, WTPs have been developed since a long time on a voluntary basis. Since 35 years, mobility planning, including WTPs, are based on the Framework Law on Internal Transports (“LOTI” Law). The LOTI law stated in 1982 that the right to transport should allow each user “to move in reasonable access conditions in terms of price and quality as well as cost for consumers”.

The French demographic growth and the evolution of individual displacements have led to an increase in the mobility demand. New issues have arisen since the LOTI law. In particular, mobility has to face the challenges of public health and climate change. Air pollution caused by transport is evaluated to be at the origin of 40 000 premature deaths and represents a cost estimated between 20 and 30 billion euros per year for the French population. The transport sector also accounts for almost 40% of greenhouse gas emissions, and is the most emitting sector in France. Thus, the success of the new mobility policies will be evaluated based on those new indicators.

In that context, in 2015 France adopted a law on Energy Transition for Green Growth, which made the development of a mobility plan compulsory for companies with more than 100 employees and that are located within the area of the Urban Mobility Plan. By 1 January 2018 latest, all French companies matching those criteria need to submit their plans to the relevant territorial managing authority for mobility.

In September 2017, French Transport Minister Elizabeth Borne launched a national Mobility Forum (“Assises Nationales de la Mobilité”). This important public forum led to the proposal for a new law on future orientations of mobility (“LOM - Loi d’Orientation des Mobilités”) in November 2018. The legislative proposal will be presented to the French Parliament in February 2019. The aim is to create a “mobility organising authority” all over the French territory. “Partner committees” will be created with employers, employees, citizens and users of mobility, to give their views. LOM has to organise and regulate e.g. the venue of autonomous vehicles, free-floating schemes, car-sharing, etc. This mobility toolbox will include a sustainable mobility package promoting behavioural change towards more sustainable modes of transport.



Assises nationales de la mobilité

Source: <http://www.prefectures-regions.gouv.fr>

Both the Energy Transition law and the new LOM will impact WTPs, which will have to fit within these new legal frameworks. But WTPs will also support these national strategies: understanding people's travel routines, how they change and the impact of this on public health, is important to help local governments plan effective transport systems and policies. Such policies are expected to make an important contribution to tackling some of the big issues of the day, including how to create healthy urban environments, supporting economic growth and reducing congestion, public health and obesity, and energy security and climate change.

What about Europe?

The reflexion on improved and integrated mobility planning is also taking place at the European level, as mobility does not stop at national borders. Existing strategies already support cities and mobility stakeholders in achieving sustainable mobility goals. This is the case of the Eltis Sustainable Urban Mobility Planning Guidelines³, the Action Plan on Urban Mobility⁴, the European Strategy for low-emissions mobility⁵, the Urban Mobility Package⁶, etc. Many EU projects also provide guidance and best practice on WTPs. This is the case of COMMERCE⁷, for which the aim was to deliver and mainstream WTPs amongst Europe's commuting public, ultimately to reduce associated CO2 emissions. COMMERCE aimed also to create the demand for Travel Plans in the New Member States, when in 2007 they did not exist. The

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3. SUMP Guidelines: http://www.eltis.org/sites/default/files/trainingmaterials/guidelines-developing-and-implementing-a-sump_final_web_jan2014b.pdf
 4. https://ec.europa.eu/transport/themes/urban/urban_mobility/action_plan_en
 5. https://ec.europa.eu/transport/sites/transport/files/themes/strategies/news/doc/2016-07-20-decarbonisation/com%282016%29501_en.pdf
 6. https://ec.europa.eu/transport/themes/urban/urban_mobility/ump_en
 7. <http://www.commerce-eu.org>

project developed standards⁸ for WTPs, still considered as relevant. It further worked towards improving and standardising the Travel Plan Programmes of London and Paris and developed new Travel Plan techniques such as Travel Plan Groups or Networks comprising multiple businesses.

The success of policies and policy objectives that have been agreed at the EU level depends on actions taken by national, regional and local authorities. Mobility in urban areas is also a key facilitator for growth, employment and sustainable development in the EU. Therefore, many national, regional and local government regulations for planning and transport encourage the development of travel plans. As described in the results from the COMMERCE project, the strongest motivation for European stakeholders to engage in enhanced mobility planning is of course a legal obligation to make company travel plans:

- In the Brussels Capital Region in Belgium for instance, every company with more than 100 employees has to make a mobility plan every 3 years with a diagnosis, action plan, monitoring and evaluation. For the diagnosis, Brussels made a website (in Dutch and French) where employers can easily create an online travel behaviour survey and generate a report that compares the company's results with those of other businesses.

- In Italy, companies and institutions of over 300 employees have been obliged to appoint a mobility manager and develop a travel plan since 1998. In 2000, the function of area mobility manager was created to support company mobility managers⁹.

If the national framework allows it, cities and municipalities can also grant a discount on local taxes to companies who make a travel plan, or they can levy taxes on parking spaces made available to their employees. On the national level a very important barrier to commuter behaviour change is the undertaxation of company cars, which is very common in Europe. Company car users systematically drive more kilometers than other employees and are less inclined to change modes.

Campaigns and awareness raising initiatives like the annual European Car-free Day during the European Mobility Week are another great opportunity for cities to raise awareness among their companies and commuters.

The Toulouse Metropole context

Toulouse and its metropolitan area have an exceptionally high population growth and hold the record for job creation. Despite the efforts made in public transport and infrastructure, the urban congestion remains a major issue. Airport and aeronautical areas – the main application scope of the COMMUTE project – are a striking example.

Mobility in Toulouse Metropole and its conurbation is managed by Tisséo Collectivités (Syndicat Mixte des Transports en Commun de l'Agglomération Toulousaine). Tisséo Collectivités covers 108 communes, which represents more than 1 Million inhabitants in total.

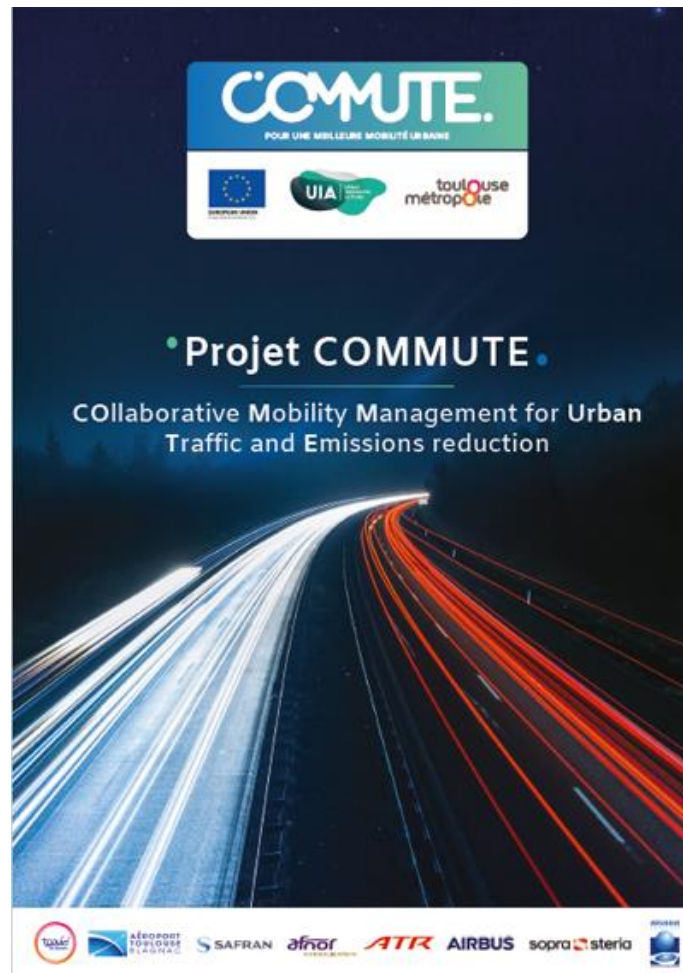
Toulouse Metropole has already a long history of mobility planning: 16 companies in the airport area already have a WTP, which corresponds to 32% of the companies located in that area. Since the adoption

8. http://www.eltis.org/sites/default/files/trainingmaterials/commerce_standards_12pp_eng.pdf

9. EPOMM mobility management monitor for Italy, 2011

of the French Energy Transition law (see above), Tisséo Collectivités identified around 600 companies subject to the requirements of the law. Tisséo Collectivités accompanied 188 of them in the development of their respective WTP.

In 2015, Toulouse Metropole also launched the revision of its Urban Mobility Plan. The new ambitious Plan includes 6 key actions, closely linked with the companies' travel plans and the ICWTP, and should be published in February 2019. Special attention has been given to work-home journeys.



COMMUTE brochure

Source: COMMUTE

The COMMUTE ICWTP (PDIE: Plan de Déplacement Inter-Entreprises)

Objectives and actions

Unlike other WTPs, the COMMUTE one is an inter-company workplace travel plan, which connects all travel plans of the different COMMUTE partners. This is a unique and experimental approach, which is possible in the Toulouse context, given the long-lasting and positive work relationships between the city, the airport and the aeronautical partners. This collaboration dates back to previous projects, such as DEMETER¹⁰. The team of partners is very committed and makes itself available for weekly meetings.

The main objective of the ICWTP is to share a vision, mutualise and coordinate all the awareness-raising and support actions to accompany companies in their new mobility management process, for effective behavioural change and shift away from individual car use.

The actions of the ICWTP are yet to be approved. Priority actions currently under discussion entail an engaging communication, promotion of public transport, active modes, carpooling, parking management, innovative working methods including teleworking and flexible working times.

Governance and scope

The COMMUTE ICWTP corresponds to a dedicated COMMUTE deliverable (D6.2.2), with Tisséo Collectivités as lead.

Club d'Entreprises Réussir has been assigned as Coordinator, and companies covered include ATB, ATR, AIRBUS, SAFRAN, SOPRA STERIA.

Together with Tisséo Collectivités, the ICWTP Coordinator will be responsible for some of the following tasks: setting up relevant Steering or Implementation Groups & coordinating their activities, coordinating the employee (and student/ visitor) travel survey and analysis, developing the travel Action Plan to promote walking, cycling, public transport, carsharing, technological alternatives to travel, flexible working practices and more sustainable business / fleet travel, etc.

Companies will be the implementers of the ICWTP: each COMMUTE partner will have to nominate a contact person to facilitate the collection of data. The contact person will also be responsible for setting up a communication plan, organise steering and technical committee meetings, evaluate the actions and share the learnings.

Two perimeters have been defined for the COMMUTE ICWTP:

- The core perimeter is focused on the activity areas of the “aeronautical and airport platform”. This covers the towns of Blagnac, Beauzelle, Colomiers, Cornebarrieu, Aussonne and Toulouse.

10. <http://www.touleco-green.fr/Coup-d-envoi-du-projet-Demeter-sur-la-zone-aeroportuaire-de,22816>

- The comprehensive perimeter of actions takes into account the areas where employees reside. It also covers other business areas in link with the airport platform.

Methodology

The methodology of the COMMUTE ICWTP is innovative: based on the unique public-private partnership model of COMMUTE, the design of the ICWTP is structured around co-creation workshops and experimentations. At all stages of the ICWTP development, world cafes and other interactive are used to support co-construction.

The co-construction strategy also involves students in urban and mobility planning from the Jean Jaurés University in Toulouse. Since September 2018, a group of 15 students takes part in regular workshops to deliver its recommendations on the ICWTP. Students examine the territorial diagnosis, the main challenges and objectives of the project. Their work corresponds to a key deliverable of their curriculum. It will also feed into the final ICWTP.

Evaluation

Monitoring and evaluation of COMMUTE will take place on a quarterly basis, based on a set of 7 KPIs and 85 mobility indicators, the collected data will be integrated into the COMMUTE digital platform, led by SOPRA STERIA. Monitoring via the platform, but also yearly surveys (next one in Spring 2019), will help to make adjustments around the actions and the governance of the project and ultimately to the ICWTP if needed.

The upcoming “flash” survey addressed to the employees at the end of March 2019 is the next evaluation milestone: it will enable to measure the evolution of the modal share, will provide elements on the employees travel patterns, and will identify their expectations for the future (results expected in September 2019). Together with the COMMUTE mid-term review at the end of October 2019, these will help to assess progress around data collection and to measure the first impacts on employees.

Communication and stakeholders’ engagement

Communication is at the heart of the WPTP strategy: mobility forums, carpooling and cycling stands, regular animations are organised by the different employers of the companies taking part in the experimentation. In addition, flyers on the plan and new practical guides will support companies on topics such as behavioural change, teleworking, etc.

Led by Tisséo Collectivités and co-constructed with all the partners, 20 communication actions have been identified, so 7 per year (mobility challenge, nudges, innovative activities). Of these 20 actions, 10 thematic "mobility Tuesdays", including collaborative working time, have been scheduled. An innovative

experiment in partnership with ADEME (French Environment and Energy Management Agency) is also being deployed. It consists in studying the mobility flows generated by the companies' activities.

Last but not least, a COMMUTE Day also takes place once a year, with the first one was held on 18 January 2019. It was the opportunity to launch the COMMUTE Charter – a Memorandum of Understanding open also to a wider audience – and to announce the first Local Mobility Committee meeting (“Comité local de la mobilité”). This Committee will meet twice per year (in Spring and Autumn each year) and will be the place where all stakeholders, in addition to the COMMUTE partners, can meet to discuss and improve the measures of the project.



*COMMUTE Day, 18 January 2019
Source: Toulouse Metropole*

The challenges

The challenges of developing and implementing WTPs are well-known, ranging from public acceptance, engagement, coordination, technical and operational issues. These are multiplied when it comes to ICWTPs. The main challenge specific to Toulouse Metropole will be to manage the strong appetite that COMMUTE as a whole, and the ICWTP in particular, generate in the area. To do so, it will be important that the ICWTP engages a broad range of the population, while remaining strong within its core. It will also be important to measure and evaluate results regularly, and adjust possible features of the plan. The following issues were identified as possible challenges to overcome:

- Governance: how to mutualise visions and actions on such a broad perimeter and with so many partners around the table? Another challenge will be to get top Human Resources representatives on board. While they are not the direct contact points within the COMMUTE project, HR management will be crucial actors for the effectiveness of measures.
- Different work methods: how to work efficiently together and accept each other's work methods? While the private sector benefits from more reactivity and swiftness in decision-making processes, local authority representatives have to follow longer and more burdensome procedures. This often slows down the adoption and launch of actions, which can lead to frustrations among partners.
- GDPR and the digital platform: The implementation of the GDPR law in May 2018 has added a new level of security, which has complicated the initial data collection process and led to delays in the launch of the COMMUTE digital platform, led by SOPRA STERIA. GDPR representatives of all partner companies had to coordinate and agree on confidentiality levels. This could not be anticipated during the planning of the project.
- Managing expectations: the COMMUTE project and its ICWTP have generated a lot of enthusiasm in the area. Other companies and local towns are eager to be part of the project. While COMMUTE can include them as "stakeholders" as part of the Local Mobility Committees, the ICWTP Coordinator needs to ensure that the plan remains manageable and reflects what has been initially agreed with the EU. In addition, the private sector is very committed and motivated to go beyond the initial actions suggested, e.g. adding actions around the promotion of cycling and public transport. This has to be taken into consideration, while priority has to be granted to actions agreed first.
- Communication and stakeholders' engagement: both internal and external communication will be crucial to ensure that employees and citizens understand the different services and know how to use them. The public's involvement with the plan will be needed, both for its effectiveness and for its acceptance. Following the first wave of employees more easily receptive to change and often already "converted", the challenge will be to tackle the other employees, potentially more reluctant to change. Mechanisms and strategies accounting for those who are unable or unwilling to participate will be required, e.g. further communication about results and benefits from such efforts.

There is a clear motivation from most partners to scale up the results and continue the close collaboration after the end of the project. It seems that working together on the ICWTP and the project as a whole have

helped to overcome previous cooperation obstacles between the private partners and Toulouse Metropole. Discussions are already taking place on possible extensions of the COMMUTE actions and ICWTP beyond 2020. This reflects a high degree of commitment, from which the project benefits from both the industrial partners and the political level since the beginning.

The importance of changing people's behaviour – The carpooling example

WTPs are motivators for travel behaviour change. The key to a successful workplace travel plan is to identify the transport alternatives that staff are prepared to use, trying to encourage modal shift. Hence a combination of measures can prove the most effective approach.

Communication activities are proven to translate into greater uptake of sustainable travel. Additionally, it seems that staff respond well to initiatives that result in personal benefits such as time and cost savings. The COMMUTE carpooling action illustrates this perfectly: it has been one of the first actions to be launched within the framework of the COMMUTE project, with Toulouse Blagnac airport in charge. It corresponds to an inter-company carpooling scheme and is a key component of the COMMUTE inter-company workplace travel plan. This action is fully in line with the new national mobility legislation, which now actively promotes more carpooling solutions.

The airport, ATR, SAFRAN and AIRBUS had a particular interest in developing carpooling in the airport and aeronautical area. The airport decided to take the lead and launch a tender procedure for a new carpooling service - following a previous carpooling initiative in the area (not led by the airport), which had failed to deliver results. Two new elements made a difference this time: a new critical mass brought by the fourth companies (40 000 employees), and a more efficient and user-friendly app supporting the service. KAROS was selected as the new service provider, and a start-up delivered a very user-friendly app, now open to everyone. Its data feeds into the COMMUTE digital platform.



COMMUTE carpooling parking lot - Pibrac
Source: COMMUTE

Since its launch in September 2018, the carpooling action has turned out to be a great success. It entails a new intermodal hub with a carpooling parking lot in Pibrac. 26 car parks, including 1 for PMR and electric charging points. The new app also generates a lot of enthusiasm among its users. To date, results are very positive:

- 2200 commuters have registered with KAROS
- About 900 of them are effectively carpooling
- More than 10 000 carpooling journeys have been recorded
- Average journeys cover 25 km
- 1400 carpooling journeys have been done last week



*Anne Julia and Philippe, proud carpooling users
Source: Anne Julia, Toulouse Blagnac airport*

It also appears that the project made new interests emerge, e.g. for cycling promotion and social psychology linked to behavioural change. A rising number of employees is interested in having a more active commute if particular facilities were improved. This new development around cycling has been noted by the COMMUTE companies, who would like to explore these avenues further as part of the project.

Every cause needs a champion! A yearly rewarding scheme is managed by Tisséo Collectivités ("Eco-mobility trophies"). Since its launch, 7 companies located in the airport area have already received a trophy based on their respective sustainable strategy. COMMUTE will be

Feedback from Anne Julia, responsible for environment at Toulouse Blagnac airport, also COMMUTE partner and proud carpooling user, and from her carpooling companion, Philippe from AIRBUS:

"We could sense a clear interest in carpooling among all the employees of our area. The airport saw an unmissable opportunity to make a difference and change employees' behaviour. It was important to design the new service together with all COMMUTE partners, which we did. Co-creation, in addition to good communication about the service, have led to the exceptional situation of today. Personally, I had never done carpooling before. I decided to try the service myself in December, and couldn't believe it: I realised how many people lived close to mine in the countryside, and how easy it was to get in touch with them! My first carpooling journey was a revelation as such: my carpooling companion happened to significantly cut down my journey time to the airport, it was very relaxing not to drive and also to discover new neighbours, and the heated seat option has turned my journey into an extremely comfortable travel experience...which I have repeated since then!"

integrated into the rewarding scheme this year, so ICWTP partners can also benefit from this great behavioural change incentive.

Best practice example: The ICWTP of Grand Lyon Territories

The Grand Lyon ICWTP follows the principles developed by the very first French ICWTPs of Porte des Alpes, PERICA, Vallée de la Chimie et Techlid. Like the other ICWTPs, the Grand Lyon one includes a variety of actions, with a focus on soft modes. Regarding carpooling: Grand Lyon together with “La Roue Verte”, its service provider financed by ADEME (French Agency for Environment and Energy Management) and Region Rhone-Alpes, set up a centralised carpooling service, with a dedicated website: www.covoiturage-grandlyon.com The service includes unique features, such as:

- a call center for the employees having no access to internet
- a “return trip guarantee” for carpooling users, by taxi if needed (2 return trips reimbursed up to a maximum of 10 €)

7 months after its launch, 2000 employees had registered to the service.

The learnings show that active companies’ commitment in the ICWTP is essential. Here, the companies’ involvement included both financial and human resources. The latter is important to ensure a link between employers and the rest of the partners. A ICWTP contact point was appointed and took part in all partner coordination meetings. Key learning: the highest the hierarchy level involved, the more chances of success the inter-company WTP has.

More info: www.oree.org/script/ntsp-document-file_download.php?document_file_id=169 (P.58-59)

Summary of COMMUTE ICWTP’s progress to date and next steps

The kick-off meeting of the ICWTP took place in November 2018. In December 2018, data was collected, a mobility survey was carried out, and an employees’ mapping was finalised. The framework and the governance are currently under agreement.

By June 2019, a diagnosis will be delivered, including actions’ recommendations. The launch of the ICWTP and its budget are scheduled for September 2019. A first evaluation of the ICWTP’s success will take place in Spring 2020.

CONCLUSIONS

The three essential elements required for a successful ICWTP are the support from senior management, from HR representatives, and a dedicated Coordinator for whom the implementation of the plan is a specified part of their role.

It is important to build enthusiasm bottom up as well as top down, and to forge links with other local companies and collaborate with a broader audience where possible. COMMUTE, and its ICWTP specifically, have been receiving a huge interest from a wider audience, including from other companies and local authorities in the area. This interest comes in addition to the strong political support that COMMUTE already benefits from since the beginning, which provides a strong basis for the effectiveness of measures.

This interest also represents the main challenge of COMMUTE so far: how to accommodate that appetite from others to join the project and not to “grow too big”, while at the same time remain inclusive. The COMMUTE community is already flying high, and this promises to be an exciting journey together!

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Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This Zoom-in, written by a UIA Expert, captures and disseminates the lessons learnt from the project implementation and the good practices identified. It is part of the capitalisation and dissemination activities of the UIA – Urban Innovative Actions Initiative.