



Mobility Plan Guide Book



Succeeding with your Mobility Plan

Intelligent Energy  Europe



COMMERCE NEWS : www.commerce-eu.org

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Preamble

Several million journeys are made every day in the major agglomerations (37 million in Île-de-France and 27 million in Greater London), almost two thirds of which are made by car, with road transport representing over 90% of the transport sector's CO₂ emissions.

In France, it is estimated that approximately 80 million hours per year are lost in traffic jams, i.e. 220,000 hours per day, which has a serious impact on companies' operations and on people's lifestyle and quality of life, and on the planet as a whole.

In London, traffic congestion-related costs are estimated at GBP 5 billion per annum.

In Europe as a whole, 2 GDP basis points are lost owing to traffic congestion.

These two statistics alone demonstrate the enormous economic savings which could be made with better urban mobility management.

One of the methods put forward to solve these problems is to encourage the development of Mobility Plans (MPs) in order to favour more environmentally-friendly travel.

The MPs represent a real catalyst for economic, corporate and environmental initiatives and are part of a European and worldwide move towards a more sustainable approach to mobility.

The COMMERCE project

The European COMMERCE (Creating Optimal Mobility Measures to Enable Reduced Commuter Emissions) project is part funded by the IEEA (Intelligent Energy Executive Agency) within the framework of its Intelligent Energy Europe programme. The partnerships involved in this project are between the Région Île-de-France and Greater London, associated with Bucharest (Romania), Budapest (Hungary), Kaunas (Lithuania) and Plovdiv (Bulgaria).

Its objective is to increase both the number and quality of MPs implemented by small and medium-sized companies in Europe, by providing them with the tools and standards originating from the European best practices.

Based on successful experiments in the various member countries, this Mobility Plan guide book is intended to be a tool to help companies to answer all practical questions raised when an MP is introduced and to encourage them to implement such an approach.

The brief guide book is designed for MP newcomers to provide support to project managers and to guide them as regards the questions which they may ask, in order to help them to identify the most appropriate solutions.

Based on examples, practical advice and various information, it also aims to raise awareness amongst economic decision-makers as regards the challenges of MPs.

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 (www.commerce-eu.org).

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.*





To make savings on the mobility budget:

reducing the cost of transport, the cost of parking, building premises on parking spaces, etc.;

📍 *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.*

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

📍 *In France, in 2004, 52% of fatal industrial accidents were road accidents.*

In 2006, 5 million work days were lost owing to temporary incapacity resulting from accidents (all causes). Out of the 125,000 accidents when travelling to and from work noted – 88% of which were road accidents of which 433 were fatal (source: INRS, National Institute for Research and Safety).

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.*

In London, establishing an MP is a mandatory prerequisite 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.

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.

The targets set forth in the MP must be measurable. Monitoring and appraisal of the measures decided upon must therefore be an integral part of the plan.

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;

• **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;



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MP: SIGNIFICANT SAVINGS

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.

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

PARKING SPACES AVAILABLE

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.

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.;
- **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.

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.

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;

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.



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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).

- **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.

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

For less than 5 kilometers from my workplace			
I choose	Cost	Greenhouse Gases	Energy
THE BICYCLE	EUR 105,20	0,00 Kg ok CO ₂ equivalent	0,00 L of petroleum equivalent
rather than			
THE CAR	EUR 1035	466,55 Kg ok CO ₂ equivalent	151,60 L of petroleum equivalent
By choosing the bicycle rather than the car	I save EUR 929,80 per year	I avoid 466,55Kg of CO ₂ equivalent per year	I consume 151,60 L of petroleum equivalent less per year

(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



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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).

MATURATION OF A PROJECT

Icade-EMGP is a company specialised in holding and managing commercial property assets (offices, shops and warehouses, based in Aubervilliers (Île-de-France). After having developed river shuttle services for its staff and a shuttle service provided by an electric bus, and after having provided self-service vehicles and bicycles and Segways (self-balanced personal transporters powered by electricity) for in-company travel, the company felt the need to regroup and coordinate all these initiatives within an integrated MP policy.

“My company has flexitime, the site is not served by public transport, staff attend several meetings every day... my employees need their vehicles. And they like driving”!

– The MP is based on the 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

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.

“It goes against company policy which favours car-use”.

– Indeed, the MP is intended to change in-house practices. One of the aims of the approach is to change the company’s practices and rules as regards assuming travel expenses. It involves making these practices more coherent with the targets set by the company in respect of the environment or sustainable development, in particular, when it is ISO 14001-certified;

– The approach encourages rational consideration, without preconceived ideas, of the use of different means of transport, the identification of relevance zones for each means of transport, including cars, and an increase in real and high-quality alternatives. This approach will turn-out to be a win-win situation for all partners – the company, staff, customers, goods access, neighbouring companies, the environment and local government bodies.

“There’s nothing to force me to introduce such an approach”.

– The MP is not yet mandatory in all European countries, but more and more countries are regulating its implementation. This is the case in Belgium, France, the United Kingdom, etc.;

– Refusing to adopt the MP tool, a factor for energy savings and the reduction of CO₂ emissions, means depriving oneself of a “resource”, in view of the impact of daily travel on a site’s energy consumption.

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.*



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; an extension to premises requiring the reclamation of space; large numbers of new recruits; a series of road accidents, etc.

INVOLVEMENT OF MANAGEMENT

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

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;

MAKING GOOD USE OF MP

The MP is not an objective in itself, it is a support lever for changing behaviour.

- **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 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 unflinching 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;



- 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.

COMMUNICATE

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 existing, structured and already widely-used methodology;
- 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 pla-



cing 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;

ADAPTED SURVEY

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.



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Analysing site accessibility

After demand, supply must be analysed in three stages:

- **Assessment of supply in the sector and the agglomeration as a whole**, including the places where staff live;
- **Identification of access options for each means of transport;**
- **Description of multi-modal supply:** specify the quality, ease-of-use and efficiency of the supply, and then draw-up a report on the infrastructures and equipment in the area surrounding the site.

The analysis will be more or less detailed depending on the company's objectives and resources.

Establishing the "mobility" account

Establishing a "mobility" account means assessing the cost of travel. There are many benefits attached to such an account:

- **Highlighting costs** and potential resources relating to mobility;
- **Refocusing initiatives** in-line with the targets of the MP;
- **Foreshadowing assessment** by listing the financial indicators in a management chart.

In order to establish this account, internal and external costs are distinguished:

- **Internal costs:** the overall budget earmarked by the company for mobility – car parks; company cars; shuttles, car-pooling services; car-sharing services; mileage reimbursements; taxi and courier service expenses; cost of accidents when travelling to and from work; amount of taxes or duties given over to mobility, etc.;
- **External costs:** the negative consequences caused by transportation, the cost of which, whether for repair or correction work, is not borne directly by the player at the origin of the journey. E.g.: air pollution, greenhouse gases, road accidents.

Estimating environmental impact: CO₂ and energy consumption

On the basis of each means of transport's share of all journeys and distances covered, the energy consumption and CO₂ 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 CO₂ emissions for each means (in gr of CO₂) = No. of kilometers covered per annum x no. of grams of CO₂ 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.

USEFUL AID

More or less complex modelling tools do exist but the calculation can also be carried out using an ordinary spreadsheet. Refer to the www.ademe.fr/calculette-eco-deplacements website.

It is also possible to use the services of certain engineering firms which specialise in providing this service.

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 CO₂ emission gains.



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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.



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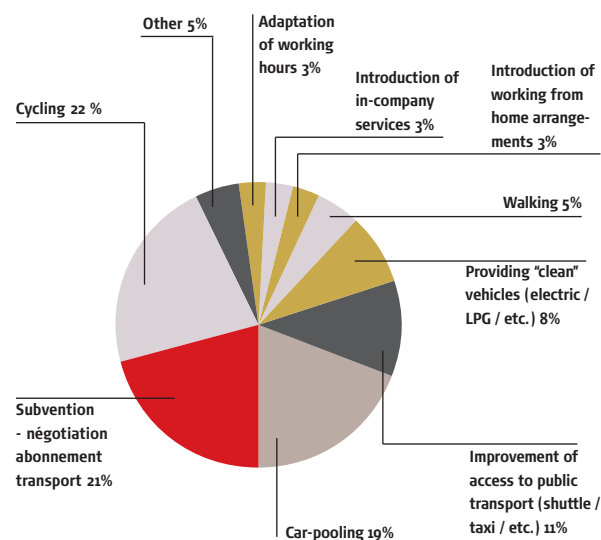
The measures

- **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 based on the players' actual involvement as regards the MP's challenges and initiatives.

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 corporate 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;

⑦ *Any revision or updating of the MP will be decided upon at these committee meeting, if necessary.*

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

⑦ *It is advisable to include this annual review of the MPs in the report on the company's business activity, in order to enhance it within the company's sustainable development policy.*



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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.

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.



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However, certain criteria must be systematically complied with:

- The modal shift, in number of journeys and km covered;
- Energy consumption;
- CO₂ emissions;
- The financial impact.

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.

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.



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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?;

RELEVANCE OF COMPARISONS

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.

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

Approach, initiatives, results: six MPs are analysed. Each example shows how the plan takes account of the specific nature of the context and implements initiatives which best meet identified requirements.

Additional Travel Plan guidance documentation, including sample travel plans, action plans and travel questionnaires are available on the COMMERCE website.



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 (CHSTP (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;

Budget:

- 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 NO_x 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.

Budget: EUR 92,000 / year, to be compared with the company's EUR 920,000 travel budget.

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-

son ticket for the urban, suburban and rail PT network.

Cycling and walking: creation of a cycle path serving the site (joint initiative with the local government bodies); provision of a bicycle safety kit; creation of a "cyclo jockey" service (free bus or taxi for emergencies), aid for converting vehicles to clean engines.

Local services: post office, PT ticketing, Internet stations, creation of a fast-food restaurant, free on-site antipollution checks, on-site bicycle repair service.

Inter-site travel: NGV (natural gas vehicle) fleet; provision of a NGV; setting-up a "business travel coordination" department; car-pooling.

Results:

Change of means of transport: 15% reduction in the use of private cars in favour of PT (8%) and bicycles (7%) in under a year;

Site combination (300 people transferred) thus avoiding 50 return journeys in private cars.

Specificity of the context, key factors for success, stumbling blocks

Involvement of the site's management and results demanded by the Group's senior management.

Good potential for changing means of transport owing to the good coverage offered by the agglomeration's PT network and concentration of most employees' homes in areas served by these networks.

Many initiatives aimed at covering all mobility requirements.



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-orientated 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 Orabike 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;
- Value-generation vis-à-vis shareholders;



- Improved information to staff concerning alternatives to car-use.
- Implementation of the same programme by Oracle in Dublin.

Specificity of the context, key factors for success, stumbling blocks

Enhancing bus-use by creating a high-end image in-line with the expectations and status of Oracle's staff.

Transforming the shuttle into a free service.

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.



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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;
- **Favouring a multi-modal approach** when defining the action plan – a principle which is exclusive to 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](http://www.ademe.fr/domaines-d'intervention/transport/circuler-en-ville-ou-exemples-a-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.arenidf.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

Transport For London (TFL): www.tfl.gov.uk

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

ADEME

"Réalisez un PDE, guide à destination des chefs de projets", ADEME ref. no 4781, last edition of January 2008, for sale (EUR 25) from the ADEME and at www.ademe.fr/publications. 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

IGR, Institut Gustave-Roussy (cancer-treatment hospital): www.igr.fr

ICADE – EMGP (property development company): www.icade.fr

CCI Grenoble: www.grenoble.cci.fr