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The Urban Lab of Europe !

# The COMMUTE project Journal N° 2

*Project led by the City of Toulouse*



**URBAN  
MOBILITY**



# The COMMUTE project

The project arose from the determination to implement local initiatives to reduce emissions of pollutants and greenhouse gas emissions within the scope of the French law on energy transition and green growth.

With a current car use modal share of 71%, the Toulouse conurbation and metropolitan area are also undergoing sustained demographic growth. On average, the metropolis welcomes 15,000 new inhabitants every year. This population increase is accompanied by strong economic development, but also leads to access problems to the airport area - that alone provides some 70,000 jobs.

COMMUTE experiments innovative governance for the public-private collaborative management of urban mobility with all the players on the airport and aeronautical platform to relieve traffic in that zone. This innovative project is financed by the European Union by 80%, and is scheduled to last over three years (2018-2020). It includes four major strands:

- Setting up of a new Collaborative Urban Mobility Management System that will formulate suggestions and recommendations but also implement an innovative method for co-creation and cooperation.
- Creation of a digital platform dedicated to urban mobility, allowing the impacts of experimentations implemented to be measured and that can also act as a decision-making tool for mobility on the database in real time.
- Carrying out innovative actions contributing to reducing traffic by deploying innovative solutions such as new working methods (telework, modular working hours, etc.), mobility services (carsharing, carpooling over short distances, etc.), and new infrastructures (carpooling car parks and electric shuttles)
- Evaluation of experimentation conducted

Expected results include:

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

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

**Partnership:**

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

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# 1. Executive summary

The second Journal of the COMMUTE project (Collaborative Mobility Management for Urban Traffic and Emissions reduction) presents the developments of the project since the publication of the first Journal<sup>1</sup> in December 2018. By now, COMMUTE is almost half way through since its launch, with successful actions to report on, as well as old and new challenges. This edition focuses more on the latter and how the city is addressing them.

My meetings with the COMMUTE leaders and partners in Toulouse have enabled me to collect feedback from some partners, which feature in this edition in form of short quotes. More feedback from the other partners will follow in the third Journal in the autumn.

This second Journal also describes the next steps of the project, marked by the upcoming first Local Mobility Committee meeting – a collaborative platform that extends to the wider community of the area, also targeted within the project. This milestone will help to multiply the impact of the project and to further raise awareness on its benefits to the local population. This new local platform reflects the strong collaborative approach of COMMUTE, which is at the core of its success.

The “after-COMMUTE” will also be addressed within this edition, since a strong appetite for further cooperation and the emergence of new ideas already let me think that COMMUTE is just a beginning.

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<sup>1</sup> First COMMUTE Journal : <https://www.uia-initiative.eu/sites/default/files/2019-02/Toulouse-COMMUTE-Journal.pdf>

## 2. Key milestones

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

- April 2018: Public kick-off event organised at Toulouse Métropole and presentation of a Memorandum of understanding to be signed later by stakeholders, as key actors on mobility issues.
- June 2018: Beginning of the construction works for the carpooling parking.
- January 2019: First version of the digital platform released.
- Summer 2019: Based on the inter-company workplace travel plan validated and the territorial analyses, new working modes as part of experimentations will be tested. Construction works phase should be terminated, e.g. the recharge station for electric vehicles is implemented.
- November 2019: Second version of the digital platform is released (including decision-making functionalities and third users' interfaces). The design of the management and governance system are improved including economic and legal dimensions. A mid-term evaluation of the project is carried out.
- June 2020: The economic model of the collaborative management system is defined based on feedback from experimentations. This will ensure the replicability of the project.
- September 2020: Normative standards of the project are defined to ensure the replicability and transferability of the mobility management system. The final version of the digital platform is released, new working modes and new mobility services are implemented. The final public kick-off event takes place, presenting all the project results. The final evaluation of the project is carried out.

### 3. COMMUTE challenges

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

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

Challenge	Level	Observations
1. Leadership for implementation	High	<p>The nature of the collaborative management system is the real challenge for the project leadership, namely to succeed in implementing common solutions while respecting public and private targets and interests.</p> <p>The interests, work processes, actions and rhythms of the partners are, in many cases, different. However, all actions are elaborated together, co-construction, and with absolute transparency. In order to follow each of the actions, in a transversal and joint way, the Project Manager has decided to organize a weekly meeting with all the partners. All the partners meet on Friday mornings to discuss the different points of the project. In this way it is possible to identify difficulties and anticipate solutions together.</p>
2. Public procurement	Low	<p>Minor procurement issues to be reported at this stage, but more could come up.</p> <p>The rules of public contracting are respected by the public partners without any difficulty.</p>
3. Integrated cross-departmental working	Medium	<p>Toulouse Métropole has created a team to manage Commute. Piloted by a project manager (expert in European project management), this work team integrates several departments: Direction of Finance, Environment, Smart City and Innovation, Informatics, Infrastructures, Communication and Transport.</p> <p>Within each of the partners, three Commute referents (technical, communication and finance) have been appointed, who, as ambassadors, have the mission of informing and involving all the departments and people involved.</p> <p>Given the range of stakeholders involved, organisational arrangements could become challenging. Nevertheless, transversal collaboration across and with partners is controlled. Work with stakeholders has been launched and carried out without any major difficulty so far.</p>

Challenge	Level	Observations
4. Adopting a participative approach	Medium	<p>The challenge is to make the collaborative system work by being very inclusive and ensuring full participation of all partners, incl. external stakeholders. This participative approach is crucial, especially for the provision and collection of data throughout the project, and for the take-up of the measures by the citizens. The project is so far very inclusive, with participation happening within all decision-making structures of the project, even with stakeholders.</p> <p>In addition to all the weekly meetings, Commute provides for several working and decision-making stays: Technical Committees which are composed of the leaders of the different working groups, to supervise and resolve technical issues and Steering Committees, to decide and analyze strategic issues.</p> <p>The communication with the stakeholders is done through the Local Committee of the Urban Mobility (the first meeting will take place on May 15).</p>
5. Monitoring and evaluation	Medium	<p>Determining and agreeing on the KPIs with all public and private partners has been a challenge. Nevertheless, a dedicated work package helped to facilitate it. Still, the identification of the KPIs took longer than expected. The existence of a large number of indicators per action required prioritisation and synthesis work. This work is led by the project management and the WP leader in charge of evaluation.</p> <p>This work has not yet been completed.</p>
6. Financial Sustainability	Low	<p>Sustainability should be good, but as a first pilot project of this type, the financial sustainability of COMMUTE is untested. Commute foresees the realization of several economic models that will prove the sustainability of it.</p>
7. Communicating with target beneficiaries	Medium	<p>One of Commute's objectives is to raise awareness of the need to change the way employees move around in the area. Resistance in changing mobility patterns is a high risk, which can be mitigated by clearly communicating about benefits and impacts for target groups. The implementation of project actions (awareness-raising, workshops, services, etc.) facilitate more and more the communication with the beneficiaries.</p>
8. Upscaling	Low	<p>The challenge here is to meet the goal of defining a standard / norm based on the business model of the project. This work has just begun. The participation of AFNOR (French Association of Normalisation) in the project should be an asset.</p>



## 4. Progress to date

The first COMMUTE Journal identified three key challenges that needed to be addressed in order to progress against the COMMUTE goals:

- 1) How to make the collaborative governance model work?
- 2) How to effectively change mobility behaviours and reduce congestion?

3) How to effectively measure and evaluate congestion and emissions reduction?

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

### 4.1 Collaborative governance in practice - the results

Previous local and regional mobility management schemes and plans since years have failed to anticipate the challenges linked to urban congestion that we face nowadays. These plans (“Plan de Déplacement Urbain”, “Plan Climat Air Energie Territorial”, “Plan Local d’Urbanisme Intercommunal Habitat”, “Schéma de Cohérence Territoriale”, “Plan de Gêne Sonore & Plan d’Exposition au Bruit”, etc.) were designed in silos, without integrating other aspects of the city life. The lack of cooperation among all stakeholders (private and public, also citizens), but also the lack of follow up from the different initiatives, led to an ineffective system. All stakeholders therefore decided to mobilise themselves and to work together to provide coherence and set up a new collaborative governance model, both at the level of the COMMUTE partners since 2017, and at the level of the airport area via the creation of the Local Mobility Committee this Spring.

The definition of the governance, as the basis of COMMUTE’s overall objectives, was one of the main topics addressed by the consortium during the first year of the project. This work is now achieved: the stakeholders mapping is available, the roadmap is defined and the MoU is completed. The public-private governance is supported by:

Events and meetings:

- Launch of COMMUTE: 13/04/2018
  - “Club Entreprises Réussir” event: 03/10/2018
  - First “COMMUTE Day”: 18/01/2019
  - First Local Mobility Committee meeting: 15/05/2019
- COMMUTE Charter
- Digital platform
- Local and European media dissemination
- First step towards standardisation: COMMUTE reference framework (“référentiel”), etc.

The provision for the protection of public and private data has been slightly delayed due to unexpected additional tasks. This work is now complete and feeds into the work of the digital platform and consequently into the development of the governance as key document to secure IPR for partners but also for stakeholders.

Since the launch of the project, collaborative governance has remained the main challenge of COMMUTE, as identified by the project leaders even before the project launch. The specific nature

of the project, which brings together both the private and the public sector together, with a city as a lead, for the co-creation and co-implementation of a transport project, is quite unique nowadays in Europe. The EU framework of the UIA has made this possible, and the long-lasting work

relationships of the COMMUTE partners, are also an ideal basis for such a cooperation. Enhanced internal communication since the beginning of the project is helping to overcome this challenge, which is unlikely to change given the intrinsic work methods of each sector.

### COMMUTE Day

A COMMUTE Day was held on 18 January 2019 in Toulouse. The morning included a General Assembly bringing together partners and stakeholders of the project. It was the opportunity to present the COMMUTE Charter to stakeholders and invite them to sign up to it.

The afternoon was dedicated to 3 workshops on the key topics of COMMUTE. Each workshop was led by a COMMUTE partner. The objective was to collect input for the implementation of the project's actions. It corresponded to the very first step of the involvement of stakeholders.



COMMUTE Day, Plenary - Source: Toulouse Metropole



COMMUTE Day, panel – source: Toulouse Metropole

Feedback from Jean-Claude Dardelet, Vice-President of Toulouse Métropole, in charge of coordination and promotion of European affairs and international development, and COMMUTE project leader:



*Jean-Claude Dardelet, Vice-President of Toulouse Métropole, in charge of coordination and promotion of European affairs and international development, and COMMUTE project leader*

*“Because Toulouse counts amongst the most attractive cities and metropolis in Europe, its demography continues to grow, as well as its transport demand, both public and private. In that context, congestion has become a growing*

*concern. Beyond the unprecedented investments allocated to infrastructure, it was considered to involve all the actors, all the solutions and all the levers that each and all can activate.*

*How to trigger such an innovative initiative? How to gather and involve the right level of decision-makers on the long run? How to monitor and share the most adequate pieces of information? How to standardise, multiply and replicate our solutions in others areas in the metropolis and beyond?*

*This is all about COMMUTE, the Urban Innovation Action sponsored by the European Commission in Toulouse to make this global participative management possible and make it a European standard.*

*With COMMUTE, Toulouse demonstrates that both public and private means, skills and levers can meet to achieve common interests.”*

## **Local Mobility Committee**

Beyond the collaborative model of the COMMUTE partnership and its governance and co-construction characteristics, the creation of the Local Mobility Committee (Comité Local de la Mobilité COMMUTE) appears as the most important instrument of collaborative management within the project. It is the place where the 9 COMMUTE partners will meet with a wider group of stakeholders, contributing to a multiplier effect and boosting the take-up of the project.

The Committee’s goal is to define a collaborative working method and to co-create, with all

stakeholders, a joint vision of urban mobility at the level of the airport area. This will be done through collaborative workshops and a steering committee. The Committee includes the COMMUTE project partners and any other stakeholder wishing to contribute to the approach and willing to sign up to the COMMUTE Charter.

Next steps include:

- Identification of interested stakeholders and their signature to the COMMUTE Charter via a first Committee meeting on 15 May 2019 and follow up until over May-June 2019

- Co-construction of an ideal vision of urban mobility in the airport area via workshops: summer 2019
- Co-construction of a roadmap for mobility (“schéma directeur”) in the airport and North-West area: by the end of 2019
- Priorisation of actions and support to works



Source: Toulouse Metropole

Feedback from Jean-Michel Lattes, President of Tisséo Collectivités, Vice-President of Toulouse Métropole, and COMMUTE partner:



Jean-Michel Lattes, TISSEO

“Tisséo Collectivités supports companies since 2001.

Strengthening our action towards companies is fully part of our strategy for the economic sector, for employment, and for work-home journeys.

*In that regard, we deploy our competences and our experience in the development of the COMMUTE Inter-Company Workplace Travel Plan. We provide practical information on all our network services, as well as tailored and specific tools. We do all this by including alternative modes of transport (cycling, walking, carsharing, etc.). These represent paramount aspects of our work.*

*We work together with companies to implement the most efficient mobility strategies possible. With COMMUTE, Tisséo Collectivités becomes a reference in that sector.*

*Our action even goes beyond this: each year, the “Ecomobility Trophees” reward companies for the quality of their eco-responsible policies and their Mobility Plan. The 2019 will be dedicated to the COMMUTE aeronautical and airport area.”*

## 4.2 How to effectively change mobility behaviours and reduce congestion?

To promote a behavioural change towards more sustainable modes of transport, the project develops coordinated and combined actions in a predefined perimeter by working together in partnership on innovative actions and experimentations contributing to the reduction of traffic through the deployment of new ways of working (telecommuting, modular timetable,

etc.), mobility services (car sharing, ride sharing for small distances, etc.), and new infrastructure (autonomous shuttles). Coordinated and contractualised implementation by each stakeholder during the experimentation phase will have to demonstrate that it is possible to reduce bottlenecks without significantly changing the infrastructure.

### *Experimentations with industry partners and their employees*

The work around the first experimentations of new ways of working and mobility services so far can be summarised as follows:

- A territorial diagnosis has been carried out and led to the definition of key objectives, e.g. to reduce the number of car drivers, to develop active modes of transport, to increase the use of public transport, and to limit work-related trips
- An inter-company workplace travel plan is currently being developed, as well as an action plan for support and awareness-raising to behavioural change

- The action on inter-company carpooling (operator: KAROS – for work-home journeys) has been successfully launched. A study on the location of further COMMUTE carpooling spots is ongoing

The state of the art study, which is the basis for experimentations, has been delivered late due to administrative constraints experienced by the project. The realisation of the recommendation plan of the public procurement was postponed consequently.

### *Inter-company carpooling*

The COMMUTE carpooling action has been one of the first ones to be launched within the framework of the COMMUTE project, with Toulouse Blagnac airport as lead. It corresponds to an inter-company carpooling scheme and is a key component of the COMMUTE inter-company workplace travel plan.

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.

The carpooling parking lot in Pibrac was built in September 2018 and officially inaugurated on 22 February 2019 by Jean-Luc Moudenc, Mayor of Toulouse and President of Toulouse Métropole, and Bruno Costes, Mayor of Pibrac (see photos below). It includes 26 parking spaces for light-duty vehicles; 1 parking space for light vehicles; 1 one for PRM vehicle; 2 parking spaces are reserved for electric charging; a fast and innovative charging point for electric cars has also been installed.

Since its launch in September 2018, the carpooling action has proven to be a great success:

- 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



COMMUTE carpooling parking lot - Source: Toulouse Metropole



COMMUTE carpooling parking lot and electric charging station - Source: Toulouse Métropole



Inauguration of COMMUTE carpooling parking lot in Pibrac - Source: Toulouse Métropole

Feedback from Hubert Mantel, in charge of Environmental Affairs at Airbus, and COMMUTE partner:



Hubert Mantel, in charge of Environmental Affairs at Airbus

*“Since the launch of COMMUTE, more than 2000 Airbus employees use the KAROS app on a regular basis for their work-home journeys. As responsible for Environmental Affairs, I try to lead by example by riding my bike for more than 3200 km over the last 18 months. When I don’t ride my bike, I use the KAROS app. This personal choice reflects the company’s commitment, which goes beyond the aeronautical sector. We adopt a collaborative approach for more social and environmental responsibility.”*

### **The Inter-Company Workplace Travel Plan**

In order to accompany the setting up of these solutions, the project aims to assist companies in targeting and encouraging their employees who complete single driver journeys and who wish to opt for alternatives to car use through a system of rewards, to be defined with the organisation of awareness-raising events on urban mobility.

As part of these actions, the COMMUTE inter-company workplace travel plan (ICWTP) is a unique tool currently under development. The first COMMUTE Zoom-In explains how Toulouse Métropole and its partners are innovating by creating such a plan<sup>2</sup>.

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 DEMETER<sup>3</sup>. 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.

During the preparatory work of the ICWTP, COMMUTE partners have realised the importance

<sup>2</sup> First COMMUTE Zoom In on Inter-Company Workplace Travel Plans : [https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201\\_formatted.pdf](https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201_formatted.pdf)

<sup>3</sup> DEMETER: <http://www.touleco-green.fr/Coup-d-envoi-du-projet-Demeter-sur-la-zone-aeroportuaire-de,22816>

to also involve Human Resources departments of the COMMUTE partner organisations in the project. While Human Resources managers are usually not familiar with mobility policies, they are crucial actors and contributors to the success of the COMMUTE experimentations.

They are the ones who decide and agree on other ways of working for their employees, such as teleworking agreements, and are also in charge

of allocating incentive schemes for cycling or public transport for instance. Their involvement is of strategic importance in order to achieve a modal shift towards more sustainable modes of transport in airport area.

The ICWTP will be a significant contributor to behavioural change as part of the project. It is expected around summer 2019. More about this in the next Journal.

Feedback from Xavier Pecquet, Sopra Steria, Member of the Lead Executive Committee Aéroline, and COM-MUTE partner:



Xavier Pecquet, Sopra Steria, Member of the Lead Executive Committee Aéroline

*“Within the COMMUTE project, the Sopra Steria teams bring in their expertise in digital transformation to support collaborative governance of mobility in Toulouse Métropole. The management of big partner projects, but also collective values of « joint working » and innovation at the service of a major environmental goal for the future of all – all these are remarkable aspects of that partnership around Toulouse Métropole and its aéro-nautical sector, in which our Aéroline and South-West Region units*

### **Widening the scope of the project**

As part of COMMUTE, consideration is also being given to widening initially-agreed work focuses of project, through the drafting of technical “fiches” proposing additional actions. Two work fiches have recently been drafted: one on cycling (lead: Airbus), and one on public transport (Safran). These fiches include suggestions of objectives, actions, stakeholders, timing, indicators, etc.

COMMUTE has generated a strong appetite and new ambitions from partners, especially industry partners, to go beyond the agreed scope of the project and to tackle other relevant issues such

as cycling and public transport. In doing so, it will be important to manage expectations within the project and to ensure that initial focuses approved by the European Commission are dealt with as a priority. Additional fields of work should for sure be considered and elaborated, but only if human and financial resources allow for it at this stage of the project. This is something to be agreed internally and also carefully project-managed, as it should not distract from the achievement of the initial goals. It is recommended that work on these areas are firstly led by interested



partners, with the goal to be possibly elaborated within another project, which could be the continuation of COMMUTE. There are clearly great ideas for further work among partners,

and while COMMUTE has its own already defined perimeter, nothing prevents from addressing these topics in an integrated way, without losing sight of the COMMUTE priorities.

### 4.3 How to effectively measure and evaluate congestion and emissions reduction?

The COMMUTE digital platform dedicated to urban mobility includes a whole set of indicators and enables to measure the impacts of the implemented experimentations. It is also a decision-making tool for the mobility players on the basis of real-time data.

The first version of the digital platform, of the data collection services, and the enhanced and supplemented database have been released. While 2018 was focused on data collection from private companies, 2019 is dedicated to data collection from local authorities. The work aiming at defining the available dataset is ongoing.

The definition of the indicators has represented a significant work, in cooperation with all the project partners and with the dedicated “G7 Evaluation” working group. Data feeding into the indicators are collected via surveys, but also via the partners and external stakeholders. Indicators contribute to monitoring the reduction of cars’ negative impact, and to visualising the modal shift towards public transport and active modes. They also help to evaluate the reduction of car trips and the related environment impact.

As regards the global impact of the COMMUTE Action Plan, three aspects will be evaluated through various indicators:

1. Accessibility to employment areas: this will be measured through indicators on road traffic (representative counting of accessibility to employment areas); indicators on congestion (evolution of speed on roads of the area during rush hours); evolution of car trips’ duration for certain specific journeys).
2. Behavioural change: it will be measured notably based on the evolution of modal share of home to work trips (reduction of the 1 person car use modal share and the increase of other transportation means). Furthermore, the reduction in transportation needs will be measured in link with teleworking, work-related tips and services provided within companies.
3. Environmental impact of the project, notably the avoided greenhouse gas emissions, will be evaluated based on avoided kilometers and measures via sensors.

This work is ongoing. It is to be noted that the collection of data, notably data about companies’ employees, took longer than planned. This was mainly due to the implementation of the recent legislation on personal data protection - but this risk is controlled and dealt with. Both the methodology and the structure of the first evaluation will be achieved by May 2019 as planned.

#### *The COMMUTE reference framework and transferability handbook*

COMMUTE’s goal is also to lead to a new collaborative mobility management reference

framework, as well as a transferability handbook, that can be used by other cities in Europe.

A dedicated work package, led by AFNOR, the French normalisation and standardisation agency, has recently started to develop a plan for the COMMUTE reference framework, which will suggest a set of recommendations for mobility management systems. The set can then be largely applicable to various economic sectors and to different types of organisations. It will look at the needs and expectations of an organisation, its leadership structure, its current management system and its implementation scope, etc. and will suggest actions to take based on an assessment

of risks and opportunities. Currently, AFNOR is working on the normalisation of carpooling car parks in companies, to feed into the reference framework. AFNOR is also developing a platform to collect all normative information.

This work is just beginning, and it will be one of the last deliverables of the project, as it relies on information provision and results from the other COMMUTE work packages and deliverables. The reference framework will then be disseminated widely to French and European sectoral stakeholders.

## • Le référentiel

Une aide précieuse

L'ISO 44001 *Management collaboratif des relations d'affaires*



Reference framework Source: AFNOR

## La plateforme documentaire

Callouts highlighting features in the screenshot:

- Console de navigation personnalisée par rôle
- Bibliothèque pour classer les documents
- 1 dossier par réunion
- 1 dossier par projet de norme
- Documents N par ordre chronologique
- Liens transverses
- Programme de travail (GANTT)
- Indiquer une réunion
- Répondre à une consultation
- Forum par défaut

COMMUTE reference platform - Source: AFNOR

## 5. Take aways and conclusions – The “after-COMMUTE”

COMMUTE is progressing nicely, with enthusiastic and committed leaders and partners, and its shared implementations are starting to deliver results ranging from the mobility services, such as the inter-company carpooling service, now fully implemented and in a process of extension, to the digital platform, also launched, and the inter-company workplace travel plan, expected by the summer.

Unsurprisingly, the project’s main innovative feature, namely its private-public collaborative mobility management system, continues to also be its main challenge. Different public and private work processes, constraints and agendas, require more time and efforts than expected to reach common goals - but all partners remain motivated and happily cooperate to overcome this challenge. One of the lessons learned since the beginning of the project is that more than in any project, managing both private and public sector differences and expectations is highly challenging, but it can be tackled via enhanced internal communication mechanisms. Open discussions with the project leader and among partners, and weekly coordination meetings, technical and steering committee meetings, provide the necessary platforms for exchange, to better understand each other and find solutions together.

The second half of the project will now focus on the experimentations and their learnings, which

will be presented in future Journals, including the third Journal in the autumn 2019.

The project is still receiving a strong interest from other stakeholders, who are eager to be part of the COMMUTE community. Many partners also want to go beyond initially-agreed objectives, and managing all expectations turns out to be a growing - but positive - challenge.

Since the last Journal, the city and its partners have looked into continuing the good work beyond the end of COMMUTE. Toulouse Metropole, together with partners like Airbus, have designed a new project called ECOMODES, which is based on the same principles as COMMUTE and completes the vision with additional solutions. To finance this new project, Toulouse Métropole has already submitted an application for French government funding. One of the goals will be to multiply and encourage take up from COMMUTE solutions by getting more towns around Toulouse Metropole on board. The COMMUTE Local Mobility Committee would continue through ECOMODES and be opened to an even wider audience.

The COMMUTE project is the first step towards a new mobility culture in Toulouse and its conurbation. The project’s sustainability strategy is already being actively developed through the collection of learnings, the creation of a reference framework and the application for a post-COMMUTE project. Clearly: COMMUTE is just the beginning!

## 6. References

Further to information provision from key members of the COMMUTE project, the following sources supported the collation and drafting of this journal:

- Toulouse Metropole: <https://www.toulouse-metropole.fr/>
- COMMUTE website : <https://www.toulouse-metropole.fr/projets/commute>
- COMMUTE dashboard and other planning and monitoring tools
- COMMUTE communication tools
- Interviews with COMMUTE partners
- UIA milestone review
- Cahier des charges COMMUTE
- COMMUTE Journal 1 :  
<https://www.uia-initiative.eu/sites/default/files/2019-02/Toulouse-COMMUTE-Journal.pdf>
- COMMUTE Zoom-In 1 :  
[https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201\\_formatted.pdf](https://www.uia-initiative.eu/sites/default/files/2019-03/COMMUTE%20Zoom-In%201_formatted.pdf)
- COMMUTE Day programme and presentations
- AFNOR presentation on the reference framework
- La Depeche:  
<https://www.ladepeche.fr/2019/03/04/une-aire-de-covoiturage-pour-fluidifier-le-traffic,8048672.php>
- COMMUTE Draft “Fiche Vélo”
- COMMUTE Draft “Fiche Transports Publics”
- DEMETER:  
<http://www.touleco-green.fr/Coup-d-envoi-du-projet-Demeter-sur-la-zone-aeroportuaire-de,22816>
- European Commission (2016) ‘A European Strategy for low-emissions mobility’

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

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This journal is a paper written by a UIA Expert that captures and disseminates the lessons learnt from the project implementation and the good practices identified. The journals will be structured around the main challenges of implementation identified and faced at local level by UIA projects. They will be published on a regular basis on the UIA website.



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