

Erfahrungen mit Mobilitätsmanagement in den Niederlanden: Wo ein Wille, da eine Wirkung

In den Niederlanden wurde die Effektivität von Massnahmen im Bereich Transport- und Mobilitätsmanagement bei einer Vielzahl von Fällen ausgiebig untersucht. Es zeigt sich, dass sehr viel möglich ist und gute Resultate erzielt werden können, unter der Voraussetzung, dass einige wichtige Punkte beachtet werden. Die Hauptaussagen der Studie: Wo es einen Willen gibt, gibt es auch eine positive Wirkung. Zudem führen eine selektive Beschränkung auf spezifische Ziele und eine professionelle Herangehensweise zum Erfolg. (Sprache: Englisch)

Weitere Informationen:

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Expériences de gestion de la mobilité aux Pays-Bas: Là où il y a une volonté, il y a un résultat positif

Une étude menée aux Pays-Bas démontre l'efficacité des mesures en matière de transports, sous réserve de la prise en considération d'un certain nombre de conditions. L'étude se penche sur de nombreux exemples pratiques pour conclure que « là où il y a une volonté, il y a un résultat positif ». Parmi les principes qui favorisent le succès des démarches entreprises dans le domaine de la gestion de la mobilité, l'étude cite la nécessité de fixer des objectifs sélectifs et d'aborder les problématiques à l'aide d'une approche professionnelle. (langue : anglais)

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Where there is a will, there is an effect

*Experiences and case studies with Mobility Management
in the Netherlands*

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1 Where there is a will, there is an effect

1.1 Introduction

In the Netherlands there has been interest for influencing the mobility choice for already more than ten years. However, transport management and mobility management often did not have the desired result, which makes the support basis moderate. By order of the Knowledge Platform for Traffic and Transport (Kennisplatform Verkeer en Vervoer, KpVV), ECORYS-AVM has performed extended research on the effectiveness of measures in a great number of cases and it shows that actually there is much possible. Provided that a number of essential points of interest are taken into account. Core message: where there is a will, there is an effect. Be selective in what you want and provide a professional approach.

1.2 Daydreaming, frustrations and results

Mobility management is a subject that excellently lends itself for daydreaming. For society, individual citizens and companies great advantages may be obtained against relatively low costs: by a better exploitation of what already is present and by setting clear borders to what causes nuisance. A durable and well accessible everyday life, work, and residential environment still is a beckoning prospect. However, in the course of time the splendid dreams sometimes got serious damages.

- Neither the 20% car kilometre reduction in transport management, nor the demand to interest 50% of the companies for the subject, have been very successful.
- The people mover at Rivium has not been able to prevent that meanwhile 80% of the employees daily travel by car.
- Most of the enthusiastically started carpool exchanges have been cut down meanwhile.
- There are few examples of an area related approach about which all people concerned are enthusiastic.
- Due to a low will to attain results, many matters have been set to work half-heartedly, without engagement or amateurishly.

1.3 Successful examples from the practice

Not all experiences are negative: successes have been reached indeed. These are described within the scope of the research. Various locations are considered like company areas and office parks, hospitals, mega store centres and large crowd pullers like town centres, residential areas, recreational destinations and corridors.

Many parties and many interests meet at the investigated locations. On the one side an ideal context for an approach that is directed towards cooperation, on the other side a difficult task due to the complex division of roles. In most cases the success of the projects can be attributed to a clearly assignable characteristic:

	Location	Cause	Approach
Company area	Company area Soestdijk	Reconstruction	Solving parking issues
Company area	Company area Oosteind Papendrecht	Dike reinforcement and closing of roads	Measures for reduction of car use
Company area	Port area Westpoort Amsterdam	Bad accessibility for employees	Setting up new collective transport instead of own company transport
Office park	Office park Rijnsweerd Utrecht	Parking problems	Parking management
Crowd puller	Amsterdam ArenA	MER procedure	Joint use of car parks at companies, traffic management and extra public transport
Crowd puller	Gelre Hospital Apeldoorn	Merger hospitals	Meet up with narrow parking standard
Residential area	VINEX-location Meerhoven	Reduction possession second car	Mobility shop
Event	Marathon Rotterdam	Accessibility marathon for the public	Partial closing of the town centre, communication

Table 1: examples of a successful approach of mobility management

Projects tailored to the problem

Parking inconvenience was complaint number one at the outdated companies area Soestdijk in Soest. Nevertheless, the investigation showed that half of the parking places remained unused. Thus, a better arrangement of the public space was necessary. The solution has been found in a road design with clearly marked parking places and parking bans. Around garage centres and other sources of annoyance a more extended solution was elaborated.

The Marathon in Rotterdam is a top event, attracting many people. A careful approach has been successful in still keeping the town accessible and liveable. The use of public transport has been stimulated resulting in that 71% instead of 44% of the visitors come by train, bus or underground. The use of cars decreased from 42% to 26%. The approach was based on a good cooperation between the municipality of Rotterdam, the Rotterdam Electric Tram (RET) and the Marathon organization. A same approach was used around Rotterdam Cultural capitol (Rotterdam Culturele hoofdstad). The town remained free of congestion despite a great event. During the cultural capitol combined cards were used for Hotel+OV (OV = Public Transport) and Event+OV. This resulted into 28% more visitors and an OV share of 40%.

- Projects directed towards a result

In the Eindhoven VINEX district Meerhoven, restriction of the car mobility was a main issue from the beginning. Special attention was directed towards preventing the second car. Cause: despite the supply of high-quality public transport and a good accessibility for cars and bicycles the liveability and the accessibility of the district remained a point of concern. A central item in the approach was a mobility shop in which various services are offered:

- Supplying public transport cards and season tickets;
- Advice and complaints about the public transport;
- Offering cars on shares;
- Hiring out bicycles and accessories: carrier cycles, tricycles, trailers for children

Meanwhile the initiative has been stopped. In other VINEX districts similar initiatives have been taken, however, in a more sober version. The mobility desk in Schuytgraaf (Arnhem) becomes part of the district info centre. Moreover, the possibilities offered by the internet are used.

Quite another problem occurred in the Amsterdam port area Westpoort: there was a need for good public transport, but it was rather impossible to have it exploitable due to the structure of the area (mooring docks). Several companies did, however, already possess their own company transport. To improve the accessibility the Westpoort bus has been set up, which combines the former company transport. Result: a 24 hour bus service (closed transport), which meanwhile is used by ten companies and approximately 800 passengers each day.

Projects that are embedded logically

The Gelre Hospitals in Apeldoorn and Zutphen are going to concentrate three subsidiaries at one of the existing locations. Because an amendment in the zoning plan was necessary, the province could ask attention for a better accessibility and the parking. An integral approach has led to a package of measures which is interesting for employees, visitors and patients. This approach comprised next parts:

- The choice for a location that is optimally accessible by bicycle and public transport;
- Translating the attention for mobility into the conditions of employment and organization of the hospital;
- Construction of a very reduced number of parking places and thus a smaller need for space
- Creating injection posts at other locations, by which patients do not need to come to the hospital any more. This is favourable for the patient and it reduces the number of movements to the hospital.

Around the ArenA in Amsterdam an area has been developed with large scale retail trade and entertainment facilities, as Heineken Music Hall, a Pathé Cinema and Villa Arena. Within the scope of the MER attention for mobility was already present. To achieve a reasonable traffic processing extra bicycle sheds near the stadium have been provided, appointments have been made with companies

about common use of parking places, a system with dynamic route and parking information is present and extra public transport is offered around events. Each month a meeting is held among the users in the area. Meanwhile, event organizers make appointments themselves with the transporters without intervention of the government.

Projects with sharp ambitions

At the companies area Oosteind in Papendrecht the mobility problem is acute. In connection with restructuring and dike reinforcement the accessibility is at stake. The Dike board was also afraid of damage claims if there would not come a good arrangement for the mobility. It was calculated that a reduction of the volume of traffic of 30% was needed to keep the area accessible. Agreement has been reached on the broad package of measures with among other things a water bus stop, parking places for trucks and a standard package plus for transport management for the companies. Things have to be laid down in a contract or a covenant.

1.4 Lessons from practice

The examined examples are very different. However, they produce some interesting conclusions:

- Mobility management can be started for the benefit of several targets: reduction of the car use has not been proved to be a practical working target.
- The obtained or to obtain results can not be lumped together. If objectives are named, they are to be found in fields like: liveability, accessibility, sustainability, etc.
- In all success examples it is a matter of made-to-measure: cause - approach - partners are always geared to one another;
- It is never about independent measures, measures are always embedded in a broader target. Companies are no longer only stimulated to do into transport management or to try a car pooling car. The need for transport management logically results from the approach of the parking problem for example;
- There is few guidance from the for mobility responsible authorities. Sometimes Advice points themselves seize an opportunity to make themselves useful, sometimes there are parties in environmental planning or from economical side which are directive.

These conclusions result into the finding that at this moment there is not much to say about the effectiveness of mobility management. Figures about the results often lack, all the more related to the supplied efforts. Still more important is a completely different result is aimed at.

1.5 Four ways to promote the effectiveness of mobility management

The proper goal of the investigation was not to restrict to conclusions but to turn these into recommendations which are able to help realizing the justifiably still high ambitions of mobility management. The attention concentrates on an area related approach.

1. An area related approach can only be successful when a clear cause occurs. Without a cause recognized by all those concerned it is not advisable to start an area related project.

One can be almost sure of result if one can link up with an acute problem: substantial parking inconvenience, visitors that cannot reach the location any more. Acute accessibility problems play a role, for example, during great events, think at the chaos around Dance Valley in 2001 or the beach queues on summery days. Less urgent problems may also be a good reason to start mobility management: a restructuring of the area, traffic or environmental inconvenience in the neighbourhood, unused opportunities to improve the organization of mobility. The less a reason is urgent, the more the government will have to put effort in convincing others. Everyone then will consider himself. Table 2 presents an overview of the area type with the most occurring causes.

	Causes for approach
Companies areas	Reconstruction because of obsolescence or another intervention
	Parking problems / garaging for trucks
	Inaccessibility (no public transport available)
	Sustainable development of the area
	Causes for approach
Office parks	Narrowing-down or fast grow (sustainable development)
	Parking problems / panorama area
	Lacking transport facilities (mainly B locations)
	Traffic and parking inconvenience in surrounding districts / road network
	Causes for approach
(mega) Store centres	Too few customers because of inaccessibility (parking, traffic jams)
	Too large volume of traffic at peaks
	Construction of new buildings or relocation
	Panorama area too much directed at cars, parking inconvenience
	Causes for approach
Town centres	Sustainable, at vitality and liveability directed organization

	Causes for approach
Residential areas	Old districts with few space for the car
	Districts with bad infrastructure (mobility is not the problem)
	New districts with low densities without good public transport
	Sustainable organization of residential areas
	General traffic inconvenience
	Causes for approach
Recreation and events	Unliveable areas because of recreation traffic
	Attractions that are only accessible by car
	Non-recurring events
	Causes for approach
Dealing with corridor	Major maintenance (incidental)
	Structural traffic jam problems in the region

Table 2 : most important causes for an approach with mobility management

2. With mobility management results can be obtained in many fields; in every case choose carefully if it is about less car use or something else. Leave room also for interesting effects for other parties: better accessibility, more travellers, lower costs.

Mobility management does not have to do with only one target or desired effect type laid down at a national level.¹ Each project has to make its own choice. The effects often hinder one another. The improvement of the accessibility will sometimes be at the expense of liveability. An important target for someone, does not have to be important for someone else. Companies are interested in a good accessibility, residents in liveability and the persons in charge of environment in a reduction of CO₂. It is up to the authorities to contribute to finding a good balance. Successful projects turned out into reaching these win-win situation. In practice, five effect fields can be distinguished. See for this figure 1.

3. Mobility management will have to be drawn up much more thematically with a clear choice for targets and approach and with the possibility of giving account afterwards. At present hardly any requirements are set or any account demanded. Official evaluations or even project plans of most of the projects are not available. This makes it difficult to draw firm conclusions about the effectiveness of mobility management. The many discussions that have been held do however show the importance of a *thematic* approach. That is not yet to be taken for granted. In a more thematic approach towards mobility management, a better eye for effectiveness is created and this will ultimately also increase. If no agreement can be reached on the project, it would be advised against continuing. Better a ceased project than a prospect less result. More businesslike started projects

¹ In this, a difference appears with for example traffic management or sustainable safety for which the desired effects are much more unequivocal

possibly make it easier to learn from one another. Emotion and ideology should not play a part in the realization.

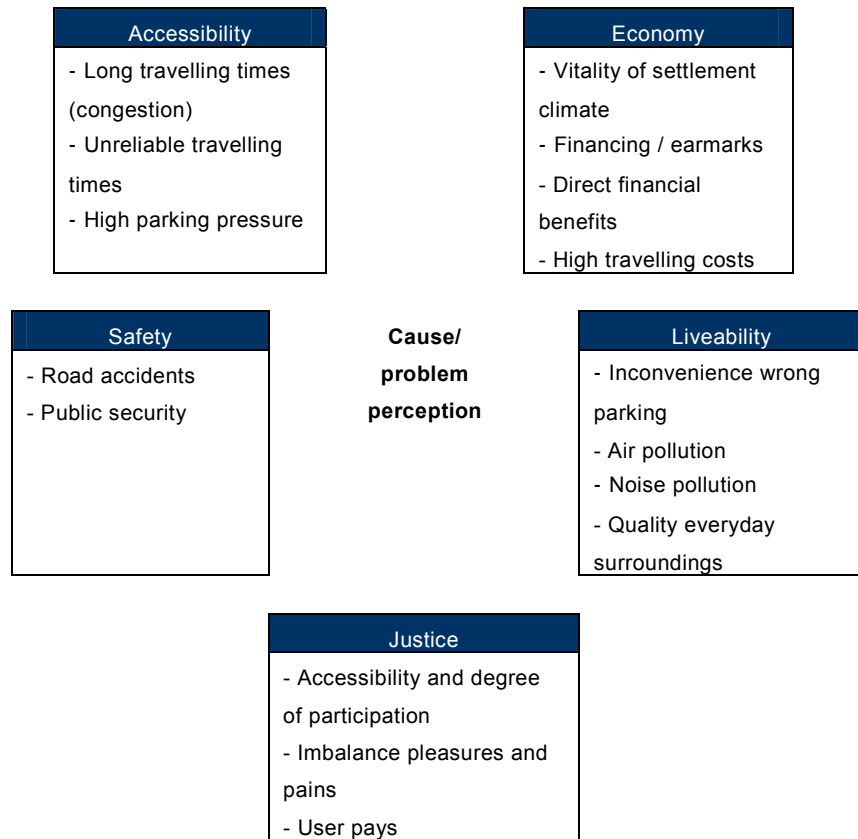


Figure 1. The effect fields of mobility management

4. Where there's a will, there's an effect!

Result or the lack of result has to do particularly with the will of the government to make choices. What does it precisely want to attain in the area? What does it want to pay for it? General project targets as 'the introduction of mobility management' or even 'a reduction of the use of the car' do not work. The differences in project type are too large between the tackling of wrongly parked cars or the push back of the too high traffic tax in order to meet up with environment standards. The government will have to make a clear choice, as well as in a general sense as per project. It is subsequently up to the executors to also attain the desired result.

This is the theory. In practice not all Advice points are aimed at the output, at best at how many visits are paid and at if one meets up with the administrative obligations. About the output of area divided projects afterwards, yet few is known. With retroactive effect the parties involved conclude that because of that apparently little pressure has been on the result. Solid choices were absent. On the other hand, it is difficult to imagine that mobility management with performance contracts and bonus/penalty arrangements will work out. However, effectiveness of mobility management deserves more attention in the time ahead.

1.5.2 No enticing, but managing

The question is whether 'enticing' still needs so much attention regarding mobility management. Well managing seems to be more relevant. Moreover, the question can be laid down about whether enticing really is a task of the government. The market can do that much better.

The role of **the market** has been looked at closer in the research. Mobility management can bring closer together demand and supply and here is the commercial responsibility. Commercial companies also dispose of the strongest armamentarium in order to produce behaviour manipulation (enticing) and do have directly interest in it. Nevertheless, it shows that financial incentives for the market, in order to actively invest in mobility management, are limited. At present few themes can be found through which the market renders unnecessary any form of government intervention; autodate is an example of a new way of transport that almost goes so far. Since the responsibility for mobility management is with the decentralized authorities, it is also difficult to organize these incentives at that level.

In order to manage well, the government should therefore, per issue, well consider its possible role. Also there, it should choose consciously for this:

- Communication (e.g. campaigns)
- Organizational (participate in projects or pull them)
- Offer facilities (e.g. build autodate parking places, a cycle bridge, (joint use of) free bus lanes, etc.)
- Financial (in start up phase or permanent exploitation subsidy)
- Task realization : The imposing or execution of measures (parking regulation, close a road, concession prolongation)

Particularly the last role illustrates why the government can attain more results with mobility management than it may think. It disposes of instruments to compel the desired effects or to increase the pressure on parties involved to take measures. With these instruments, behaviour can be forced: close a road, demand a transport plan. The big stick is that instruments could be better used. Nevertheless, a too rapid use of the legal armamentarium will be at the expense of support basis and might possibly work counterproductive towards partners.

1.5.3 Conclusions

There is a growing understanding that with mobility management – particularly in a sector based setting – good results can be attained. Meanwhile, it has become obvious which conditions should be met. Mobility management offers opportunities to realize a broad range of targets. Particularly as a reply to area related problems. At the local level, the municipality seems to be the best puller as from government side. Provinces and/or legally enabled areas can play an important part. It is necessary to sharper define these roles and tasks. Just like the concept of mobility management itself.

2 Business areas

2.1 Oosteind in Papendrecht: responding to an external cause

Because of dike reinforcement and restructuring, the companies area Oosteind in Papendrecht would be inaccessible for a long time. Besides, some (truck) parking places are disappearing from the public road. The VCC South Holland South was called in by all parties (municipality, companies and after some time the Dike board) to examine the opportunities for transport management.

During the project it turned out that there much more was needed. The Dike board was afraid for damage claims if there did not come a good regulation for the mobility, municipalities and companies started to realize that much could be gained if the companies area would be better accessible with fewer cars. The VCC ZHZ (South Holland South) let calculate that, because of capacity problems, a reduction of at least 30% of the volume of traffic in the peak hour was necessary. Finally, this became the project target on which all parties based their efforts (restructuring, landing stage for ferry, etc.). The VCC itself started negotiations with companies to let introduce a basis package+ for transport management. The first effects are already visible: an extra water bus stop, a truck parking place and realization plans of the Companies Interest Group (Bedrijven Belangvereniging), etcetera. The big tackling, however, still waits for the contract by which all parties join up and waive all damage claims. If a contract does not succeed, because of a complicated financial and legal structure, a covenant is sought for.

Effects:

- 30% Reduction of the volume of traffic in the peak hour (intention)
- A better organized and functioning companies area.
- Through dike reinforcement: less chance of floods.

Source:

- See discussion report VCC South Holland South.
- For more information: Jan Kok (VCC ZHZ); tel. 0031 (078) – 648 0690.

2.2 Sustainable modernization at Companies area Soestdijk

Sustainable modernization of the out-of-date area Soestdijk in Soest permitted the well tackling of complaint number one among the companies: the parking inconvenience. That complaint remained at the companies association, in spite of the fact that the survey showed that at 2.537 public parking places only 1.280 cars were parked. Thus, there was no question about too many cars, but the available places were used wrongly and were, as such, difficult to recognize. There seemed to be little willingness to walk to work somewhat more.

A road plan with clearly marked parking places and no-parking zones got priority in the sustainable modernization plan. A further approach of the parking problem was reached by made-to-measure: around garage companies and other causers of inconvenience, another further reaching solution was elaborated. Part of this was an adapted façade-to-façade plan and a better use of the own area. Most parking places were to be found there and this capacity was not used in a right way.

The development of parking capacity and parking demand will be monitored in the future in order to check whether further reaching measures are necessary, for example regarding the promotion of alternatives.

Effect:

- Solution for parking inconvenience (including better control).
- 'Sustainable quality companies area'.
- No reduction of number of cars in the short run.

Source:

- Auto's zoeken plek; inventarisatie en oplossingen voor parkeerprobleem op bedrijventerrein Soestdijk. ECORYS - AVM i.o.v. gemeente Soest / BMD Advies, April 2003.
- For more information: Pieter Delleman (BMD Advies); tel. 0031 (0)35 – 672 1282.

2.3 Katwijk 't Heen

Chamber of Commerce and Companies Association saw opportunities for transport management in the large companies area Katwijk 't Heen, because of increasing parking- and accessibility problems. The analysis of L+L clearly indicated the approach to follow. As much as 65% of the employees came from the surrounding areas, while the share of car use was more than 50%. The solution should be evidently to stimulate cycling. The share of bike use in the commuter traffic could increase from 45% up to a maximum of 61%. The approach required the efforts of many parties: two bike bridges were needed to make more direct connections with surrounding residential areas. These bridges had to be paid for by the province. The 'Bike of the company' project among the companies themselves had more difficulties to develop, in spite of efforts by the companies association. Some companies did invest in better bike sheds. The approach did succeed in that way, but nevertheless blew over. Nothing is known about the effect produced on the share of bike use in the commuter traffic or the solution to the parking or accessibility problem.

Effect:

- Unknown increase in cycle use and decrease in car traffic.
- Removal of parking and accessibility problem (?)

Source:

- Gebiedsgewijs of Onwijs; L+L 2001; appendix Kaartenbak gebiedsgewijze aanpak.
- For more information: Dirk Ligtermoet; tel. 0031 (0)182 – 520870.

2.4 Westpoort bus

In the 40 square kilometers large Port area of Amsterdam (Westpoort), many companies disposed of their own company transport. Besides, the GVB (GVB = Municipal Transport Company) operated the badly going public transport to the station Sloterdijk. The question raised about whether these transport services could be combined and if a better product would be offered that way. For the companies it was important not to be only accessible by car, because still a lot of employees cannot have a car at their disposal. Among the responsible authorities a need was shared regarding a push back of car use and an offering of a better OV (OV = Public Transport). Nevertheless, it cost a lot of time to turn this apparently simple idea into a successful bus connection. Rules and financing raised serious hindrances. Finally, Transport.Consulting (Verkeer.Advies) succeeded in to letting drive the Westpoort bus. All trips are driven by touring cars and the Westpoort bus is available 24 hours a day. Daily, about 700 regular passengers are being transported.

Effect:

- A well working transport system in an extensive companies area; daily 700 regular passengers.
- A better accessibility of Westpoort, 24 hours a day.
- No effects known about choice for transport means.

Source:

- Factsheet Verkeer.Advies (Internet);
- Factsheet EFCO (Internet);
- For more information: Wouter Verkerk of Harm Geels (Verkeer.Advies); 0031 (0)20 – 430 2599.

2.5 Frankeneng (Ede)

At the west side of Ede a large companies area is situated that has recently expanded towards the opposite side of the extended A30. Transport management has a long history here. It started somewhere as target in itself, based on an assessment of the VCC that there should be possibilities. Some larger companies enthusiastically gave their assistance. Meanwhile, there is a need for a more professional, result oriented approach. From the province, there are leads in the attention which is required for environment and water, while regarding accessibility and sustainable enterprising, causes develop with regard to a more serious look at the companies area. In what is called 'mobility management' and within the OPTIMUM2 project, at the moment they are occupied with making that turn.

Effect:

- Companies area which complies with the environment standard.

Source:

-

2.6 Truck Parking in Alblasserdam

Trucks which are parked at night at the companies area, but also within the built-up area, cause a lot of inconvenience to the municipality of Alblasserdam. This problem is simple to solve by a traffic order: forbidden to park trucks within the built-up area. However, the companies area was situated outside the built-up area, so the traffic order did not apply there. Meanwhile, the council has decided to adjust the built-up area in order to deal with this problem.

With that, the municipality had not yet finished. The trucks should be offered an alternative. A survey among the entrepreneurs proved that they were willing to think also about a solution, even if that had to be cost neutral for the municipality, with the result that from then on entrepreneurs had to pay for the parking. An area with 40 places was arranged for, which could be fenced off too. With that, the cars were also safe. (An extra facility is a small wall against which the trucks could park close to with their boards, making it difficult to open the board by thieves.)

A simple problem that could be solved one-sidedly by a traffic order, all in all led to an approach that all parties benefited from.

Effect:

- Better accessible village and companies area;
- Safer garaging for trucks;
- Better panorama of village and companies area;

Source:

- Telephone contact with Ineke van den Bogert (municipality Alblasserdam).
- For more information: Ineke van der Bogert (municipality Alblasserdam); tel. 0031 (0)78 – 699.9474.

3 Office parks

3.1 Amsterdam Southeast

Southeast includes a large area on the outskirts of Amsterdam which is, at high speed, developing itself into second centre of the city. Not only employment, but also shops and recreation facilities are growing rapidly. Additional room for house-construction is being searched for. The area related approach includes, strictly speaking, three sub-projects²:

Southeast lob: The whole area between Amstel station and AMC in which the developments mentioned above are concentrated. Mister Brandsema is chairman of a project group which recently coordinates the developments in this area. In the project group 2 municipalities (Ouder Amstel too) and 2 quarters work together with different municipal services and Ministry of Waterways and Public Works. In the long strip between the railway and the A2 there is a large variety of companies, offices, sports fields, stations, large-scale retail trade and entertainment facilities. However, hardly any people are living here. One of the targets of the approach is to make this area suitable for residence. Besides, important problems in the field of accessibility and social security occur, for which the solutions can be found only by working together. The project group is a good example of the type of cooperation which will arise around areas in order to solve questions of space, security and accessibility in a structural way.

Amsterdam Southeast: The core area of Southeast is situated to the west of Bijlmer station. This office park has had a long history with regard to transport management. In the early nineties, the meanwhile classical area related approach has been started with some companies to test, among which AMC, IBM, ING and Fokker. In connection with the drawing up of transport plans for these companies to test and the issuing of travel advices, peak and shuttle lines were inserted into a large number of important residential areas. Individual travel advices played an important part in that; by these employees became an overview of all accessible alternatives for their commuter traffic. Of these peak buses, few are still driving. After the first area related approach, many still followed, without much success. At the moment better forms of egress transport from the NS stations still have full attention. In spite of many years' efforts, egress transport is still a point of concern. The 'transport broker' too is a concept getting a new chance at Southeast.

² Mobility management is arranged for in this area related approach, but is not an independent part.

3.2 Amsterdam Arena

About the third part area (ArenA) more under the headline 'Recreation areas and events'.

Effect:

- In spite of the rapid growth of Southeast the traffic gets settled quite reasonably in this area (recently the Ministry of Waterways and Public Works has written a state memorandum for the motorway junction in the Southeast lobe to prevent problems also in the future);
- The car use is, particularly at the once-only, national events, comparatively low. Then the public is easy to be directed. At soccer matches the car use is higher than the predicted level. In this case it is often about season ticket holders who are familiar with the situation and are far less easy to direct.
- People concerned have the idea that mobility is reasonably under control. There is talk of a continuous process of norms, measures, adjustments and additional agreements.

Source:

- Gespreksverslag DRO Amsterdam.
- For more information: Wouter Verkerk (Verkeer.Advies); tel. 0031 (0)20 – 430 2599 or Cor Brandsema (dRO); tel. 0031 (0)20 – 552 7845.

3.3 Utrecht Rijnsweerd

The area related approach at Rijnsweerd has been set up as **Park Management**. Employers circle Rijnsweerd (OKR) is its pulling force. Security and better management of the public area were the first agenda items. A logical result of the latter is the attention for the parking problem. Cars parked at the left and at the right affect the area and are not conducive to a good accessibility. The organizational interpretation of Park Management is coming to a conclusion at the moment.

Some initiatives have been set up already and are working:

- Extra buses at the central line 11;
- Digital car pool area (see also De Hoef);
- Cycle promotion, Mobility mixx and Peak bus survey (peak buses are driving);
- Providing checklist transport management on CD ROM.

It has not yet come to an effect measurement at Rijnsweerd. If it succeeds to solve the parking problem for the companies, the car ratio in the area will decrease anyway.

Effect:

- solving parking problem (in the future).

Source:

- Gespreksverslag VenM;

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- For more information: Wendy Verdenius of Marion Patist (VenM); tel. 0031 (0)30 – 258 2542.

3.4 Rotterdam Rivium

A good example of an area related approach is the Rivium (Capelle ad IJssel). This important office park has a clear accessibility problem. During the zero measuring the car ratio proved to be 80, whereas the area had been developed as B-location (highest possible car ratio 30!). Rivium is in particular known by the fully automated Park Shuttle which maintains the connection to the Kralingse Zoom underground station.

Meanwhile, a lot of companies are complaining about the bad accessibility (also by car); some have already announced their departure because of this reason. The bad accessibility reveals itself in parking problems through which business visits get into a fix. For the companies themselves this is a more serious problem than the car ratio of 80. Ministry of Waterways and Public Works took the initiative for the second round of mobility management by making additional demands on widening the approach road to the A16 (necessary to improve the car accessibility). In the new, integral approach, which has been realized in this way, companies are full partners and for certain not because of an effort without obligations. The concrete results of the approach are laid down in a **covenant**: within 4 years 5% less car use in absolute terms. All those concerned seriously take this effort commitment.

Effect:

- Car ratio decrease with 5% (in 4 years).
- Better use of approach road A16.
- Better accessible companies.

Source:

- Gespreksverslag regio Rijnmond.
- For more information Mr. Kok (VCC Rijnmond); tel. 0031 (0)10 – 40 07161.

3.5 Amersfoort De Hoef

The fast growing companies area and office park Amersfoort De Hoef has a many years' experience with transport management. In 2000 De Hoef was a part of the Startconvenant (starting agreement) that had been concluded between municipality, Chamber of Commerce, Companies association (VAB) and VenM (VenM = Transport and Mobility). The approach is clearly qualitative and not quantitative. The emphasis is on exploring, informing and listing the bottlenecks. The following solutions have been worked upon:

- Approach parking problem station area (solutions survey by Municipality);
- Adjusting VRIs (VRI = Traffic Regulation Installation), constructing (socially) safer cycle tracks by Municipality;
- Establishment of Shuttle service De Hoef (185 services a week);

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- Dynamic traffic jam information for employees;
 - Digital car pool area for employees. The ICT culture in the area enables dealing with car pooling digitally.
 - Transport management among individual companies. All companies in the area have been approached by both VenM and municipal chairman.

In this case, there is no need for an elaboration covenant, because of sufficient mutual confidence about a good realization. Not the effects are being monitored, but the use of measures and the current initiatives.

Effect:

- Larger number of alternatives for the car.

Source:

- Gespreksverslag VenM;
- For more information: Wendy Verdenius of Marion Patist (VenM); tel. 0031 (0)30 – 258 2542.

3.6 Amsterdam Science Park

In Amsterdam East the Science Park is situated, enclosed by the railway, the A10 and some residential areas. This area, in which important scientific institutions like UvA (UvA = University of Amsterdam) and NIKHEF (NIKHEF = National Institute for Nuclear Physics and High Energy Physics) are already situated, has to grow in the next years into a science-oriented centre with over 10.000 jobs (now: 1.400-1.400), houses, hotels and science institutions. However, Science Park is difficult to reach. There is no exit from the A10, nor a station along the railway, on site. A bus maintains the connection to the Amstel station. The only entrance is through a residential area and a narrow, small railway tunnel. The Urban Development Program of Requirements (SPvE) therefore relates the further growth of the area to:

- A more direct connection to the A10.
- A station on site with at least 4 trains an hour; this presents a problem because Pro Rail requires that the nearby sports fields are built on in order to draw sufficient passengers. The Quarter is opposed to this (meanwhile overruled by the central city).
- Better bus connections, among other things with Muiderpoort station.
- A B norm for parking in the area.
- Mobility management at the park to restrict the use of cars and to prevent parking inconvenience.

All these points are being dealt with in connection with the further development of the SPvE. An important factor for success is the corporate culture of the established companies or the companies who intend to establish themselves. This culture is not extremely focused on the car (although there are also successful spin-off's with Porsches at the door).

A project has been started regarding mobility research in which Verkeer.Advies has been ordered to set up a Plan of Approach (PvA) that has to be realized too.

The target of the PvA is to achieve a movement of 10 to 20% at the expense of the motorist, with an elaborated package of measures, aiming a movement in the modal shift. To comply with environmental targets the plan is also aimed at a CO₂ reduction. For that purpose, special attention is paid to the number of car kilometers traveled by commuters. Maintaining the rigid B norm for parking may result into parking inconvenience in the surrounding districts. The persons in charge attach value to the monitoring of inconvenience as well.

Effect:

- Well accessible location with regulated number of cars.
- No parking inconvenience in surrounding residential areas.
- 10 To 15% less solo-drivers (with regard to the reference situation).

Source:

- Wetenschap en Technologie Centrum Watergraafsmeer – SPvE; dRO Amsterdam, August 2001.
- Mobiliteitsmanagement Science park Amsterdam – PvA; Verkeer.Advies Amsterdam, 18 August 2004.
- Gespreksverslag DRO Amsterdam.
- For more information: Wouter Verkerk (Verkeer.Advies); tel. 0031 (0)20 – 430 2599 or Cor Brandsema (dRO); tel. 0031 (0)20 – 552 7845.

3.7 Head office AKN Hilversum

AVRO, KRO and NCRV (AKN) decided together to build a new head office in the Villapark outside the actual Media Park. The building of the office led to a lot of protest in the neighborhood which has even been fought out in the Supreme Court. Part of the protest concerned the allocation of the area as a B location to enable the building of the office. The public transport did not meet up with the local requirements and the car park under the premises would not get enough places because of the B status. Cars of employees and visitors would move en masse to the district. AKN let draw up a transport plan to cope with the objections. Parts of the plan were extra shuttle services with a station and a P+R area of its own, measurements in the sphere of terms of employment and a parking plan tailored to regulate the use. With that, a 100% guaranteed solution for parking inconvenience has still not been given. Municipality, AKN and inhabitants therefore have set up an covenant which gives the right to the inhabitants to demand a parking regime in the close proximity if that – according to measurements – would prove to be necessary.

Effect:

- Office related car use about 25%;
- No parking inconvenience in the neighborhood;
- Reasonably accessible office in spite of bad accessibility.

Source:

- Nieuwbouw AKN Vervoerplan; AVM April 1996; by order of: stichting AKN
- For more information: Marco Martens (ECORYS AVM); tel. 0031 (0)20 – 638 9756.

4 (Mega) shopping centre or other visitors attracting function

4.1 Amsterdam Arena

Around the new Ajax stadium an area has been created with a concentration of large-scale shops and entertainment facilities: Heineken Music Hall, Pathé cinema, stadium ArenA and Villa ArenA. A good management of the mobility that would be caused by these developments already started with the MER around the new stadium. Originally a modal split for the stadium was assumed of 50-50. With that level and a good location of the parking facilities the mobility could reasonably be settled in all directions. (Meanwhile the use of cars is higher, especially around football matches.)

For the ArenA stadium all kinds of facilities have been made regarding mobility:

- extra bicycle sheds,
- appointments with companies about common use of parking places,
- dynamic route and parking signaling, as a result of which for example Ouderkerk is spared³,
- extra public transport around events,
- blocking of residential areas, etc.

A combination ticket (Season ticket Ajax + OV ticket) was not feasible.

A monthly consultation is continued between all users in the area to gear events to one another. For the daily management of the area a sort of warden has been appointed, who will soon be replaced by a more directing person. Meanwhile, organizers of great events make appointments themselves with the transporters in order to manage well the crowd flows. Without any intervention of the government, they arrange each time an important part of the traffic from and to their events.

Effect:

- Well functioning attraction area complying with environment standards.

Source:

- Gespreksverslag DRO Amsterdam.
- For more information Cor Brandsema (dRO); tel. 0031 (0)20 – 552 7845.

4.2 Gelre Hospitals Apeldoorn

A good example of a result oriented and broad approach in Gelderland are the Gelre Hospitals. This hospital has besides a branch in Zutphen two branches in

³ The reference system will be still developed further, so as to make it possible to direct visitors from the highway to the entrance (will be developed further – ROSITA).

Apeldoorn also and desired to shift to concentration and renovation and/or a new construction at only one location. Under the pressure of the necessary approval for amending the zoning plan and thus the relocation, the province contacted the hospital in order to receive attention for a more integrated approach for the accessibility. The context of 'move' and 'legal procedures' facilitates an approach with interesting results / effects for all parties:

- A new/improved location that is optimally accessible by OV and bicycle.
- A government that also guarantees this accessibility by means of OV service, free cycle tracks, etc.
- Attention for mobility in conditions of employment and organization by the hospital.
- A reduced number of parking places with a parking plan around the new construction.
- Private transport between the locations for staff (within 1 year 10.000 passengers one way); regulated parking for staff.

Effect:

- Prevention of far too much congestion due to construction activities,
- Good relations with people living in the neighborhood and other parties concerned,
- Sound management of financial means.
- However, the most important things: to enable, in a reasonable way, the accessibility during the three phases of before, during and after the construction.
- Less room needed for the parking area with lower construction and management costs (for the hospital).
- Less car traffic and nuisance by cars for the environment (no complaints).
- Improved service for visitors, patients and employees by the integral approach for mobility (for the mobilists).

Source:

- Gespreksverslag provincie Gelderland.
- Information from Mr. Cornel van de Haterd.
- Internet site Gelre hospitals: <http://www.gelreziekenhuizen.nl>
- For more information: Information from Mr. Cornel van de Haterd.; tel. 0031 (0)55 – 581 8181.

5 Residential areas

5.1 Shared car use in old cities

Shared car use wins strongly on social interest and is, meanwhile, common in various cities. It is more and more seen as one of the instruments that municipalities have at their disposal to temper the growth of car use and nevertheless meet a necessary mobility need. Cities like Amsterdam, Haarlem and Utrecht stimulate shared car use by making parking places available and the offering of advantages in relation to the issuing of parking licences.⁴

At this moment, the number of participants in shared car use in The Netherlands is estimated at 60.000 to 70.000, from which about 10.000 participate in the commercial form car date.⁵ The number of participants of car date is growing each year with 5%.⁶ This concerns especially older residential districts in medium-sized and large cities.

Shared car use has a positive effect on the car possession among the participants. In approximately 20% of the cases they dispose of the car. Furthermore, this leads also to a reduction of the number of driven car kilometers (between 20% en 30%); caused by the group of substituters who actually disposed of the car (car date is also used by people who earlier could not have a car at their disposal).⁷ This makes car date attractive in older residential districts of large and medium-sized cities having to do with parking problems and sufficient alternatives for the car. The lifestyle of the inhabitants have anything to do with that too (higher educated people with affinity for the environment).

Shared car use restrains not only car use, but makes the participants more mobile too. People simply get to dispose of a car when they really need them. In municipalities having to do with a declining supply of public transport, car date is therefore succesful. In municipalities like Tiel, Hoogeveen, Doetinchem and Houten, small-scale new initiatives have been started in 2004 for shared car use.

Effect:

- Reducing of the parking pressure in vulnerable districts.
- Increasing radius of action of people without car.

Source:

⁴ Source: stichting autodate.

⁵ Source: stichting autodate.

⁶ Information: Henry Wentink.

⁷ Source: AVV, Autodate in beleidsperspectief, mei 1998.

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- Autodate in beleidsperspectief; AVV May 1998.
 - Telephonic contact with Henry Mentink.
 - For more information: Henry Mentink (stichting Autodate); tel. 0031 (0)70 – 328 1931.

5.2 Mobility centre Eindhoven – Meerhoven

The Eindhoven VINEX district Meerhoven is part of the development corridor from Eindhoven Central Station. This corridor structure makes possible the offering of good transport facilities: an urban main route for high quality public transport, bicycle and car. In spite of this, fear existed about the liveability and accessibility of this district. For that reason, a mobility plan has been drawn up for Meerhoven, which, from the beginning onwards, emphatically attempted to limit the car mobility.

Part of the plan was the mobility centre. In the Mobility centre inhabitants or visitors can invoke all kinds of services, sometimes free, sometimes on payment. It is about services like:

- supply of OV tickets and season tickets,
- complaints and advice regarding the public transport,
- shared cars for when by daytime the car is used by the working partner, or when one is temporarily in need of a car,
- bicycle rent in the 'fun' atmosphere (delivery bicycles, tricycles, child cart).

The centre has started in 2000 with the target of combatting the second car possession in this VINEX district. In de shop, questions are listed and put together. Together with a mobility strategist and the transport supplier, the shop tailor the supply to these.

Though effect studies are lacking, the Mobility shop looks being reproducible (as adjustable) in a great number of situations. They could be realized, both on the living side in existing districts and city centres, as well as at companies areas, or by other crowd pullers. In residential areas, the commercial feasibility is no option: it will never be profitable. The results are to be found in another field: a more sustainable district, fewer second cars. More perspectives are available at companies area. Like this, employers can be made more responsible for the transport of their employees and a service as a Mobility shop thus becomes better exploitable. Much depends on the passion of a puller and the willingness to cooperate among the other parties, also the government.

Effect:

- Reducing possession and use second car;
- Liveable and sustainable district.

Source:

- Gesprek met Ineke Spapé (SOAB); tel. 0031 (0)76 – 5231 3080.
- Gebiedsgewijs of Onwijs; L+L 2001; appendix Kaartenbak gebiedsgewijze aanpak.

6 Recreation areas and events

6.1 Park & Ride Renesse

The park & ride Renesse is a park & ride area for recreation traffic by beach visitors. The park & ride disposes of 900 places and has been operational since July 17, 1997. The cause of the construction of the park & ride has been the constantly growing car mobility. The purpose is the reduction of car nuisance in natural and dune areas and the improvement of the accessibility of the beaches and the centre of Renesse. The target groups are tourists and day trippers.

The whole projects has costed 3.3 million. The province, the State and the municipality have concluded a covenant in which a formula (respectively 20%, 50% and 30%) has been laid down with regard to the costs. It comes to the thing that the province and the State have taken upon them the costs of the realization and the municipality would guarantee the exploitation during five years, including the introduction of a number of flanking measurements (paid parking in the town centre and reduction of the number of parking places).

The park & ride is running smoothly. The park & ride is used intensively during nice weather and the use has been increased substantially in the period 1997 – 1999. In 1999, there were 460.000 visitors. The increase in the use has resulted into a decrease of the parking pressure in both the centre of Renesse (-22%) and along the coast (-36%). It should be noticed that the implementation of flanking policy measurements has been of an essential interest to the success of this park & ride. The opening of this park & ride has, indeed, resulted into a decrease of the parking pressure in the centre, but in the first year after the opening there has been question of a still higher parking pressure along the coast because of the opening of two free parking areas. The particular thing of the park & ride is, that the following transport is brought forward as an attraction: electro cars, horse and car beside normal taxi's. Transferring is no penalty, but the start of the holidays.

Effect:

- 22% decrease of parking pressure within the built-up area
- 36% decrease of parking pressure at the coast

Source:

- B&A Group, Procesevaluatie Landelijke Pilot Transferia, final report, February 2002
- MuConsult B.V., *Evaluatie Transferia (module 1) eindrapport*, November 2000
- For more information: Jolanda Verwegen (province Zeeland); tel. 0031 (0)118 – 631 011.

6.2 Fun line Veluwe

Car traffic heavily burdens the Veluwe, whereas large parts of the Veluwe are inaccessible by car. The Mobility plan Veluwe provided for a large number of initiatives (22!) in order to change the situation. The initiatives were based on an extensive poll among holiday-makers. All the measurements had also been evaluated. On the improvement of the public transport 8 projects were selected: re-routing of bus routes, a Holiday transport ticket and new shuttle bus lines. The result was that the public transport attracted 8 to 10% new passengers. The Fun line that, leaving from Apeldoorn station, better makes accessible attractions like the Apenheul (Monkey hill), palace het Loo, and the Julianatoren (Juliana tower), became a lasting success.

Effect:

- A yearly reduction of 172.500 car kilometers (against 7.500 extra bus kilometers).

Source:

- Gebiedsgewijs of Onwijs; L+L 2001; appendix Kaartenbak gebiedsgewijze aanpak
- For more information: Ina van der Veen (province Gelderland); tel. 0031 (0)26 – 359 8383.

6.3 Supporter mobility regarding EC2000

In 2000, the European Championship Football has been organized by the Netherlands and Belgium. A mobility plan has been developed for the entire championship, in which the centrally organized affairs have been elaborated: a combined OV/admission ticket (**all-in-one ticket**), uniform signposting and the arrival and departure of foreign visitors. Visitors could freely travel by public transport throughout the whole Netherlands with their admission ticket on the day of the match.

During the championship, five matches have been played in the Amsterdam Arena. The parties involved (the organization, the Amsterdam Arena, the Amsterdam municipality, fire brigade, police, Schiphol airport, RWS (RWS = Ministry of Waterways and Public Works) have drawn up together the **mobility plan** Amsterdam Arenaz000. In this plan have been included:

- a prognosis regarding the transport flows.
- measurements for the car and public transport in the field of parking, traffic handling and road maintenance.
- influencing of mobility and communication.

The evaluation showed the following:

- The participation of the car was – as predicted in the transport plan – low;
- The participation of the public transport (particularly the train) was considerably higher than during competition and training contests.

The all-in-one ticket has had, in retrospect, a positive effect on the use of the public transport. Only five percent of the travellers have declared to have come by public transport because they had no car. 95% Of the OV travellers thus had no choice between car and OV and have chosen consciously for the latter. Thus, the most important conclusion in the field of mobility in relation to the Arena is that the visitors let themselves guide in their choice for a way of transport.

Effect:

- 95% travellers choosing OV
- Controllable flows of transport and no complaining visitors.

Source:

- Raad voor Verkeer en Waterstaat, Ieder zijn deel. Locatiebereikbaarheid anders aanpakken, June 2004.
- For more information: Rob Jeurink (ECORYS AVM); tel. 0031 (0)20 – 638 9756.

6.4 Marathon and cultural capital Rotterdam 2001

Through a careful preparation, in which City, Marathon organization and transporter were involved, a success has been reached by letting relatively many people use OV. Part of the package was a partial blocking of the centre, good communication & organization and providing of extra transport supply. This happened within the scope of the European MOST project. For the cultural capital, use was made of Hotel+OV all-in-one tickets and Event+OV all-in-one tickets. First of all, the city was saved from congestion and, likewise, the offered services were used well.

Effect:

- During the marathon: 26% car use (normally 42%); better use of OV (71% instead of 44%). 44%.
- During the cultural capital period: 28% more visitors, 40% OV share.

Source:

- Wat scoort; evaluatie MOST; AVV / NEA July 2003
- For more information: Hugo van der Leek (Ontwikkelbedrijf Rotterdam); tel. 0031 (0)10 – 489 6944.

6.5 Royal Marriage 02-02-02

February 2, 2002, Prince Willem-Alexander and Maxima Zorreguieta entered into matrimony in Amsterdam. Amsterdam was, for a short time, the centre of the world and knew all eyes were at the city. The marriage was, because of the coming of many royal guests and heads of state, surrounded by a great number of security measures. Various sites in Amsterdam were, for a longer period, inaccessible and many streets in the centre were even closed for pedestrians.

At the day of the marriage, large groups of people would be moving through the centre of Amsterdam. Not only the golden coach and retinue, but also various

guests, military guard of honour, journalists and, obviously, the visitors. In order to be prepared for everything and to prevent traffic problems, the project group Logistics, Transport & Transport (Logistiek, Vervoer & Vervoer) has drawn up an **integral transport plan** for the festivities in the Arena (People's feast), the Concert building and the Marriage. In the transport plan, all points of departure and preconditions of the parties (the Court, the police, NS (NS = National Railways), GVB (GVB = Municipal Transport Company), the municipality etc.) involved in the marriage. Possible contradictories among the different points of departure have been pointed out and solved on this basis.

Besides, **specific information** has been given so as to point out as much as possible to visitors in the bustle of the marriage day. To this end, intensive use is made of written messages through posters, flyers and announcements. At the day itself, large video screen have been placed at, among others things, the Museum square, and good signposting has been placed at, for example, underground stations. The general message was that everybody was welcome, but those who wanted to be sure of the best image could better sit and watch TV. Furthermore, the communication was aimed at informing travellers before and at the day itself about, for example, the possibilities of the public transport.

Until the end, it remained unclear how many people would come to the marriage and whether the NS and the GVB could handle this flow. However, at the day itself, it turned out the cooperation between all parties had been extraordinary well. There has not been an extreme rush – because of the specific information –, and partly thanks to the good cooperation between GVB and NS problems did not occur as far as the handling of the visitors is concerned.

Effect:

- no traffic jams into the city, no problems at the stations.
- all different transport and visitors flows have been accurately handled.

Source:

- Mobiliteitsplan Huwelijk prins van Oranje en Maxima Zorreguita; ECORYS - AVM 2002.
- For more information: Cor Brandsema (dRO Amsterdam); tel. 0031 (0)20 – 552 7845.

7 Corridors

7.1 Major maintenance A10 West

Ministry of Waterways and Public Works had the task, around the summer 2001, to drastically renovate the A10 West in Amsterdam. This would cause the closing of this important arterial road and probably cause great annoyance. In order to limit the inconvenience, all parties involved have drawn up a package of measures in which both communication and mobility management were included.

In retrospect, the **communication** campaign proved to be a great success; the expected traffic jams at the A10 West did not appear. The total intensity at the A10 West decreased with 38%. About 10% of the road users chose another way of transport, the others chose another itinerary or remained at home. Among those choosing another way of transport, half of them still used this way of transport afterwards. From the perspective of mobility management, this is a fantastic result. The underlying road network had to meet, however, with nuisance, because car drivers could not use the A10, leading to the blocking up of roads in the city. Elsewhere at the A10, there was an extra amount of traffic.

The, within the scope of **mobility management**, launched package of measures has been evaluated afterwards as not being much successful. The package could have been made more thrilling and the transporters complained about their participation in the whole and the extra number of travellers. Many newly created services (free OV, park & rides, transport management) remained unused or did not live up to their promises. Doubts have thus been cast on the cost effectiveness of mobility management. The costs of € 3 million could possibly have been spent better.

Effect:

- No accessibility problems in Amsterdam region relating to A10 maintenance.
- 10% Less car drivers on their way during maintenance, permanently 5%.

Source:

- Gespreksverslag RWS Noord-Holland.
- Evaluatie A10 west; Goudappel.
- For more information: Sandra Konijn (RWS Noord-Holland); tel. 0031 (0)23 – 530 1796. 023 – 530 1796.

7.2 Congestion plan Rotterdam

The Congestion Plan Rotterdam has been working well for a longer period, using better information service and tackling of bottlenecks to handle the traffic jam problem. Meanwhile, the first gains have returned and it becomes more difficult to come with a good continuation (diminishing returns). A shortcoming in the idea is shown by now too: the contribution of the business community has been organized insufficiently, by which a lack of new ideas and new necessities arises.

Mobility management, and in this particularly the interpretation that the **committee Luteijn** has given to an area related approach, will have to provide for new impulses; cooperation, taking off walls, market orientation (perspective for drivers). Better attention will have to be paid to the output / impact and the organization as a whole. In February 2005, the new idea for the traffic jam plan will be put into effect.

Source:

- Gespreksverslag stadsregio Rotterdam.
- For more information: Ruud Landa (Stadsregio Rotterdam); tel. 0031 (0)10 – 417 3096.

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