

**Interreg**  
CENTRAL EUROPE



**MOVECIT**

European Union  
European Regional  
Development Fund

# Sustainable commuting

Handbook on developing,  
monitoring and evaluation  
of the workplace mobility plan





# CONTENT

<b>INTRODUCTION</b>	<b>7</b>
1. Usual problems connected with the employees' mobility	8
2. The answer: Mobility management	9
4. Project MOVECIT	10
5. Company or city hall - what is the difference?	11
<b>WHAT YOU NEED TO KNOW BEFORE YOU START</b>	<b>13</b>
6. A few steps that needs to be taken	13
6.1. Get familiar with the terminology	13
6.2. Be invested	13
6.3. Involve your employees and colleagues	13
6.4. Crack the books	15
6.5. Legislation can help	15
<b>HOW TO CREATE A MOBILITY PLAN?</b>	<b>16</b>
7. Preparation phase	18
7.1. Support is needed	18
7.2. Team up!	18
7.3. Involve the stakeholders.	19
8. Analytical phase.	20
8.1. Travel behaviour survey - know your nuts and bolts	21
8.1.1. A goal of travel survey	22
8.1.2. Survey advocate	22
8.1.3. Questionnaire	22
8.1.4. Time period for data collection	23
8.1.5. Interviewees.	23

8.1.6. Promotion and communications channels to deliver questionnaire . . . . .	23
8.2. When the mobility data are ready - analyse it! . . . . .	24
8.3. Analyses is done - now what? . . . . .	24
9. Proposal phase . . . . .	24
9.1. Setting up the goals and measures . . . . .	24
9.2. Get into the action . . . . .	25
10. Evaluation phase . . . . .	25
10.1. Indicators can help . . . . .	25
<b>EVERY PROBLEM HAS ITS SOLUTION . . . . .</b>	<b>26</b>
11. Suitable measures . . . . .	26
11.1. Awareness raising campaigns . . . . .	26
11.2. Competitions and outdoor activities . . . . .	26
11.3. Educational activities . . . . .	27
11.4. Parking management . . . . .	27
11.5. Carpooling promotion . . . . .	27
11.6. Car sharing . . . . .	28
11.7. Low-emission fleet . . . . .	28
11.8. Financial benefits for employees . . . . .	28
11.9. Transport for employees . . . . .	29
11.10. Making the cycling and walking more attractive . . . . .	29
11.11. Safer infrastructure . . . . .	29
11.12. Company bikes or e-bikes . . . . .	30
11.13. Making the public transportation more attractive . . . . .	30
<b>GET INSPIRED! . . . . .</b>	<b>32</b>
12. Examples of good practices . . . . .	32
12.1. Mayor's Office of Budapest City Council Transportation Department . . . . .	32
12.2. Car fleet reorganization . . . . .	32
12.3. Parking policy: Charged parking becomes useful tool . . . . .	33

12.4. KLIMAFIT zum RADLHIT: Explore your country! . . . . .	34
12.5. Bike to work campaign . . . . .	35
12.6. Bike to work day . . . . .	36
12.7. Graz Cityradeln. . . . .	36
12.8. Bicius: Travelling intermodally. . . . .	37
12.9. Mobility Stations: support of intermodal transport connections . . . . .	37
12.10. Metrominuto: You can walk!. . . . .	38
12.11. The COyou2 programme of the Swiss Re company . . . . .	38
12.12. Gekon: Competition for employees . . . . .	39
12.13. Workplace mobility plan works (Czech Technology park) . . . . .	40
12.13.1. MoveYou Days in IBM . . . . .	40
12.13.2. Car free day . . . . .	40



# INTRODUCTION

## Greetings!

For sure you have asked yourself a question why you are stuck in a traffic jam, why did you arrived late for work that day, why you weren't let go at the pedestrian crossover or why is there no place to park your bike, scooter or car. These are very common questions which come to our minds almost every day - mostly, because they are connected to very common issues. Now there is a way how to answer these questions and how to solve or prevent problems hidden behind them.

You are reading a handbook which is about mobility management tool and which can show you the basic steps how to create a mobility plan at your institution. The transport situation at your city hall, hospital, police department or any other institution you are part of can be dealt with. We are giving you a hand today, so you are capable of helping your employees or colleagues to travel to work practically and in a pleasant way. Together, you can create a more efficient working environment, which will thrive to your all.

The handbook is primarily intended for employees of public institutions, especially those who are responsible for mobility and transport issues, leadership, or mobility experts. In case you don't belong to any of

these categories, don't panic - any member of the institution or company can come up with the things to change. And we are here to help you with that.

Employee mobility is a crucial and daily problem in Europe, especially as there are several direct and indirect impacts of daily commuting on the general comfort of people. For example, the time wasted in traffic jams influences the physical and psychological condition of the employee, which further affects the quality of work. The traffic jams also have adverse effects on the quality of air. Moreover, by considering the well-known trend of urbanization of our days and the near future, it is evident that employee mobility should be optimized and sustainable transportation modes should be promoted in general.

In this handbook, we are talking about mobility plans. Since we are talking about them in the context of one workplace, the terms "mobility plan", "workplace mobility plan", "institutional mobility plan" or "workplace travel plan" refer to one document or process even if the usage of the terms varies from country to country or from expert to expert.

Simona Sváčková,  
Czech Environmental Partnership Foundation

## HOW TO READ THE HANDBOOK

This Handbook provides only basic information about workplace mobility plans. However, it is interconnected with Integrated smart mobility toolkit for mobility plan's development & monitoring for municipalities unit which provides even more detailed information about mobility planning. It forwards you to different sources of information about mobility planning, shows you more detailed information about the problems, measures and its implementation. This allows us to use the possibilities of the online environment, where we can add new information, tested measures, or information gained throughout the project.

The toolkit is available at the project websites in online and offline version (excel file). To see or download it, use this link or type:  
<http://www.interreg-central.eu/Content.Node/TOOLKIT-FOR-DEVELOPING-WORKPLACE-MOBILITY-PLAN.html>.



## 1. USUAL PROBLEMS CONNECTED WITH THE EMPLOYEES' MOBILITY

In order to find possible solutions, first the main issues have been revealed related to daily commuting problems regarding private car usage:

- A primal problem for employees is caused by the uncertainty of rush hour traffic, thus late arrivals to workplace can be a daily problem.
- Traveling discomfort is also significant for people, especially for private car users, who suffer from time wasting driving. Excessive travel time also reduces the time for family and work.
- Private car usage might result in serious parking problem, if parking facilities are not ensured at the vicinity of workplace or home. Hunting for a parking space also extends the travel time significantly.
- The average capacity usage of a private car is about 25-35%.

Of course, a reasonable answer to the listed problems is the potential use of public transport or other alternative travel modes (car-sharing, e-bike, etc.). However, these solutions are not always known and applicable due to the following reasons:

- Deficiencies of the existing public transport system, e.g. low quality of service (service frequency, reliability, comfort, availability in space and time).
- Appropriate infrastructure for innovative and sustainable transport modes (e.g. car sharing, bike-sharing) is not available.
- Lack of knowledge on innovative and sustainable transport modes.
- Social preference of individual car usage, which may be augmented by the relatively low quality service of public transportation.
- As a general trend, employees have growing workloads. Simply people have not enough time to handle mobility related problems, as looking for alternatives instead of private car usage.
- Personal car is needed due to working activities (e.g. business trips and other related travels after the work, such as shopping, kids taking from school, etc.).

Therefore, the introduction of workplace travel plans could provide the best solution to help employee mobility, as they provide tips, ideas and measures both for private and public transport.





## 2. THE ANSWER: MOBILITY MANAGEMENT

For many years, the only solutions of the transportation-related problems were infrastructural changes and development. The fact that these changes are in some cases necessary is undeniable. However, many of the problems listed above can be solved or eased by a newer approach: Mobility management (MM). (For more information about mobility management see next chapter.)

Not only the mobility management and mobility plans (as tools of MM) can suppress some transport related problems, it can have much more positive effect as well. For example, reducing parking demand allows organizations to realize cost savings by eliminating the cost of paying for parking. In case the organization is in high-demand parking location, it can also create a new revenue stream by leasing the parking places to other people and organizations.

**The institutions can benefit from the mobility plans in many ways, such as:**

- Better building accessibility.
- Better accessibility of the institution to a higher number of clients or citizens.
- Easier recruitment and retention of the employees.
- More productive employees and reduced

absenteeism.

- Lowering of the financial costs.
- Increasing road safety in the vicinity of buildings.
- Successful pursuit of corporate social responsibility.
- Reducing the carbon footprint.
- Improvement of the image of the institution.
- More efficient supply.

Mobility plan can also affect the surroundings of the working site in a matter of fewer congestion and therefore shorter travelling time, less polluted air and less noise. The sustainable mobility planning counts in the whole region (such as Functional urban area (FUA)), not only the administrative area as it used to be in traditional transport planning. The FUA itself can be influenced by the workplace mobility plans as well, because the commuting to and from these institutions is taking place in the surroundings of the cities as well as in the close surrounding of the working sites. Mobility management can influence not only the institution itself but also its employees. They can experience for example:

- Cost and time savings.
- Less stress (due to easier commuting, flexible hours, etc.).
- Health improvement (via elevated physical activity due to walking and biking).
- Better quality of life.
- Time reliability.

- More frequent and more quality equipment in the workplace (showers, bike storage, ...).

The goals of mobility plan are:

- Satisfying travel demands by sustainable transport modes.
- Grouping motorized travel needs (increasing capacity usage).
- Reducing travel time.
- Giving attractive solutions for travel problems.

### 3. OVERVIEW OF CURRENT MOBILITY SITUATION IN THE RELEVANT AREA

The current mobility situation has been analyzed in Central Europe city-regions in the following countries: Austria, Hungary, Slovakia, Italy, Czech Republic, Germany, Slovenia.

In the relevant area municipalities, and/or the state and/or private companies are the responsible organizations ensuring public

transportation service. This is typically guaranteed by specific local state law or regulation.

The regions are heterogeneous regarding the existing strategies supporting sustainable mobility. Austrian and German regions have initiated to promote and realize sustainable transport solutions for a long time. Hungary has started an electro-mobility program called Anyos Jedlik Plan (research, development, and innovation for supporting the spread of electro-mobility). On the other hand, in most of the regions and cities Sustainable Urban Mobility Plans (SUMP) or simple transport development plans are ready or underway.

Concerning workplace mobility plans it is observable that this notion is generally not known and the stakeholder actors have not yet identified its importance and meaning. With the exception of the Italian city-region Modena, none of the investigated regions has started developing workplace mobility plan. It is obvious that the development and application of workplace mobility plans are highly missing in Central European regions. The meaning and useful measures of workplace mobility plans needs advertising and dispersing.

### 4. PROJECT MOVECIT

MOVECIT aims to make transport more sustainable in times of increasing individual



MOVECIT - Engaging employers from public bodies in establishing sustainable mobility and mobility planning - started in June 2016 and is a 36 months project supported by the INTERREG Central Europe program.

and motorized mobility in central Europe. City representatives, sustainable mobility specialists, environmental and regional agencies as well as NGOs cooperate in the project. City administrations will implement mobility plans for their institutions to change the commuting and business travel habits of their employees. Campaigns will be developed and launched to make cycling, walking, and the use of public transport more popular. At the same time measures like carsharing, bikesharing, e-mobility and improved carpools of city town halls will be introduced in selected cities.

The project seeks to reach a wide audience among municipalities across the Central Europe region, creating a large-scale impact, and in the long term ongoing training on mobility plan development. In order to achieve this, MOVECIT creates and implements its training transferred to national environment. Through MOVECIT project selected cities will benefit from workplace mobility plan created for city hall administration.

## 5. COMPANY OR CITY HALL - WHAT IS THE DIFFERENCE?

Employees of city public institutions are responsible for development of city, why couldn't cities' authorities be responsible for own travel commuting habits and impact on low carbon environment. Therefore, the employees were chosen as a target group in order to play a role of best example in the city and start to follow the new paradigm focusing on changing transport habits.

By choosing employees of the city halls as a target group the project emphasize the new group that has almost never been touched even though they are the policy makers in everyday life manner and create and regulate the policies for all citizens. Brief screening indicates the public administration institutions have been several times included in workplace mobility plans, but the city halls are, in contrary, for the first time the target group that will be in the spot when planning for workplace mobility plan.

The city halls have the experiences when talking about the mobility planning, especially in the field of Sustainable urban mobility plans (SUMP), this is an advanced topic for city administration. Workplace mobility plan is lacking behind as it has never been promoted so far. The city halls have gained a lot of competencies in mobility

planning for SUMP, now these should be integrated into daily agenda, to be invested in mobility managers and different measures for their own employees. This is the opportunity to act as a good role model, not only for their own employees, but also for other city halls and public institutions.

On the other hand, private companies have been approached a lot by mobility experts and there are a few good examples for the workplace mobility plans for private companies.

Why is then such a big gap between private companies and city halls? Why do companies care about mobility planning?





*Municipality of Murska Sobota*

A very strong motivator is when companies are experiencing parking pressure or other mobility problems. Other reasons are cost reductions or having more healthy employees and less absenteeism. However, a project in Utrecht, The Netherlands, found that most companies joined because of sustainability considerations. Many companies care about having an improved, green corporate image and showing that they are not only causing traffic problems, but that they are also part of the solution. Corporate Social Responsibility has become an essential part of corporate management strategies. This trend has led to a proliferation of 'green' labels, certifications and standards (see for instance the Ecolabel Index directory).

If it can be generalized, private companies dealing with more financial resources than city halls, therefore they invest more in infrastructure that promote the sustainable commuting. The city halls mostly lack behind in investing due to the financial limitations which are regulated by national or regional funding legislation. The obstacle is also the rewarding programme for civil servants (public employees) in some countries which are not allowed to be rewarded as might be workers in private companies.

Secondly, the decision makers need to be aware of the potentials that bring the sustainable mobility. The level of the competencies and knowledge of the decision makers differ from institution to institution.



*Municipality of Murska Sobota*

# WHAT YOU NEED TO KNOW BEFORE YOU START

## 6. A FEW STEPS THAT NEEDS TO BE TAKEN

### 6.1. Get familiar with the terminology

**MOBILITY MANAGEMENT** = a means to promote sustainable transport and manage the demand for car use by changing travelers' attitudes and behavior.

**MOBILITY PLAN** = tool of mobility management which can be understood in 2 ways:

- the whole process of mobility planning;
- a document (a result of mobility planning process which sets the action to new measures to be made).

**SUMP (SUSTAINABLE URBAN MOBILITY PLAN)** = mobility plan for the whole municipality (and sometimes even its' surrounding), which deals with overall transportation of people or goods in the area.

**WORKPLACE MOBILITY PLAN** = a mobility plan which is made only for one workplace (or institution with several sites) focused on mobility of its employees.  
For more information, you can see a glossary at <http://www.eltis.org/glossary>.

### 6.2. Be invested

The most important thing you need to know is that mobility planning process is not an easy task. It is very important you have somebody at the municipality who will be fully invested in the topic so he or she can coordinate the activities. In case you are not able to make a mobility plan on your own (resources, experts missing etc.) it is ok to ask an expert and get help from the outside. Nevertheless, you will still need somebody from the municipality who will be communicating with the experts and the rest of the institution and be a part of the mobility team.

### 6.3. Involve your employees and colleagues

- The most important aspect for changing behaviour is personal example (leadership).
- Trust is the key for making people to start follow you.
- Be positive. Let people have fun when cycling, walking and breaking stereotypes. Make people satisfied with what was achieved. Allow them to be part of something bigger.
- Do not stop and spread the enthusiasm among others.

- Be a good listener - their opinions and needs need to be taken into account.
- Get the authority at your institution to your side. Your colleagues will know that what you are doing is in line with the institutions rules.
- Focus more on people and their need than on the project you have going on. Sometimes it is not necessary to burden your colleagues with methodology and project issues.
- Try to create the interest, even if it is just a small one. Make the process full of fun instead of duties.



	AU	CZ	DE	HU	IT	SK	SI
Obligation to have a mobility plan at institution/company	No	No	No	No	Yes	No	No
Tax benefits for institutions or companies with MP	No	No	No	No	No	No	No
Tax benefits for sustainable modes of transportation (e-vehicles, cycling, etc.)	Only for E-Mobility	Only for E-cars, hybrid cars and LPG/CNG	Only for E-mobility	Yes	Yes	Some	Some
Tax benefits for using company car for personal purposes.	No	No	No, quite the opposite	No, quite the opposite	No	No, quite the opposite	No, quite the opposite
The driver's responsibility for passenger (carpooling)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Responsibility of the owner of building or holding for parked bicycles	No	No	No	Yes	No	No	No
Responsibility of the owner of building or holding for maintenance of the pavements	Partially (depends on the waykeeper)	No	Yes	Yes	Partially (cleaning not maintenance)	Partially (only snow)	No
Employers obligation to ensure parking places for cars	No	No	No	No	No	No	No
Employers obligation to ensure infrastructure for cyclers (parking, changing room, showers etc.)	No	No	No	No	No	Yes (bikes and clothes)	No
Compulsory education of officials (staff)	Yes	Yes	Yes	No	No	No	No
Legal conditions for handling of sensitive data	Yes	Yes	Yes	Yes	Yes	Yes	Yes

*Legislation effecting mobility planning process*

## 6.4. Crack the books

There are many useful documents with the topic of mobility planning. To make it easier for you, we have gathered them in the toolkit. If you want to get inspired somewhere else than this handbook, have a look and find yourself a piece of useful information.

## 6.5. Legislation can help

The general methodology for creating a mobility plan for an authority or institution is applicable at transnational level. Suggestions for individual measures must, however, respect the conditions in specific country. Have a look at the comparison of the legislative conditions that may affect the creation of a mobility plan.

From the countries involved in the MOVECIT project, legal obligations that ensure existence of mobility plan apply only to Italy. In Italy, an enterprise or institution with more than 300 employees must have a mobility plan. However, companies or institutions with a mobility plan are not entitled to get a tax benefit, either in Italy or in another participating country.

On the other hand, there are tax benefits for eco-friendly vehicles in all countries. The problem when trying to promote carpooling is also the responsibility of the drivers for the

passengers, to protect your employees you can promote also some sort of insurance for passengers. What would help on international level would be if the cars owned by the municipality could be freely used for personal purposes as well. During the planning have a close look at your legislation to see if you are not proposing something illegal.

However, not everything in legal environment is against you. When your country supports education of officials, you can use this as opportunity to educate your employees on mobility topics.



# HOW TO CREATE A MOBILITY PLAN?

City halls, hospitals, universities and other public sites belong to significant sources of individual automobile transportation. Commuting to work or to the institution makes a considerable share of trips undertaken by car. Daily commuting by car to a workplace is a significant factor for traffic congestions. Mobility plan of the institution can be an effective, cheap and quick way how to change the transport behavior of the employees or the clients as it defines also short term goals and measures.

The process of creation of mobility plan (MP) is usually divided into 6 stages (see picture). To simplify, we are describing the process in four stages only. In case you are interested in additional guidelines for developing a mobility plan, see toolkit.





Stage	Included activities	Interested parties*	Outcomes
Preparation	mobility team set up, introductory meeting	mobility coordinator/manager, other (according to the local circumstances)	defining the main targets of MP and evaluation of its indicators
	informative campaign for the employees	mobility team, all employees	familiarizing employees with sustainable mobility principles and objectives of the MP
Analytical	staff travel survey	mobility team, all employees	data from the questionnaire
	gathering the information about internal and external situation at the institution	mobility team	data about accessibility, infrastructure, regulations and overall situation at the municipality
	analysing the data from the research	mobility team	basic indicators set up
Proposal & Implementation	action plan proposal	mobility team	action plan proposal
	commenting on the action plan proposal	mobility team, all employees	finalized action plan
	gradual implementation of the measures proposed by action plan	mobility team, external services	measures implemented
Evaluation	evaluation travel staff survey evaluation of the measures	mobility team, all employees	data from the questionnaire report on evaluation of the measures internal action plan on monitoring

*The four basic stages*

\*stakeholders can be involved in the whole process of mobility planning (stakeholders identified within the MOVECIT project are presented in project deliverable D.T1.5.1. which is available at project website: <http://www.interreg-central.eu/movecit.>)





## 7. PREPARATION PHASE

### 7.1. Support is needed

The key to a successful realization of the mobility plan for the city hall or institution is intentional and directed support from the management and administration. Institutions and city halls in cities whose political representations declare their support of sustainable mobility have a stronger position already. It is also very desirable to establish a position of mobility manager or mobility coordinator in the institution that is responsible for bettering the accessibility of the site.

### 7.2. Team up!

When the intention of mobility plan creation is supported and authorized, it is necessary to assemble mobility team (sometimes known as working group) which will be responsible for the mobility planning process. The members of this group should be the mobility manager or other internal or external mobility experts, transport engineers, building manager, deputy of the institutional management, HR/PR (responsible for communication within the institution and with public) and workers of the relevant departments or teams (e.g. development, investment, transportation,

The mobility team can also have two parallel forms:

1. Narrow team can consist of 2-5 most important executives. Meets regularly and often.
2. Wider team can hold up to 15 members (depends on local circumstances). The wider team can be consisted of members who mostly provide input and information throughout the process. The focus groups members and stakeholders are welcome as well since they can cover the whole wider area of the municipality and can influence commuters' habits.

etc.). An enthusiast such as influencers among employees can also be a huge asset to the group.

The mobility team should define the main problems and issues in the area of mobility and set up the basic goals of MP on their first meeting. It is necessary to define the issues which need to be dealt with and improved by MP. The goals should be SMART - specific, measurable, achievable, realistic and time-bound. It is also crucial to find out about all activities bound with the topic which are already in motion, happened or are planned.

It is very hard to begin with nothing in your hands. Much more practical is to connect future activities to successful ones which took place in a past.

### 7.3. Involve the stakeholders

It is necessary to incorporate several stakeholders in order to gather information from various viewpoints and receive different needs. This helps making workplace mobility plans more effective and reducing problems during the implementation.

Stakeholder involvement can be defined on different levels. First of all, those stakeholders of regional level must be involved, who are concerned with regional development plans, regulation as well as the current situation of economy, tourism and energy sectors. Secondly the municipality level has to be considered, typically municipalities and related organizations/ institutions. Thirdly representatives of the local neighbourhood level (e.g. citizens) are required. This level should not be underestimated during the planning processes, as direct traveller experiences reflect the current mobility problems.

Finally, the involvement of stakeholders from the hinterland is also an important issue, as their experiences might be very beneficial for general planning.  
But before contacting stakeholders

concerning workplace mobility planning, some important preparatory tasks must be fulfilled (see also D.T1.5.1 and D.T1.6.1 of MOVECIT project for more information [www.interreg-central.eu/movecit](http://www.interreg-central.eu/movecit)):

- revealing main problems related to workplace mobility in the region;
- identifying local and regional stakeholders and their interests;
- developing a strategy for citizen and stakeholder engagement;
- determining methods of involvement;
- creating plans for managing participation.

After the preparatory phase, all relevant actors must be contacted and invited to

contribute for workplace mobility planning. Main partners who should be considered during the stakeholder involvement process are:

- representatives from municipalities;
- citizens, employees;
- transportation companies, transport service providers;
- non-governmental organizations (NGOs);
- public institutions (e.g. schools);
- private companies which induce significant workplace travels in the region;
- external experts;
- public media and regional media.





Main steps of stakeholder involvement are as follows:

- decide and finalize the range of participants;
- make a proper strategy for the participation activities;
- do not exclude any relevant actor from the involvement process;
- define efficient consultation methods (public forum, online survey, social networks, personal request);
- make clear and concise documentation concerning the results of participation process;
- deduce the main conclusions of consultations;
- consider the results of the stakeholder involvement in the planning process.

It is also important to know the main obstacles of successful stakeholder involvements, which are typically:

- lack of political support;
- limited financial and human resources;
- lack of knowledge on how to plan and implement a participatory process;
- missing strategic plan for stakeholder involvement;
- lack of interest and awareness about transport planning among citizens and stakeholders;
- lack of a tradition of participatory.

## 8. ANALYTICAL PHASE

The core of the analytical phase is to collect relevant data which can help you propose the right course of action later on. There are many ways how to gather the data. During the process, you will probably need to do a desk research about the situation in the municipality and its hinterland. But also, you need to gather information from the employees themselves since they are the ones whose mindset you are trying to change.



## 8.1. Travel behaviour survey - know your nuts and bolts

Travel behaviour survey (example of which can be found in the toolkit) is a must for every successful mobility survey. It will provide you the answers for following questions:

- How do our employees commute?
- What drives their travel choices?
- What shall be improved to promote sustainable travel?

The main goal of every travel survey is to ascertain a modal split distribution - how particular transport modes (public transport, car, walk, bicycle etc.) contribute



to total sum of all work-commuting trips. For example, resulting modal split (split of transport modes) can be 38 % public transport, 32 % car, 25 % walk and 5 % bicycle. Such a finding then constitutes a benchmark for setting future goals improving modal split in favour for sustainable modes of transport. Additionally, using a travel survey you may explore motivations of your employees and obstacles preventing them from sustainable travel.

What do you need to conduct a travel survey? a goal in mind (see above);

- survey advocate - preferably local mobility manager;
- questionnaire (either on-line or paper);
- to define a time period for data

collection;

- interviewees (employees, and sometimes visitors);
- promotion and communications channels to deliver questionnaire.

### 8.1.1. A goal of travel survey

The primary goal - finding out a modal split - is described above. However, additional goals may be included, e.g. finding out about business trips, motivations, obstacles, parking availability, preferences, public transport conditions, end of trip facilities etc. The proper discussion about survey goals is necessary in the very beginning, months ahead of date of data collection.

## Let's focus on focus groups!

In order to find the right goals and subsequently measures that correspond with them, it is possible to set pillars which should reflect the main areas or issues which needs to be addressed. The pillars usually correspond with specific modes of transportation but that is not a rule. It is also possible to build a focus group for each pillar. This focus group can have several meetings or workshops and contributes by its input to the goals set, measures or even a vision itself.

It is recommended to bear in a mind to avoid overloading of interviewees by too long questionnaire - do your best to keep it simple and brief. Perhaps you can include different sub-themes aside the primary goal in different years of data collection.

### 8.1.2. Survey advocate

Why a survey advocate? There are two reasons - pragmatic one and promotional one. The pragmatic reasons go first. The survey is a small project which has to be organised, the questionnaire must be drafted and distributed, employees shall be reminded, data shall be collected, questions of interviewees shall be answered etc. Survey advocate is the manager of the process. On

the other hand, survey advocate explains why is the survey conducted, he or she translates the survey purpose to the employees. Mostly preferably, the survey advocate lends legitimacy to survey - therefore it is desirable that higher-level employee is engaged as a survey advocate.

### 8.1.3. Questionnaire

The design of questionnaire is a crucial. There is a well-known saying among a data analysts - GIGO, garbage in, garbage out. When there are data of inferior quality in analysis input, then there cannot be a meaningful output at the end of analysis. Questionnaire may be affected by many faults in design in many areas - how items are formulated, what answers are provided, risk of suggestive, double-barrel items etc. Whenever it is possible, seek a professional

advice from a trained person (sociologist, sociology student, market research professional).

### 8.1.4. Time period for data collection

There are two questions you need to answer - for how long will be data collection running (1) and when you plan to collect data (2). Data collection timeframe may vary from minimum one week to maximum of three weeks. Two weeks should be usually suitable timeframe. It allows you to concentrate promotion of the survey (see below), to make a several follow-up calls and prevents diffusion of survey awareness due to too long time period.

Travel behaviour may be affected by climatic and weather conditions in some places. Not every city is like Amsterdam or Copenhagen

Questionnaire is provided either as a paper document or an on-line survey. Which one to choose?

Optionally, you can combine both ways, paper and on-line survey.

Paper questionnaire:

- when there is a reluctance among employees for use of internet and digital technologies;
- when employees lack digital competencies;
- when there are no available communication channels to spread a hyperlink for on-line survey (e.g. newsletter/ mailing list, intranet).

On-line survey:

- employees are "digital natives" - they feel comfortable using digital technologies;
- there is an organization communication culture utilising virtual communication (newsletters, e-mails, virtual project management tools, on-line calendars etc.);
- there are on-line communication channels available (outlook/google calendar, mailing list, intranet etc.).

where people cycle no matter storms and winds. It is recommended to choose a neutral time period such as April, May or September, when a mild weather with no extremes is expected (at least in most of European countries, especially in Central Europe).

### 8.1.5. Interviewees

Who shall fill in the survey? Typically, you shall be interested in travel behaviour of all employees who at least occasionally commute to your workplace. Is there a frequent home-office working? Never mind, you can identify home-office workers in the questionnaire (no trip is sustainable travel too). The ultimate goal is to gather as many responses as possible. The final response rate is calculated as a proportion of total number of employees and obtained responses.

In some case, you can collect data from other persons beside employees too. Are there frequent visitors to your workplace (public office, hospital, clients, ...) and you wish to promote sustainable travel among them too? Then collect data of their travel behaviour and integrate the measures for sustainable travel of your visitors in a mobility plan. To collect data from visitor it is necessary to employ interviewers, who will approach visitors either with a paper survey or with on-line survey using tablet. Data are then collected directly from visitors.

### 8.1.6. Promotion and communications channels to deliver questionnaire

How will you deliver the questionnaire to all employees? What communications channels can you use? How to create an awareness about survey? How to motivate people to participate? You shall answer these questions in order to successfully carry out the survey. Answers will be closely related to the choice of paper or on-line survey.

These are the basic options to promote survey, however the “marketing mix” should be modified according to the needs, possibilities and organizational culture of particular workplace or institution. Please

feel free to unleash your imagination!

## 8.2. When the mobility data are ready - analyse it!

The goal of an analysis is to describe commuting modal split of the employees (and visitors, when necessary). Modal split is a basic indicator of travel behaviour, and primary measure for evaluation of implemented actions.

For simple travel behaviour survey, there is no need for advanced methods of statistical analysis, satisfactory operation on data

#### How to promote on-line survey:

- use direct mail;
- intranet welcome message promoting survey;
- are their social media channels used for internal communications (e.g. closed Facebook group)? Use them too!
- posters/leaflets with QR code link to survey;
- monitor response rate and do follow-up calls (2nd, 3rd and when necessary even 4th call).

#### How to promote both on-line and paper survey:

- using organizational bulletin or internal magazine;
- posters in common areas - kitchen, meeting rooms, entrance, parking lot etc.
- direct communication - deliver questionnaires (paper) or promotion leaflet directly on employees' desks/lockers/working spaces;
- call general meeting, where survey is briefly introduced by high-ranking employee (manager, CEO etc.) and possible paper surveys are distributed.



*Municipality of Murska Sobota*

to most simple measure when you collect data about a single commuting day. The help of experienced analyst may be required for data analysis, in most cases an assistance of sociology undergraduate with basic statistical and methodological training should suffice.

### 8.3. Analyses is done - now what?

When we have collected all the data we need (whether it is quantitative or qualitative) and the analyses is done, we should have a good overview about employee's mobility and the overall mobility situation of the institution. We should use this data to propose fitted measures and also for evaluation purposes.

## 9. PROPOSAL PHASE

### 9.1. Setting up the goals and measures

Goals can help us to achieve the results which are desired from the beginning of the mobility planning process. It is important to derive the goals according to defined vision which should be developed in cooperation with the employees or at least wider mobility team at the beginning of the process. Specific measures which will lead to meeting the targets and goals need to be drafted in the proposal stage. You can read about measures which can be used to achieve certain goals

in the next chapter. The need to rationalize the car use comes from the core of the document itself and methods it uses. This need makes the downsizing the numbers of cars and preferred usage of the sustainable transportation modes often goals of mobility plans.

The specific objectives can be for example:

- Higher share of employees commuting by public transportation / bike / feet / carpooling;
- Lowering the need of parking spaces usage;
- Lowering the number of late arrivals caused by traffic situation;
- Better accessibility of the working site;
- Lowering the absenteeism of the employees for health reasons;
- Lowering the costs of business trips.

### 9.2. Get into the action

The key document created in this phase is the action plan. This tool describes in detail following steps of the whole process of implementation. The specific goals, targets, responsibilities, financial sources and measures itself along with the timeline of the process are included. The indicators which help us control the success should be part of the action plan as well. The overview of the most usual problems and following solutions can be found in the next chapter.

includes first level and second level statistics:

1. level - frequencies and shares (percentages) for single items in questionnaire;
2. level - cross tabs (contingency tables) showing distributions of two variables, e.g. modal split and sex.

There may be necessary some data transformation operations depending on a chosen measure for modal split. The process of modal split calculation will differ when a travel diary is employed (e.g. trips for whole week are considered) contrasting



**GOAL: Share of cyclist transportation will reach 5 % of the modal split**

Measure	Implementation term	Financed by	Responsibility
Building a covered bicycle shelter	to 30.3.2018	City hall budget	Mobility coordinator
Purchase of 5 e-bikes	to 1.5.2018	Regional funds	Head of investment department
Introducing a service day for cyclists (a free bicycle service will be available this day)	1.5.2018 1.7.2018 1.9.2018	ESF	Manager of the buildings

*An example of the action plan structure*

## 10. EVALUATION PHASE

It is crucial to accept obligatory rules for monitoring and evaluation of all activities in order to see if the goals set in the action plan has reached their targets. Monitoring and evaluation are long-term activities ongoing during the whole mobility planning process. These activities should take place in regular intervals which are set in advance. The mobility plan is re-evaluated and updated according to results of these monitoring actions. Constant monitoring can also help to find and fix possible mistakes, errors or incorrect assumption which could have been incorporated to the action plan.

Questionnaire survey is one of the most common way how to obtain data for

monitoring and evaluation. This survey has the advantage of gaining the information directly from the users of the mobility plan - employees, clients or citizens. The objective of the first survey is to gain the knowledge about the default situation before the mobility plan as a document is created and it is usually made during the analytical phase. It is important to gather the data before any measures are applied for comparison and getting to know how big progress has been made or in which direction the changes are going.

### 10.1. Indicators can help

The mobility team should be responsible for setting up the indicators which will monitor the situation and its development. These indicators need to be monitored regularly and in ideal case for a long period of time.

After each monitoring period, the action plan can be revised according to the results and successes. In case the change is very small, more strict measures can be applied or otherwise adjusted.

Indicators which can help us can be for example:

- Modal split (share of certain modes of transportation used for commuting);
- Usual time which the employee spends by finding a vacant parking space;
- The number of late arrivals to work caused by transportation;
- The number of awareness raising events (or their attendance);
- And much more.

# EVERY PROBLEM HAS ITS SOLUTION

In following chapter, we are going to go through some measures that can help to handle common problems at many institutions and workplaces. Take this list just as a brief inspiration because there are many more ways how to deal with the issues at your workplace. It is always important to be open to new ideas and see the connections.

We would also like to point out, that some measures can be more suitable for smaller institutions and some can be perfect for the ones with hundreds of employees. It is always up to you, how you will adapt the measure and tailor it to your needs. But right now - we can help you get inspired. More specific information about the measures implementation can be also found in the toolkit.

## 11. SUITABLE MEASURES

### 11.1. Awareness raising campaigns

These measures can help for example with unwillingness of the employees to change their behavior or poor accessibility of the worksite, excessive dependence on individual car traffic, absenteeism of the employees due to health issues or environmental issues.

- ♦ *Spread information about different*

*options of transportation to the workplace.*

- ♦ *Compare the pros and cons of specific travel modes.*

**How to do it?**

- Flyers, posters and other printed materials placed around the workplace.
- Electronical communication (newsletters, web sites dedicated to employees' mobility).
- Contact campaign.
- Presentation systems etc.



**TIP:** In case you have a big institution with a lot of employees who don't know each other, you can try to decentralize the system. Find ambassadors or influencers among the employees who are interested about the topic. They can share the information among their colleagues and their teams more easily.



**TIP:** You can build stronger social bounds among the employees by "community" events. These bounds can be used not only for social purposes but also for example for single drivers to find themselves fellow carpoolers.

### 11.2. Competitions and outdoor activities

These measures can help for example with unwillingness of the employees to change their behavior and consequently with other problems.

- ♦ *Involve the employees in additional activities which are directed for propagation of sustainable modes of transportation.*

**How to do it?**

- Contests for employees (e. g. Gekon (see chapter 12.12) or Bike to work).
- Leisure activities (joint trips on bikes etc.).
- Outdoor events (possibility of e-bike or cargo bike try-outs etc.).



City of Leipzig

### 11.3. Educational activities

These measures can help for example with unwillingness of the employees to change their behavior consequently with other problems.

- ♦ *Transfer the knowledge about the sustainable mobility principles.*

#### How to do it?

- Employee trainings.
- Lectures and discussions with experts.

### 11.4. Parking management

These measures can help for example with the lack of vacant parking spaces and poor accessibility of the site.

- ♦ *Prioritize the parking for the employees who don't have other options than to travel by car.*

#### How to do it?

- Reserved parking spaces according to well set criteria (e.g. necessity of car use for work, physical disability, social hardship (e.g. single parent with two children of school or nursery age), availability of alternative modes of transport, dependence on distances of trips, preferential parking for car-poolers etc.).
- Charged parking.



**TIP:** Parking management is also the most delicate and tricky measure. You need firm principles and commitment when implementing it. Greatest attention must be paid to develop a fair and transparent system to ensure equal treatment of each employee.

### 11.5. Carpooling promotion

These measures can help for example with the lack of vacant parking spaces or poor accessibility of the site, high costs of business trips or environmental issues.

- ♦ *Help your employees to find a matched car-pooling partner. Ideal carpooling partners should have similar working hours and make the same home-work trip.*
- ♦ *Make it easier for the employees to carpool.*

#### How to do it?

- Booking system (manual, electronical).
- Reserved parking spaces for car-poolers. In order to increase the advantage,



**TIP:** Make a pin-it map. In case you cannot use any online tool to find employees their carpooling partner, you can print out a big map of the municipality and its hinterland and put it in frequent visited place at the office. The employees can pin their home locations along with a contact, so their neighbors can commute with them.

the spaces should be located near the entrances of the company.

- Reduced or eliminated charges for parking for the car-poolers (if the parking is charged).
- Extra financial support for car-poolers: for example, a cost reimbursement for the home-work trip.
- Consider car-pool teams when organising work: change of working shifts and hours etc.



**TIP:** Car-sharing is a model of car rental where people rent cars for short periods of time, often by the hour. They are attractive to customers who make only occasional use of a vehicle, as well as others who would like occasional access to a vehicle of a different type than they use day-to-day. The organization renting the cars may be a commercial business or the users may be organized as a company, public agency, cooperative, or ad hoc grouping.

## 11.6. Car sharing

These measures can help for example with the lack of vacant parking spaces or the high costs of the business trips or environmental issues.

- ♦ *Introduce the employees to car sharing scheme.*

### How to do it?

- Membership of the municipality (or institution) in car sharing organization.
- Provision of space for car sharing parking in the workplace area or surroundings.
- Making a car-sharing system within the municipality or institution with the company cars.

## 11.7. Low-emission fleet

These measures can help for example with environmental issues.

- ♦ *Replace old vehicles in the company car fleet by new, less energy consuming and cleaner or electric vehicles.*

### How to do it?

- new conventional fuel vehicles, or use alternative fuels such as LPG, CNG or electricity;
- encouragement of employees to purchase their own less polluting vehicles, by giving them a bonus;
- eco-driving courses.

## 11.8. Financial benefits for employees

These measures can help for example with



**TIP:** To see the experience of the City of Leipzig see the next chapter.



the lack of vacant parking spaces. For possible solutions about financial benefits for employees see toolkit.

- ♦ *Reward the employees who are travelling in sustainable way.*

#### How to do it?

- Rewards (financial or in a form of various benefits) for travelling sustainably.
- Financial subsidy for purchasing bike or cyclist equipment.
- Financial contribution for car-poolers (drivers).

## 11.9. Transport for employees

These measures can help for example with the lack of vacant parking spaces, late arrivals and traffic congestions, poor accessibility of the worksite, excessive dependence on individual car traffic.

- ♦ *Ensure that workers are taken to the workplace if there is no suitable public transport connection available.*

#### How to do it?

- an employee bus or a minibus;
- contract with taxi service.



**TIP:** Make more efficient operation of existing private bus transport, with regard to the two determining factors: time of the trip and distance between home and bus-stop or organization of a new bus system with regard to the same criteria. It is a good opportunity to improve the existing private bus service (or to make it more cost efficient) is to integrate the (private) bus service with existing public transport services.

## 11.10. Making the cycling and walking more attractive

These measures can help for example with the environmental issues, lack of vacant parking spaces, late arrivals and traffic congestions, poor accessibility of the worksite, excessive dependence on individual car traffic or absenteeism of the employees due to health issues.

- ♦ *Build better conditions for biking and walking commuters.*

#### How to do it?

- lobbying for improving the infrastructure for pedestrians and cyclists;
- improving pedestrian and cyclist facilities;
- free bike maintenance, possibility to rent a bicycle;
- financial contribution for bicycle and bicycle equipment;
- Providing showering possibility, bicycle-shed.

## 11.11. Safer infrastructure

These measures can help for example with safety issues or poor accessibility of the worksite.

- ♦ *Increase safety for cycling and walking.*
- ♦ *Make safer on-site road infrastructure for cyclists and pedestrians.*



### How to do it?

- Find barriers and remove them.
- Make sure there is always an infrastructure for pedestrians which is comfortable to use (connects important points in the shortest possible way, low-barriers etc.).
- Shorten the distance or the trip time for cycling and walking.
- Secure safe parking for bicycles or kick-bikes.



**TIP:** We know you cannot influence the infrastructure in the whole municipality. Start on your site and within its close surroundings and afterwards connect entrances to stops of PT with suitable walking infrastructure.

## 11.12. Company bikes or e-bikes

These measures can help for example with the high costs of business trips or environmental issues.

- ♦ *Use bikes for short business trips.*

### How to do it?

- Booking system (manual or electronical).
- More quality infrastructure for cyclist (showers, lockers, etc.).
- Ensuring bike maintenance.

## 11.13. Making the public transportation more attractive

These measures can help for example with the lack of vacant parking spaces, late arrivals and traffic congestions, excessive dependence on individual car traffic, poor accessibility of the worksite, high costs of business trips.

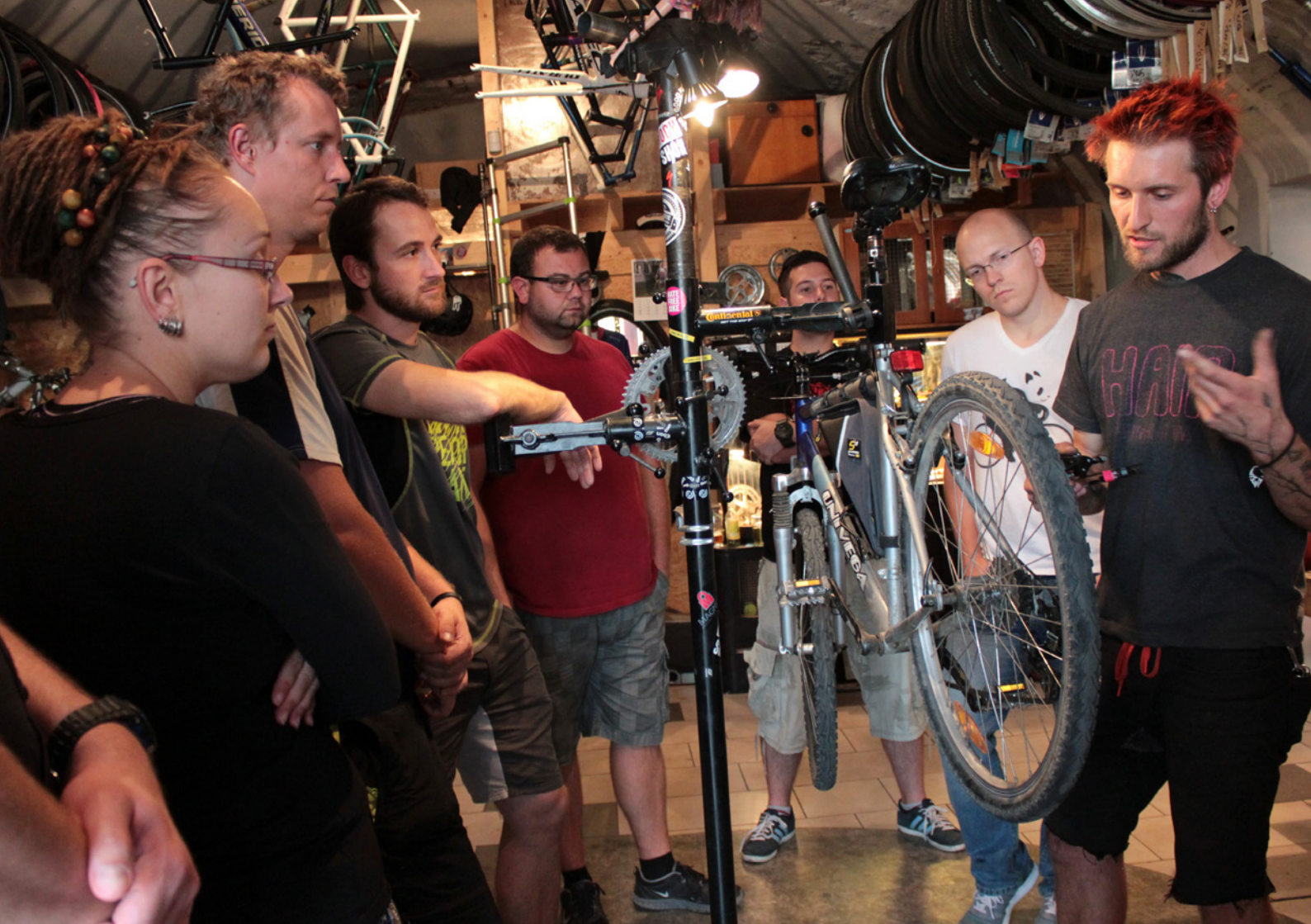
- ♦ *Support the use of public transportation among employees.*

### How to do it?

- lobbying for more quality public transportation;
- financial contribution for PT tickets;
- selling tickets for PT at the workplace;
- discounts for PT (customer cards and loyalty accounts).

Possibilities to increase the quality of the collective transport trip are:

- reducing the distance to the stop by installing a bus stop in front of the main entry of the workplace;
- improving the walking route to the stop or station: safe and clean pedestrian facilities, illuminated at night, social safety;
- make it more convenient to wait at the bus stop or in the train station: provide services (book shop, catering, ...), a covered and clean place to sit, litter bins, good lighting, and a telephone;
- provide good information on the transport services at the stop or station;
- improve the quality of vehicle (responsibility of public transport providers): cleanliness, comfortable seating, quieter vehicles, more comfortable ride, free newspapers, minibar in the vehicle;



# GET INSPIRED!

## 12. EXAMPLES OF GOOD PRACTICES

In this section, we would like to share with you useful tips on how you can approach mobility planning and what can be learned from already existing projects. We hope you will find your inspiration!



**TIP:** For more examples see also toolkit!

### 12.1. Mayor's Office of Budapest City Council Transportation Department Budapest, Hungary

The first Hungarian workplace mobility plan was created by the Transportation Department of the Municipality of Budapest in 2008. The initial status of the Municipality was an administrative management structure

with approximately 60 employees. The Municipality is situated in the downtown of Budapest (district 5) that provides a good accessibility of public transportation and short walking distances. The employees could use public transport free of charge, and the municipality had a courtyard with free parking places available for the employees, but only a small number of bicycle storage places. The main implemented measures before the workplace mobility plan were the free public transportation pass and a few available company bikes. Although the municipality had bikes, without proper advertisement it had a low rate of usage.

As a result of the workplace mobility plan the municipality has established more ergonomic bike storages, a locker room and a shower for cyclists was provided. The number of the company bikes was increased and a practical training of cycling was led among the employees. Unfortunately, after a while some non-recommended measures were also implemented, like changes in parking rights and termination of free public transportation pass.

More info: [http://emh.kormany.hu/download/71/11/40000/Marton\\_miklos.pdf](http://emh.kormany.hu/download/71/11/40000/Marton_miklos.pdf)

### 12.2. Car fleet reorganization Leipzig, Germany

The City of Leipzig is engaged in climate protection and energy efficiency. They have



successfully received the European energy Award in 2011 which was successfully audited in 2014. Two aspects of the eea concept for Leipzig are: the support of conscious mobility in the city administration and environmental-friendly city owned car fleet. Besides other aspects to use environmental friendly transport the aim is here to reorganize the city owned car fleet to get more environmental friendly. This includes fostering E-Mobility, replacing non-environmental friendly cars and realization of car-sharing.

In a first step the city council decided in 2007 to replace old company cars through more environmental friendly cars. Additional



all cars older than 10 years and drive less than 5.000 km in year 2006 and 2007 have to be removed. In the further progress the general decision was made that for new passenger cars just e-cars and hybrid will be procured.

According to the council decision in 2011 to minimize motorized induced emissions the following aims have been formulated.

In a short time, perspective CO<sub>2</sub>-emission should be reduced to 130 g/km, in a middle time perspective to 120 g/km and in long-term to reduce to 90 g/km depending on car class (passenger car, transporter). In the year 2016 about 141 Passenger cars are owned by the city including 21 e-cars, which is planned



to further extend. Another approach to reach this aim, is to foster and motivate the use of car-sharing. Around 475 employees of the city are registered at the car-sharing company 'teilAuto' to use the cars for business trips. In the year 2015, a distance of 66.645 km are used by car-sharing vehicles. It is envisaged to further subsidy owned car fleet through car sharing offers. At the moment, the average CO<sub>2</sub> emission of the car fleet is at 120 g/km. So, the middle term aim could be successfully reached.

Useful links:

<http://www.leipzig.de/news/news/ersatzbeschaffungen-von-dienstfahrzeugen-fr-die-stadtverwaltung-leipzig-geplant/> ; <http://www.leipzig.de/umwelt-und-verkehr/luft-und-laerm/luftreinhaltung/luftreinhaltplan-der-stadt-leipzig/>

### 12.3. Parking policy: Charged parking becomes useful tool

*Ljubljana, Slovenia*

Charged parking for employees at 2 faculties in Ljubljana was implemented in spring 2016 as a complex permanent push measure for both participating faculties with three aims: to prepare and adopt a parking policy, to start charging for parking at the faculties and to put in place a core funding mechanism. The main target group were employees of both faculties (373 employees) and the

#### How to get funded?

The strategic objective of PUSH&PULL project was that the revenue earned from parking management should be used for the implementation and promotion of sustainable transport measures. If implemented, there is a permanent availability of money available and it isn't necessary to get an own budget for every year - this should be an automatism (which, once it is implemented once won't be taken back easily).

secondary target group were students (almost 2.800).

The objective of this is that the mechanism (or the operating department) views the topic not only from the side of regulating and managing parking but more strategically, in terms of how to manage traffic in a sustainable way using both parking and mobility management. This would lead to operational synergies - parking could include bicycle parking; enforcement could prioritise public transport routes; and enforcement staff could also offer information about the city and alternative modes, giving this staff a more positive image.

Core funding mechanism was implemented as an important part of new parking policies.



*Municipality of Murska Sobota*

The faculties stated in their documents that they will each year use 15 % or more (but never less) of yearly amount of revenues for improving conditions for sustainable travel modes.

A slightly different parking policy was prepared for each faculty and the documents were formally adopted in spring 2016. Since there is no shortage of parking spaces at the faculties' grounds very low fees were introduced in order to minimize opposition of the employees. One faculty now charges 0,5 € daily for each day that the employee uses the parking but no more than 8,0 € per month while the other faculty charges a flat rate of 8,0 € per month regardless of the use. With implementing charged parking for employees, adopting parking policy and core funding mechanism the faculties became

one of the first public employers in the country with such scheme. The success is so much greater because there is no shortage of parking spaces at the site (currently 411 parking spaces for 373 employees). More info about this pilot action within the Push&Pull project: <http://push-pull-parking.eu/>

## 12.4. KLIMAFIT zum RADLHIT: Explore your country!

*Lower Austria, Austria*

In this competition, school classes with 10-14-year-old students are invited to take a route “through their region” as quickly as possible. In doing so, you will learn interesting facts about cycling as well as

from the region.

The routes to be travelled symbolically lead along the highlights of the respective region, such as nature parks or national parks with guided tours for school classes or historical and artistic interesting highlights of the region.

The competition is playfully structured: there are bonus points for school paths that are covered by bus, train, bike or on foot. These are registered by the teachers at [www.radlhit.at](http://www.radlhit.at). Furthermore, by answering questions about highlights of the region, mobility, fair trade, climate justice, etc. additional points can be collected. This means that the pupils quickly reach their goal. The pupils can be followed on the Internet, which class is leading. The winning classes will receive great prizes like excursions in the region.

In 2015, 135 school classes participated in the competition and 2,412 children collected a total of 27,076 kilometres of school-friendly school paths. The project won the prestigious mobility prize of the Verkehrsclub Österreich (VCO) and also the regional mobility award in the 2015 school category.

More info: [eva.zuser@klimabuendnis.at](mailto:eva.zuser@klimabuendnis.at); [www.klimabuendnis.at](http://www.klimabuendnis.at); [www.radlhit.at](http://www.radlhit.at)

## 12.5. Bike to work campaign

*Banská Bystrica, Slovakia*

Popular campaign for commuting by bike in Slovakia has risen from 1 town to 74 in just 6 years from 2012 to 2017. It is very efficient tool of building of public awareness about cycling and non-motorized transportation which hits all - from ordinary people to the president, from employees to small companies to the largest corporations and public institutions.

The share of cycling on overall transportation in Slovakia is close to zero. The Citizens' Cycling Initiative launched the Bike to Work (BTW) campaign in Banská Bystrica in 2012 to increase a cycling share in Banská Bystrica, a town it was located in. First two years of the campaign, which in fact is a competition, was organized on the local level in Banská Bystrica town only. However, thanks to very good media coverage and promotion by word of mouth it became a national wide competition in 2014, even under auspices of the national cycling coordinator. From that year, the competition campaign raises in number of towns and number of participants.

The competition rules generally reflect ones used in other countries. Teams of co-workers commute all May by bike and team who makes the most kilometres wins. The distance criterion is used on local level, while on the national level the number of participants in individual towns is the criterion.

Though the competition runs in May, the campaign begins in March. Media coverage is pretty high, social media help a lot too. A popularity of the BTW competition campaign rises year by year, from 102 participants in 1 town in 2012 to 5635 in 60 towns in 2016. Number of participants is increasing as well as number of well-known persons, politicians, sportsmen etc. who support and participate. Even the president of Slovakia Mr. Kiska joined the campaign in 2016 coming to work by bike in front of numerous journalists. Phenomenal cycling pro-racer Peter Sagan is supporting the campaign in 2017.

However, the most important result of

campaign doesn't consist in number of participants and VIP persons involved but in increase of commuting by bike in general. Many participants keep cycling commuting whole cycling season, many employers create better conditions for commuting by bike (showers, locker-room, bike storage, etc.) and increase of positive political decisions in favour of cycling transportation is rent too (though still not enough).

In case you are interested how the Bike to work campaign looked also in Slovenia see toolkit or website [www.pripeljisrecovsluzbo.si](http://www.pripeljisrecovsluzbo.si)



## 12.6. Bike to work day

Modena, Italy

In case you don't want to organize the competition which last whole month, you can get inspired by Modena's Bike to work day. The Italian Cyclist Union, together with the City Administration and the European Healthy Cities Network promoted the Bike to Work day last 16th September 2016. This initiative has been organized in the framework of the European Mobility Week, and other Italian cities have done similar activities.

Organizations and companies were invited to participate and many important stakeholders of the territory responded. The Municipality

of Modena participated with the following actions:

- a promotional campaign in the previous weeks, made of flyers and posters located in the main building of the Municipality, and email notifications to all the employees;
- a stand in front of the three main buildings of the Municipality, where every employee arrived by bike could register himself and receive a prize (various accessories for cycling).

The event was quite successful. In that morning 118 employees came to work by bike and registered for the prize (approx. 7% of all the employees). Decathlon Srl

collaborated as the sponsor and provided the prizes.

More info: <http://www.comune.modena.it/musa/news/bike-to-work-16-settembre-2016-modena>

## 12.7. Graz Cityradeln

Styria, Austria

The roads include the cyclist and skaters on a route 24 km long on 22 September. On the European-wide car-free day, the convoy runs across Graz and even on the motorway. It is healthy, environmentally and climate friendly, efficient, fast - and most important, it is fun.

The CityRadeln in Graz starts in the eighth season. A total of 8930 participants presented their wheels at the CityRadeln's five seasons. From April to August, the City of Graz / Department of Transport Planning offers tours for Graz cyclists on motorways that drive in the direction of travel. It is a perfect way to explore Graz on the bike during your spare time while doing something for the fitness. 28 tours were carried out by 2015, the participants dropping 563 kilometres - a total of more than 6.4 million kilometres - and the bar for the best performances is high.

Participants of Graz CityRadeln can win great prizes. The cyclists were accompanied by the police, tour guides, security service



rescue, ARBÖ repair car, and the regional radio station as well as by top athletes.

More info: [eva.zuser@klimabuendnis.at](mailto:eva.zuser@klimabuendnis.at); [www.klimabuendnis.at](http://www.klimabuendnis.at); [www.radlhit.at](http://www.radlhit.at)

## 12.8. Bicius: Travelling intermodally

*Modena, Italy*

Since September 2016 it will be possible to bring the bike for free into all public urban buses of the city of Modena, thanks to an initiative of the TPL (public transportation) local company, Seta Spa. Furthermore, a partnership was signed between Seta Spa and WeCity Spa, the company that designed the mobile application for recording sustainable trips and gain prizes based on the amount of CO2 saved. According to this partnership, the TPL company will provide 50% discount on the price of monthly pass for WeCity app users. Finally, for 60 of those who buy the annual TPL pass, Seta Spa will provide incentives for the purchase of a folding bike (up to 250€ per bike).

This set of initiatives started by the local TPL company aim to the integration of bike and bus, a not-so-popular intermodal option that could become interesting for those commuters whose workplace is farther then 1-2 km from the home location, or those who find it hard to cycle for longer distances. Further, many commuters regularly use TPL but find that the arrival stop is too far from



the workplace, or would need a bike for the following chain of trips during the day. The bike + bus solution could help giving TPL the flexibility and capillarity it misses.

More info: <http://www.setaweb.it/news/678>

## 12.9. Mobility Stations: support of intermodal transport connections

*Leipzig, Germany*

One aim of the City of Leipzig is to increase modal share for environmental friendly modes of transport. One instrument is Mobility Stations to support the changing between modes of transport within one trip (intermodal) or for specific trip (multi

modal).

The basic idea is that all modes of transport can be reached at one location. The Mobility Stations include elements for car sharing, bike sharing, car recharging, public transportation stops, Taxi and bike parking. This is visualized through panels give you information including a map of locations, available vehicles and public transport connections. It also includes booking system via display and card for all modes of transport as well as option for charging e-cars.

The basic idea was introduced by the City of Bremen through knowledge exchange in a project. In 2012, the Office for Traffic Planning and Road Construction develop a first model, includes first potential



locations. The planning, coordination and realization was adopted by public transportation company from 2013 until 2016, with involvement of car sharing, bike sharing company and provider for e-car recharging.

Total costs of 750.000 € were partly financed with European funding (ERDF). 25 stations were realized by public transport company. A 26th mobility station was initiated and financed by local newspaper company (Leipziger Volkszeitung). Further stations are planned and also Mobility Stations "light" without display but with complete service coverage via app based booking are planned. Useful link: <http://www.leipzig.de/news/erste-mobilitaetsstation-in-leipzig-eroeffnet/>

## **12.10. Metrominuto: You can walk!**

*Modena, Italy*

"Metrominuto Modena" is a sustainable mobility project that aims to promote walking for short-distance urban trips, by the use of a "transit-like" map indicating the walking distance between the most important nodes of the city center and its surroundings.

The intent of the map is to show that, with just a few minutes walking, you can reach many interesting location, while many people often think of car as the first and

only travel option. The points indicated in the map are various, from some touristic landmarks to the main services (station, hospital, university, sport centers, parks, parking). This map is not made specifically for commuters but many of the points in the map could be the destination of business trips or be a good reference for people living near workplace.

The itineraries are differentiated by colors, for each link the length in meters is indicated, as well as the walking time of each link.

The map can be found at: <http://www.comune.modena.it/aree-tematiche/trasporti-viabilita-mobilita-e-sosta/mobilita-pedonale/metrominuto-2>

## **12.11. The COyou2 programme of the Swiss Re company**

*Bratislava, Slovakia*

The COyou2 is a global subsidy program of the company focused on reducing carbon footprint. Its principle consists of co-financing of employee's purchase of environmentally friendly devices - home appliances, home infrastructure and means of mobility.

Employees are eligible to apply for 50% co-financing in total value of 3800 € in 7 years. In area of sustainable mobility following

items are eligible: plug-in hybrid or electric car, home car charger, electric motorcycle/ scooter, e-bicycle and bicycle (including helmet and child seat), trailer for bicycle and public transport annual ticket (50% of price). An employee is entitled to submit more requests in given 7-years period, however the minimal requested amount always must be 380 € (except annual public transport ticket which may be lower).

Though the most popular is co-financing of home appliances, mobility means are purchased too - mostly bicycles and annual public transportation tickets.

In addition, the Bratislava branch office supports bike commuting by providing showers and safe bike parking - a cage in the parking garage with surveillance camera. The carpool tool is also launched on intranet, though not used a lot up to now.

In general, this approach is very uncommon in Slovakia. Though a number of companies which motivate employees to sustainable commuting increases (probably the most common instrument is providing showers and safe bicycle parking), the Swiss Re company is probably first who subsidizes purchase of low carbon footprint transportation means. In addition, it brings modern corporate responsibility approach to Slovakia thus it is good example for other Slovak companies.



# gEKOn

## 12.12. Gekon: Competition for employees Brno, Czech Republic

gEKOn is an intercompany competition developed by companies based in Technology Park Brno. The goal of the competition is to stimulate employees to commute using active modes of transportation - running, walking, cycling, roller-skating, kick-scooter riding, Nordic-walking.

During the competition, which usually last from April to September each year, every competition participant record his / her trips to work using online travel diary with combination of sport's tracker application (e.g. Strava). For every trip made by active mode of transportation a participant gains 1 point, thus collecting points during the season. Employees are rewarded when they



reach one of many milestones of collected points.

The gEKOn is an unique example of sustainable mobility campaign which was developed in cooperation of neighbouring companies. The number of engaged employees grows every year. Rewards for the competition are financed through sponsorship or companies' donation.

Currently the project runs exclusively in Technology Park Brno and only employees of organizing companies can participate. However, the competition is being expanded so everyone can take a part and beside web interface a mobile application is being developed for season 2017 and 2018. More info: <http://gekon.technologypark.cz/en/>

## 12.13. Workplace mobility plan works (Czech Technology park)

*Brno, Czech Republic*

First there was a need for more parking spaces. But Czech Technology Park in Brno with more than 4000 employees chose different approach than building new spaces. The answer to the problem was workplace mobility plan introduced in 2013 with several measures such as company carpooling system, priority parking spaces for carpoolers, support of biking and PT or big awareness campaign.

Now in 2016 the number of cyclist has risen from 3,5 % to 5,5 % and the number of car commutes has lowered from 44,7 %

to 41,4 %. Another success is that 25,5 % of employees uses carpooling at least twice a week.

### 12.13.1. MoveYou Days in IBM

One part of the campaign are events such as MoveYou days which are organized to introduce employees to the possibilities of using certain transport modes. They can consult the possibilities or get important contacts there. The showcase of electromobility, car-sharing, bike rentals and much more is part of the day. Propagation of walking is a necessity as well.

### 12.13.2. Car free day

This September (2017) event has the objective to motivate employees try another mode of transportation at least for one day and break the bond with their car. There is always a Car free day pre-campaign a week before so the employees are informed. Every year there is a fresh content. The employees can take a Polaroid picture to decorate their office with; they can calculate the costs of their cars etc. On the Car free day every employee who leaves their car at home receives a voucher for a free coffee. Positive motivation in form of small promotional object (as a reminder for them to keep car at home next year) is always pleasantly accepted.







15 MINUTES



I am from ...

ests  
ar

I am from

I am from ...

I am from ...

## Sustainable commuting

Handbook on developing, monitoring and evaluation of the workplace mobility plan

### Publisher

[www.interreg-central.eu/movecit](http://www.interreg-central.eu/movecit)  
MOVECIT project  
May 2017

### Author

Czech Environmental Partnership Foundation:  
Simona Sváčková

### Contributors

Czech Environmental Partnership Foundation:  
Petr Šmíd, Michal Šindelář, Anna Petříková, Michal Veselý,  
Climate Alliance Austria: Elke Sumper, Nicole Ginter;  
Budapest University of Technology and Economics:  
Domokos Esztergár-Kiss, János Tóth, Péter Mándoki,  
Tamás Tettamanti, Dénes Válóczy, Tamás Mátrai;  
Ekopolis Foundation: Peter Medved, Ján Roháč,

Andrea Štulajterová;  
City of Modena: Barbara Cremonini, Silvia Bernardi,  
Guido Calvarese;  
Municipality of Ljutomer: Mitja Kolbl;  
Municipality of Litoměřice: Zdeněk Zabilanský;  
Aufbauwerk Region Leipzig GmbH: Robert Schilke,  
Annika Rohse;  
Development agency Sinergija: Katja Karba, Tadeja Bencak.

*Handbook on developing, monitoring and evaluation of the workplace mobility plan is co-financed and supported by the Interreg CENTRAL EUROPE Programme funded under the European Regional Development Fund.*

### Photos

Czech Environmental Partnership Foundation,  
Climate Alliance Austria, Budapest University of  
Technology and Economics, Ekopolis Foundation,  
City of Modena, Aufbauwerk Region Leipzig GmbH,  
APMS Murska Sobota, Anže Godec - Pripelji srečo

v službo, Miha Šošarič - Municipality of Ljutomer,  
Sebastian Toplak - University of Maribor.

### Text processing and Conceptual compliance

Simona Sváčková and Katja Karba

### Graphic design and layout

Agencija IDEA d.o.o.

### Edition

500 copies





[www.interreg-central.eu/movecit](http://www.interreg-central.eu/movecit)

