



CiViTAS
Cleaner and better transport in cities

CAPITAL



Resource Pack

Session 21: Training on Company Mobility Management

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1 Introduction

About CIVITAS CAPITAL

The mission of CIVITAS CAPITAL is to contribute significantly to the goals of the EU's Transport White Paper by capitalising systematically on the results of CIVITAS and creating an effective "value chain" for urban mobility innovation. CIVITAS CAPITAL will initiate and support a mainstreaming process of CIVITAS principles based on a strengthened community of stakeholders. CIVITAS CAPITAL will help CIVITAS to build the bridge towards a more advanced identity within Horizon 2020. It will help to create a more structured link with large-scale deployment in support of Transport White Paper goals.

About the training on Company Mobility Management

On 09 October 2015, CIVITAS CAPITAL is organising a training session on Company Mobility Management during the CIVITAS Forum Conference 2015 in Ljubljana, Slovenia (<http://www.civitas.eu/content/civitas-forum-conference-2015>), from 09:30 – 11:00 (session code: 21).

Like its predecessors, this training will include a blend of theory, practical tools and exercises designed to provide urban transport professionals with new ideas and solutions that you can apply to individual initiatives. The aim of these trainings is to support CIVITAS cities and other cities interested in sustainable transport solutions.

About this resource pack

This training on Company Mobility Management equips the participants with a thorough understanding of Mobility Management as a cost-efficient method to promote sustainable urban transport. It will treat the process of company travel planning in all its aspects and look into possible challenges encountered in its implementation. During the training, participants will contribute to group discussion and interactive exercise sessions. The aim of this training is to share best-practices and to provide participants with the necessary theory and real-life examples that will address knowledge gaps and enhance relevant skills.

This resource pack offers you several background articles, structured in four chapters: (1) definition and overview, (2) planning and land use, (3) tools and experiences, (4) societal trends, and (5) evaluation. Additional to the training activities, we hope these articles and tools may help you in addressing Mobility Management as a smart approach and in implementing it in your own practice.

2 Mobility Management: definition and overview

EPOMM, the European Platform on Mobility Management, defines Mobility Management as follows: Mobility Management (MM) is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of Mobility Management are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes). Mobility Management measures (in comparison to "hard" measures) do not necessarily require large financial investments and may have a high benefit-cost ratio.

A travel plan is the most common instrument used in site Mobility Management.

European Platform on Mobility Management

EPOMM is the European Platform on Mobility Management, a network of governments in European countries that are engaged in Mobility Management (MM). They are represented by the Ministries that are responsible for MM in their countries. EPOMM is organised as an international non-profit organisation with seat in Brussels. Eleven countries have joined the network so far.

Source: <http://www.epomm.eu>

Eltis – The urban mobility observatory

Eltis facilitates the exchange of information, knowledge and experiences in the field of sustainable urban mobility in Europe. It is aimed at individuals working in transport as well as in related disciplines, including urban and regional development, health, energy and environmental sciences. Created more than 10 years ago, Eltis is now Europe's main observatory on urban mobility. It is financed by the European Union under the Intelligent Energy - Europe (IEE) programme.

Under three key themes – discover, resources, participate – Eltis provides the information, good practices, tools and communication channels needed to help you turn your cities into models of sustainable urban mobility. The dedicated Mobility Plans section offers a hub of information on how to develop and implement Sustainable Urban Mobility Plans (SUMP) as the need for more sustainable and integrated planning processes in Europe grows.

Source: <http://www.eltis.org>

Strategies for Sustainable Mobilities - Opportunities and Challenges

Abstract: Sustainable mobility is a qualitative, vague and normative vision. Although this vagueness is often criticized and seen as a drawback it also allows diverse stakeholders to commit to the goal of sustainable mobility. It allows for consensus, which can also help achieve a transport system that enables mobility for current and future generations. The goal of sustainable mobility is an ambitious one and requires a long-term and process-oriented perspective. With this in mind, this volume examines sustainable mobilities from multiple angles varying by time, region, cultural and economic backgrounds, local stakeholders and governance structures. By achieving a better understanding of mobility behaviour and mobility needs in different contexts this book develops innovative strategies and advances modelling approaches which evaluate these strategies. Presented here is not an ideal package of strategies to achieve sustainable mobility but rather innovations in the different disciplines and fields to show how each of them can contribute to keeping all people mobile - today and in the future.

Source: Gerike, R., Hülsmann, F., Roller, K., Dotter, F. et al. 2013. Strategies for sustainable mobilities: opportunities and challenges

3 Mobility Management: planning and land use

Mobility Management is an essential part of sustainable urban mobility plans. Also, when planning a new corporate building or business area, it is very important to include Mobility Management from the very start. Land use planning, urban development and transport planning are usually handled quite separate from one another. To achieve sustainable development, these instruments should be applied together. Mobility Management can be the “glue” that integrates the disciplines.

What is a SUMP?

A Sustainable Urban Mobility Plan is a “Strategic plan designed to satisfy the mobility needs of people and businesses in cities and their surroundings for a better quality of life. It builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles.” (www.mobilityplans.eu).

Transport planning is not new, but SUMP goes further than that. It is a new and people-focused planning approach. Its basic characteristics are:

- a participatory approach;
- sustainability to foster economic development, social equity and environmental quality;
- the integration of policy sectors;
- clear, measurable objectives and clear evaluation plans;
- value for money

Central to the SUMP methodology is the focus on quality of life and quality of public space. A SUMP should guarantee safe, environmentally-friendly and (cost-)efficient mobility as well as access to jobs and services to all.

Source: EPOMM e-update, November 2012

(http://www.epomm.eu/newsletter/electronic/1112_EPOMM_enews.php)

Mobility Management at the heart of SUMP

Where traditional transport plans tend to focus on solving traffic problems by developing infrastructure, SUMP emphasises quality of life, quality of public space and measures to encourage public transport, walking and cycling. The characteristics of a SUMP are in fact the same as the characteristics of Mobility Management – and MM is therefore an essential element in any SUMP.

The European Commission’s [Transport White Paper](#) encourages cities to develop Urban Mobility Plans that contain a mixed strategy. It should involve land-use planning, pricing

schemes, efficient public transport services and infrastructure for walking and cycling – as well as charging/refuelling of clean vehicles. The aim is to reduce congestion and emissions. Unfortunately, the White Paper does not stress quality of life as aim, nor the large impact that relatively inexpensive ‘soft’ measures can have on people’s attitudes and behaviour when combined with the above mentioned ‘hard’ measures.

By contrast, the European knowledge brokerage consortium CORPUS identified mobility management as a central approach for transforming current unsustainable mobility patterns. They developed a [research agenda](#) that regards behavioural change as a prerequisite for the desired mobility transition. It calls for more ambitious and innovative measures in mobility management as one of the five keys to more sustainable mobility in Europe ([read more on Eltis](#)).

Source: EPOMM e-update, November 2012

(http://www.epomm.eu/newsletter/electronic/1112_EPOMM_enews.php)

Why is it effective to apply Mobility Management in land use planning?

The integration of Mobility Management (MM) with Land Use Planning (LUP) can lead to very good conditions for MM: it means that MM measures are applied at the right spot – there where the traffic is generated. It also means that MM measures arrive at the right time – before all framework conditions are already set and behaviour is already established. Framework conditions for MM, including the securing of adequate funding, can still be strongly influenced or even determined. Finally, such an integrated planning process is an excellent point to secure a good cooperation between stakeholders: planners, developers, future tenants, residents and decision makers.

An integration of LUP and MM leads to many positive outcomes: sustainable transport considerations (walking, cycling, public transport, shared cars) are taken into account from the very start, stakeholders co-operate, modal split targets are set. The process can lead to an urban environment that is more socially just, more economically efficient and more ecological. This helps deliver a better use of the land and a better quality of life.

Source: EPOMM e-update, February 2015

(<http://www.epomm.eu/newsletter/v2/eupdate.php?nl=0215&lan=en>)

Preconditions for effective Mobility Management

There are two basic preconditions for Mobility Management to be effective when it is linked to land use planning:

- There must be good infrastructure for non-car traffic: an attractive pedestrian environment; bicycle paths, bicycle lanes and bicycle parking; and attractive public transport (including attractive nodes, short intervals and good connections).
- It must be possible to have restrictions on car use (car free zones and limits to street width, parking and speed).

Furthermore, it is difficult to impose this when density (inhabitant or users per area) is low and zoning is single use. Therefore density should be medium or high, and land use should be mixed so local needs can be accessed nearby. It is very helpful when public transport is available before new tenants and residents arrive, thus before they can establish car-based transport behaviour.

Source: EPOMM e-update, February 2015

(<http://www.epomm.eu/newsletter/v2/eupdate.php?nl=0215&lan=en>)

Entry points for MM into the planning process

The most important entry points to integrate MM into the planning are:

- When a detailed site development plan or building permission request is developed, MM measures can be part of the submission or part of the requirements set by local authorities.
- MM can either be enforced or be entered as an option by legislation: for example as part of environmental legislation, parking regulations, as part of the planning conditions.

MAX developed a tool called “[Planning Simulation Workshop](#)” – a workshop in which important stakeholders are brought together – this is an excellent departure point to start the integration of MM into LUP.

Organisational changes can be very helpful: For example in the city of Leuven, Belgium, the mobility team is deliberately installed as a part of the land use department instead of a separate department. Another example for organisational change: Vienna installed a separate development institution in the new city district [Aspern Seestadt](#).

Source: EPOMM e-update, February 2015

(<http://www.epomm.eu/newsletter/v2/eupdate.php?nl=0215&lan=en>)

Transport Learning: Land use and housing in Mobility Management

Have you ever thought about the relationship between urban planning decisions and the way people move around? About how urban density affects public transport, or about the most suitable locations for a new hospital, school or house? Does traditional zoning improve walkability and bikeability? How off-street parking standard regulations may affect car use? What mobility implications can we expect from different building types? How sustainable mobility should be taken into account in a street project? All these questions are covered in this module of the Transport Learning project, which is interested in both the large scale (urban planning) and the small scale (a street project, for example).

Source: Transport Learning training material on land use and housing in Mobility Management (<http://transportlearning.net/index.php?id=19>)

ADD HOME - Guide for building projects

New residences, businesses, retail, leisure or educational institutions should be accessible for users in a secure and comfortable way. This is especially true for pedestrians and cyclists, as well as for users of bus and tram. Utilization of new buildings also creates additional traffic that should be compatible with the surroundings. This is best accomplished if the requirements of future users and residents are integrated right from the start.

ADD HOME transfers the means of Mobility Management into one important field left bare so far: housing areas: 80% of transport decisions are taken at home. But almost nowhere private car use limits the possibilities of people more than here. ADD HOME literally adds housing to the scope of Mobility Management. ADD HOME developed a [Guideline for building projects](#).

Source: www.add-home.eu

4 Mobility Management: tools and experiences

This chapter provides a non-exhaustive overview on different tools and guidelines, as well as examples and experiences of past and ongoing projects and initiatives.

Toolbox for Mobility Management in companies

The toolbox is a search facility to help companies develop their own mobility plan, and to help them promote effectively the use of public transport, collective company transport, car-pooling, walking and cycling for home-work journeys. It has been developed by a consortium of European specialists in Mobility Management.

Source: <http://www.mobilitymanagement.be/english/index.htm>

Guidelines for implementing Mobility Management strategies in companies

These guidelines are intended to offer a quick introduction to the topic of mobility management in companies. It outlines the most important milestones in the process of establishing a mobility management system in a company and presents the range of arguments, measures and campaigns available to effectively promote mobility management strategies. The majority of these guidelines have been summarised for the EU GOAL project (within the LIFE programme).

Source: <http://eu-added-value.eu/index.phtml?id=1271&ID1=1254&sprache=en>

PRO-E-BIKE and its simulation tool

The PRO-E-BIKE project promotes clean and energy efficient vehicles, electric bicycles and electric scooters, for delivery of goods and passenger transport among private and public bodies such as delivery companies, public administration and citizens in European urban areas, as an alternative to “conventionally fossil fuelled” vehicles.

The project actions are directed towards E-bike market uptake and promotion of policies that stimulate the usage of E-bikes in urban transport. Therefore, PRO-E-BIKE aims for a change in behaviour of target groups in urban areas manifested in their decision to replace their conventionally fuelled vehicles with E- bikes. Pilots among target groups will not only help the project to achieve its objectives, but as well, enable the demonstration of measurable effects in terms of CO₂ emission reduction and energy savings by inclusion of E-bikes in urban transport.

One of the project objectives is the development of a simple and easy-to-use E-bike simulation tool for companies and public bodies that have a fleet. This tool aims at enabling potential users

to simulate the impact of the use of E-bikes, and analyse the potential benefits in terms of costs and emissions that can result from the introduction of E-bikes in their business.

The tool reports the output of a simple comparison between different technologies, based on the input provided by the users does, but does not collect any private data from the company used within the calculations, remaining these confidential.

Sources: <http://www.pro-e-bike.org> and <http://www.pro-e-bike.org/2015/06/01/e-bike-simulation-tool-available-for-download/>

CIVITAS ELAN: Mobility management for companies in Ghent

Previously mobility plans for companies in Ghent have been produced on an ad hoc basis, with little effort made to organise common alternatives for home-work transportation. Ghent aims to change this by coordinating company mobility and stimulating the use of sustainable traffic modes. This measure consists of providing support to Ghent companies voluntarily intending to implement a company mobility plan. The Ghent City Council contacted several companies with the aim to coordinate company mobility plans within the CIVITAS ELAN-corridor and to stimulate sustainable transport modes for home to work trips. In support of these plans, each time, an employee oriented campaign to promote sustainable travel behaviour is set up.

Key result 1 – the target of 50% easily reached for making a company travel plan: 13 out of 15 contacted entities ended up with a company travel plan or are working at it. This means that the target of 50% is easily reached. A lot of companies do realize that they have to work on the mobility of their employees because the traffic gets too busy in the area. Also the fact that the plans were made up by the Mobility Company and Traject, a private consultancy, made companies more enthusiastic about a mobility plan.

Key result 2 – the mobility plans and campaigns created a modal shift of 5.9% towards more sustainable transport modes: The mobility campaigns at the TZT and the introduction of the mobility plans created a modal shift towards more sustainable transport modes. Between 2008 and 2011, a shift of 5.87% took place. An important factor in this change is probably the organisation of the mobility weeks, but also external factors could have played an important role, e.g. a general change in mentality related to sustainable movements or the general improvement in cycling lanes in the city of Ghent. For Fnac Ghent on the contrary not that much changed in the modal split, but the share of sustainable transport modes, namely 77%, was already very high.

Key result 3 – A good participation of employees in Mobi weeks: An average of 9.1% of the employees at the TZT participated in the Mobi week which means that the target of 10% wasn't reach. Nevertheless, the real share will be higher since not all participants did register for the event. All the employees of Fnac Ghent did participate in the Mobi week in some way or the other. There has to be said that this is easier to organise since the Fnac only employs 75 people. An important factor for the participation in the Mobi weeks is the fact that these were

organised by the employees themselves which creates a certain peer pressure for colleagues to join and the attractiveness of certain activities organised in the framework of the Mobi weeks.

Source: <http://www.civitas.eu/content/mobility-management-companies>

MOBI – promoting smart mobility to employees

The MOBI-project builds on the successes of the From5to4 game. 'From5To4' is the mobility game from the Netherlands. The aim of the game is to encourage employees to travel to work more smartly (e.g. walking, cycling, public transport and car sharing) as well as having fun competing against their friends and colleagues at the same time. In return, the website gives employees bespoke information about how much energy they have saved, calories burned as well as the opportunity to win prizes. It's a simple formula: every week, 1 day smarter commuting.

The aims of the European MOBI-project are:

- to inform employees about the benefits of using sustainable transport modes for their commute and business trips
- to encourage employees to use sustainable transport modes through the implementation of a smart mobility competition
- to encourage local authorities, public transport providers and organisations providing electric vehicles to champion the benefits of sustainable travel
- to make recommendations to policy makers about further actions to increase energy efficiency in commuter travel

The MOBI-project is co-funded by the European Commission under the Intelligent Energy Europe programme and will last for 3 years, starting from March 2013.

Source: <http://www.mobi-project.eu>

PTP-Cycle

PTP-Cycle “Personalised Travel Planning for Cycling” is a project co-funded by the Intelligent Energy-Europe Programme granted by the Executive Agency for Small and Medium-sized Enterprises (EASME). As the term suggests, PTP provides tailored information directly to the individual on sustainable mobility options through a one to one discussion with a PTP Adviser. The resulting information pack is then hand-delivered, leading to a greater likelihood of behaviour change than a one-size-fits-all-approach.

Five cities have come together in PTP-Cycle to develop the first pan-European PTP Delivery Programme, transferring their know-how to a larger audience of European cities. Using the approach of segmentation, individuals identified to have the largest potential for behaviour change will be targeted in each of the three implementation site types in Antwerp, Burgos,

Ljubljana, London and Riga: residential (individuals and families), workplace (staff at all levels), and university (students and teachers).

PTP-Cycle started in April 2013 and will run for 3 years. It comprises 8 partners drawn from mobility experts, city authorities, research agency and leading networking organisations.

Source: <http://ptpcycle-europe.eu>

MoMa.BIZ

Industrial areas are often difficult to reach, frequently located on vacant land on the periphery of medium-sized cities and so the car becomes the only means by which workers can reach them. The Mobility Management for Business and Industrial Zones (MoMa.BIZ) project aims to alleviate this problem and reduce substantially car use through the implementation and promotion of sustainable mobility.

The main aim of MoMa.BIZ is to contribute towards the promotion and dissemination of sustainable mobility in business and industrial zones across Europe through the creation of:

1. an innovative methodology for the development of mobility plans at BIZ;
2. Boxed Solutions: a set of guidelines, flexible and easy to adapt for the successful planning and implementation of standard mobility actions at BIZ across Europe;
3. a mobility labelling system designed for BIZ.

The innovation in MoMa.BIZ lies in its participatory approach. The project aims in involving the local stakeholders (employees, companies, worker unions, local authorities, public transport operators etc.) of BIZs in the entire planning process of mobility plans:

- identification of the problems related to the accessibility of their BIZ;
- identification and analysis of possible solutions;
- selection of the mobility solutions to be included in the mobility plan.

The advantage of this bottom-up approach is that it guarantees the identification and implementation of realistic and commonly agreed mobility solutions that meet the actual needs of the BIZ and are successful.

Mobility Managers of companies and industrial zones, as well as Local Authorities can greatly benefit from the MoMa.BIZ outcomes and deliverables.

- The methodology for the development of mobility plans will provide you with useful information and guidance for the creation of a successful mobility plan.
- The boxed solutions will provide you with a set of ready to implement mobility solutions at your BIZ.
- The mobility labelling system will provide clear and straight forward communication of the existing transport modes available for accessing your BIZ.

Source: <http://www.moma.biz/en>

Mobility Management measures by employers: overview and exploratory analysis for Belgium

The renewed interest for sustainable transport in Europe is often labelled as Mobility Management. With this, major attention goes towards the role of employers in the commuting behaviour of their employees. Indeed, employers can encourage a more sustainable commuting by the promotion of alternative modes, like public transport, carpooling and/or cycling, by the designation of an Employee Transport Coordinator, through their location policy, and/or by adapting work schedules and the organisation of telework. An overview of these measures is followed by an analysis of the Belgian situation. The Belgian 2005 questionnaire Home-to-Work-Travel (HTWT) enables us to make an inventory of Mobility Management in Belgium. The database HTWT contains information on 7460 worksites. Besides having data on modal split, work regimes and accessibility problems, 38 different Mobility Management measures are checked in the questionnaire. Given that we assume a relationship between accessibility problems and sustainable commuting measures both are incorporated in one analysis. Binary exploratory factor analysis (EFA) is used to make a classification and to obtain a better insight in the structure of the variables. However, no strong link between accessibility problems on the one hand and sustainable commuting measures on the other hand could be detected. Despite the absence of this link, a classification of Mobility Management measures and accessibility problems has been made. This indicates that employers regularly choose to implement a set of related sustainable commuting measures.

Source: http://www.ejtir.tudelft.nl/issues/2010_02/pdf/2010_02_00.pdf

Mobility Management in the Nordic countries

When striving to reduce private car dependence many different and optional ways of travelling are needed. The Mobility Management concept points out that the private sector (employers, organizers of special events etc.) could and should carry its responsibility for offering a wide variety of travel modes: favouring those that have the least harmful impacts on the environment and that possibly have positive effects on public health. Reducing private car dependence is not the sole responsibility of public administrations.

A problem in setting up a Mobility Management programme has been that the different tools for planning and implementation do not clearly fit into any traditional organisational segment. Also, the direct benefits of Mobility Management initiatives are quite difficult to demonstrate and calculate. That is probably the reason why employers usually do not offer any other transport services than normal car parking or company cars. As these tools are supported and justified by building regulations and tax codes, they are normal and accepted. Many other tools have not been used because there has not been sufficient demand for them. Mobility Management is of growing interest in Scandinavia. Sweden especially has been very active in launching practical

projects, the results of which have been quite promising. The Swedish National Road Administration, in fact, also initiated this project. With other The Nordic Countries also carrying out several surveys and pilot projects, the theme has a strong potential to develop further.

The main focus of this work is on commuter traffic. This topic has been widely studied but still needs much more development. This specific area of Mobility Management could be a forerunner when widening the implementation of Mobility Management to encompass e.g. leisure time travel.

Source: http://www.motiva.fi/files/1585/Mobility_Management_in_the_Nordic_Countries.pdf

Cycling promotion and cycle training for adults in Cork, Ireland

Result of a huge public consultation campaign for sustainable urban transport was that the citizens would like to use the bicycle more for their daily trips but have doubts regarding safety. Therefore the City of Cork implemented a bicycle promotion and cycle training program. Based on a comprehensive public consultation with staff, students and visitors to three institutions (the University College Cork (UCC), the Cork Institute of Technology (CIT) and the Cork University Hospital (CUH), which together attract 7,000 employees, 25,000 students, and welcome several hundreds of visitors everyday), it became clear that many respondents would like to cycle and would consider this mode of transport as an alternative to the private car, but they had concerns about road safety and safe cycling in particular.

Source: <http://www.eltis.org/discover/case-studies/cycling-promotion-and-cycle-training-adults-cork-ireland>

Mobility Management at the Regional Environmental Center in Szentendre, Hungary

REC (short for the Regional Environmental Center) is an international organisation and one of the largest employers based to the north of Budapest with some 80 employees in its head office in Szentendre (population: 20,000). Inspired by its many years engagement in CIVITAS REC decided to put mobility management into practice within its own organisation, particularly given the rise in EU-based company travel planning.

Process: Following a baseline survey in summer 2014 of our peri-urban organisation's travel habits, a company mobility plan incl. eight integrated measures was drafted and consulted with staff of the REC.

Mobility Plan: Our mobility plan features eight integrated measures: i) 'Smart' monitoring tool incl. reward scheme; ii) tele-commuting; iii) ride-sharing platform; iv) bicycle group; v) bike facilities; vi) renting out REC's vehicle fleet to staff; vii) REC parking management; and viii) bus shuttle to Budapest.

The Story so Far: Implementation to date includes a 'smart' travel monitoring application which surveys daily and graphically reports upon the mobility patterns of the staff (incl. telecommuting), facilitates ride-sharing and incorporates a 'bike-to-work' (Facebook-linked) and email-based communication dialogue, all alongside on-site infrastructure improvements (e.g. biking facilities' such as showers, bike toolshed and storage) development.

Impact: Our smart tool's reporting feature allows each colleague to monitor and report on a daily and monthly basis both for organisation and individual the CO₂ and benzene saved and calories burned. Colleagues can also tweet or share on Facebook their environmental and health-related achievements. Year on year impact data incl. colleagues' modal shift results will be first available in July 2015 but we expect a marginal contribution to reducing congestion in the host town as well as Budapest (where half our employees begin their journey), improvement to air quality and the health of employees.

Context: Our baseline survey showed few non-profits (not to mention for-profits) in central Europe have tackled company travel planning. Organisational travel plans largely remain voluntary initiatives, however, REC is a leader and role model in central Europe, with interest already from the Hungarian Institute for Transport Sciences and members of GREENWILL: an initiative of the European Chamber of Businesses working towards environmental sustainability. Organisational mobility plans contribute to the White Paper's target; to assist employees to opt for sustainable ways of commuting.

Critical Reaction: During an April 2015 presentation to part-time MBA students of a regional university's business school (which included employees of investment giant Morgan Stanley), reaction ranged to REC's 'Transport Monitoring Tool' from "Is it available for sale," "Have you patented the innovation" and "can you consult for us and adapt it"?

Challenges: REC is not as well connected to public transport as companies in big cities. Furthermore, it's cycling infrastructure is almost non-existent. The suburban rail station is on the far side of our community.

Opportunities: REC's mobility plan initiative has yielded a spin-off project to investigate bike-sharing services funded through the CIVITAS Activity Fund. In a broader context, Szentendre is moving towards preparing its own SUMP which REC is now assisting with. The maturity of our 'smart' tool means there is real potential to achieve tangible results (despite the fact this remains a largely voluntary in-house initiative, which means staggering certain measures' implementation).

Take-Up: REC's ITS-based 'smart' travel monitoring application is not available online outside REC for viewing, since ride-sharers' personal location data is made available. However, REC's recently appointed Mobility Manager is available at the contact details below.

*Contact: Jerome Simpson, REC Mobility Manager and Senior Expert, Smart Cities and Mobility Regional Environmental Center (REC) for CEE; Ady Endre ut 9-11; 2000 Szentendre; Hungary
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The COMMERCE project - Creating Optimal Mobility Measures to Enable Reduced Commuter Emissions

COMMERCE delivered a strategic approach to the promotion of mobility plans in the cities of London, Paris, Budapest, Bucharest, Kaunas and Plovdiv. It was part funded by the Intelligent Energy Europe Programme for the duration 2007-10, although the associated Mobility Plan programmes are designed to last on a long-term basis.

Its aim was to increase the number and improve the quality of Mobility Plans that are developed by small and medium sized companies by providing tools and standards based on best practice across Europe.

Please proceed to the [EC-website](#) on the COMMERCE project for further information and a set of [Standards for Developing Workplace Travel Plans](#).

TRAVEL PLAN PLUS

TRAVEL PLAN PLUS stands for "Travel Reduction Attainment Via Energy-efficient Localities PLANning". The project aimed to deliver transport-sector energy savings by creating a new approach to site-based Mobility Management across Europe. It saw the concept of 'Local Travel Plan Networks' (LTPNs) – which can offer economies of scale in terms of resource availability and political influence over traditional organisation-focused travel plans – being applied in the municipal areas of Bages (Spain), Gyor (Hungary), Stockholm (Sweden) and Cambridgeshire (UK). These implementations considered a range of existing conditions and transport issues, including problems associated with transport for/around industrial estates, educational premises, airports and development corridors.

The project developed a guidebook: *Local Travel Plan Networks: A Practical Guide to Implementation*.

Source: <http://www.travelplanplus.eu>

How to promote e-bikes and pedelecs – CROW Factsheet

[CROW](#), the technology platform for transport, infrastructure and public space, made a factsheet about how to promote pedelecs and e-bikes. The [factsheet](#) is in Dutch, but here is a short summary.

Note: with the term 'e-bike' they mean bikes that can propel themselves without the need to pedal. 'Pedelecs' only assist when you pedal.

There are two ways in which one can promote e-bikes and pedelecs:

1. encourage people to buy a bike
2. encourage people to use a bike

Encouraging people to buy a pedelec or e-bike

Give financial incentives

City Region Arnhem-Nijmegen and the city of Twente have obtained good results by offering a discount. The e-bikes and pedelecs were used to a large extent to replace car kilometres.

Improve the image of e-bikes and pedelecs

People still associate these bikes with elderly and physically challenged people. Offer test bikes to the young and healthy, so they can experience the benefits themselves.

Increase people's sense of self-efficacy

Let people test the bikes so they can find out if cycling is feasible for their commuting distance or in combination with their personal routines and work life. The Dutch campaign Rij2Op5 found that people who tested a bike for two weeks, continued cycling afterwards.

Create necessity

When people don't experience problems like traffic jams or parking pressure, they tend to be happy with their usual transport mode. In order to convince these people, an effective but unpopular solution would be to restrict the number of parking places. Or projects could focus first on those locations or situations where there already is a need for alternatives.

Encouraging people to use a (shared) pedelec or e-bike

Increase extrinsic motivation

Bad weather or the necessary physical effort can withhold people from using their bikes. They can be motivated by an external stimulus, such as a financial incentive or gamification elements. Both elements were applied in the Dutch campaign Burn Fat Not Fuel. The disadvantage of this approach is the risk that people will stop cycling when the external stimulus disappears.

Respond to people's needs

Fear of theft or practical inconveniences can make people decide not to cycle. Bike use can be facilitated by providing:

- Secure parking facilities
- Possibility to secure the bike to the rack
- Charging facilities
- Shower(s) and changing room(s)
- Bike repair kit

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- Shared/Company e-bikes and pedelecs. Utrecht and Rotterdam will be the first Dutch cities to implement an electric bike sharing system, following the success of the system in Copenhagen, Denmark.

Source: <http://www.civitas.eu/content/how-promote-e-bikes-and-pedelecs>

5 Mobility Management: societal trends

The digital revolution that we have witnessed in the past few decades is now triggering a "working revolution". As modern communication technologies allow numerous knowledge workers to work independently from time and place, work is no longer a place we go to. It is something we do. A "New Way of Working" is on the rise, with promising effects on congestion and our need to travel.

Unless otherwise noted, the following articles are taken from the EPOMM e-update, May 2011 (http://www.epomm.eu/newsletter/electronic/0511_EPOMM_enews.html).

Working less and living longer: Long-term trends in working time and time budgets

Analyses of time series data beginning in the mid-nineteenth century in the industrialized nations, especially the United Kingdom, show that on average people are working significantly less while living longer. Although the average career length has remained around 40 years, the total life hours worked shrank for an average British worker from 124,000 hours in 1856 to 69,000 in 1981. The fraction of disposable lifetime hours spent working declined from 50% to 20%. Meanwhile the female share of career years doubled to 30%. If the long-term trends continue at their historic rates, the work week might average 27 hours by the year 2050. The secular trend away from the formalized work contract to other socially obligatory activities and free time implies numerous challenges for human societies

Source: Jesse H. Ausubel, The Rockefeller University, New York, NY and Arnulf Grübler, International Institute for Applied Systems Analysis, Laxenburg, Austria (http://phe.rockefeller.edu/work_less)

The mobile employee

The New Way of Working comes in many flavours. It comprises flexible working hours ("flexi time"), scheduling meetings outside peak hours, teleconferencing and videoconferencing, webcasts and webinars, compressed working hours (working your agreed hours over fewer days) and not in the least teleworking.

Teleworking or remote working is more than occasionally taking some reading material back home. It means working at home, on the road or any other location, while staying connected to the company's information and communication channels. It can involve working outside of the office all day or just until the morning peak is over. Research shows that improved work-life balance and retention of employees are the main reasons for companies to offer their

employees the option of teleworking. But there are more benefits, like increased productivity, less absenteeism and reduced office and parking space.

Plenty has been said and written about the benefits of the New Way of Working. But how tackle it in practice? Act Travelwise, a British association for promoting sustainable travel choices, has recently published four [practical guides](#) for employers and employees with useful tips on working from home, conference calling, video conferencing and using your smartphone. More tips coming from business can be found on [ways2work](#), [Flexibility](#) and the [actnow flex project](#). Tips for local authorities are compiled in the [Making Smarter Choices Work](#) brochure (see p.37).

Telework and congestion: a difficult relationship

In the Netherlands, the number of teleworkers has tripled between 2003 and 2009 and comprises now about 19% of all employees. Congestion however has not been relieved. This is caused by an increase in home-to-work distances, probably because the New Way of Working makes it less inconvenient to live far from work.

Promotion of teleworking should go hand in hand with other mobility management measures, such as the promotion of public transport commuting. With the right equipment, the employee can keep teleworking on the train. To give teleworking a new boost, the Dutch government has launched a new campaign: "The New Way of Working: Do it Yourself" ("[Het Nieuwe Werken Doe Je Zelf](#)" (NL)). First, the campaign gave information and stimulated people to experiment with teleworking. Now, it will stimulate companies to make structural changes (equipment, terms of employment) to incorporate teleworking in their organisational culture.

Smart work centres: an office on demand

Working at home obviously has advantages. But what if the kids are at home, making an awful lot of noise? Or if your living room is not the ideal setting for meeting a client? Or if you are in desperate need of social contact? Smart work centres and workhubs provide the solution: desks and meeting/collaboration space that you can hire for a short period of time, sometimes even by the hour. Some centres are open to employees of certain companies only, others are open to anyone. Many offer additional services, like catering, copying and printing services or child daycare. In the Netherlands, more than 100 [Smart Work Centres](#) have been built since 2008. In the UK, workhubs can be found through the [Workhubs Network](#) website. The Network recently wrote a [review of the carbon benefits of workhub use](#). It found that for the average workhub user, the commuting distance to the workhub is about the same as the national average for all employed people. But many of them used to travel twice as far to an office. Most users came by car alone, though still 12% lower than the national figure. One in five walked twice the national percentage of 11%.

6 Mobility Management: evaluation

MaxSumo - how to plan, monitor and evaluate mobility projects

With MaxSumo you can effectively plan, monitor and evaluate Mobility Management projects. It provides standardised guidance during all steps of your project, e.g. when setting targets, defining target groups, selecting services and mobility options. In this way, you break down the complex process of behavioural change into smaller steps that can be monitored and evaluated successively. This is comparable to using the staircase when going down instead of jumping from the highest floor. By going in small, successive steps, possible deviations can be corrected at an early stage. These steps are presented in MaxSumo as different assessment levels. Each assessment level logically follows from the other, and for each level you need to decide your target, which indicators to use and how to measure these. You might decide to skip some steps - in some projects it is neither possible nor necessary to monitor all levels. MaxSumo can be used for single measures, but also for combined measures. With MaxSumo evaluation data can be compiled in a standardised way.

As soon as you have started a project you can start to enter the results from the MaxSumo evaluation in the database [MaxEva](#) that allows you to compare your project with other projects implemented elsewhere in Europe that have used the same evaluation method.

Source: *MaxSumo Guide*: [Link](#)

SUMO: System for Evaluation of Mobility Projects

This report describes a tool for systematic evaluation of projects in the field of travel and transports, called SUMO, System for Evaluation of Mobility Projects. This is a further developed version of the evaluation toolkit MOST-MET and adapted to Swedish conditions in the field of road transport. MOST-MET1 was drawn up 2000–2002 as part of the EU project MOST, MObility management STrategies for the next decades.

Source: <https://online4.ineko.se/online/download.aspx?id=43298>

Standardized evaluation of Mobility Management

PowerPoint presentation: http://www.epomm.eu/ecommm2009/3_metz.pdf

7 Contact

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