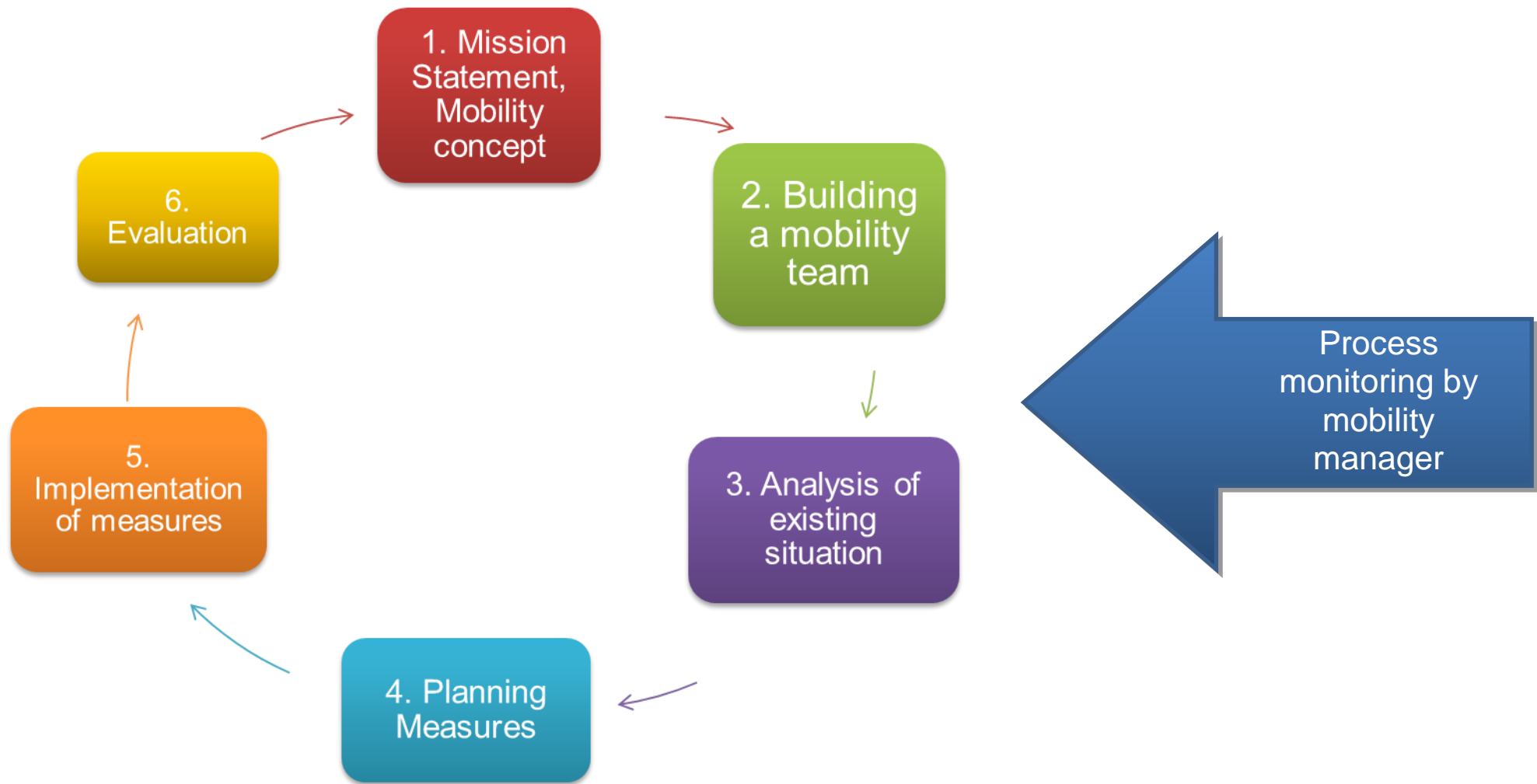


GUIDELINES FOR DEVELOPING A MOBILITY PLAN

D.T3.2.2 - D.T3.2.14

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1. Mobility Concept

The first crucial step in developing a mobility plan is to create a concept on how to elaborate the plan and get the relevant people on board. Preparation and participation are the key elements. A mobility concept sets out a programme with goals and priorities for the long-term development of a transport system. A transition towards sustainable mobility requires active support from the employees and stakeholders.

1.1. Stakeholder Involvement

For your mobility plan it is essential to have the support and involvement of the relevant stakeholders right from the start. When it comes to making decisions on different element of the mobility plan you have to gain support of the management of your institution and your local politicians, because most measures will require funding. In order to get the relevant people on board you will have to come up with the idea of a sustainable mobility plan and highlight the benefits of the (workplace) mobility plan.

GOAL(S):

- Securing support in the development and implementation of the mobility plan

QUESTION(S):

- Who do we need to elaborate and implement a (workplace) mobility plan?
- Who are the decision makers in your municipality / institution?
- Who is responsible for financing and funding of measurements?
- What partners do you need for implementing future measures eg. bike shelters, public transport providers?

TASK(S) TO BE CARRIED OUT IN THIS STEP (See also Handbook Chapter 7.3.):

- Assessment on stakeholders, decision makers and supporters
- Select relevant stakeholders
- Organize a stakeholder workshops
- Create a concept on how to involve relevant stakeholders in pilot activities and mobility planning (MOVECIT Output 1.5.1)
- Communicate on a regular basis

TIME FRAME: 4 - 8 weeks

EXAMPLE(S) / FURTHER INFORMATION:

- SUMP Guidelines Activity 1.6.
(see <http://www.eltis.org/guidelines/activity-16-identify-key-actors-and-stakeholders>)
- SUMP Participation Kit
(see <http://www.eltis.org/resources/tools/sump-participation-kit>)



1.2. Commitment:

For a successful development and implementation of the mobility plan there a broad commitment to the principles of sustainable mobility is essential. In this phase of the process you need to assess on how these principles are already in action or if they have to be introduced. In the end of the project you have to find agreements.

GOAL(S):

- Anchoring sustainable mobility in the municipality`s Mission Statement and in its self-image!
- Embedding sustainable mobility in political strategies, documents, papers (e.g. transport development plan, mobility masterplan, mobility strategies etc.)

QUESTION(S):

- What is the status-quo on sustainable principles on mobility in your institution / municipality?
What is the existing mobility concept?
- How will the new elaborated mobility plan fit into existing strategies?

TASK(S) TO BE CARRIED OUT IN THIS STEP:

- Find the person(s) responsible for mobility / transport / energy in your municipality (administrative and political) or institution and get in contact
- Collect relevant strategy papers and transport / energy policies and scan them for sustainable mobility subjects (top-down from European, national, regional and local level)
- Compile all the existing measurements on sustainable mobility in your institution / municipality
- Analyse the current situation and make an assessment of how principles of sustainable mobility are already embedded and implemented
- Check if there is a formal commitment for sustainable mobility principles and if the city council has embedded it to their policies
- Reflect the strengths and weaknesses of your existing local planning practices
- Assess on how to develop the existing practices to more sustainable practices

TIME FRAME: 4 - 8 weeks

EXAMPLE(S) and FURTHER INFORMATION:

- SUMP Preparation Phase Activity 1.1.
see <http://www.eltis.org/guidelines/activity-11-commit-overall-sustainable-mobility-principles>
- SUMP Manual on Institutional cooperation
see <http://www.sump-challenges.eu/kits> (available also in Czech, German and Hungarian)



1.3. Definition of aims and specific targets:

In the preparation phase of the mobility plan you have to create a concept on how to elaborate, implement and evaluate the measures. Like in any other project it is crucial to set up a project plan with goals, milestones and indicators. At any stage of the planning process you have to bear in mind what the aims of the plan are. You have to know what you want to achieve and how you want to measure its success.

GOAL(S):

- Develop a common vision, a long-term goal for transport and mobility development

QUESTION(S):

- How shall the commuting and the business travel situation of the employees be like?
- How shall mobility behaviour of the employees develop?
- How shall the mobility situation and the behaviour differ from other employers and employees? (Social mandate? Role model?)
- What are the expectations from the mobility plan for the municipality (as employer) and for the employees?
- What does the municipality as employer need to offer for the employees? What needs to be provided?

TASK(S) TO BE CARRIED OUT IN THIS STEP:

- Set priorities and concrete objectives (specify what social, environmental and economic improvements are required, what needs to be reduced, increased or maintained)
- Define milestones you want to reach
- Set a time schedule for the milestones
- Set a work plan for the elaboration of the mobility plan (required skills, financial resources, timeline)
- Set measurable indicators (eg. modal split, travel costs before and after, ...)

TIME FRAME: 2-4 weeks

EXAMPLE(S):

Examples of mobility plan objectives:

- Reduce costs associated with providing staff parking
- Reduce business mileage claims
- Overcome the loss of carparking provision
- Promote a healthier and more productive workforce
- Reduce congestion in and around your site
- Reduce the impact of your business on the environment



Examples of mobility
plan objectives
(cont.):

- Reduce greenhouse gas and CO2 emissions
- Promote sustainable ways of working and demonstrate your organisation's commitment to the environment
- Increase travel choice for staff retention and recruitment, including provision for those with impaired mobility

2. Mobility Team

For the development of the mobility plan and the successful implementation of mobility measures commitment of all people involved is needed and responsibilities have to be created. 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 etc.). An enthusiast such as influencers among employees can also be a huge asset to the group.

GOAL(S):

- Defining roles and responsibilities
- Commitment
- Raising financial resources

TASKS OF THE MOBILITY TEAM:

- Actively engage in the development of the mobility plan
- Compliance with time schedule
- Get important stakeholders on board (politicians, heads of departments, transport associations etc.)
- Looking for role models, being role models themselves
- Information and motivation of the employees
- Monitoring
- Nominate a mobility plan coordinator
- Set up a steering group meeting

TIME FRAME: 2 weeks (formation of mobility team)



3. Analysis of the existing situation

To ensure that the measures you choose to encourage more sustainable transport will work, first you have to establish a clear picture of how people travel at present and what facilities and measures already exist.

GOAL(S):

- A comprehensive report on the status-quo

TASK(S) TO BE CARRIED OUT IN THIS STEP:

- Mobility survey (see 3.1)
- Site audits and inspections (see 3.2)
- Report of existing situation with all pros and cons and opportunities (see 3.3.)

TIME FRAME: 4 - 8 weeks

FURTHER INFORMATION:

- SUMP Guidelines, Step 3 “Analyse mobility situation and scenarios”
see <http://www.eltis.org/guidelines/activity-31prepare-analysis-problems-and-opportunities>

3.1. Mobility survey (Questionnaire)

Generally, the staff travel assessment is carried out by a survey, representing the baseline data from which workplace travel plan measures are developed. Questionnaires must be easy to fill in and as short as possible, with simple questions to maximise response rate, and hence suitability of measures delivered. It gives a picture of staff travel patterns and collects information on what measures would help make staff change their travel habits.

The following questions are to be asked:

- Actual Mobility behaviour - modal choice (survey)
- Individual needs and wishes
- Personal and technical requirements for sustainable modal choice
- Suggestions of improvement

3.2. Site audits and inspections

The site audit should assess the ease by which the area can be accessed by different modes of transportation and the existing facilities for this. It helps in identifying the opportunities to improve links to the site, making better use of existing amenities and identifying barriers for non-car-users.



The site audit assists in developing a clear picture of the realistic alternatives available and provides the foundations of taking travel plan measures forward.

Here is a checklist of what has to be audited:

- Parking management (availability of parking spaces, paying short term parking zones, car parks, etc.) around the working place
- Infrastructure for pedestrians (quality, safety issues, accessibility, continuous path, services for pedestrians, pedestrian zones etc.)
- Cycling network (quality, safety issues, accessibility, continuous path, services for cyclists), bike sharing system, bicycle rental, availability of company bicycle, parking places for bikes close by, public transport with bicycle
- Public transport system (quality, connections, schedule, ticketing, prizes, prioritisation of public transport, safety issues, comfort, cleanliness, integration into the regional transport net etc.)
- Car-pooling, car-sharing services, traffic calming zones, charging possibilities for e-vehicles, etc.
- Soft mobility measures like information and communication, services and coordination of activities, awareness raising for sustainable mobility, freight transport, etc.
- Traffic situation / conditions and congestions, delays
- Taking pictures of specific problem zones and good practice examples, which might serve as model

3.3. Report of existing situation

After carrying out the analyses of the current situation a comprehensive report is the basis for your mobility plan.

It should include:

- Description of the findings the analyses carried out
- [SWOT](#) (Strengths, Weaknesses, Opportunities and Threats)



4. Planning measures

There is no unique solution to answer all organisational transport needs, as different people respond to different measures and some may not react to any. A combination of measures should be introduced to let people choose in accordance with what suits their day-to-day requirements. The key to a successful workplace travel plan is to identify the transport alternatives that staff are prepared to use, hence encouraging modal shift.

The foundation in developing a realistic package of measures is the staff travel survey. This identifies the elements that employees are most supportive of and highlights the areas worth focusing most effort. There should be a balance between the cost and potential benefits of measures against their acceptance by staff. They should be able to integrate the measures into the daily routine.

GOAL(S):

- Selection of suitable measures
- Action and work plan (see example of the action plan on page 25 of the Handbook)

TASKS:

- Developing a catalogue of measures suitable to reach the defined aims and targets (see examples)
- Assign specific persons (mobility team) to specific tasks
- Defining timescales to complete tasks
- Motivation of employees to change their behaviour
- Planning the necessary infrastructure and costs of the measures
- Plan budget and financing
- Cost-Effectiveness-Studies (for bigger measures)

TIMEFRAME: 4 - 8 weeks

EXAMPLES:

- ELTIS case studies see <http://www.eltis.org/discover/case-studies>

In the Annex A you will find a catalogue of examples of possible measures for your mobility plan. You have to choose the right measure which are suitable to meet the goals you have defined beforehand.

FURTHER INFORMATION:

- SUMP Manual on Measure Selection
see: <http://www.sump-challenges.eu/file/366/download?token=z7x6M40k>



5. Implementation of measures

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.

GOAL(S):

- Implementation according to the catalogue of measures / work and action plan

TASKS (depending on chosen measures):

- Agree on management procedures and responsibilities with all stakeholders involved in implementing the measures (work plan)
- Purchasing of tools, vehicles (cars, bikes etc.)
- Infrastructural work
- Preparing and signing of cooperation agreements and contracts (eg. public transport providers, carsharing providers)
- Creation of regulation of usage
- Public relations work and advertisement (through information channels, newsletters, events, campaigns)
- Pilot actions
- Inauguration of measures with role models or representatives
- ...

TIMEFRAME: 4 - 26 !!! weeks or even more, depending on the scale of the measure

EXAMPLES and FURTHER INFORMATION:

- Hundreds of ELTIS case studies see <http://www.eltis.org/discover/case-studies>
Take some time to browse through! You can filter the case studies by keywords, countries and topics!



6. Evaluation and Monitoring

Monitoring and evaluation activities deliver data about the progress of the planning process and the impact of policy measures and thus are carried out before, during and after implementation of intervention measures.

A mobility plan is a dynamic process and develops over time. This process can be measured using a well-defined monitoring plan because the impact of any new measures and policies needs to be checked thoroughly. Monitoring should relate to the achievement of targets if the objectives are to be met. All aim and action targets should be included in the monitoring plan.

A monitoring plan should comprise the following elements:

- aspects that need to be checked regularly
- the person(s) in charge of monitoring
- frequency and date of the monitoring
- the way in which monitoring will be done
- dissemination of the result

Monitoring should help to produce new or refined targets and an appropriate campaign to support their achievements. In order to compare the results properly, the monitoring methods should be kept consistent over the timeframe. The monitoring information should be used to evaluate the success and failure of the plan.

GOAL(S):

- Assessment of the success and effectiveness of implemented measures
- Possibility to make changes and corrections in the process (adaption certain measures)

TASKS:

- Create a monitoring plan
- Development of monitoring tools
- Mobility surveys during and after the implementation or pilot phase
- Checking the Cost-Effectiveness (for bigger measures)
- Dissemination of results and success stories

TIMEFRAME: throughout the whole process

FURTHER INFORMATION:

- Monitoring and Evaluation Kit
See: <http://www.sump-challenges.eu/file/348/download?token=gUPQECmS> and
<http://www.sump-challenges.eu/content/monitoring-and-evaluation>
- MaxSumo Project “Guidance on how to plan, monitor and evaluate mobility projects”
see http://www.epomm.eu/docs/1057/MaxSumo_english.pdf



ANNEX A

MODE	MOBILITY PLAN MEASURE (EXAMPLES)
CYCLING	<p><u>Cycle parking:</u> Provide safe, secure and covered cycle parking close to the entrance of the workplace</p> <p><u>Bicycle User Groups:</u> A collection of staff who raise awareness of the need for better facilities for cyclists at work</p> <p><u>Pool bikes:</u> Provide a number of bikes for staff to make short work-related journeys along with locks, helmets, panniers and lights. Folding bikes can be used easily on journeys combined with public transport</p> <p><u>Facilities:</u> Provide lockers, changing/drying facilities and showers</p> <p><u>Financial incentives:</u> Offer financial incentives such as interest-free bicycle loans or discounts for bicycle purchase</p> <p><u>Mileage allowance:</u> Provide a cycle mileage allowance to enable financial reimbursement for staff cycling on company business</p> <p><u>Publicity and promotion:</u> Produce cycle map identifying quiet and safe cycle routes to premises</p> <p><u>Cycle links to your website:</u> Can the local authority improve cycle infrastructure to the site</p> <p><u>Repairs:</u> Offer an onsite bicycle repair service to staff (weekly/monthly)</p> <p><u>Competitions:</u> Cycle to work competitions for staff with prizes for those that cycle the furthest over a 4-week period. A permanent competition can be arranged through a competition website</p>
WALKING	<p><u>Health Benefits:</u> Raise awareness of the health benefits of walking through promotional materials</p> <p><u>Maps:</u> Maps showing safe walking routes, indicating distances and times to the most common destinations, link with public transport services</p> <p><u>Infrastructure:</u> Ensure that footpaths to, from and on site are direct, well lit and well maintained.</p> <p><u>Pool Umbrellas:</u> Make available a pool of umbrellas in the reception area for staff members wishing to walk to a nearby meeting or go shopping at lunchtime</p> <p><u>Competitions:</u> Walk to work competitions for staff with prizes for the staff members that walk the furthest over a 4-week period. A permanent competition can be arranged through a competition website</p>
PUBLIC TRANSPORT	<p><u>Promotion:</u> Promote the benefits of Public Transport to staff: often cheaper than the car, don't need to find a parking space, can relax or work on PT.</p> <p><u>Disseminating public transport information:</u> Promotional leaflets indicating routes/bus times/costs could be distributed to staff, or put on website or attached to pay slips</p>



<p>PUBLIC TRANSPORT</p>	<p><u>Incentives:</u> Interest Free Loan for staff to purchase annual season ticket / communal travel passes staff can use</p> <p><u>Shuttle bus:</u> Provide shuttle bus for staff - especially useful for sites out of town</p>
<p>CARS</p>	<p><u>Car Pooling:</u> Procure lease cars for staff to use for work-related journeys so they do not have to bring their car to work</p> <p><u>Car Sharing:</u> Identify colleagues with similar routes to work, in order to share a single car to share the cost of driving</p> <p><u>Car Clubs:</u> Employers can request access to a car club car during working hours as a cheap way of providing car access to staff for meetings</p> <p><u>Car park management:</u> Car parking costs can be a major drain on an organisation's resources</p> <ul style="list-style-type: none"> ▫ Give priority staff parking to Electric Vehicles ▫ Reduce the number of parking spaces ▫ Introduction of parking charges
<p>STRATEGIC</p>	<p><u>Alternative Work Practices:</u> Organisations can reduce the need to travel by providing IT support to allow employees to work from home or introduce flexible working hours</p> <p><u>Freight Deliveries:</u> Rationalisation of deliveries - could fewer trips be made by better co-ordination of deliveries? Encourage use of local suppliers.</p> <p><u>Fiscal incentives:</u> Cash instead of company car</p>



References:

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