



2021

Sustainable Mobility **Toolkit** for Employers



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Getting Started

Getting started

Thank you for your interest in fostering more sustainable mobility at your workplace. This toolkit is intended to equip you with best practices, resources, and incentives to help you build a sustainable commute program that suits the needs of your business and employees. There are links (highlighted in blue) embedded throughout this toolkit for you to access more info on a given topic. Before you get started, it is important to understand how sustainable mobility and commuting can help address our climate emergency.

The Climate Emergency

On November 17, 2020, Council approved the **Climate Emergency Action Plan (CEAP)**, setting a goal for two-thirds of daily trips to be taken by active transportation and transit by 2030. Nearly 40% of Vancouver's carbon pollution comes from burning fossil fuels in our cars and trucks. So we need to start commuting to, from, and within Vancouver in a more climate-friendly and equitable way.

Transportation Demand Management (TDM) is the application of strategies, policies, and programs to reduce traffic congestion while increasing the use of a variety of sustainable transportation options. TDM helps us manage capacity and congestion on our roadways, while reducing the number of polluting vehicles contributing to our local climate emergency. Harnessing and championing TDM at the workplace will help Vancouver achieve the goals set out in the CEAP.

To help meet our goal of reducing carbon emissions by prioritizing sustainable travel, the City of Vancouver is leading by example. Its **Sustainable Commuting Program** offers City employees incentives and tools to help them commute sustainably – and it provides local organizations with a great resource for starting their own programs.



Sustainable Mobility Options

Sustainable mobility encompasses any means of transportation other than driving alone. Examples include walking, cycling, rolling, taking transit, and carpooling. While sustainable mobility options can be used for all kinds of trips, the best place to begin as an employer is with your workforce's commutes.

Why commute sustainably?

- **Improve Air Quality**

Thirty-nine percent of Vancouver's carbon pollution comes from **fossil-fuel vehicles**. Reducing car travel can help lower the amount of pollution and improve air quality.

- **Reduce Traffic Congestion**

The average Vancouver driver is stuck in traffic for **105 hours each year**. Unless we do something, studies show that congestion will get worse by 2030 and lead to **250,000 hours stuck in traffic** every single day for the region.

- **Practice Health & Wellness**

Since transit trips by bus and train often involve walking to and from stops, riders are more likely to be active. Biking is another sustainable way to travel that can help adults achieve the **150 minutes of moderate physical activity per week** recommended by physicians.

- **Improve Work/Life Balance**

Flexible work arrangements, such as **compressed work weeks** and remote working, can give commuters time back in their days and weeks, helping them avoid peak congestion hours and leading to a **better work/life balance overall**. Alternatively, time spent commuting by bus or train can be used to catch up on reading, listening to podcasts or music, or just taking in the scenery.



Your Organization

The Business Case for Sustainable Commuting

How do you go about starting a sustainable commute program?
Here are some Tips and Tricks for building the business case for TDM.



Business Case Basics

It is critical to build the business case for Transportation Demand Management by explaining how expanding commuter benefits and promoting the use of sustainable commute options will help your organization meet its operational and climate goals. Furthermore, establishing a sustainable commute program can directly lead to benefits for your workplace, including:

- Attracting a wider, more diverse pool of talent
- Greater job retention
- Improved employee wellbeing and productivity
- Reduced sick days taken by staff
- Manage and decrease employee demand for parking



Gather Insights

You can start by surveying your employees to better understand the diverse transportation challenges, needs, and opportunities your workplace faces. Conducting a survey will help provide the data for you to build your business case. Potential subjects or questions to cover include:

- Current commuting habits
- Barriers to active travel (e.g., lack of culture, infrastructure, or incentives)
- Propensity or willingness to shift to a more sustainable mode
- Incentives, rewards, or knowledge that would be most impactful for shifting modes



Tips and Tricks

Here are some suggestions for making your business case successful:

- **Engage and your staff for their feedback and suggestions.**
- Be specific in what you are asking for and what the costs may be.
- If you are proposing a new policy, bring examples of what that might look like.
- Propose a potential timeline for steps involved in creating and launching the program.
- Tailor your communications to the needs and challenges of your company, and the results of your employee survey.
- Mention competing companies with similar programs.
- Demonstrate enthusiasm.
- Secure a clear commitment from decision-makers..



Following Up

Once you've received support from decision-makers, make the most of it!

- Publicly share information in a meeting or memo.
- Take part in training or promotional events for your initiative.
- Participate in the program and lead by example.
- Monitor progress and fill in management on your successes.

Employee Engagement

How do you engage employees and promote sustainable commuting at your workplace?
Here are some Tips and Tricks for making it Easy, Attractive, Social, and Timely!



Spread the News

For employees to participate, they need to know what is offered to them. Distribute information about the commuter benefit offerings, how they can sign up, and how they receive their benefits. Make it attractive by using images and colour in communications. Ideas for distribution include:

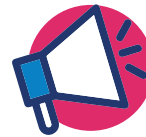
- E-mail notification, social media posts, and tenant/community apps
- Post information in common areas and on your company's intranet site (if applicable)
- Include information in the company newsletter
- Host a brown bag luncheon or webinar to educate employees
- Talk about it at staff or team meetings
- Include information as part of new employee onboarding



Fairs and Events

Hosting events like Bike to Work Day can be a fun and engaging way to inform your co-workers about their transportation options, while participating in local events. For example, HUB Cycling's **Go by Bike Week**, offers an easy opportunity to join the larger community and promote active travel. Transportation-related events can be an effective way to:

- Demonstrate a commitment to sustainability and employee wellness
- Support those considering new commutes
- Recognize and reward those who already use sustainable options



Campaigns

A great way to raise awareness about commuter benefits is to create a campaign. Using a campaign to launch a sustainable commute program adds a “fresh start” effect and allows for trial and error as employees work to make sustainable changes. Campaigns can be useful because:

- Key messages are reinforced
- They're a great way to make sustainable mobility and commuting social, connect employees, and build community
- They can be a fun way to engage with employees!
- Campaigns can be tailored to highlight a different sustainable commute option and its respective benefits



Employee Engagement



Enrollment

Encourage your employees to sign up for your sustainable commute program and make it easy for them! Employers should provide information and have their employees complete a participation form at the time they are hired for it to be timely. Tracking the participation of your program can help your organization assess and evaluate the effectiveness of your program and its offerings.



Rewards and Incentives

For those organizations with the time and budget, incentives can be an effective way to make sustainable commuting even more attractive. Reward types can vary, but even limited rewards and incentives can be successful in creating behaviour change. Once your workforce gives sustainable transportation options a try, they will begin to understand the benefits to their pocketbook and stress level. Creating an incentive program can:

- Motivate employees to try new commuting options.
- Sustain new commute behaviours until they become habitual.
- Reward dedicated employees who regularly use sustainable transportation options, creating a culture of recognition and appreciation.
- Demonstrate your business's dedication to sustainability and wellness.



Best Practices, Resources & Incentives

Walking

Walking can be the healthiest, least expensive, and most sustainable form of commuting. Here's everything you need to know about walking to and from work.



The Benefits of Walking

Fostering a walking culture can lead to many benefits for your workforce and community:

- Improves well-being, physical, and mental health
- Increases productivity, focus, and creative thinking
- Saves money on commute costs like gas, parking, and fares/fees
- Requires no infrastructure construction or maintenance at the worksite
- Generates zero carbon emissions



Walking

To initiate a walking program at your workplace, here are some strategies to get you started:

- Identify a commuter who regularly walks at your organization who can communicate the benefits of walking options to help promote walking culture.
 - Execute a walking workshop with an experienced instructor
 - Provide walking routes and safety tips
- Make a map of locations within walking distance of your worksite and pin it in a highly visible location like a bulletin board and/or your company intranet.
 - You can start by entering your business address at [walkscore.com](https://www.walkscore.com)
 - You can use a platform like [Google My Maps](https://www.google.com/maps) to start making your walking map
 - Solicit feedback and recommended walking routes from commuters who regularly walk
- Create a sign-up sheet for workers interested in forming a walking group or club.
- Start a friendly challenge or competition to track and reward walking (e.g., number of steps or trips per week).
- Make sure to consider various ability and accessibility options. Google's improved walking directions offer voice guidance designed to assist people of all abilities navigate on foot.

Did you know? A staggering 23% of residents walk to work. Probably, because Vancouver is the most walkable large city in Canada.

Cycling

With similar benefits to walking, biking can be a quick and convenient way to commute. Check out the info below to learn how to build a cycling culture at your workplace.



Cycling Basics

Cycling is the perfect mode for trips that are less than 5 km end-to-end (which make up about 50% of all trips in Metro Vancouver). Plus, bikes are exceedingly convenient for **connecting with other sustainable commuting options like public transit**, carshare, and more!

Here are some tips for starting a cycling program at your workplace:

- Identify a commuter who regularly bikes at your organization who can promote and educate others about cycling as a commute and lifestyle choice.
- Download, print, and share local and regional bike maps, like this **Spring 2021 Vancouver cycling map** or **these created by Translink**.
- Locate safe, secure, and dry racks or lockers for bike storage.
- If possible, provide shower and changing facilities.
- Offer a financial benefit or loan to cover the cost of purchasing a bike or bicycle-related expenses.
- Reach out to bike advocacy organizations like **HUB Cycling** to engage in campaigns like the annual **Bike Awards**, receive education and training, and support employees who bike.
- Celebrate Bike and Walk to Work Days and encourage commuters to participate in local campaigns like HUB Cycling's **Go by Bike Week**.
- Promote the use of shared bikes from providers like **Mobi by Shaw Go** and **Hopr**.
- Launch an Emergency Ride Home (ERH) program that covers discounted or free taxi, carshare, or ride-hail trips in case a cyclist must leave work unexpectedly.

mobi | Shaw) Go



Your **Cycling** Connection



Public Bike Share

Bike Share offers plenty of flexibility for commuters who may not own their own bike or just need a cycling connection on the fly. With **hundreds of bike share stations** conveniently located near Vancouver's bike routes, commercial centres, and transit hubs, services like **Mobi by Shaw Go** can help you get to and from work, your lunch meeting, and your after-work errands in a breeze.

Here are a couple ways to get started with promoting bike share:

- Check out the **station map** to find a Mobi bike share dock nearest your workplace and promote the service to your commuters.
- Providing a **bike share subsidy via Mobi's Corporate Program** offers your employees discounted access to bike share on an annual basis, with multiple enrollment options to choose from. Learn more by contacting **grouprates@mobibikes.ca**.



Cycling



Cycling Support

The friendly experts at **HUB Cycling** can help you with everything you need to launch a successful cycling program, including:

- Cycling Education courses tailored to all skill levels for **individuals** or **your entire workforce**.
- HUB's semi-annual **Go by Bike Week** is a fun and supportive cycling campaign where friends, family, and colleagues are encouraged to ride their bikes anywhere – with free bike maintenance, snacks, prizes, and maps as added incentives.
- The **Bike to Shop** event promotes biking to local shops and can be an opportunity for your organization to establish itself as a bike-friendly business.
- Annual **Bike Awards**, at which your organization can get recognized for its cycling efforts.
- **Bike Friendly Business Consulting**, in which HUB's experts can analyze and advise on all aspects of cycling and multi-modal travel for all type of buildings to more fully promote cycling and active transportation at your worksite.
- **Monthly Newsletters** and **opportunities to get involved** in Vancouver's cycling community.



E-Bike Basics

E-bikes, or electric-assist bicycles, are two- or three-wheeled bikes that have pedals and a small electric motor. They can be a terrific option for commuters who traverse hilly terrain or just need an extra bit of boost to help cover longer distances. Make sure to promote the **rules of the road** and locate safe and secure storage for employees interested in e-biking as a sustainable commute option.

Incentive: The **BC SCRAP-IT Program** offers a **\$1,050 rebate** on the purchase of an e-bike when an individual replaces their old vehicle. **Plug In BC** also offers significant rebates for eligible businesses and individuals that purchase an e-bike (as well as other electric vehicles)!



Rolling

Rolling on scooters, skateboards, and more can be a fun, active, and sustainable commute. Below are some of the basics and rules to consider when promoting rolling to and from work.



Rolling Basics

Rolling to and from work on an electric scooter, skateboard, or set of inline skates can be a fun and easy way to change up commutes.

When ridden safely, micromobility options like scooters and skateboards can help lower parking demand, car usage, and congestion levels while providing a flexible and fast way to cover short distances. Scooting and skating are also great ways to complete the connection from transit to your workplace or home.

Below are some tips to support rolling to and from work:

- Identify a regular roller at your organization who can share tips and tricks with others about safely using micromobility to commute.
- Share safe and secure bike parking facilities with e-scooter and other smaller devices.
- Educate employees on **how to safely and legally scoot**, skate, or rollerblade in the Province.
- Learn more about the **Electric Kick Scooter Pilot Project** and how it may apply to your community.
- Take a look at the **City of Vancouver's E-scooter webpage** to learn more about getting around with electric kick scooters.



The Rules of Rolling

Like e-bikes, there are some **legal distinctions** to be aware of when promoting the use of micromobility devices such as electric kick scooters and non-motorized longboards. Check out the **bottom of this page** to see where rollers are allowed to use different types of micromobility modes. Remember that the legal rules for rolling may often differ based on factors such as location and street type or whether your bike, scooter, or board has an electric motor.

As newer, electric versions of micromobility options become more commonplace, you should stay up to date with the latest local regulations and legal definitions when promoting rolling to and from the office. Contacting your local government can be the best way to make sure you promote micromobility as a safe and legal commute option.



Public Transit

Public Transit gives you and your workers inexpensive access to the entire Metro Vancouver region. Read on to learn how to build and deliver a successful transit program at your workplace.



The Benefits of Public Transit

Vancouver is home to a plethora of public transit options including the **SkyTrain**, **RapidBus**, **SeaBus**, **West Coast Express**, and **over 230 bus routes!**

In addition to helping clear our streets of congestion and our air of pollution, a transit program can offer many benefits to your organization:

- Can be promoted to attract and retain talented individuals from around the region.
- Can save employers and employees money on parking and other transportation costs.
- Can easily be combined with Active Travel modes like walking, biking, and rolling.
- Can improve the physical and mental well-being of staff, while providing extra time for tasks.

Best Practice: The **University of British Columbia's ERH program** is an excellent example of a commuter program that helps give peace of mind and a ride home for faculty, staff, and students who get to school sustainably.

Did you know? Subsidizing transit passes by less than a quarter (23%) of the cost doubles the chances that an employee becomes a transit rider!



Public Transit Basics

When promoting public transit at your organization, it's important to start with **the basics** and make your program informative and approachable. Learn more about some best practices and strategies for promoting public transit:

- Identify a veteran public transit rider at your organization who can help share knowledge about how and why to take the bus or train.
- Provide a subsidized transit benefit for your workers to start riding for lower fares.
 - Check out the TransLink **Compass for Organizations** program.
- Share links to trip planners like **this one from TransLink** to help workers get around.
- Set up and maintain a kiosk, bulletin board, or display with **transit schedules and maps**. If feasible, install a real-time transit display like **TransitScreen** in your reception area or lobby.
- Create and post a map with your worksite and nearby transit stations, stops, and amenities.
- Organize a “Try Transit” event aimed at staff with little or no prior experience taking transit.
- Make sure to summarize transit benefits to new hires when they join your organization.
- Launch an Emergency Ride Home (ERH) program that covers discounted or free taxi, carshare, or ride-hail trips in case a transit commuter must leave work unexpectedly.

Flexible Working

Flexible Working can improve employees' work-life balance while also reducing peak-hour car trips. Learn more about flexible scheduling arrangements, their benefits, and best practices below.



The Benefits of Flexible Working

Flexible Working can improve work-life balance, productivity, and job satisfaction for your staff while also reducing the number of vehicle trips and carbon impact of car commutes. It can also be used as a tool for recruiting and retaining a diverse pool of talent. According to a [2019 International Workplace Group](#) survey, 80% of respondents faced with two similar job offers would turn down the one that did not provide for flexible working.



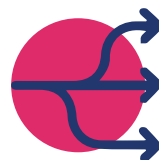
Compressed Work Weeks

Additionally, flexible working can encompass a policy known as a Compressed Work Week, in which employees work the same total hours per week, but longer hours each day. In this scenario, a worker might work Tuesday through Friday for ten hours per day (as opposed to eight).



Flexible Work Hours

Flexible Working usually represents a work schedule arrangement in which employees continue to work a full day but with varied work hours outside of the typical '9 to 5' workday. For example, an employee may choose to start work between 7 am and 11 am, and finish between 3 pm and 7 pm, enabling them to travel outside at least one of the peak periods.



Flexible Working Best Practices

Here are some best practices when it comes to establishing flexible working as a TDM strategy at your workplace:

- Create a **checklist** of considerations, tasks, and clearances that should be addressed prior to implementation.
- Set up and publicize company policies for remote working, a compressed work week, or flexible schedule to establish eligibility criteria, procedures, and to refer to when necessary.
- At times and locations where transit service is lower, align flexible start times with nearby bus and rail schedules to ensure adequate transportation options are available.
- Provide flexible work arrangements as voluntary, mutual agreements between the worker and management.
- Make sure to evaluate flexible scheduling on an ongoing, individual, and organizational basis.

Additional Resource: Check out the [City of Vancouver's Remote and Flexible Work Toolkit for Employers](#) to learn more about setting up a flexible working program at your worksite.

Carsharing

You can leave the car at home – or ditch it altogether – when carshare is nearby. Here's a quick rundown of carsharing and its many benefits.



Carsharing Basics

Carsharing services available in Vancouver, such as **Modo** and **EVO**, allow businesses to access multiple types of vehicles to support short-term, flexible driving needs. Like bike share, carshare grants users access to a fleet of vehicles only when one is needed, and cars are available on demand by the minute, hour and day. The relative affordability and flexibility provided by carshare increases a commuters' likelihood to:

- Forgo a private vehicle trip for short distances
- Choose sustainable options like walking, cycling, or taking transit
- Get rid of a privately owned car and save money on owning, maintaining, and parking vehicles



The Benefits of Carsharing

Individuals and organizations with access to carshare can rely on the vehicles during the workday for round-trips to lunch or to run quick errands. In some cases, these vehicles can also help facilitate “reverse commutes” in which a vehicle is picked up at the end of the workday, driven to the employee's home, and returned to the pickup site the following day.

Both Modo and EVO offer alternative fuel vehicles like EV's, Hybrid, and Hydrogen Fuel Cell vehicles. In terms of benefits, Modo identified the following when drivers switched to carshare:

- For every carshare vehicle available in a neighbourhood, between 9-13 vehicles were removed from the streets
- Using a round-trip carshare service helped to reduce personal GHGs by 30-50%
- Roughly a third of Modo members have gotten rid of a personal car (or two) since joining Modo

Incentive: Check out these **special TravelSmart discounts** for incentive subsidies, when signing up for either a business membership with Modo or a personal membership with EVO.



Carpooling

Carpooling is the simplest, least expensive, and most common form of ridesharing. Below you'll find best practices, tips, and considerations for supporting a carpool program.



The Benefits of Carpooling

Carpooling – when two or more people share a ride – reduces the total number of commute trips, and the associated pollution and traffic congestion. Facilitating carpools at your organization can help your employees get to work faster and easier. It can also result in these additional benefits:

- Cut daily commute costs by 50% or more
- Build community among coworkers and neighbours
- Faster commutes via **High-Occupancy Vehicle (HOV) lanes** throughout the Lower Mainland
- Reduces the amount of parking spots needed
- Provides additional commute options for staff who don't have access to a vehicle or transit



Carpooling Basics

Here are some best practices and tips to consider when promoting carpool for your workers:

- Promote new technologies like the **Poparide app** to help workers safely and easily carpool.
- Host a carpooling lunch event or social hour for interested workers to find carpool partners.
- Incentivize participation with raffle prizes, gift cards, and other rewards.
- Designate priority parking spots for carpools in the most attractive spaces at your worksite.
- Offer lower-cost parking rates, payroll deductions or other incentives for those who carpool.
- Set up a closed network for your organization on a carpooling app like **Liftango** to foster reliability and safety.
- Launch an Emergency Ride Home (ERH) program that covers discounted or free taxi, carshare, or ride-hail trips in case a carpooler must leave work unexpectedly.

Best Practice: Vancouver Coastal Health offers an **innovative carpooling program** that quickly and securely matches interested riders and drivers commuting to the worksite

Did you know? Due to high solo driving rates in Metro Vancouver, there are roughly 2 million empty seats during every morning rush hour! Carpooling can help take advantage of this available supply.

Parking

When reducing vehicle trips is the goal, addressing parking can be the most effective place to start. Here are some proven strategies and best practices for managing parking.



Designate Preferential Parking

Preferential Parking means allocating premium parking privileges for employees who carshare, carpool, or vanpool. Providing free or discounted parking to sustainable commuters provides an incentive for workers to share a ride and cut back on drive-alone trips. Some questions for your organization to consider:

- Is there a minimum number of employees required to be in the carpool to get this benefit?
- Are preferential spots clearly marked? Making them attractive can help promote the benefit.
- How will you identify which cars arrive with multiple passengers? Examples include an honour system, surprise inspections, or registering carpoolers via licence plates and installing webcams.



Charging to Park

The most effective way to reduce drive-alone commutes is to charge for parking. Parking is never free, and if it seems like it is, it's because it's being subsidized by the land owner or property manager. A single parking space can cost between \$30,000 and \$46,000 to construct on average. Instead of offering free parking, you can use money generated by charging to park to pay for free transit passes, cash incentives, or other goodies for employees who commute sustainably.



Daily Parking Fees

If your organization is already charging employees for parking, check whether you charge by the day or by the month. Monthly parking incentivizes employees to drive every day. Charging for parking on a daily basis provides more flexibility – particularly if commuters are only coming to the worksite on a semi-regular basis as part of a hybrid or flexible work arrangement – and can lead to less demand and increased parking revenue. Some benefits of daily parking fees include:

- More flexibility to pay only for the days commuters actually drive to and park at work
- Better understanding and more efficient management of parking supply based on daily use
- Greater likelihood for workers to travel via sustainable modes or flexible work on certain days



Parking Cash-Out

If your business leases its parking spaces, offer to pay out the cost of the monthly parking spot to employees through their payroll if they are willing to give it up. This benefits employees who need to drive to work while rewarding those who choose to travel and saves the company money by allowing for less parking to be leased.

Case Study: In Seattle, the Bill & Melinda Gates Foundation **switched to daily parking** and began providing transit incentives, which led to its drive-alone commute rate falling from 90 to 34 percent between 2011 and 2016.

Program Evaluation

Data collection helps highlight successes, identify additional opportunities, and measure engagement. Here are a few strategies to help evaluate your program.



Monitoring & Data Collection

Documenting program trends through data collection can help gauge and monitor employee views and experiences. When done well, data collection can provide insight and help with future program decisions.

Data collected is useful for a variety of reasons including:

- Tracking and monitoring program impact
- Identifying opportunities for additional programming
- Understanding and evaluating behaviour change initiatives
- Measuring employee engagement

Data collection sources may include:

- **Annual Commuter Surveys** - Monitors current commuting habits, programming interests, and program barriers.
- Annual Site Assessments - Tracks facility usage such as parking counts / permits, cycling storage room and end-of-trip facilities.
- Annual Program Enrollment - Monitors specific program uptake such as the Emergency Ride Home Program/flexible work/subsidized programming.
- **Website/App Metrics** - Monitors website/app traffic to analyze user behavior and optimize user experience.
- Campaigns/Events - Tracks participation via registration forms or questionnaires.





Thank you for your interest in fostering more sustainable mobility options at your organization.

To learn more about the
City of Vancouver's initiatives please visit
<https://vancouver.ca/streets-transportation/walk-bike-and-transit.aspx>

To view the
Transportation Demand Management (TDM)
Action Plan please visit
<https://vancouver.ca/files/cov/transportation-demand-management-action-plan.pdf>

For TDM inquiries please email us at
employerTDM@vancouver.ca