



COMMUTER CONNECT



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CRAZ would like to acknowledge The City of Calgary and The Halifax Regional Municipality for allowing us to adapt information from their Commuter Options toolkit to create CRAZ’s Commuter Connect, A Commuter Options Program.

1.0 Our Vision

In many cities and towns around the world, transportation infrastructure is not keeping up with the pace of development. In downtown areas, streets built decades earlier are clogged with a volume of vehicles, and types of vehicles, never imagined by the people who designed them. Besides testing the nerves of people who travel the roads daily on their way to and from work, traffic congestion creates local environmental problems, including reduced air quality due to the presence of ozone and particulate matter. Congestion also contributes to global climate change through unnecessary generation of greenhouse gas emissions, and requires large expenditures of taxpayer dollars for maintenance and expansion as the municipality grows.

A significant contributing factor to the clogged streets is the prevalence of single-occupancy vehicles (or SOVs). If just one in four Calgary drivers left their car at home and walked or cycled to work, took transit, shared a ride with another driver, or worked from home, the impact would be astonishing. Immediately, 25% of the vehicles normally on the road would vanish. The tempers of drivers would be much more restrained, as the traffic moved quicker and more smoothly and the travel times to and from work shortened. Air quality would be improved, with less smog from tailpipes. People who walked, jogged or cycled to work would soon feel better as well, as the activity of getting to and from work would make them healthier and more energetic. Our entire globe would benefit, as the reduction in greenhouse gas emissions would lessen the speed and impact of climate change. Our taxes required to maintain existing roads and build new ones would be reduced, or perhaps diverted to parks, walking trails, libraries, schools and hospitals.



This vision is achievable. Our culture of jumping in the car each time we want to go somewhere is entrenched, to be sure, but not unchangeable. It is a cultural norm, a habit which can be changed just as other habits have been changed, such as recycling and composting, wearing seatbelts and smoking in public places. However, it takes effort, encouragement, motivation, policy development, and perhaps even some investment in items such as bicycle storage lockers and change facilities.

This toolkit was developed by Calgary Region Airshed Zone (CRAZ) to help organizations foster a more efficient, healthy, and environmentally responsible way for their employees to travel to and from work. The document provides direction and resources that will help you develop a Commuter Options Program for your work place.

2.0 Development

So you want to develop a Commuter Options Program for your workplace. Congratulations, you are taking important steps to benefit you and your co-workers, your employer, your community and the environment.

This toolkit will provide you with guidance and resources to assist you in developing your Commuter Options Program.

Figure 1 outlines the steps to design and implement a custom Commuter Options Program for your place of work.

Figure 1 - Development Path for a Better Way to Work



This workbook follows this approach and provides detail, advice and resources on what must be done at each step.

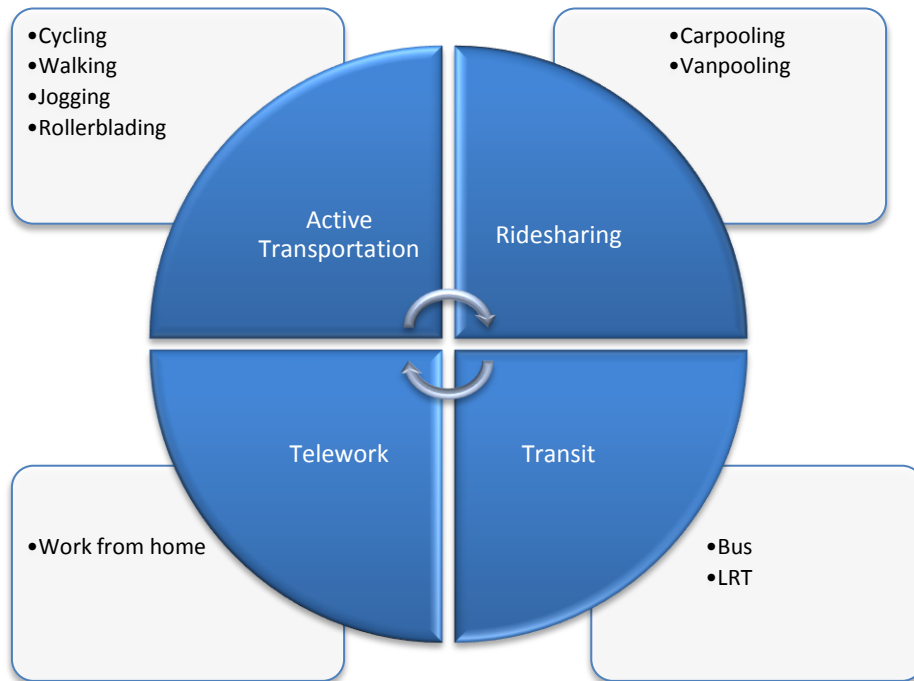
Work through the steps as outlined in Figure 1. Some of the steps are more relevant to some organizations than they are to others. Size of the organization and function are just two of a number of important variables that will affect your choice of how to develop your Commuter Options Program, and which specific steps you will take and how you will approach them. Consider this toolkit a guide, and use your own ingenuity and creativity to customize an approach that works best for your organization.

In Appendix A you will find many resources that will assist you, beyond what is already in this workbook. As well, you can visit www.craz.ca to find a current list of resources.

3.0 Goals

Before we get started convincing people to get out of their cars and leave them at home, we need to consider what we want to achieve. First, let's take a look at some of the available alternatives to driving a car to work each day.

Figure 2 - Commuter Options



As you can see, there are many alternatives to driving a vehicle to work each day by yourself. Commuters have options ranging from travelling with others, to turning commuting into an exercise program, to not travelling to work at all.

Some options are more suitable than others to any given workplace or employee's personal situation. For instance, someone working on a manufacturing line or a carpenter renovating other people's homes cannot simply stay at home. But other options may be available to them, such as ride sharing, transit or active transportation. Similarly, it may be difficult for someone who lives too far from work to walk, cycle or jog, but that person could share a ride with someone else living nearby, or perhaps take a bus or the LRT, or even combine some active transportation with another mode of transportation. For instance, bicycle racks are available on some Calgary buses to allow people to conveniently cycle to and from their bus stop and homes and workplaces.

Take the time to consider which commuter options make sense in your workplace. Some options will work for some people and not others. Transit service, availability of bicycle and walking paths, weather and safety are only some of the variables that will affect the likelihood that someone will take an alternative commuter option. But for almost everyone, there will be at least one alternative to getting into the car and driving to work alone.

Choose some preliminary achievable goals that make sense for your workplace, some for the short term and some for the longer term. They should be modest at first, such as convincing 5% of people who drive to work by themselves to leave their car at home. A longer term goal could be 20% or more, depending on your work plan.



Appendix B contains a worksheet which will help you set goals for your program. Fill it out now, and it will:

1. Provide a vision and direction for the development of your strategy;
2. Help you get buy-in from the decision-makers in your organization;
3. Provide a basis for assessing progress.

Having exact numbers for the elements in the worksheet is not necessary at this time. Use estimates if you do not have information available. After you conduct some research into current commuter behaviour in your organization, you may need to revisit the goals you have set here, as new and more precise information may have a bearing on the goals. That is ok.

4.0 Getting Buy-in

Perhaps the most important step in developing a commuter options program is to garner support from the decision-makers who could help make it happen. This could include:

- Senior Management who might have the Go/No-Go authority, and who may have to approve expenditures of time and money in developing and implementing a plan;
- Middle managers who may have responsibilities for people and resources that would be needed to implement and run the program;
- Operations people involved in day-to-day activities that could be impacted (like parking control);
- A company environmental committee, should one exist; and
- People in the company who will support the initiative and will work towards its success.

In large organizations, there may even need to be involvement from legal and safety staff and an employee union.

To convince people of the value of a commuter options program, you will need to highlight the benefits to each decision-maker and the organization as a whole. It is useful at this early stage to identify whose support you need in order for it to happen.

Keep in mind that not everyone will think this is important, and not everyone will be as excited about it as you are. Also, different people will support it for different reasons. A cyclist may support it because she feels she can finally have a secure place to store her bicycle, while the CEO may support it mainly because it looks good to the public if the company is seen to support sustainability initiatives.

The worksheet in Appendix C will assist you in identifying the people you need to engage to build support for this initiative, and provides some of the points you might make to convince them to support your project. Table 1 is an example of a Talking Points chart developed by working through Appendix C.

Table 1 - Sample Decision-Makers and Talking Points Form

Decision Maker	Talking Point
Senior Management	Goodwill for the company in the community Healthier staff members from Active Transportation Demonstrate community leadership Easily implemented without significant cost

	Reduced parking costs/requirements Contributes to a better community, which helps attract potential employees and retain them Improved productivity Tax savings Environmental benefits
Middle Management	Healthier, energetic staff Less lost time due to traffic jams Improved productivity
Operations	Lower parking cost
Environmental Committee	Fewer greenhouse gas emissions Less smog Less energy consumed Fewer resources consumed in creating and maintaining infrastructure Less pavement means fewer stormwater management requirements

Ensure that you have the information at hand to make the case to each of the decision-makers you need to support your project. This Toolkit includes a PowerPoint Presentation, which can be downloaded from www.craz.ca. It is designed to help you convince your company of the benefits of a Commuter Options Program.

Presentation

The PowerPoint presentation is designed to last approximately 10 minutes. It is completely editable, so you can add in the information that best suits the audience that will see your presentation, add your company logo, and make any other changes you wish. It should be useful whether your audience is one person or a boardroom full of directors. You can download the presentation at www.craz.ca

One thing you might consider is not trying to get complete approval for the entire program at this stage. Instead, try to get support in principle, and for some next steps which could be approved. For instance, you might seek approval to:

1. Gather a small team of employees to look into the project further;
2. Research the status quo and opportunities through an employee survey;
3. Develop a recommended course of action; and
4. Provide a report back to Senior Management with recommendations, schedule and budget.

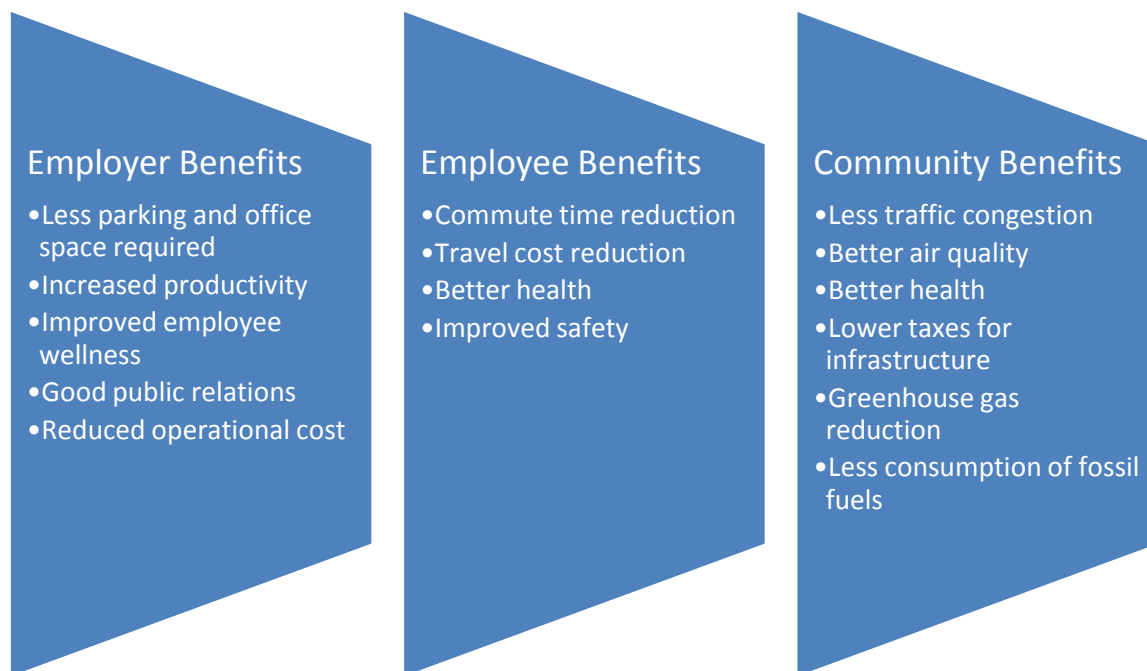
You may wish to add a page with your “next steps” to the presentation and ask them at the end to allow you to move forward.

Focus on the Benefits

In order to attract as much support as possible, it is important to focus on the benefits of an effective Commuter Options Program. During meetings, presentations and conversations make sure you emphasize the benefits that the program will bring.

Figure 3 will assist you in remembering what those benefits are. Benefits are categorized into Employer, Employee and Community in order to assist you in determining which benefits to stress for your audience.

Figure 3 - Benefits of a Commuter Options Program



Gathering a Team

Developing a Commuter Options Program for your company by yourself is laudable, but there are a number of reasons that creating a small team of employees is more effective. Besides being able to share the workload, a team of staff members from across the organization can have other benefits:

1. By having representatives of different internal departments on your team, you will have a cheerleader in each department.
2. By including people from other departments, you can get different perspectives. For instance, there may be a department with a number of employees who could just as easily telework as work in the office.
3. People from different departments can lend expertise. The Fleet Manager might be able to provide information on fuel, maintenance and insurance savings, while someone from the IT department might be able to create a ride-matching system on the company intranet. Another

from Human Resources might be able to promote the program in the company newsletter. In a manufacturing setting, perhaps there is someone who can build bike storage racks.

4. There is strength in numbers. If a recommendation is coming from an 8-person committee, it is more difficult for senior management to say no than if it is just coming from you.

Carefully select potential committee members, and make sure they have the support of their immediate supervisors to attend the meetings and spend time on the project. You can ensure that support by making sure everyone knows that senior management supports the initiative.

5.0 Research

You need to do research. It might seem like a waste of time because you already know that a Commuter Options Program is a good idea, and that it has tremendous benefits. Let's just get on with it, you might be thinking.

Understanding the situation at your workplace will lead to a better Commuter Options Program. It will also help you quantify the potential benefits of the program - something you will need to get approval for the final plan, particularly if you are going to ask for a budget allocation.



A survey is a good place to start. Besides finding out more about attitudes and the challenges and barriers that employees face in changing their commuting habits, surveys engage people. Just filling out the survey gets them involved and thinking about their daily commute.

Your survey can provide valuable information, such as:

1. How far people are commuting;
2. Who is already ridesharing, taking transit, working from home, or engaging in Active Transportation. (They may be really good ambassadors for the program in the future.);
3. The attitudes people hold towards alternative commuting options;
4. What barriers people face, and what opportunities there are for removing those barriers;
5. Where the low-hanging fruit lies. Maybe a large number of people will rideshare if the company can organize a ride-matching service and provide preferred parking privileges.

A sample survey is available for download at www.craz.ca. It can be modified to suit your needs. A copy of a similar survey is attached in Appendix D.

Analysis

Identifying Barriers

An important part of developing a campaign with the purpose of changing people's behaviour is to *identify barriers to the adoption of those behaviours*. For instance, there is not much point in encouraging people to ride bicycles to work if they have no place to park them when they arrive. That is a barrier to riding the bike to work. So the program design may have to include the provision of bicycle racks or lockers. That removes the barrier and makes it easier for the person to adopt the behaviour.

Some barriers can be physical or systemic. For instance, some commuters may not be able to take public transit as it may not be available in their area. Others may not be able to take part in Active Transportation because of physical disabilities. These barriers may be impossible to overcome, but other options, such as ridesharing, may be more suitable to these particular people.

Some barriers may be attitudinal. Some people may not feel safe taking transit or walking in their neighbourhood at certain times of day. Others may simply not want to walk or jog to work, or might like the feeling of independence that bringing their own vehicle to work gives them.

Other barriers may be simple issues to address. Sometimes people are intimidated by the transit system, and do not take the time to learn how to use it. Perhaps someone is willing to carpool, but has only recently moved to the area and does not know anyone that he/she may be able to ride with. Maybe the person wants to ride a bike to work but has no place to park it upon arriving.

Regardless of what type of barriers are reported, they have to be considered as real and they must be addressed if a person is to be convinced to adopt alternative behaviours.

Categorizing Barriers

Once you have identified the barriers from your survey, you should categorize *the barriers by type*. A simple way to do this is to divide them into the following categories:

1. **Systemic** – such as unavailability of transit service or bike lanes in a person’s area, concerns for safety walking in certain areas;
2. **Personal** – such as requirement to run errands, pick up children after work, need to have the car at work, need to be able to go home in an emergency;
3. **Perceived** – such as feeling that carpooling will be too inconvenient;
4. **Attitudinal** – such as feeling the issue is unimportant, or one person’s behaviour will not make a difference.

Determining the Frequency of Barriers

After categorization, the next step is to *determine the frequency of the barrier*. This will assist in prioritization of action items to remove barriers. For instance, if it is found that the most frequently reported barrier to ridesharing is that it is too difficult to find people in the company to share rides with, removing this barrier would be a priority as it could have the most positive impact by encouraging the most number of people to participate.

Identifying Options for Removing Barriers

Finally, the last step is to *identify options for removing barriers*. For instance, if a barrier to leaving the car at home is a concern that there may be an emergency at home, then consider adopting a guaranteed ride home policy in the workplace. In this last step, you are not yet selecting which option your organization will choose to remove a barrier. Rather, you are listing all potentially feasible solutions. You will be selecting policy and operational solutions to the barriers when you develop your plan in the next step.

Appendix E1 includes a table of common barriers to the four commuter options described in section 3 (active transportation, ridesharing, transit, and telework). Some of the barriers you uncover from your survey will likely be present in the table. Additional barriers may also be revealed from the survey. For each barrier, the table includes a brief discussion of the barrier, identifies the type of barrier (systemic, personal, perceived, or attitudinal), and presents solutions known to remove or mitigate the barrier.

Appendix E2 includes a blank worksheet that you can use to execute the steps outlined above:

1. record the barriers within your organization
2. categorize the barrier by type
3. determine the frequency of the barrier
4. identify options for removing the barrier that make sense for your organization

6.0 Developing the Plan

So now you have a lot of information about how people are currently getting to work, their attitudes towards taking a different approach, and the barriers that are in their way to making that change. It is time to start developing your Commuter Options Plan to foster the shift towards *A Better Way To Work*.



Your plan will have two particular components:

1. Policy
2. Operational Requirements

Let's explore these components of a Commuter Options Plan.

Policy

Policy in the workplace defines and guides how an organization operates.

You will likely need some policy requirements in your Commuter Options Plan. For instance, in order to facilitate ride-sharing, there may be a need to have flexible time shifts at work. So, instead of working from 8 a.m. to 4:30 p.m. with 30 minutes for lunch, the workplace may need to be flexible and allow people to begin anytime between 7 a.m. and 9 a.m. and leave after putting in an eight-hour shift. Thus, someone with a neighbour who worked from 7:30 a.m. to 4 p.m. would be able to share a ride by simply starting and finishing the workday a little earlier. Thus, the organization may wish to develop and implement a *Flexible Work Hours Policy*.

This section assists you in determining where policy is required, and what policy options are available.

Barriers and Policy Options

The barriers presented in Appendix E1 are often found in commuter options research. You may find through your survey that some of the same barriers exist for employees within your organization. By their nature, some of these barriers require policy solutions as opposed to operational solutions. Appendix E1 provides examples of policy solutions for common commuter options barriers. These policies have proven to work in other

workplaces. In the previous step, you will have used Appendix E1 to look up the barriers you uncovered in your research and some policy options that address the barrier directly and effectively. It may not be feasible to try to mitigate all of the barriers identified by employees in the survey. Use the worksheet in Appendix F to record the barriers you intend to address in your plan and the policy solutions for each that you intend to pursue as part of your Commuter Options Plan.

Operational Requirements

After developing policy, you will need to look at operational barriers. For instance, the research may have discovered a need for bicycle storage or shower/change facilities to accommodate people participating in Active Transportation. People working at home might need the organization to purchase supporting equipment and software. Downsizing of such big ticket items as office space and parking space may be needed if many people are working from home.

Let's look at two areas where operational requirements are more likely to be necessary: Active Transportation and Telework.

Active Transportation Support

Active Transportation comprises several different methods of getting to and from work, with the common aspect of physical activity being involved.

If you walk, run, bike, skate, or even combine these activities to get to work, you are involved in Active Transportation.

The benefits of Active Transportation are clear:

1. You get exercise.
2. You save money on fuel and vehicle maintenance.
3. You contribute to cleaner air and reduce your greenhouse gas emissions.

So with all the benefits, why are there so many people driving to work and so few cycling?

For some, issues such as proximity are difficult to overcome. But for others, operational changes within the business can break down barriers. Some of the barriers associated with Active Transportation, and workable solutions to overcoming them, are provided in Appendix E1.

Telework Support

Telework describes when someone does not commute to work, but instead stays at home and uses communications and computer equipment to connect to the workplace.

In many cases, the option of working at home is reasonable, but it is a paradigm that is not the norm in business. For that reason, it can be difficult to implement, as it requires acceptance by both the employer and the employee.

An estimated 100,000 people in Washington, DC telework due to a program that was implemented in 1996. Imagine the benefits of having 100,000 fewer vehicles on the road every day. If someone tells you telework won't work, tell them about Washington, DC.

Some employers/managers are reluctant to allow telework because:

1. They are not confident that the work will be done when there is no direct supervision.
2. There is a concern that the teleworker is not as available as when he/she is in the office.
3. As not everyone may be able to work from home, it may be felt that it is not fair to allow a few to do it.
4. There is a concern about the complications surrounding office furniture and equipment provision.

Some employees may have barriers to working from home as well, such as:

1. There may not be the physical space required for an office.
2. An office may not be compatible with home life.
3. Some might want the socialization available at a workplace.
4. Some might not have the confidence or independence to be working without others close by.
5. There may be a need for support staff or equipment to assist the employee.

There are other issues as well, such as liability, safety and the use of home space and employee-owned equipment, or the provision of employer-owned equipment for the home. Even software licensing and anti-virus protection can become more complicated. Barriers associated with telework and possible solutions to those barriers are listed in Appendix E1.

That said, there are tremendous benefits to telework when it works well. Besides getting people off of the road completely, telework frees up commuting time, reduces the need for costly work and parking space, and has significant environmental benefits.

Advocacy

Some barriers to choosing different commuter options may be out of the control of your organization. For instance, transit service may be inadequate in the area of the workplace, or perhaps in the area from which staff are travelling. Perhaps some people are interested in cycling to work but do not feel safe due to a lack of bicycle lanes on streets. Maybe inadequate sidewalks or crossing lights at busy intersections deter people from walking.

If this is the case, it is time for some advocacy.

If your organization needs to have some assistance from outside agencies in order to reach its potential to reduce the number of cars on the road, then make contact. You could share your research numbers, which would demonstrate that you have done your homework and lend legitimacy to your requests. If the issue is significant enough, you might even see if it is possible to draft a letter to be sent by the leader of your organization.

Keep in mind that advocacy often works when a partnership is developed through respectful dialogue and communications. As you are a representative of the organization you are working with, you must keep in mind that what you say or do will reflect on your organization, and that can have consequences. It is best all around to engage people with respect so that you do not risk harming your organization's reputation.

Implementing the program with a splash makes it more noticed and real. Make sure all of the supportive elements are in place and seek an announcement from your organization's leader.

7.0 Implementation

With enabling and supporting policy and an operational plan, what's next to do? Implement it!

If you have followed the process outlined previously, you have:

1. Support from Senior Management
2. Policies that clearly outline employer/employee obligations and expectations
3. Operational requirements and a plan to meet them.

The next steps are to:

1. Ensure all necessary support mechanisms are in place (for instance, a system to assist people in finding carpool partners)
2. Announce the program
3. Promote it
4. Measure the results.

Support Mechanisms

Ensure that all support mechanisms are in place before you launch. If you are promoting cycling, and the operational plan includes a new bicycle rack, make sure it is in place before the launch. If you are encouraging people to rideshare, make sure that the rideshare assistance program is in place and people will be able to register on Day 1. If staff members are going to be allowed to work flex hours, ensure that managers and supervisors are aware of this change before it is announced.



You must make sure everything is in place for the program launch day. If it is not, the program will look disorganized and incomplete, and participation may not be as high as it could be. In fact, you may lose potential participants if their initial foray into the program is met with disappointment.

Announce the Program

Awareness of the program is a key contributor to its success. People need to know the program exists, and they need to know how to participate. Without that knowledge, they will find it difficult to participate even if they wish to do so.

Choose a launch date, check once more to make sure everything is in place (websites, bicycle racks, etc.) and launch the campaign as planned in Chapter 8.0.

Be prepared for a lot of questions from people who want to participate in the program, or who want to learn more. As part of the launch, it is important to let people know where they can get more information.

8.0 Communicate and Motivate

You will need to have a strong communication plan as part of your Commuter Options Program. The communication plan should have two goals:

1. Raise awareness
2. Motivate people to participate

Raise Awareness

Raising awareness about your Commuter Options program is essential to its ultimate success. There are two important timeframes to consider, and your communications campaign will need to address both: Campaign Launch and Ongoing Support.

Campaign Launch

You will need to have an announcement of the program that will grab attention. And you will need to have communications materials to ensure people are aware of the elements of the program.

Announcement

At the launch of the campaign, you will want people to stand up and take notice of the project. You will want to reach as many people as possible, and you will want to seize their attention and interest.

One way to ensure people take notice is to have the program launched by a senior manager, preferably the leader of the organization. If possible, do this live. Whether it is done at noon in the staff lunchroom, in the boardroom, on the shop floor or over a video/internet link, the most impact you will have is if the leader of the organization announces the program, explains its benefits, and asks people to participate.

If it is not possible to launch the program live, then do so with the support of a written or videotaped message from the leader.

Regardless of whether or not the message from the leader is live, it is important that the message be effective. Remember, at this stage you are the expert in Commuter Options and you will have to provide the content of the message. Write a speech, letter or email for the leader to deliver, or engage someone else in the organization to write it if you are not comfortable doing so. The message is important and should include:

1. The message that reducing single-occupancy vehicle commuter trips is important to the company, to the community, and to the planet
2. The benefits that the program will bring

3. The strides the company is taking to support the program, such as policy and operational steps
4. A Call to Action, where the leader asks staff members to participate and reduce single-occupancy vehicle trips.

As important as the message is, so too is the method of delivery. You will need to decide the best method of reaching as many people as possible. That will vary from one organization to another, but it might include:

1. A letter to all employees
2. An email to all employees
3. An insert in the paycheck envelope
4. A message on the Home Screen of the organization's Intranet page
5. A front-page letter in the company newsletter.

To help get you started, see the sample letter announcing the launch of a Commuter Options Program provided in Appendix F.

Communications Materials

To accompany the launch, you will need to provide information to staff about the elements of the program so they will know how to participate and the benefits of doing so.

Your communications materials should provide a consistent message about the benefits of participating in the program, and then details about how to participate in each element. They should also have a consistent logo, tag line or theme that appears on all materials, so that people will recognize it when they see it.

Communications materials can take many forms. Effective ones include brochures, posters, emails and websites.

Brochures

Creating an effective and attractive brochure these days is easy, with many different templates and software options to choose from. Software like Microsoft Publisher allows you to simply add some pictures and text to a professional layout in order to make catchy brochures.

Brochures are useful in that they convey information, are inexpensive to produce and can be delivered to all employees. If you have a good means of distributing them, through employee mail or paycheck envelopes for instance, then go ahead and use them. Make sure you have all the information people will need to partake (like details on the Guaranteed Ride Home program, the ridesharing web link and the location of the bicycle racks, for instance).

One drawback of brochures is that they are easily disposed, recycled or lost. At the same time, the content is lost as well. For this reason, other options should also be considered.

Posters

Posters are great for creating awareness and reminding people about the commuter options. They also provide a bit of peer pressure. If they are posted in high-traffic locations, like in lunchrooms, coffee areas and at elevators, they will be seen often and by a lot of people.

Posters should not have a lot of detailed information on them. You should not expect people to stand and read a lot of information on a poster, and to retain it. Posters should be used to remind people and make them aware of options, and even encourage them to take them. But details should be reserved for other communications vehicles.

Websites

If your company has an Intranet website (a website for staff only), it is a tremendous place to put information on commuter options.

A website:

1. Is easy to update
2. Can contain hotlinks (so, when someone is reading about carpooling they can click on a link and soon be looking for people to share rides with)
3. Can be referenced in other media, like posters
4. Can provide a lot of detail on programs.

If you have access to a website for the Commuter Options Program, use it, and plaster references to it on posters, in group emails and in newsletters. Promote it at every opportunity!

Branding

Regardless of the specific communications materials you choose to use to raise awareness of your Commuter Options Program, they will be more impactful if they are unified through branding. Giving your Commuter Options Program a visual and textual identity, via, for example, a logo and program name (e.g., Green Commute), will help reinforce the program's identity within your organization.

Numerous examples of well-branded Commuter Options programs can be found online. Here are a few examples of logos/branding that may serve as inspiration:



Source: www.co.fresno.ca.us



Source: www.swrpc.org



Source: trailnet.org



Source: info.umkc.edu



Source: gacommuteroptions.com



Source: commutesmartseacoast.org



Source: blog.parkio.com



Source: greenactioncentre.ca

9.0 Developing a Norm

Once your program has been running for a while, and some of the people at your workplace are leaving their cars at home and taking different options for travelling to and from work, you are at the next stage of implementation. And that is developing a norm.

Cultural norms are very powerful. Think back to when it was the norm for people to smoke in other people's homes and offices, in buses and planes, in elevators and restaurants. That was a societal norm that has been changed, and now people simply do not do those things as it is the norm not to do so. There is tremendous social pressure against smoking in public and private places. Wearing seatbelts, not drinking and driving, and picking up after your dog are just a few examples of social norms that were not present just a few years ago.

Developing a social norm of not driving to work by yourself will create significant social pressure for others in your workplace to join the Commuter Options Program. And a great thing about social norms is that, once they are established, they are very hard to change.

You can take steps to create this norm. Here are a few ideas:

1. **Communicate the successes** of people who are using the program.
2. **Be loud and proud** about the program by ensuring communications materials are highly visible.
3. Make the commuter options program part of **orientation for new employees**.

Communicate Successes

If you have a company newsletter, try to get stories in periodically about commuter options. They can be stories such as how much money Mary is saving by taking transit, how easy Fred finds it is to carpool, or how Linda's supervisor is satisfied with how well her telework option is working out. Communicating these success examples and the benefits accrued will encourage others to take a look at these options as well.

If a newsletter is unavailable, use posters, email or other communications devices. A "lunch and learn" session where program participants answer questions from other interested employees would be informative and would help instill a sense of commuter options being a reasonable and attractive way to get to work.

Be Loud and Proud

It is essential that the Commuter Options Program be very visible in order to develop its acceptance as a social norm.

Consider bumper stickers for people who carpool, reserved parking areas for carpoolers, even buttons and signs for office doors that proclaim "I left my car at home today." Maybe a poster at the elevator or doorway that says how many vehicle trips and greenhouse gas emissions have been avoided so far

this year will grab people's attention. Signatures on emails, a note on letterhead, and a story in the local newspaper or television news are other opportunities to make sure everyone knows that Commuter Options is an integral part of your organization.

Orientation for New Employees

Don't be focused solely on the people in your organization today. Make Commuter Options part of the indoctrination of new employees.

Develop a package for new employees that makes them aware of their options for getting to and from work. Some will be trying to figure that out when they are starting. By providing them with information on carpooling, transit and other options, as well as internal company policies like the Guaranteed Ride Home, you may be able to influence them to choose a better option right from the start. That would be a lot easier than trying to get them to change behaviours later.

10.0 Conclusion

We hope that this workbook has assisted you in developing a Commuter Options Program for your workplace. We wish you every success for your Program.

Please accept our thanks for making a difference. A difference in the air we breathe, in the health of the people in our community, in the environment both locally and globally, in the amount of traffic congestion on our roads and in the amount of infrastructure that must be built and maintained in order to get people back and forth from their homes to their places of work.

Appendix A – Online Resources

Association for Commuter Transportation of Canada provides tools, resources and services; fosters partnerships; and offers networking and professional development opportunities to its members.

www.actcanada.com

Calgary Car2Go is a carsharing app. Wherever you want, whenever you need, without the costs or hassles of owning a car. Use the app to find, drive and park your next ride - without planning in advance.

www.car2go.com

Carpool.ca is Canada's free online carpool matching service.

www.carpool.ca

Carpooling Network's Cost / carbon dioxide calculator is an online tool that allows you to calculate the yearly cost and greenhouse gas emissions of operating your vehicle for commuting purposes and how much fuel and money you can save by carpooling with more people.

www.carpoolingnetwork.com/Calculateur.aspx

The City of Calgary's Transportation Department has a lot of information on commuting, and will even provide support to employers wishing to develop a commuter options plan.

www.calgary.ca/transportaiton/pages/transportation-department.aspx

Appendix B – Goal-Setting Worksheet

The following worksheet contains sample data and is intended to be used to assist you in developing goals. It can also be used as a measure of performance.

Your knowledge about how people are commuting to work will depend on how much research you have done. Even if you have conducted a survey, you will not know exact numbers unless everyone returns completed surveys to you. Complete the data to the best of your knowledge.

In the section titled “Percentages to Change,” estimate what you would like to achieve. Keep in mind that goals should be reasonable and take into account the realities of the workplace. If most people are working on an assembly line, for instance, working from home will not be a possibility for them.

Also, as much as it would be great to have no-one driving to work by themselves, that is unlikely to be achieved. Aim for modest improvements, especially at first. You can try to increase participation after the first goals are met.

The worksheet can be downloaded from the web at www.craz.ca/engagement.

Goals Worksheet - Commuter Options

Organization name:	ACME Company	Date:	Jan 1, 2008
# of Employees:	141		
Shifts worked (check off)			
Day	✓	Evening	
Night	✓	Weekend	

Alternative Options Worksheet

<u>Current Practice</u> <u>(estimate if necessary)</u>	Percentages to Change			Goals
# of Employees Driving Alone	100	Reduce by (%)	5	95
# of Employees Taking Transit	20	Increase by (%)	10	22
# of Employees Teleworking	1	Increase by (%)	100	2
# of Employees Carpooling	10	Increase by (%)	10	11
# of Employees Using Active Transportation (walking, biking, etc.)	10	Increase by (%)	5	11
Other				0
Total	141			141

Appendix C – Support Worksheet

This worksheet will help you identify potential supporters in the organization and how they might help you. It also suggests reasons that you might use to convince the person/people to support the initiative.

<input checked="" type="checkbox"/>	Position	Role to Play	Reasons to Support
<input type="checkbox"/>	CEO	Can commit full company support	<input type="checkbox"/> Goodwill for the company in the community <input type="checkbox"/> Demonstrate community leadership <input type="checkbox"/> Easily implemented without significant cost <input type="checkbox"/> Contributes to a better community, which helps attract potential employees and retain them
<input type="checkbox"/>	Senior Management	Can instruct middle management to participate, allocate funds and time	<input type="checkbox"/> Goodwill for the company in the community <input type="checkbox"/> Reduced parking costs/requirements <input type="checkbox"/> Improved productivity <input type="checkbox"/> Contributes to a better community, which helps attract potential employees and retain them <input type="checkbox"/> Environmental benefits
<input type="checkbox"/>	Middle Management	Can allow staff to spend time on project, may need support to implement	<input type="checkbox"/> Healthier, energetic staff <input type="checkbox"/> Less lost time due to traffic jams <input type="checkbox"/> Improved productivity <input type="checkbox"/> Healthier staff members from Active Transportation
<input type="checkbox"/>	Operations Staff	May need to install facilities	<input type="checkbox"/> Fewer parking requirements and less cost
<input type="checkbox"/>	Environmental Committee	May need to support it, already have network in organization, adds credibility	<input type="checkbox"/> Fewer greenhouse gas emissions <input type="checkbox"/> Less smog <input type="checkbox"/> Less energy consumed
<input type="checkbox"/>	Cheerleaders	People in different sections of the organization who will push it	<input type="checkbox"/> Healthier staff members from Active Transportation <input type="checkbox"/> Reduced parking costs/requirements <input type="checkbox"/> Contributes to a better community, which helps attract potential employees and retain them <input type="checkbox"/> Improved productivity <input type="checkbox"/> Tax savings <input type="checkbox"/> Environmental benefits
<input type="checkbox"/>			

Appendix D – Commuter Options Survey

This survey is being conducted by *[insert name of organization]* to determine behaviours and attitudes related to transportation to and from work. It takes less than 10 minutes to fill out, and the results of all of the surveys could be used to determine ways to improve commuting for employees and visitors.

Will you take this survey? (If NO, then thank the person for their time.)

Part I – Commuting habits

1) In an average work week, what percentage of the time do you spend: (Must add up to 100%)

- a) In the office _____%
- b) At home _____%
- c) Out of the office (meetings, etc) _____%
- d) Other (specify) _____ %
- e) No Answer

2) On a warm, dry day, how do you usually travel to work?

- a) Drive alone in a car
- b) Ride a motorcycle
- c) Share a ride in a car
- d) Share a ride in a Vanpool
- e) Public transit
- f) Bicycle
- g) Walk / jog / rollerblade
- h) Work from home/Telecommute
- i) N/A
- j) Other (specify) _____

3) On days of inclement weather, how do you usually travel to work?

- a) Drive alone in a car
- b) Ride alone on a motorcycle
- c) Share a ride in a car or van with other commuters
- d) Public transit
- e) Bicycle
- f) Walk / jog / rollerblade
- g) Work from home/Telecommute
- h) N/A

i) Other (specify) _____

4) What is your average travel time to work by the mode of travel you most frequently use?

- a) Less than 5 minutes
- b) 6 to 15 minutes
- c) 16 to 30 minutes
- d) 31 to 60 minutes
- e) More than an hour
- f) Don't know
- g) No answer

5) Approximately how many kilometres is it from your home to work?

- a) Less than 5 km
- b) 6 to 10 km
- c) 11 to 20 km
- d) 21 to 50km
- e) More than 50km
- f) Don't know
- g) No answer

6) How much do your work hours vary in a normal week? (Check one)

- a) Very steady
- b) Can vary, but not often
- c) Often changes
- d) No answer

Part II – Public Transit

7) How often do you use public transit (buses, train) to travel to and from work?

- a) Always (SKIP TO QUESTION 9)
- b) Often (SKIP TO QUESTION 9)
- c) Sometimes (SKIP TO QUESTION 9)
- d) Rarely
- e) Never
- f) No Answer

8) Why don't you take public transit to work? (Check all that apply)

- a) I walk, jog, rollerblade, cycle, share a ride, or telecommute
- b) I need my car for work
- c) I need my car for errands or personal trips before or after work
- d) I need my car in case of family emergencies
- e) I like the independence of having my car
- f) I prefer to drive
- g) Transit takes too much time
- h) Transit service is unavailable
- i) Transit service is insufficient
- j) I don't feel safe
- k) I have a disability that makes it difficult
- l) I don't like it
- m) Other (specify) _____

9) How would encourage you to take transit more? (Check all that apply)

- a) More convenient transit stops
- b) More convenient route/scheduling
- c) More convenient access to passes
- d) Cheaper transit passes/fares
- e) Child care facilities at work
- f) Guaranteed ride home in emergencies
- g) More flexible work hours
- h) Less flexible work hours
- i) Change in work hours
- j) Nothing
- k) Other (specify) _____

Part III – Ridesharing

10) How often do you rideshare (car pool or van pool)?

- a) Always (SKIP TO QUESTION 12)
- b) Often (SKIP TO QUESTION 12)
- c) Sometimes (SKIP TO QUESTION 12)
- d) Rarely
- e) Never
- f) No Answer (SKIP TO QUESTION 13)

11) Why don't you rideshare? (Check all that apply)

- a) I need my car for work
- b) I need my car for errands or personal trips before or after work
- c) I need my car in case of family emergencies
- d) I like the independence of having my car
- e) It takes too much time
- f) I don't feel safe
- g) I have a disability that makes it difficult
- h) I walk, jog, rollerblade, cycle, share a ride, or telecommute
- i) I don't like it
- j) Other (specify)_____

12) What would encourage you to rideshare more? (Check all that apply)

- a) Help in finding people to share rides with
- b) Reserved parking close to building for carpools & vanpools
- c) Subsidised or lowered parking for carpools or vanpools
- d) Higher parking rates for those driving alone
- e) Increased fuel prices
- f) Change of work shift
- g) Guaranteed ride home in the event of an emergency
- h) More flexible work hours
- i) More fixed work hours
- j) Change in work hours
- k) Accommodation for disabilities
- l) Other (specify)_____

Part IV – Cycling, Walking, Jogging, and Rollerblading

13) How often do you walk, jog, cycle or inline-skate to work?

- a) Always(SKIP TO QUESTION 15)
- b) Often(SKIP TO QUESTION 15)
- c) Sometimes(SKIP TO QUESTION 15)
- d) Rarely
- e) Never
- f) No Answer(SKIP TO QUESTION 16)

14) Why don't you walk, jog, cycle or inline-skate to work? (Check all that apply)

- a) The distance is too far
- b) I need my car for work
- c) I need my car for errands or personal trips before or after work
- d) I need my car in case of family emergencies
- e) I like the independence of having my car
- f) I have a disability that makes it difficult
- g) I don't like it
- h) It is too difficult to transport clothes and work materials
- i) There are no adequate change/shower
- j) There are no adequate bike-storage facilities
- k) Errands before and after work make these options difficult
- l) I feel unsafe cycling in traffic
- m) I feel unsafe
- n) Other (specify) _____

15) What would encourage you to walk, jog, bicycle, or inline-skate to work more? (Check all that apply)

- a) Bicycle route maps
- b) Secure & convenient bicycle storage
- c) Showers and change facilities
- d) A buddy to commute with
- e) More sidewalks and safer pedestrian crossing areas
- f) Bike routes and bike lanes on streets
- g) More courteous drivers
- h) More flexible work hours
- i) Less flexible work hours
- j) Change in work hours
- k) Guaranteed ride home in the event of an emergency
- l) Other (specify) _____

Part V – Work Related Transportation

16) Do you use a vehicle for work-related trips during the day?

- a) Never (SKIP TO Q19)
- b) Frequently
- c) Sometimes
- d) No Answer (SKIP TO Q19)

17) When you travel for work (meetings, field work, conferences etc.) what method(s) of transportation do you use? (Select all that apply)

- a) Plane
- b) Car (including taxi and rentals)
- c) Transit
- d) Bicycle
- e) Walk
- f) Other (specify) _____
- g) No Answer

18) On average, how many times a month do you travel for work (other than on a plane)?

- a) _____times

Part VI – Demographics

19) What is your gender?

- a) Male
- b) Female
- c) No Answer

20) What is your age category?

- a) 16 – 25 years
- b) 26 – 35 years
- c) 36 – 45 years
- d) 46 – 55 years
- e) 56 years or more
- f) No Answer

21) What is your postal code at home? _____

22) What is your postal code at work? _____

Appendix E1 – Barriers and Possible Solutions

General			
Barrier	Discussion	Barrier Type	Possible Solution
Need for a car at work	Employees may feel that they need to drive their car to work because they need a car to perform their job duties. For some, these duties may be daily, but often times an employee only needs a car from time to time.	Personal	<p>Many employers have fleet vehicles available for employee use.</p> <p>Employers can sign up for corporate accounts with carshare companies like Calgary Carshare.</p> <p>For smaller businesses, paying for taxis or transit trips may offer a more economical solution to this barrier.</p> <p>Employers can establish a bike loan program that allows employees to borrow bikes for short trips.</p>
Need to have a car in case of emergency	Employees feel that they must have their car at work in case they have to go home or to their child’s school or elsewhere in an emergency. In actual case, this is a rare occurrence, but nonetheless a real concern for employees.	Personal	<p>A Guaranteed Ride Home Policy can remove this barrier. This policy guarantees employees that they will have a ride home (or to the child’s school or whatever the case may be) in the case of an emergency. Some organizations provide taxi-chits or allow another employee the time to drive the person home. Although Senior Management may have concerns about this approach, in practice few employees actually require the ride home in a given year.</p> <p>An example of a Guaranteed Ride Home Policy is in place at Dalhousie University. Employees who commute to work at least three times a week by foot, bike, transit, carpool, or vanpool receive up to five free taxi rides per year in the event of a personal emergency.</p>

Public Transit			
Barrier	Discussion	Barrier Type	Possible Solution
Lack of transit service	Some areas may not have access to transit service.	Systemic	Employers can advocate for transit service to their employment area or from unserved areas where their employees live.
Lack of parking at transit stations	Parking shortfalls at some LRT stations are a barrier to employees taking transit into Calgary's core	Systemic	Employers can advocate for more parking at these locations, in particular for more carpool parking spots that will encourage multi-modal commuting.
Service is too infrequent or slow	Infrequent service may be a real or perceived barrier.	Systemic	Employers can advocate for more frequent transit service to their employment area or from underserved areas where their employees live. If transit is too infrequent to the employer's location, the employer could provide shuttle service to and from major transit hubs.
Belief that taking transit is inconvenient	Employees may feel that taking transit is too inconvenient because of where they live.	Perceived	Employers can alter the perceived relative convenience of driving a single-occupancy vehicle by making driving less convenient. This may be achieved by locating parking for single-occupancy vehicles far from the building or charging more for parking single-occupancy vehicle parking.

<p>Transit is too expensive / The financial savings are not enough to motivate</p>	<p>In some areas, transit may be viewed as more expensive than driving a car. People may particularly hold this view if their car is paid for.</p> <p>Others may believe feel that any financial benefit they might derive from taking transit is not sufficient to motivate them to do so.</p>	<p>Systemic Perceived</p>	<p>Employers can opt in to (or advocate for if they don't exist) programs that provide discounted transit fares for employees. For example, the City of Boulder, Colorado, offers an EcoPass that is purchased by employers for full-time employees, with an option to include part-time employees. The University of Toronto offers employees discounted transit passes through the Toronto Transit Commission's Volume Incentive Program (VIP), which allows organizations/institutions to make bulk purchases of TTC Adult transferable Metropasses at a discount rate.</p> <p>Employers can consider subsidizing transit passes for their employees.</p> <p>Employers can hold contests to give away transit passes.</p> <p>Employers with pay parking facilities can charge for parking only on the days employees drive, thus encouraging them to take transit (or active transportation) on the other days.</p>
<p>Safety concerns around transit use at night</p>	<p>Employees, in particular female employees, may feel that driving their cars to/from work at night is safer than taking transit.</p>	<p>Systemic</p>	<p>Some transit providers will stop between designated stops upon request at night. For example, the Toronto Transit Commission (TTC) offers the Request Stop Program, which allows any customer feeling vulnerable to get off the bus between regular TTC stops.</p> <p>Employers could offer shuttle service to major transit hubs at night or extend the Guaranteed Ride Home Program to female employees working at night.</p> <p>The City of Boulder, Colorado, addressed this barrier by providing a free taxi service to employees at night.</p>

Teleworking			
Barrier	Discussion	Barrier Type	Possible Solution
Employees must report to their workplace, even though they don't have to be there to perform their functions	Although it is the norm that employees all gather at common places each day, it is not always true, as in the case of the iconic "travelling salesperson." In fact, many office workers can perform their functions from home as long as they have access to a computer and a telephone line. Some may need to come into the office periodically for meetings or other tasks, but many do not need to be there every day.	Systemic	<p>A Telework (Work-From-Home) Policy allows employees to work from home instead of coming to a central workplace. It works best in an office environment where a person does not need tools or equipment that can only be found at work (such as a printing press or assembly line). In some cases an employee can work from home every day; in others it may be possible to do so only once or twice a week.</p> <p>The work-from-home policy relies on a level of trust that the employee will work when out of sight. For this reason, some supervisors and managers may be uncomfortable with the concept, and it is a good idea to gather examples of how it has worked in the past.</p>
Equipment needed at home	Employees who telework usually need some equipment, such as a computer, internet access, printer and fax, or even a telephone line.	Systemic	<p>In many cases, the provision of a laptop computer and a printer/copier/fax machine is enough to allow most people to telework. If the laptop computer replaces a desktop that would have sat on the desk in the office, the cost is minimal.</p> <p>For some employers, allowing employees to use their own equipment may be okay provided the employee also agrees.</p>
Need to meet and confer with co-workers	Some people may need to have regular contact with co-workers in order to do their job.	Systemic	<p>Email and phone calls will handle most of these requirements. Conference calls or being patched into a meeting room can take care of most meetings. For meetings where the person must be present, there should be an attempt to group the meetings on one day to reduce the number of trips into the office.</p>

Mentorship is difficult	When an employee works from home, the employee does not receive as much mentorship as he or she would when working with more experienced co-workers. Similarly, a seasoned employee working from home is not available in the office to more junior staff who would learn from him/her.	Systemic	Mentorship has to be formalized in telework as there is not as much assimilation as there is when people are regularly working together. Employees have to be kept in contact through electronic means, or training meetings have to be scheduled where the employee comes into the workplace to train junior co-workers.
Need to supervise	Some supervisors may need to be able to tell if an employee is actually working.	Systemic	There is software that exists that allows for remote checking of what someone is doing on a computer (if they are surfing the web for instance). Such tools can be used, but if it is felt that they are needed, then perhaps the supervisor and/or employee are not ready for telework.
Requirement to satisfy supervisors' need for overview	Some supervisors may have a need to meet face-to-face with the employee.	Systemic	Regular face-to-face meetings and phone calls can reduce anxiety, and take care of the actual need that arises for face-to-face meetings.
Managerial concerns about maintaining performance and productivity	Manager reluctance is frequently cited as a barrier to telework. Concerns may be around loss of control, communication, and the ability to measure and maintain employee performance.	Systemic	<p>Pursuing top-level management support for telework is key. This can be achieved through education, outreach, and their inclusion in telework program development, reviews, assessments, and implementation.</p> <p>Management training modules that focus on managing telecommuters and measuring performance in a telework environment have been successfully used by some organizations.</p> <p>Electronic time keeping forms and computerized case load and work output tracking systems can help managers keep track of teleworkers' output.</p> <p>Scheduling teleworkers to work in the office and participate in office meetings and activities at least once or twice a week can also alleviate managerial concerns.</p>

Need for electronic connectivity to the office	Employees may require access to work drives in order to complete their duties.	Systemic	Virtual Private Networks may be established to allow staff to access drives remotely.
Employee concerns about feeling isolated from colleagues	Some employees may not be keen on telework because they prefer to work in the company of others.	Personal	Regular face-to-face meetings, video and phone calls can help employees feel more connected to their coworkers.
Active Transportation			
Barrier	Discussion	Barrier Type	Possible Solution
Lack of cycling infrastructure (e.g., bike lanes)	The absence of cycling infrastructure may be a major deterrent for some employees to bike to work.	Systemic	Employers can advocate for better cycling infrastructure in their communities. Private roads under the ownership of employers can be designed to accommodate bike lanes.
Lack of bike parking facilities	The lack of bike parking facilities is a commonly cited barrier to bike commuting.	Systemic	Installing bike parking facilities for employees will remove this barrier. If an employer does not have the space to install bike parking facilities on their property, employers can negotiate bike parking with the municipality within its rights-of-way (e.g., on a downtown sidewalk).
Lack of showering facilities at work	Employees often need a place to freshen up or shower after biking to work. The lack of showering facilities is another commonly cited barrier to bike commuting.	Systemic	Providing showering facilities for employees will remove this barrier. Employers who cannot provide showering facilities can consider relaxing dress codes or establishing a Business Casual Work Clothing Policy.

Concerns about safety	This barrier may relate to the “lack of cycling infrastructure” barrier noted above. Without adequate cycling infrastructure, real or perceived concerns about safety will likely be higher.	Perceived	<p>The installation of better cycling infrastructure will help mitigate this barrier. Employers can advocate for this infrastructure.</p> <p>Employers could offer training in bike safety as part of its Commuter Options Program to help alleviate safety concerns.</p> <p>Employers can make bike repair tools available on site to ensure that employees have the opportunity to repair any problems before heading back out on their commute.</p>
Physical limitations	Some employees will have physical limitations that prevent them from choosing active transportation as a Commuter Option.	Personal	Employers can make telework or rideshare options available to individuals unable to choose active transportation options.
Live too far from work	Some employees live too far from work to make active transportation a feasible option for the entire trip.	Systemic	Employees facing this barrier can consider combining transit with active transportation (e.g., walking/cycling to an LRT station; cycling to a bus stop and placing the bike on the bus’ bike rack).
Lack of knowledge about bike maintenance	Employees may want to try biking but they worry about what to do if their bike breaks down on the way to work.	Personal	Employers can offer bike maintenance training to employees.
Bike maintenance and gear is too expensive	Employees may believe that the cost of buying and maintaining a bike, along with the rain gear, helmet and other gear associated with biking is too expensive.	Personal Perceived	<p>Employers can implement a <i>Bike Incentive Program</i> to encourage employees to bike. The Oregon Health Science University implemented such a program, which allows bike commuters to earn parking space reimbursements, free monthly transit passes, or \$50. Cyclists must log their commutes on the program website.</p> <p>Employers can make bike repair tools available on site.</p>

Ridesharing (Carpooling/Vanpooling)			
Barrier	Discussion	Barrier Type	Possible Solution
Work hours different than those of potential people with whom they could share rides	Employees are finding it difficult to find other drivers with similar work hours in order to share rides. They would be arriving too early or too late for the scheduled beginning of the work day	Systemic	A Flexible Work Hours Policy would allow employees to begin and end their work day within certain ranges, as long as they worked the same number of hours. This would increase the potential for finding commuters with compatible schedules.
Employees find it difficult to find people to share rides with	It can be difficult for people to find someone else to ride with. A successful match requires similar work schedules, proximity in both places of work and homes, and compatibility. It may be difficult to find people who meet all of the requirements.	Systemic	The company can, if size warrants it, develop a ride-sharing program where participants can sign up and share ride requirement information with potential partners. Or, it can promote and encourage the use of an external ride sharing program, such as that run by carpool.ca. Some organizations even reserve prime parking spaces to people who carpool as an incentive to share rides.
Requirement to run errands	Employees may not feel they can rideshare because they need to run errands at lunch or after work.	Personal	Employers can offer employees a limited number of transit fares per month to allow them to run their errands over lunch or on breaks. Employers can establish a bike loan program that allows employees to borrow bikes for short trips.
Requirement to pick up children after work	Employees may feel they cannot participate in ridesharing because they need to pick up children after work.	Personal	Employers can make other Commuter Options, such as teleworking, more accessible and attractive for individuals experiencing this barrier.
Belief that carpooling is inconvenient	Employees may view carpooling as inconvenient because of the effort involved in locating a ridesharing partner.	Perceived	Employers may locate parking for single-occupant vehicles less convenient (e.g., farther from the building) and locate carpool spots close to the building to alter the perceived relative inconvenience of ridesharing. See also the ride-sharing program noted above.

Appendix G – Sample Announcement Letter

Dear Staff Member,

I am pleased today to announce the launch of our new Commuter Options Program, called *A Better Way To Work*. It is an effort to reduce the number of vehicles our staff members drive to and from work each day. This program has the potential to reduce greenhouse gas emissions, reduce gridlock at rush hour, make our air cleaner, and to reduce your own costs.

We have listened to you. Our survey indicates that there are things the company can do to assist you in leaving your car at home. And we have acted. Here is what we are implementing today.

Guaranteed Ride Home Program

In our survey, we found that many people feel they need to bring a car to work in case there is a family emergency and they must get home in the middle of the day. They feel this precludes taking transit or sharing rides with others as then they would not have a way home.

Beginning today, if someone needs a ride home in the case of an emergency, taxi chits will be available at reception and you can take a cab home. The cost will be paid by the company. These will be used in the case of health emergencies, school closures, and other unforeseen emergencies. You can leave your vehicle at home. We will make sure you get there if you need to.

Flexible Hours Policy

We heard staff members say that the rigid hours of work for our operation make it difficult to find rideshare partners, or to take transit. For instance, some people said transit would land them here either 30 minutes early or 10 minutes late, depending on which bus or train they took.

In order to allow you the maximum flexibility in arranging shared rides, or to take transit, we are announcing a Flexible Hours Policy today. Instead of our regular work hours of 8 a.m. to 4 p.m., you can begin anytime between 7:30 a.m. and 8:30 a.m., and leave 8 hours later. Please arrange details with your supervisor and let him/her know what your plans are.

Telework Policy

Some people told us that they didn't think it was always necessary to come into work and they could work from home on many days. We agree that this is a viable option for some people. Starting today, if you and your supervisor can agree on a method of ensuring that your work is not impacted by staying at home and working from there, we will assist you to make sure that happens. See your supervisor for more details.

Carpooling Program

With so many cars travelling back and forth every day with only one person in them, we are wasting a lot of gas and spending a lot of money on gas, parking, insurance, tires, oil and maintenance. In order to assist people in finding others to ride to work with, we have started a ride-matching service. You can find it online at carpool.ca.

In appreciation of those who do rideshare, effective immediately the closest parking lot area will be reserved for rideshare vehicles. A group of three or more can get a carpooling parking pass at reception.

Cycling

Our survey indicates that there are a number of staff members who would like to ride their bicycles to work but are concerned that there is no secure place to store them. We have listened, and today we have a new bicycle storage place, free for the use of our employees.

Active Transportation

We heard that some people would like to walk, jog or even skate to work, but they are concerned that there is no place to freshen up after arriving. We would like to encourage this healthy approach to commuting. To this end, we have installed new shower facilities and lockers so you will have a place to clean up, change and go to work comfortably.

We all have the ability to reduce the number of times we drive by ourselves to work. In doing so, we can save ourselves money, reduce traffic congestion and air pollution, and slow down climate change. We can make a bigger impact on our community too, because if money does not have to be spent on maintaining the present roads and building new ones to accommodate more and more traffic, it can be spent on more positive elements, like schools, parks and hospitals.

Please investigate the Commuter Options Policy and take part in developing your own Better Way To Work. For more information _____.

Sincerely,

Appendix H – Sample Script

Introduction

When introducing people to Commuter Options focus on the personal health and financial benefits. While some may be motivated also by the environmental benefits, many people will not be motivated to change their behavior even with the knowledge that their behaviours are environmentally detrimental. People will be more inclined to change their behavior if they view Commuter Options through the lens of direct benefits to their health and wallet.

Try an introduction like this:

“Did you know that by biking or walking to work you can meet your weekly exercise requirements in just 3 days? With just 25 minutes of walking or biking each way to work you would meet The [Canadian Physical Activity Guidelines](#) recommendations for moderate physical activity by Wednesday. Thursday’s and Friday’s commute would just be a bonus.”

Barrier Removal

In the table below, there is a list of common barriers to active transportation, ridesharing and taking public transit. Since teleworking requires more operational changes to remove barriers. Beside it, is a recommended response to the barrier. The intention is to remove the barrier so that the person will be willing to try Commuter Options.

Some people will present more than one barrier, and they can be in any order. It is important to be prepared for any barrier that is presented.

The response below is a suggested one. Use your own wording, you don’t have to memorize these. It is important that you have a friendly conversation with the person you are talking with.

Barrier	Response
Need for a car at work	“If you only need a car sometimes at work, you can use Calgary Carshare. It is usually cheaper than taking a taxi and will reduce wear and tear on your personal vehicle. Or you can take transit or bike/walk on those days that you don’t need a car to help reduce your overall yearly car trips. You’d save money and get some exercise.”

Barrier	Response
Physical limitations to participate in active transportation	"Physical limitations to active transportation are not necessarily physical limitations to Commuter Options. Perhaps you can consider telework as an option or ridesharing with your coworkers."
Bike maintenance and gear is too expensive	"Owning and operating a car is far more expensive. Gas prices are only going up. Even though you may have to put out a bit of money up front to buy a bike and some gear, studies clearly show that the long-term costs of car ownership far exceed that of bike ownership."
Carpooling is inconvenient	"The great thing about carpooling is that you get to relax on your way to work. You don't need to watch the road and you can check out if you want to - unless you're the driver of course! Even then, at least you have the company of others to make the trip seem shorter. It's a great time to read a book or catch up on the news or emails. Knowing that you saved money by pooling gas costs, you don't have to feel guilty about going out for lunch."

When there are no more barriers being presented, it is time to seek a commitment. See below.

Securing a Commitment

When there are no barriers being presented by the person you are speaking to, you can seek a verbal commitment. Do so by following up with a simple question, like "so will you start commuting to work another way?"

When the person has said yes, you have obtained a commitment, and research shows that the person is much more likely to do it after saying they will. The next step is to secure a written commitment, and then a public commitment.