

S-M-A-R-T Movement

Save Money and the Air
by Reducing Trips

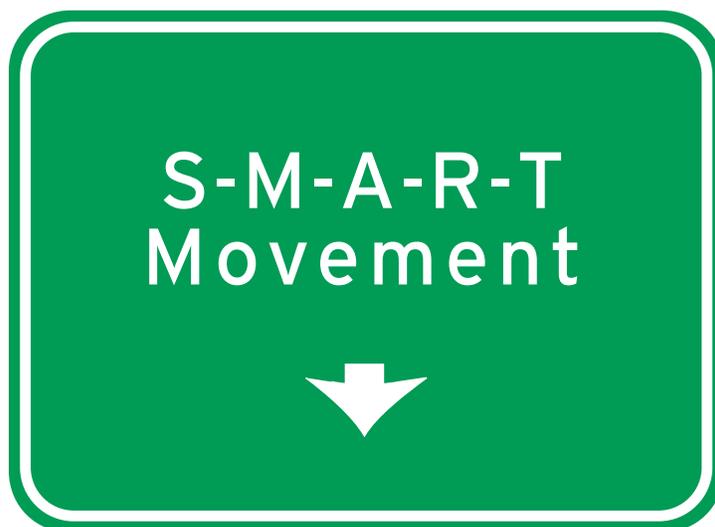


Trip Reduction Manual



POLLUTION PROBE
CLEAN AIR. CLEAN WATER.

Canada



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Some of the tools in this manual are adapted from Go Green Choices, a regional trip reduction program for employers in the Greater Vancouver region, that is funded by TransLink and delivered by B.E.S.T. Pollution Probe gratefully acknowledges this in-kind donation.



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Executive Summary

What's the most expensive kind of transportation? The drive-alone car trip. It drives up costs for car owners, for companies who must manage employee parking, and it also fouls the air we breathe.

The **S-M-A-R-T Movement** is designed to Save Money and the Air by Reducing Trips. It is a clearly organized program and information resource that guides large organizations in reducing employee car trips. It is easy to introduce, implement and sustain for the future.

S-M-A-R-T alternatives focus on solutions for the pains of driving too much. Their messages convince employees that reducing drive-alone car trips will save money and time, reduce stress and improve air quality. While focusing on ways to change commuting behaviour, the program also applies to business workday trips and personal trips from home. To help companies win and keep participants, the S-M-A-R-T Manual explains what steps to follow, provides simple ways to track savings, and suggests incentives to reward trip reduction.



HOW THE MANUAL IS ORGANIZED

WHY BE S-M-A-R-T? Making the case page 1

01 Companies pay for their employees' commuting in a variety of ways, including lost productivity and the poor morale that come with road exhaustion. But the most obvious costs come from the parking lot: depending on where an office is located, annual savings of between \$30,000 and \$200,000 can be achieved if 50 employee parking spots are eliminated.

Companies like AT&T, B.C. Hydro, and Canadian Airlines have demonstrated that driving less reduces employee stress, business costs, and employee car costs. They have also identified themselves as organizations that care about their employees and the environment.

HOW TO START BEING S-M-A-R-T: Basic Options page 11

02 Three types of change programs – GROUP COMMUTING, SCHEDULE CHANGES, ACTIVE COMMUTING – provide specific options that are flexible and allow each company to choose the program that best suits its needs and circumstances. Transit, carpooling, telecommuting and cycling programs have brought long-lasting changes to organizations like Nortel and the City of Denver.

ACTION STEPS and TOOLS page 17

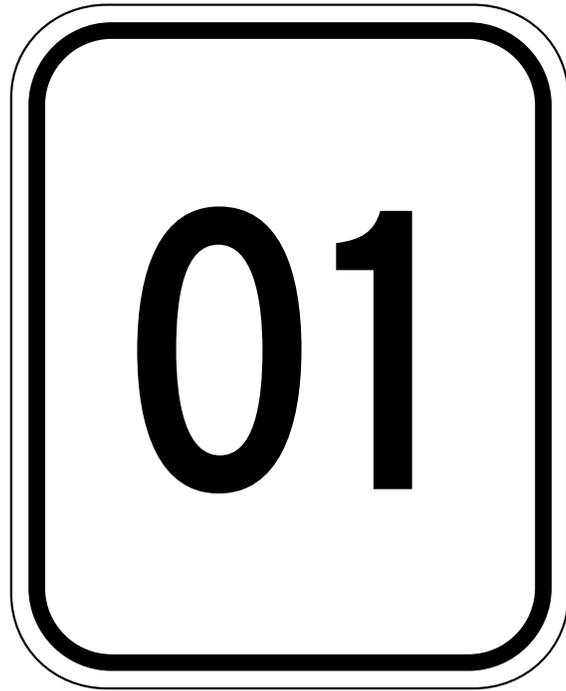
03 After committing to the program, a company must appoint a S-M-A-R-T Coordinator to run it. The following steps and tools help the coordinator design a program that is right for the organization.

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Save Money and the Air by Reducing Trips

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This manual offers detailed explanations of the different S-M-A-R-T Movement options, including case studies and lessons learned from other companies across North America. Also included are sample surveys, communications, and step-by-step instructions.



WHY BE S-M-A-R-T? Making the case

What's the most expensive kind of transportation? The drive-alone car trip.

It drives up costs for car owners and for companies who must manage employee parking, and fouls the air we breathe. It zaps human energy, reducing people's productivity at work and increasing stress levels on the road.

The S-M-A-R-T Movement is a comprehensive information resource and a clearly organized program that guides organizations that want to reduce employee car trips. It is easy to introduce, implement and sustain for the future. S-M-A-R-T alternatives to the drive-alone car trip save money, boost morale, and build corporate reputations as they transform drivers into riders. They inspire and empower managers and employees to create leading edge organizations.

With each S-M-A-R-T option, employees are rewarded for switching from drive-alone trips to one or more of the following: GROUP COMMUTING, SCHEDULE CHANGES, and ACTIVE COMMUTING. Although S-M-A-R-T options work for commuter trips, business workday trips, and personal trips from home, trip reduction programs tend to have the greatest impact when they target employee commuting habits. So, the S-M-A-R-T options concentrate on home-to-work and work-to-home travel.

According to an Environics poll, most people don't need to be convinced that there are serious problems with our air; they view car emissions as the main cause of air pollution. The S-M-A-R-T Movement provides employers with tools and incentives to help their employees change their commuting habits and thus reduce air pollution. To help save money and time and reduce stress, the program shows the steps to follow and a few simple ways to track the savings.



WHAT CARS COST EMPLOYERS

Companies pay for their employees' commuting in a variety of ways, through lost productivity and the poor morale that results from road frustration. They also take a big hit in the employee parking lot, one of the most immediate cost areas that a workplace trip reduction program can address.

Typical corporate tenant parking costs in Toronto

Downtown Toronto

Locations	Rates	What Trip Reductions Save
One spot at BCE Place:	\$327.75/month	CUT 50 spots YEARLY SAVINGS OF \$196,650
100 spots at BCE Place:	\$393,300/year	

Uptown Toronto

Locations and Rates	Rates	What Trip Reductions Save
One spot at Yonge Corporate Center (Yonge & York Mills):	\$120/month	CUT 50 spots YEARLY SAVINGS OF \$72,000
100 spots at Yonge Corporate Center	\$144,000/year	

Suburbs of Toronto

Locations and Rates	Rates	What Trip Reductions Save
One spot at Mississauga Executive Centre (Robert Speck Parkway):	\$48/month	CUT 50 spots YEARLY SAVINGS OF \$28,800
100 spots at Mississauga Executive Centre	\$57,600/year	

Whether a company chooses to set up a carpooling program, encourage greater transit use, or help employees telecommute, reducing parking spots makes sense.

REAL STORY: Parking Cost Savings

Company: Intrust Corp

Location: Surrey, BC

of Employees: 700

Situation:

- Owned the parking lot and wanted the land for other uses
- Close to public transit (SkyTrain)

Cost per car spot (value of land lost when used for parking): \$11,000

Trip Reduction Program

The company took the following actions:

- encouraged carpooling by giving employees preferential parking rates for cars that had pool riders;
- set up a ride-matching service for the carpool; and,
- offered incentives for reducing trips such as fitness memberships, ski passes, car rentals.

Results:

- Cut parking spots by 50 at \$11,000 for each spot.
- Realized savings of \$550,000.

WHAT TRIP REDUCTIONS BUILD for EMPLOYERS

Generally, when people avoid the stress of driving, they are happier in their work and their productivity improves. For example, studies have shown that employees who share rides have a chance to discuss work in a less formal way. Telecommuting improves productivity as it reduces absenteeism on days when employees would otherwise miss work for personal reasons.



REAL STORY: Employee Benefits

Company: AT&T

Location: US

of Employees: 36,000 nationally

Situation:

- Technologically capable company wanted to reduce trips

Trip Reduction Program

The company took the following actions:

- encouraged employees to telework; i.e., telecommuting, virtual/mobile office space, hoteling, satellite offices, telework centers;
- set up a carpool ride-matching service; and,
- offered incentives for reducing trips such as fitness memberships, ski passes, car rentals.

Results :

- 55% of staff do some teleworking.
- 87% of management telework an average of 6 days/month.
- Lower Absenteeism: In cases when employees would have missed a day, they were able to work at home.
- Savings of \$500,000.
- Productivity up 24%.
- Job satisfaction up 10%.
- Turnover down 24%.
- Savings of US\$63 each day someone teleworked or US\$2,086 per teleworking employee per year.

ATTRACTING EMPLOYEES

Traditionally, the environmental benefits of trip reduction have bolstered a company's corporate citizenship reputation. Today, more companies see these programs as a way to demonstrate to prospective employees that their office is a good place to work.

REAL STORY: Employee Productivity

Company: B.C. Hydro

Location: Vancouver and Burnaby, BC

Situation:

- Wanted to reduce trips at both offices, Vancouver with good access to public transit, Burnaby with limited transit

Trip Reduction Program

The company took the following actions:

- offered transit incentives;
- set up carpools; and,
- encouraged telecommuting.

Results

- Transit riders made up more than two-thirds of participants, mostly in Vancouver.
- In Burnaby, 42 carpools were formed.
- Telecommuting increased productivity by 19% and reduced absenteeism by 52%.



WHAT CARS COST EMPLOYEES

People pay the most to operate their cars when they bear all of the costs themselves, such as when driving to work alone. Arrangements such as carpooling, where the costs of operating the car are shared with others, lower the costs of driving for each participant.

Annual Driving Costs Based on Cavalier LS

Kilometres driven/year	Annual Operating Costs* (variable)	Annual Ownership Costs** (fixed)	Total Cost	Cost per Kilometre
12,000 km	\$1,506	\$6,645	\$8,151	\$0.68
18,000 km	\$2,259	\$6,645	\$8,904	\$0.50
32,000 km	\$4,016	\$8,647	\$12,663	\$0.40

*Operating costs include gas, maintenance and tires.

** Ownership costs include insurance, license, registration, taxes and depreciation.

Source: CAA, 2001

Human Costs

- Almost 350,000 car trips are made into downtown Toronto every day, a 150% increase in inbound traffic in the last 15 years. The physical and emotional strains of people spending more time in their cars are becoming increasingly obvious.
- As suburban neighbourhoods grow, more time is spent in rush hour traffic.
- Incidences of road rage are increasing.

And, according to a recent study by Ekos Research Associates, people are responding to these conditions:

- 55% of Canadians want to telework now.
- 43% would quit their jobs if another employer offered them an equivalent job allowing telework (working away from the office).
- 33% would choose telework over a 10% raise in income.

WHAT TRIP REDUCTIONS SAVE and BUILD for EMPLOYEES

Whatever trip reduction mode employees choose, the savings are huge:

- Regular carpooling cuts gas costs by at least 50% for any model of car.
- Teleworking 6 days each month reduces 30% of work-related gas costs for any car.

Studies have shown that, as people spend increasingly more time at work and in transit, they derive a greater sense of community from the connections they form in these situations. Some companies have found that small incentives that encourage trip reduction help employee morale and build a greater connection to the company.

REAL STORY: Incentives

Company: King Soopers

Supermarkets

Location: Denver, Colorado

of Employees: 12,500 (7,000 in Denver)

Situation:

- Company wanted to subsidize employee transit use.

Trip Reduction Program:

The company took the following actions:

- aimed to build transit usage by offering employees transit tickets free-of-charge.

Results

- Managers at stores said the free tickets were “an important morale builder” because employees saw it as an additional employment benefit. Because tickets were handed out individually by managers, their personal face-to-face contact with staff increased.



COSTS TO SOCIETY

Quality of Life and Health

Vehicles are Ontario's largest source of carbon dioxide and smog-causing pollutants. Looking at the effects on people, smog causes about 1,900 premature deaths each year in Ontario. On-road transportation sources contribute as much as 40% of the pollutants that make up smog: oxides of nitrogen emissions, and contaminants such as carbon monoxide (CO) and benzene. Poor air quality has been shown to aggravate asthma, bronchitis and cardiac problems.

Children and the elderly are more affected by smog than are adults. Kids often play vigorously outdoors and, as they need more oxygen for their size than do adults, they breathe faster. Their small airways can become constricted or irritated by the soup of pollutants in the air. The risk to their health is compounded because their immune systems are not fully developed.

Studies have shown that hospital admissions for heart and respiratory problems increase on smog alert days.

Greenhouse Gas Emissions

Cars produce high levels of carbon dioxide (CO₂), an emission known to worsen the global climate change. The average car in Canada emits more than its own weight in carbon dioxide each year.

WHAT TRIP REDUCTIONS SAVE and BUILD for SOCIETY

Carpooling, taking transit, cycling and walking all lead to less gas consumption, which in turn reduces emissions.

On average a carpool saves 2,000 litres of gasoline each year. That's like removing the gas used in one year by one of the following:

1.33 Saturns; or

1 Ford Taurus; or

0.75 of a GMC Jimmy.

One full busload of passengers helps road rage by removing 40 vehicles from the road and saves the air by eliminating 9 tonnes of air pollution per year.



HOW TO START BEING S-M-A-R-T: Basic Options

The S-M-A-R-T options that reduce employees' drive-alone commuting trips are organized according to three types of alternative commuting approaches: GROUP COMMUTING, SCHEDULE CHANGES, and ACTIVE COMMUTING. Specific program options can be used individually or in conjunction with other options. S-M-A-R-T options are designed to be flexible, allowing each company to choose the combination that best suits its needs and circumstances. For summary information, see page 35.

GROUP COMMUTING

Transit

Employees can increase their usage of transit, such as subways and buses or commuter trains, when they have easy access to stops and stations. Many people who drive when they could take transit cite convenience as the main reason for their choice. Companies can affect their mode choice by offering the following:

- transit tickets, passes, and travel information at work sites;
- subsidies and incentives, for example paying part of the cost of a monthly transit pass; and,
- scheduled shuttle services, bicycles, and company-owned vehicles for work-related travel.

See page 30 for "how to" information.

REAL STORY: Transit

Company: City of Denver

Location: Denver, Co

Situation:

- Temporarily curtailed the employee transit subsidy

Trip Reduction Program

The company took the following actions:

- After offering a 50% transit subsidy to employees through a trip reduction program, the City withdrew the deal temporarily

Results:

- Employee purchases of transit passes and ticket books dropped from 1,185 to 368, a reduction of about 70%.



Carpooling

Employees can drive together using a few different methods, ranging from casual carpooling to formal vanpooling organized by the company. The S-M-A-R-T program encourages carpooling by offering a ride-matching system: employees indicate their willingness to pool, access a simple database or rideboard to meet other riders, and track their participation to win incentives.

Carpooling is most effective when the following factors are in place:

- people can make their own matches for driving and riding;
- offices are located in areas that are poorly served by public transit;
- groups of employees live within close proximity of each other;
- people can be somewhat flexible with their pick-up and drop-off times;
- cash incentives such as preferential parking, free parking, and direct cash, and/or guaranteed ride home programs are offered; and,
- company vehicles are available for work-related travel.

See page 32 for “how to” information.

REAL STORY: Carpooling

Company: Canadian Airlines, Operations Centre Situation: Suburbs of Vancouver

Trip Reduction Program:

The Company took the following actions:

- offered preferred parking rates for those who pool;
- established vanpools with five leased company vans; and,
- employees were charged for leasing costs, which are cheaper than driving alone.

Results:

- 400 employees in 165 carpools.
- 36 in five vanpools.
- Lower absenteeism.
- Advertising space available in company vans was sold, generating revenue.

SCHEDULE CHANGES

Teleworking

Statistics Canada estimates that 1.5 million Canadians, or 10.7% of the workforce, perform their jobs by telecommuting at least some of the time. Telecommuting is the main component of the broader category of teleworking, a growing set of practices that allows people to work outside of regular offices. Using technology, employees are able to communicate and transfer data via computers, phones, modems, and fax machines. Other telework options include working from virtual/mobile offices, hoteling (sharing office space with other employees on a rotational basis), and working from a satellite office (fully-equipped office that is usually established in a suburban location) or a telework center (space used by employees of different companies).

See page 28 for “how to” information.

REAL STORY: Teleworking

Company: Nortel Networks
Location: Canada

Situation: Cross-Canada trip reduction

Trip Reduction Program

The company took the following action:

- implemented a national teleworking program.

Results from Internal Survey:

- Productivity up 24%.
- Job satisfaction up 10%.
- Turnover down 24%.
- Real estate savings of \$8 million annually from reduced office space.
- CO₂ savings from reduced driver trips totally 14,000 tonnes per year.



Flex-Scheduling

Compressing the workweek or adjusting schedules reduces employee travel. In some cases, the number of days that employees work each week or month are cut; in other cases, employees' hours of travel are outside of peak rush hour times. Those who want to change their hours or days have to coordinate their plans with direct supervisors and the human resources department. Another consideration for program coordinators is the effect that flex-schedules may have on other S-M-A-R-T initiatives. In some cases, they may interfere with carpooling by putting workers on different schedules.

ACTIVE COMMUTING

Walking and Cycling

Companies can encourage employees to become active commuters by offering a few key incentives. Most people who want to walk or cycle to work tend to be active and enjoy these activities. The main reasons that they don't already travel to work by bike or foot are threefold: lack of facilities, cultural acceptance, and inconvenience. While the last factor may be hard to overcome, companies can help accommodate cyclists by providing safe, sheltered storage places for bikes along with showers or change areas. They can also permit some flexibility in arrival time. And by endorsing Active Commuting as a S-M-A-R-T option, management gives it support and creates an atmosphere of acceptance. Other incentives include offering subsidies for the purchase of new bicycles, possibly through a corporate health and wellness program.

See page 31 for "how to" information.



ACTION STEPS AND TOOLS

Once a company has made the commitment to join the S-M-A-R-T Movement, it must assign a program coordinator.

The S-M-A-R-T Coordinator

The S-M-A-R-T coordinator is responsible for setting up and running the program. Depending on the size of the organization and the scope of the program, the coordinator's dedicated duties should comprise between 10% to 30% of a full-time job. The coordinator looks at the company's needs and financial situation before suggesting incentives and support mechanisms (e.g., a computer ride-matching service). Then, the coordinator promotes the program and provides information to participants as well as on-going support. To allow for two-way communication and brainstorming, some organizations create advisory committees that allow employees to provide valuable input.

The S-M-A-R-T coordinator must have the authority and time to carry out all aspects of the program. A number of companies have learned that without sufficient empowerment – the ability to set and win budget approval, authorize letters to clients (if, for example, employees have the discretion to cancel meetings on high pollution days), persuade employees to return surveys – the program will be less effective.

The coordinator's job is straightforward, yet crucial to the success of any program. The coordinator must carry out the following tasks:

- gather information, distribute/collect surveys, post communications;
- choose options/incentives most suited to their company;
- roll-out options whether they are carpooling, transit subsidies, or telecommuting;
- advertise and market the program to employees in order to create awareness and interest in the program;
- assess and report changes in commute patterns; and,
- modify options/incentives.

From initial analysis to modification, the coordinator leads the company through the following five steps and uses the tools that correspond to each step: Internal Analysis; Goal Setting; Implementation; Promotion; and, Measurement and Evaluation.



STEP 1

Internal Analysis

TOOLS

Self-assessment Survey

Carpool Questions

SUMMARY of COMMUTING OPTIONS

SELF-ANALYSIS: Questions for Coordinators

As the S-M-A-R-T Coordinator you must begin by determining baseline commuting patterns, such as the distance employees travel to work, what modes of transportation are used, and how much money they spend to commute. From these profiles you will learn how people's needs can be addressed by different S-M-A-R-T options.

Once you learn how many people drive alone, you will have the main benchmark that the program aims to change. Once the program is underway, as the S-M-A-R-T Coordinator you can evaluate cost savings for employees and the company, improvements in morale, productivity and absenteeism, and reductions in air emissions.

SELF-ASSESSMENT SURVEY FOR EMPLOYEES

1. How do you usually travel to work?

- drive alone
 take transit
 carpool
 Total km traveled per day _____
- bicycle
 walk all the way
 other

2. How long does it take you to travel from home to work? _____ minutes

3. Describe the quality of your commute using one of following words for each adjective: very, somewhat, moderately, not at all:

_____ comfortable
_____ stressful

_____ productive
_____ lengthy

4. Do you travel for work during your business day? yes no

If yes how often? _____

Which of these means have you used?

- walk
 own car
How long are most work trips _____
- taxi
 company vehicle
 transit

5. How would you prefer to travel between work meetings/appointments?

- public transit
 personal car
 use of company vehicle
- walk
 cycle

6. Which of the following may affect your personal commuting schedule?

- drop off/pick up spouse/partner
 drop off/pick up children
 other _____
- personal activities (gym work-outs, classes)
 errands

7. If you take public transit, which type(s) do you use?

- city bus/streetcar
 subway/LRT
- commuter train/bus
 other

8. If you take a subway, LRT or commuter train, please indicate how you reach your station:

- walk
 cycle
 drive and park at station
 other
- taxi
 bus/streetcar
 driven by someone else

9. How do you pay your fare?

- monthly pass
 cash
- tickets/tokens
How many do you buy at a time? _____



SELF-ASSESSMENT SURVEY (continued)

10. If you are not a regular transit rider, what would make taking transit more appealing?

11. If you drive to work, which type of vehicle do you drive?

- sub-compact/compact (e.g., Neon, Civic) mid-size (e.g., Taurus, Camry)
 full-size car/minivan (e.g., Crown Victoria, Caravan) sport utility/pickup truck
 other

12. What was your main reason for driving to work today?

- need car for work car is cheaper
 car is faster car is more convenient and private
 convenient public transit is not available other
 need car for errands/transporting other family members

13. How many people were in your vehicle? (check one only)

- one (drove alone) two
 three four
 five or more

14. Where did you park?

- employee parking lot/garage other nearby parking lot/garage
 other _____

15. How much did you pay for parking today? _____

(If you pay monthly, estimate the daily cost. If you share the costs, indicate your portion.)

16. If you are not carpooling to work, what is preventing you from doing so? _____
What would encourage you to try carpooling? _____

17. Which of the following would encourage you to begin carpooling to work?

(check more than one if appropriate)

- reduced parking rates finding carpool partners
 not having to drive change in working hours
 guaranteed ride home in case of emergency prizes or contests

Comments or suggestions:

We would like to know your opinion. If you are interested in participating in a focus group to explore employee commute options in greater detail, please contact the program coordinator.

Thank you for completing this questionnaire. Your participation is greatly appreciated.

CARPOOL QUESTIONS FOR EMPLOYEES

If you are interested in finding a potential carpool partner, please fill in the following information:

postal code

Work Hours

Days of the week: _____

Start time: _____ Finish time: _____

Worksite location: _____

Would you consider carpooling to work?

regularly

occasionally

not sure

no

Which carpooling options would you prefer?

to be the driver

to be the rider

to share the driving

no preference

First Initial

Last Name

Nearest major intersection to home

Neighbourhood (if rural use closest town)

Work phone

We will be in touch with you once the survey results have been compiled.



SUMMARY of COMMUTING OPTIONS

The three types of alternative commuting approaches are GROUP COMMUTING, SCHEDULE CHANGES, and ACTIVE COMMUTING.

GROUP COMMUTING

Taking public transit

People tend to switch to subways and buses or commuter trains when they have easy access to stops and stations.

Carpooling

Carpooling is most effective when offices are located in areas that are poorly served by public transit, when groups of employees live within close proximity to each other, and when work schedules are similar.

SCHEDULE CHANGE

Teleworking

Some degree of technological sophistication is needed at the company and among employees. Employees' work must allow for communication and data transfer via computers, phones, modems, fax machines. This option is most effective where employees can work with limited supervision.

Flex-scheduling

Employees can avoid peak traffic hours by compressing the workweek or adjusting schedules. Co-ordination with direct supervisors and the human resources department is necessary.

ACTIVE COMMUTING

Walking and cycling

Companies can offer a few key incentives to encourage people to walk or cycle to work. Providing shower and change facilities, bike storage and a climate of cultural acceptance will encourage active commuting.

SELF-ANALYSIS: Questions for Coordinators

If you answer "yes" to any of the following questions, your organization could benefit from a trip reduction program:

- Are most employees driving alone to work and spending a lot of money commuting?
- Is there a parking shortage? Is parking expensive?
- Is your office located in an area not well served by transit?
- Does your organization have an environmental policy?

STEP 2

Goal Setting

TOOLS

Indicators

Budget

Once the S-M-A-R-T option mix has been decided, the goals can be set. With clear targets, the program's areas of success and those needing modification will become clear over time. Goals set the thresholds for rewards and incentives; for example, any employee who reduces 50 single-car trips in one month could be awarded a family pass to the movies.



INDICATORS

GROUP COMMUTING

- Taking public transit: from (baseline)% to (goal)%
- Carpooling: from (baseline)% to (goal)%

SCHEDULE CHANGES

- Teleworking: from (baseline)% to (goal)%
- Flex-scheduling: from (baseline)% to (goal)%

ACTIVE COMMUTING

- Walking: from (baseline)% to (goal)%
- Cycling: from (baseline)% to (goal)%

TOTAL

- Total single-driver trips will fall from (baseline)% of all commuter trips to (goal)%

A strong organizational commitment will allow for very long-term goal setting. For example, Go Boulder sought to achieve a 15% shift away from single-driver vehicles over 20 years and they expressed it in terms of maintaining 1994 auto travel levels until the year 2020.

BUDGET

BUDGET SETTING

The cost of developing and administering the program should not be expensive unless your organization makes a significant commitment to teleworking and an investment is needed to accommodate their technological needs. The main S-M-A-R-T cost component is usually incentives.

- Estimate how much staff time will be needed to plan, promote, and run the program.
- Include capital costs for promotion and publicity of the program, such as posters, flyers, surveys and logistical costs for launch of the program.
- Estimate the cost of financial incentives. The budget for this item depends on the mix of incentives you choose. The total cost can be estimated on a per-participant basis. The incentives are usually the most effective elements of a commuting alternatives program; therefore, they should be a priority investment.
- If preferential parking is offered to carpools and vanpools, include the cost of signage in the parking area.
- Consider budgeting for support services, such as coordinator training and consultants' advice, that would improve your program.
- If necessary, entertain a no-budget option. While no-budget programs are obviously limited in their scope and success, they do exist.

COST SAVINGS

Don't forget to budget for cost savings. The following changes will most certainly result in cost reductions for your company, some of them quite substantial:

- fewer leased parking spaces;
- fewer parking spaces built and maintained;
- reduced employee turn-over due to fewer commute hassles;
- increased productivity due to healthier, more relaxed workforce; and;
- increased productivity from implementing flexible work schedule.

COST RECOVERY

You may also be able to budget for cost recovery opportunities, such as the following:

- increased parking fees; and,
- collection of monthly fares if company vans are used for vanpooling.



STEP 3

Implementation

TOOLS

Getting Started

Promoting Telework and Flexible Work Hours

Increasing Transit Ridership

Encouraging Cycling

Running a Successful Carpool Program

Reducing Work-Based Trips

Summary of Workplace Trip Reduction Initiatives

GETTING STARTED

So now you recognize the many benefits of planning a S-M-A-R-T Movement program in your company. You know that reducing the impact of daily commuting results in a happier, more productive, less stressed workforce. You've also learned that S-M-A-R-T Movement initiatives can lead to reduced absenteeism and turnover, and more successful recruitment.

Now all you need to know is how to get started. Let this outline be your guide.

1. Develop a work plan:

- Get management approval;
 - Assign a coordinator;
 - Assess parking profile, transit access, bicycle facilities (such as bike lanes, onsite bike parking), and current telework patterns.
2. Prepare an employee survey, using the survey in this manual as a template (page 19). Attach a cover letter from management supporting the program and inviting employees to join.
 3. Circulate and promote participation in the survey.
 4. Tabulate survey results and analyze commute modes, commute distances, and attitudes toward employee participation. Find out why people drive to work, and what would induce them to switch to S-M-A-R-T options.
 5. Based on these findings, determine your priorities for promoting transportation alternatives.
 6. Choose incentives and services, information, and policies to support chosen priorities.
 7. Select a reduction target of trips to be eliminated through the program.
 8. Prepare an implementation schedule for the next 12 months.
 9. Determine if financial resources exist for promotion and incentives. Use the budget checklist in this manual (page 25).
 10. Determine a trip reduction tracking mechanism, such as the calculator (page 47), and monitor results. This will help you determine what modifications to make to improve your program's results.
 11. Plan your launch event, using the guide in this manual (page 39).
 12. Don't forget that ongoing promotion is the key to success. Use the suggestions in this manual to guide your promotional activities.
 13. Through the trip reduction coordinator make information available on an ongoing basis on ridesharing, taking public transit, cycling and teleworking, and the associated services your company provides.



PROMOTING FLEXIBLE WORK HOURS and TELEWORK

This S-M-A-R-T Movement option saves money and trips by reducing the number of days employees travel to work. Selected employees can work from home as little as one day a week. Making hours more flexible can also help people to rideshare.

Flexible hours may take the form of a compressed work week, in which employees work full-time, but do not work on a nine-to-five schedule. Employees may work four 10-hour days instead of five eight-hour days, or work nine days out of 10. A 10-20 per cent reduction in vehicle trips can be achieved by implementing a compressed work week.

Telework is gaining popularity as more and more employers and employees realize the benefits. For complete information about telework, visit www.gogreen.com/telecommute. Investigate what other companies have done and learn from their experiences. Part-time teleworking programs are the most likely to succeed.

Benefits to employers include employees' increased productivity due to fewer distractions, decreased absenteeism, and decreased turnover since the employer can accommodate employee needs, as well as a competitive advantage in recruitment.

Teleworking reduces employee commutes, costs and stress. Employees come to the workplace for meetings, for consultation with colleagues and supervisors, to use corporate files and office equipment, and to deliver completed work.

Is there interest in your company among employees and management? How much additional equipment would need to be purchased to make home offices operational? Is there sufficient work that can be done independently with minimal supervision? Once questions such as these are answered, your company may be ready to move ahead with a telework pilot project.

PILOT PROJECT:

The basic steps for establishing a telework pilot project are as follows:

- Develop policies and procedures.
- Select and train voluntary participants (how to assign work, manage without direct supervision, deal with distractions from home, use required technology, etc.).
- Lay out relevant information for co-workers, customers and families.
- Solicit and assess feedback from participants as pilot proceeds.

With experience gained from the pilot projects, your company can adjust policies and develop plans to implement full-scale teleworking. Depending on your company's structure, think about including representatives from human resources, information technology, labour relations, corporate communications, and facilities management.

Save Money and the Air by Reducing Trips

POLICY AND PROCEDURES CHECKLIST,

To help part-time or full-time teleworkers get started, ensure the following tasks are completed:

- Get manager support.
- Define who is eligible to participate.
- Have employees and managers agree upon schedules.
- Arrange for all agreements to be signed.
- Develop a policy on handling changes to agreements.
- Purchase necessary equipment, software (including virus protection and backup), and office supplies.
- Institute security policies for electronic access.
- Develop a workers' compensation liability description.
- Ensure that teleworkers are adequately equipped (office space, furniture, voice mail, call forwarding, Internet links).



INCREASING TRANSIT RIDERSHIP

Regular transit riders do not need parking spaces. This means big savings to most employers. To actively encourage more employees to use transit, incentives are needed. Convenient access to frequent transit may not be available at your worksite. Larger employers may be able to negotiate with transit authorities to improve service, particularly in conjunction with incentives. But for most employers, simpler solutions can increase transit ridership:

- Make information available to employees on transit routes, schedules and fares. The S-M-A-R-T Movement program coordinator could provide individualized route information, including transfer locations, schedules and fares.
- Encourage trial use of transit to help people overcome their reservations about using transit. Organize a Transit Day, provide free transit fare, organize a draw using transit transfers, and have some fun.
- Publicize how much money can be saved by taking transit instead of a car. The CAA says the average cost of car ownership is over \$8,000 per year (2001).
- Subsidize transit passes by a certain percentage or dollar amount.
- Ensure local transit stops are sheltered and well lit. If employees know they will be sheltered from the elements (such as rain, snow, sun and wind), and their safety is not at risk, they will be more likely to take transit.
- Sell transit tickets and passes on-site for employees' convenience.
- Finally, think ahead. If your company is relocating, consider how accessible your new site will be to transit.

ENCOURAGING CYCLING

Providing parking to employees is expensive. In comparison, facilities that encourage employees to cycle to work are extremely inexpensive and offer additional benefits, such as healthier employees.

Establish a secure area for bicycles outside or inside. Outdoor bike racks may not offer enough security for serious cyclists. Survey the cyclists before you choose a bicycle parking system. Good design and appropriate location are the two main considerations.

Consider a fenced, covered area outside, or outdoor bike lockers. Some employers provide indoor, locked bike rooms.

Provide a change area, and consider showers for those who cycle, run or walk to work. You may also provide cyclists and walkers with access to nearby fitness centre facilities. Is there enough room in a washroom to add a shower stall? If there is not enough demand to justify these facilities, you may want to look into converting an underused store room into a bike storage or locker room. Offering a place to dry wet clothes is also important to cyclists.

In addition to providing facilities for cyclists, there are other incentives to consider:

- Offer a cash subsidy that can be put toward purchasing a bicycle, repairs, or bicycle commuting accessories.
- Allow cycling or walking "credits" to be exchanged for time off.
- Tally the kilometres clocked by cycling employees, and offer certificates when they reach milestones like "I cycled across Canada on my way to work."

Many municipalities publish cycling maps, which outline recommended cycling routes, and offer safety tips to urban cyclists. If these are not available, your company could make up your own maps of the area.



RUNNING A SUCCESSFUL CARPOOL PROGRAM

Carpooling is an inexpensive, effective way to reduce the number of cars on the road and in your parking lot. The main reasons why more people don't carpool to work are that their schedules don't permit it, they don't like the idea of sharing their car with anyone, or they lack the information to get started.

Carpooling is not for everyone, particularly those with irregular schedules. But for many people, it is a viable alternative to the solo commute, and provides many benefits. In addition to saving money, employees in carpools arrive at work more relaxed and productive. With the help of this guide, your company can provide employees with the incentives and information they need to find rideshare partners and get a carpool started.

RIDEMATCHING

Helping employees find potential carpool partners is a key function for employers. It can be accomplished several ways. Some methods are simple and some are more sophisticated.

1. Distribute and collect the one-page carpool survey in this manual. Keep completed surveys in a binder in the S-M-A-R-T coordinator's office. Interested individuals can look through the binder to find a match. Attach a postal code map of the area.
2. Create a rideboard by enlarging a map or postal code map of the area. Employees mark their home location with pins, and fill out the one-page carpool survey in this manual. Completed surveys are kept beside the map. Employees match themselves or enlist the assistance of the trip reduction coordinator.
3. Companies can use www.carpool.ca. Simply call 1-800-668-RIDE, negotiate an administrative fee with the company, and tell them you are participating in the S-M-A-R-T Movement program. Promote the ridematching site to employees on an ongoing basis to get the best results.

Companies that facilitate carpooling are not liable in the case of legal action. By offering information and letting employees match themselves, your company is simply providing a service.

To help carpoolers get started, circulate copies of the carpool handout on page 43 in this manual. It offers tips on cost-sharing, establishing rules, insurance coverage, and other topics.

VANPOOLING

Where strong ridesharing interest exists, investigate vanpooling. VPSI offers a complete vanpool service across Canada. For more information call Cathleen McIntyre at 804-740-3010, or email her at cmcintyr@vpsiinc.com. The VPSI website is www.vpsiinc.com.

PARKING MANAGEMENT

Parking management involves changing prices and space allocations to meet certain goals. Plentiful and free or cheap parking encourages everyone to drive. Promoting carpools should involve changing parking fees and allocation to benefit high-occupancy vehicles. Studies have shown that free parking is the biggest deterrent to ridesharing and transit use:

- Promote carpooling by offering a lower parking fee and designated spaces near the worksite entrance to high occupancy vehicles.

GUARANTEED RIDE HOME

One of the reasons people are hesitant about carpools is they fear they will be stranded by a late meeting, or will not be able to leave in case of emergency or illness. This obstacle can be overcome by providing a guaranteed ride home (GRH) service to employees. The program can include subsidized taxi fare, the use of a company vehicle, or a rental car:

- Develop GRH policies that suit your company and employees.
- Studies show that GRH services are seldom used, but provide an important incentive for people to join carpools. If usage is high, revisit your policies to place an annual limit on usage, or invoke a cost-sharing agreement with employees.

POLICY INCENTIVES

Since employees participating in trip reduction programs may need to leave work at regularly scheduled times, the organization's senior management must support these beneficial programs. Productivity should be recognized, rather than the number of hours spent at work:

- Institute a policy that ensures carpoolers can leave work or meetings promptly at the end of the day to fulfill rideshare obligations.



REDUCING WORK-BASED TRIPS

In addition to helping with commute alternatives, employers can help change the way employees travel during work hours. Together, managers and employees can develop plans to reduce the number of trips, where possible, by using teleconference calls, e-mail conferences, and couriers. When trips are unavoidable, combining trips saves time and reduces pollution. The following list is designed to help you reduce work-based trips:

- Provide a company vehicle for a shuttle service between the worksite and local restaurant or retail areas. This can reduce solo trips during the workday and offers an important service to carpoolers and transit riders.
- Consider offering food services on site if workers must travel by car for lunch.
- Organize “lunch and learn” sessions or other brown bag lunch events. These act as incentives for people to stay at the worksite and not drive to lunch.
- When promoting carpooling and transit use, assure employees that a vehicle will be available for work trips during the day for those who don’t drive alone to work.
- For employees who take transit or carpool to work, make available company vehicles that may be used to get home in an emergency.
- Consider a shuttle service between company worksites if travel is frequent.
- If your company is located in the Toronto area, visit www.autoshare.com. A shared automobile in your area could be used for work-based trips, avoiding the need to purchase a company vehicle.

SUMMARY OF WORKPLACE TRIP REDUCTION INITIATIVES

PARKING

TRIP REDUCTION INITIATIVE	EXPLANATION	EXAMPLE
Parking Charges	Employees pay a daily, weekly, or monthly fee to park at their workplace.	Parking fees can be uniform per car or vary depending on the number of car occupants. (For example, single occupant vehicle \$25/month; 2-person carpools \$15/month; 3-or-more-person carpools free.)
Reserved/Priority High-Occupancy Vehicle (HOV) Parking	Carpools are given guaranteed (reserved) or priority parking at workplace parking facilities.	In some cases, HOV parking spaces are located in high-demand areas, such as closest to building entrances.
High-Occupancy Vehicle (HOV) Free Parking	Car/vanpools do not pay to park at workplace parking facilities	Employers may choose to provide free parking to all HOVs or only vehicles with a certain minimum number of passengers.

RIDEMATCHING

TRIP REDUCTION INITIATIVE	EXPLANATION	EXAMPLE
Ridematching Service	Employers help employees find rideshare partners.	Employers can compile surveys and let employees match themselves; create a rideboard map; use Internet-based ridematching such as www.carpool.ca ; purchase ridematching software for an in-house database.
Vanpool Program	Minivans (7 people) or large passenger vans (8-12 people) are used for commuting purposes by a group of employees.	Vanpools may be organized by the company (who may purchase and maintain the vans), a private or non-profit vanpool firm, or by an individual van owner.
Vanpool Subsidy	Vanpoolers receive a subsidy from their employer to cover some of their costs.	The subsidy may be 50% of the fee paid by the vanpool passenger or a specific amount of money. Some companies subsidize empty seats in a vanpool for a limited time while employees are recruited for the vanpool.
Guaranteed Ride Home	Employees who do not drive to work alone are guaranteed a ride home in an emergency (e.g. personal or family illness) or in case of unscheduled overtime work, etc.	Employees can either use a company car to go home, or use the services of a taxi or car rental company for free or at a reduced rate. Some companies limit use of this program to a certain number of times per employee per year.



TAKING TRANSIT

TRIP REDUCTION INITIATIVE	EXPLANATION	EXAMPLE
On-site Transit Fare Purchase	Transit passes and tickets can be ordered, paid for, and picked up by employees at their workplace.	
Transit Subsidy	An employer pays for a portion of transit tickets or passes.	Subsidies may be a certain percentage, or dollar amount.
New Transit	An employer works with its local transit system to introduce a new transit route that facilitates employee access to the workplace.	The new transit service may be a service for the exclusive use of a specific company's employees or available for the general public as well.
Shuttle Service	An employer provides a shuttle service between the worksite and public transit facilities (e.g., train and bus stations).	

WALKING/CYCLING

TRIP REDUCTION INITIATIVE	EXPLANATION	EXAMPLE
Bike Racks, Showers, Lockers	Secure bike parking facilities are provided along with showers and lockers (for walkers and cyclists).	Bike parking facilities may range from outdoor bike racks to indoor, locked bike rooms or cages. Showers and lockers are sometimes located at company fitness centres and made available to walkers and cyclists.
Cycling Subsidy	Employees receive a subsidy to cover expenses associated with cycling to work.	Employees may receive a subsidy to put toward cycling equipment (such as panniers) or bicycle maintenance.

Save Money and the Air by Reducing Trips

SCHEDULE CHANGES

TRIP REDUCTION INITIATIVE	EXPLANATION	EXAMPLE
Compressed Work Week	Employees are allowed to work more hours in fewer days than the usual eight-hour per day schedule.	Employees may work "4/10," that is, four ten-hour days per week. Or they may work nine days out of ten, and so on.
Telecommuting	Where suitable and feasible, employees do company work from their homes with the help of technology (fax, e-mail, phone, etc.).	Employees may telecommute daily or one day a month, depending on the nature of their job and company policy.
Satellite Offices	A company establishes fully equipped offices in a suburban location to allow employees to work closer to home.	This initiative does not yet appear to have been widely implemented by companies.
Hoteling	Employees share office space on a rotational basis when workstations are vacant due to employee absence. Employees book the space they need just as they would book a hotel room.	For companies with large numbers of teleworkers, hoteling may be a cost-saving measure.
Telework Centres	Fully equipped office spaces in suburban locations are used by employees of different companies.	This initiative has not yet been widely implemented by companies.
Videoconferencing (Teleconferencing)	Companies use videoconferencing or teleconferencing technology to conduct meetings, allowing people in different locations to hold meetings together.	

OTHER INCENTIVES

TRIP REDUCTION INITIATIVE	EXPLANATION	EXAMPLE
Transportation Allowance	Employees receive a specific amount of money to put towards their transportation costs (bus pass, car/vanpooling fee, or parking fee).	In some cases the subsidy is only given to employees using alternative modes, while in other cases it is given to all employees regardless of the method of transportation they use.
Promotion/Events	Different forms of program promotion and/or various events are held at the workplace to encourage employee participation in the trip reduction program and raise awareness of transportation and environmental issues.	Fairs or special promotions may be held during the Clean Air Commute, Earth Week, Bike to Work Day, etc.



STEP 4

Promotion

TOOLS

Launch Event Planner

Launching Communications

Offering Incentives

Getting Your Carpool Started

What You Can Do at Home

The S-M-A-R-T Movement appeals to people's needs. It instills a sense of connection among people who come together as they move away from driving alone. To succeed, the program roll-out must address the complete cycle of promotion: build excitement, provide information, gather feedback, and report results. Long-term participation depends on using feedback to make modifications over time. Once the baseline data is gathered on employee commuting habits, the case is made for the advantages of reducing trips through the mix of options selected by the company. Key messages and information are then disseminated easily using group e-mails, board postings, company intranet, S-M-A-R-T hand-outs or brief information sessions. A launch event is an important element to focus attention on the program, and to build enthusiasm and participation.

LAUNCH EVENT PLANNER

Use this task list to help you plan a S-M-A-R-T program launch:

- Arrange for senior management speaker and finalize speaking notes.
- Invite local politician or celebrity.
- Have incentives and awards in place.
- Complete rideboard display.
- Alert media.
- Make follow-up phone calls.
- Post signs.
- Send e-mail to employees.
- Book venue and request chairs, tables, and podium.
- Alert security guard.
- Arrange for photographer.
- Order refreshments.



LAUNCHING COMMUNICATIONS

SAMPLE PRESS RELEASE TO LOCAL MEDIA

SAMPLE COMPANY NEWSLETTER / E-NEWSLETTER INSERTS

Sample Press Release to Local Media

You may wish to promote your S-M-A-R-T initiatives in the local media. Please feel free to borrow ideas from the following fictitious press release.

OUR COMPANY LAUNCHES S-M-A-R-T COMMUTE PROGRAM

September 12, 2001

Our company is moving to help clear the air and the congested roads. Today, our company's 800 employees joined in the S-M-A-R-T Movement program to Save Money and the Air by Reducing Trips. Employees can now pay less for parking if they carpool or vanpool to work. They will also get convenient parking spaces near the building entrance. Our company will help carpoolers meet their matches by putting them in touch with others who work similar hours and live close to one another. Alternatively, individuals can receive \$10 off a monthly transit pass. For those who prefer to cycle to work, the company will provide 10 indoor secured bicycle lockers to the first 10 employees to sign on to the bicycle commute program.

This builds on the company's existing commitment to improving commute conditions. Currently, seven percent of the workforce teleworks from home for part of the workweek.

"We believe we owe it to our community - both within the company and in our neighbourhood -- to offer these important services," says Christine Cho, Vice-President of Marketing. "It's the right thing to do. And talented workers now demand alternatives to the costly and stressful solo commute."

Neighbourhood services have also joined the S-M-A-R-T Movement. Joe's Java will provide coffee and muffins to drivers and passengers that display our company's carpool parking sticker throughout October. And all S-M-A-R-T program registrants can enter a draw for a pair of mountain bikes donated by City Cycle.

For more information, contact:

Lisa Smith, Human Resources, 905-555-6868

Sample Company Newsletter/Newsletter Inserts

Using Email or a company newsletter is an easy way to promote your S-M-A-R-T initiatives. Please feel free to adapt the following fictitious messages.

1. PRE-LAUNCH

Dear colleagues,

Thanks to all those who completed the survey helping us determine your level of satisfaction with your commute. Many of you indicated you are tired of fighting traffic on your way to work and would rather keep more of the money you spend on gas, parking and maintenance. We don't blame you!

Save Money and the Air by Reducing Trips

Our company invites you to check out a better way to commute at the launch of our S-M-A-R-T Movement program. You can Save Money and the Air by Reducing Trips.

On Wednesday, September 12, at noon, come to the lobby for snacks and drinks, and learn about ways to reduce your commuting costs and stress levels.

Come and “meet your match” at the new rideboard. Given the high level of interest in ridesharing, we have created a large map of the area where you and your co-workers can post your home location and find others who live close to you. Carpool parking spots will be cheaper and closer to the building. Transit and cycling options just got better too.

V-P of Marketing, Christine Cho, will introduce the available S-M-A-R-T options – and prizes – to you and the local media at the launch.

Hope to see you there,

Lisa Smith
Human Resources

2. POST-LAUNCH

Dear colleagues,

Thanks to all of you who came out to our S-M-A-R-T Movement launch. You can see coverage of the event in the latest issue of Town Crier. Thanks to this article, Company Z across the street is interested in implementing similar initiatives. For those of you interested in carpooling who have not yet found a match, there may be someone at Company Z who will fit the bill.

Over 20 discount vouchers for transit passes were handed out. The Town Crier article noted that the recipients were happy they could use the discounted passes for trips from home as well.

Remember that tickets for the draw for the mountain bike are available until the end of the month. Just register for any one of the alternative commute options to receive a ticket. And eight discount carpool spots near the door are still available.

“Lynn and I discovered we worked down the hall from each other and didn’t know we lived two blocks apart!” says Jane Taylor. “And luckily we agree on what radio station we like.” She and Lynn won the prize for being the first carpool– lunch at the Pasta Place.

For those who missed the launch, but want more information, feel free to call or send me an Email.

Lisa Smith
Human Resources
Ext. 228, lisa@ourcompany.com



OFFERING INCENTIVES

Based on employee patterns and the S-M-A-R-T options chosen, enticing incentives are set and offered. See the Workplace Trip Reductions Initiatives chart, page 35, for a complete list of incentives. Offering prizes and awards will assist your promotion efforts.

PRIZES AND AWARDS

Launch-related draws and prizes can help people over the hurdle of trying something new. Other prizes keep momentum going later in the program

There are several types of prizes and awards, and different ways to “earn” them:

- Earn points for each day that alternative transportation is used. Have a schedule of prizes in place for each points milestone.
- Have a draw for all those who register in the program.
- There is room for creativity in awards possibilities. Consider awards for most entertaining carpooler, best driver, longest and shortest distance commute, most unusual method of transportation, and so on.

Here are some suggestions for prizes your company could offer:

- free movie passes
- gift certificates at music or book stores
- mugs, t-shirts and other custom items featuring the company logo, or the commute program identity
- goods and services from local retailers
- discounts on CAA memberships, or other travel-related prizes

GETTING YOUR CARPOOL STARTED

1. SCHEDULE A MEETING

Get together to introduce yourselves and plan your carpool.

2. DISCUSS EVERYONE'S PREFERENCES

The little things can mean a lot, so don't overlook choice of radio station, leg-room, smoking policy, starting time on bad weather days, etc.

3. THE GOLDEN RULE

Agree that your carpool serves one purpose only: commuting to and from work. Do not expect your partners to make side trips for shopping or errands.

4. AGREE ON COST SHARING

Determine how much money will change hands, whether it's a per kilometre charge or just sharing gas and parking costs. Agree when this is to be collected and stick to it.

5. CREATE A BACK-UP PLAN

Make sure everyone has exchanged work and home phone numbers, and agree on what happens in the event of illness or delay.

6. COMMON SENSE STUFF

Be prompt and don't honk. If the driver is on time and passengers are ready and waiting, there's no need for the horn. Set a waiting time limit and everyone will get to work on time.

7. THE DRIVER'S SEAT

You may want to arrange a permanent driver, or you may prefer to share the driving duties.

8. INSURANCE COVERAGE

Check with your insurance agent to make sure you have the proper coverage – most of us do. If you're no longer driving your car to work, check to see if your insurance agent offers a discount.

9. VEHICLE MAINTENANCE

Ensure that your vehicle is properly maintained. A well-maintained car is safe, reliable and comfortable. It's also better for the environment.



WHAT YOU CAN DO AT HOME INFORMATION FOR EMPLOYEES

Reducing the amount we drive alone is critical if we want to clean up the air and protect the climate.

For a thorough list of things you can do, check out www.climatechangesolutions.com, but here are some ideas to get you started.

GET ACTIVE

We've all heard the advice to walk more, cycle more, take transit more. What we may not have heard is all the benefits that come with driving less.

- It's healthier. Most Canadians feel they need more exercise. Walking, cycling and taking transit can help you get active.
- It saves you money. The CAA says it costs over \$8,000 a year to own and operate a car. Why not lengthen the life of your car by regularly leaving it at home? You may be able to avoid buying a second family car. You can save thousands of dollars a year.
- It's faster. In heavy traffic, cycling is generally faster than driving. Parking is quick and costs nothing. Even in average traffic, driving is only slightly faster than cycling.
- It allows you to relax and let someone else do the driving. If you carpool or take transit, you'll likely arrive less stressed than if you drive alone.

BUYING A NEW VEHICLE

Fuel prices will increase in the future, as will smog and climate change. Evaluate how big a vehicle you really need and remember: vans and SUVs consume more fuel than do cars. In fact, large sport utility vehicles can consume twice as much fuel as a compact car, costing hundreds of extra dollars each year.

Most new cars, vans and trucks carry a new EnerGuide label – much like the ones you may be used to seeing on appliances. The labels tell you how much fuel the vehicle uses per 100 km, in both highway and city conditions. If the label is not displayed, ask the sales person to show it to you.

Vehicles are more efficient if they have the following characteristics:

- 4-valves per cylinder;
- direct injection; and,
- 2-wheel drive.

CAR SHARING

- If you live in the Toronto area, there is a car-sharing option you may want to investigate. Check out www.autoshare.com. Car-sharing is an alternative to owning your own car. It can save you thousands of dollars a year.

DRIVING HABITS

A “cold” engine – one that hasn’t been used in several hours – pollutes more than a warm engine. Where possible, combine vehicle trips instead of taking several individual trips.

Your driving behaviour can reduce fuel consumption by up to 20%. Here are some tips for saving fuel:

- Reduce speed. The most efficient highway speed is 90 km per hour. Every kilometre per hour over 90 wastes one per cent of your vehicle’s fuel.
- Remove unneeded accessories (a roof box increases fuel use by about 25%).
- Close windows at high speeds. Try turning up the fan instead.
- Avoid using your vehicle’s air conditioner. It uses a lot of gas, especially at the beginning of a trip.
- Turn off the engine if you are stopped for more than 30 seconds. Idling wastes fuel.
- If you keep your tires properly inflated and keep your vehicle well maintained, you will save about 10% on fuel costs.

Where you buy gasoline is important too. Gasoline mixed with ethanol – a renewable fuel made from grain – is sold at certain Canadian gas stations. By using mixed fuel, you are helping reduce the amount of pollution in the air that causes smog and climate change.

IT’S WHERE YOU LIVE

Choose your next home wisely. In real estate, the motto is “location, location, location.” It’s no accident that some of the most desirable neighbourhoods have amenities, such as stores, schools, community centres, parks and transit, close by. Getting around by walking and cycling is valuable from a quality of life perspective, as well as from health and environmental points of view.



STEP 5

Measurement and Evaluation

TOOLS

Calculator

Evaluating the results of trip reduction programs allows an organization to build on its successes and learn from its experiences. When concrete, quantifiable achievements are highlighted, employee commitment can be sustained and participation broadened. By setting goals at the beginning of the program, organizations can challenge their employees with specific outcomes and can communicate with them about the progress that is being made toward these targets. Like many business challenges, S-M-A-R-T Movement can promote teamwork, which in turn will likely lead to greater program success.

Some companies have conducted focus groups, to enable them to measure staff responses to program ideas. In past trip reduction programs, there have been examples of managers who learned through these focus group meetings that employee response to the program was much greater than they thought. Many employees had changed their commuting habits, but had simply not bothered to register or claim the incentives that were being offered.

Keeping the communication channels open is very important, but if group meetings or strategy sessions seem too onerous, follow-up surveys are an easy alternative and can be of great help. A S-M-A-R-T organization may want to gather information to generate the following statistics:

- Total vehicle mileage reduced
- Gas money saved per employee using a S-M-A-R-T option to change driving habits
- Parking money saved by the company and by employees
- Total productivity improvements per S-M-A-R-T participant
- Total reduced absenteeism
- Total CO₂ emissions savings across the company and per S-M-A-R-T participant

Measurement of your company's S-M-A-R-T program success may also include a measure of the percentage of employees who have not only changed their commuting habits, but their at-work and home-based travelling habits as well.

Refer back to the S-M-A-R-T indicators you established (page 24). Next, using the S-M-A-R-T calculator compare your program results gathered. You can use the information from comparing goals and achievements to make appropriate changes to your program.

CALCULATOR

FOR PROGRAM COORDINATORS

A few months after your program launch, have each participating employee complete this calculator for evaluation and promotion purposes. Use the information to keep employees and management up-to-date on progress toward your goals. You may try to "cross Canada" the S-M-A-R-T way (7,821 km) by keeping a tally of employees' TOTAL S-M-A-R-T kilometre columns, and showing the total distance "traveled" on a map of Canada. Each month, you can circulate the calculator again, and add to the map your company's progress in reaching its goal. Results can also be depicted in other creative ways that suit your company's style or mandate.

Employee Name (optional): _____

S-M-A-R-T way to work	Round-trip distance in km from home to work (approx.)	Number of times/week (average)	TOTAL S-M-A-R-T km/week	Average savings per km (grams)	TOTAL Reduction in pollutants* (grams)
Bike/Run/Walk/Tele-commute		X	=	X 240	=
Local Transit		X	=	X 200	=
Rail (commuter train)		X	=	X 190	=
Carpool		X	=	X 120	=

Pollutants include: sulphur dioxide, nitrogen oxides, volatile organic compounds, particulates, carbon monoxide, and carbon dioxide.



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For an electronic version of the S-M-A-R-T Movement Manual go to
<http://www.pollutionprobe.org/Publications/Air.htm>

