

Case Study 14 Innovative Bicycles



Objective: Transport of goods in Penang

Location: Penang, Malaysia

Website: http://www.mobilityconsultant.com/brm/asia/meier/as_mei73.htm

Description:

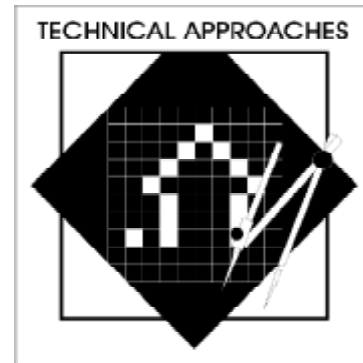
Bicycles are often used to carry freight. Virtually every freight bicycle has a rack built over the back wheel. Sometimes just a wicker basket is lashed on, but in the case of more specific uses a specially adapted rack is built. Bread delivery, for example, is usually done with a large box over the rear wheel. Similar trades are performed on motorcycles. Trishas are also an important freight vehicle. Trisha riders will often supplement passenger fares by carrying goods. They might, for example, arrange to make a regular delivery of some goods to a number of stores each morning. A common practice is to carry meat carcasses from the butchers in the market to their institutional customers like the hospitals and schools. If someone wants to move some goods, he merely hails a trisha, negotiates a fare, and loads up.

During World War II, a second form of trisha appeared. It was basically a bicycle with a sidecar attached to its left side. This form was used exclusively in Singapore - a few remain for tourist consumption - and partly in Kuala Lumpur. In Penang, however, the few that ever existed were converted to freight use. This is a very simple operation; the sidecar was designed so that the seat could quickly unscrew, leaving a flat, one and a half metre long, freight bed. The arrangement is ideal for odd shaped objects like glass or metal stock. Every glazier's shop, for example, has one of these tricycles. The most fascinating vehicle in Penang's transport mix is the freight tricycle. Although it has parallels in other Asian cities, no other place has exploited it so well as Penang. It closely resembles the trisha except that a large metal box is placed between the two front wheels instead of a seat. The rear half of the frame is identical to the trisha, though a lower gear ratio is sometimes used. Unlike the trisha, the tricycle's front kickstand is retractable, via a lever, from the rider's seat.

The steering bar is adjustable on the new models so that it will not knock the rider's knees. There are two models, medium duty and heavy duty. They differ only in the sturdiness of the front wheels. Recently, however, a new model has been introduced which uses a much smaller pair of front wheels, about the size of the smallest Honda motorcycle. They command a premium over the traditional tricycles because they can carry heavier loads and the tyres last several times as long. Since a tricycle lasts over twenty years, the accumulated savings on new tyres make the premium worthwhile.

Virtually every shop doing any sort of delivery or freight movement has a tricycle. Officially, there are just over 2,000 tricycles in Penang. In practice, there are probably closer to 3,000. The tricycles are ideally suited for Penang's narrow streets. They can efficiently carry loads of 5 to 200 kg. over distances of up to four kilometres. A number of tricycles travel much greater distances, leaving the city entirely to gather a crop of coconuts, sugar cane, or bananas, for use in the food stalls.

Case Study 15 An Electric Transit Vehicle Programme



Objective: To develop, build, test and operate electric buses as part of a sustainability initiative.

Location: Chattanooga, USA

Website: <http://www.sustainable.doe.gov/success/chattano.shtml>
<http://www.carta-bus.org/>

Description:

A prominent example of local sustainability initiatives, the transit authority for the city of Chattanooga and Hamilton County formed an innovative public-private partnership (Chattanooga Area Regional Transportation Authority - CARTA) to develop, build, test, and operate electric transit vehicles (ETVs) and ETV systems in downtown Chattanooga. Since 1991, 10 electric buses have gone into service on a downtown shuttle route,. a local non-profit (WHAT) has been launched to promote research and provide information, and a company has been formed to manufacture electric buses. The programme's *Living Laboratory* brings participants together to develop ETVs and share their discoveries worldwide. Programme benefits include reduced congestion on downtown streets, reduced air emissions, and over 30 new manufacturing jobs.

These organizations, along with the TVA's Electric Vehicle Test Facility, comprise an innovative public private partnership that has advanced ETV technology from troublesome prototypes to a practical and effective public-transit alternative. The ETV development partners accomplished this feat by establishing a process focused on the following objectives:

- *Bringing ETV technology into the public domain.*
In ETV development efforts elsewhere, private parties had claimed ownership of the technology. To avoid that experience, CARTA and its partners made public access to ETV research a principal goal.
- *Involving those who know transit best in the ETV design process.*
Owners and operators of transit vehicles have a unique understanding of operating conditions and rider concerns. From the outset CARTA strove to incorporate their perspective into the ETV design process.
- *Testing and improving ETV technology.*
CARTA recognized that real-world testing of components and systems would quickly advance ETV technology, paving the way to an electric-bus system that would define the state-of-the-art.
- *Developing ETV standards.*
Through research and testing, CARTA strove to establish consensus design and equipment standards for ETVs.
- *Disseminating ETV information.*
CARTA decided that other transit systems and operators interested in ETVs should benefit from Chattanooga's experience.

Case Study 16 Car-Free Day



Objective: To encourage people to use alternative transportation options.

Location: Bogotá, Colombia

Website: http://www.ecoplan.org/carfreeday/cf_index.htm

Description:

On Thursday February 24th 2000, the city of Bogotá in Colombia took a monumental step in promoting a reduced dependence on automobiles, by holding the world's largest Car-Free Day. From 6:30 a.m. to 7:30 p.m. private cars were banned from city streets (over the entire extended urban area). While some 850,000 private cars stayed home in their garages, city residents turned to public transport, bicycles, taxis, regional train, roller-skates and other modes of transit to get to their destinations.

One and a half million people cycled on the day, and 10% more people than average used public transport to get around. A substantial reduction in contaminants was reported for the day, with NO_x being reduced by 8%, carbon monoxide decreased by 22%, and particulates reduced by 21%. More lasting impacts included a sensitisation of the public to the impacts of the automobile on the city, and education on sustainable transportation. In one poll 30% of respondents reported having a change in their opinion towards public transport.

The car free day was the first day in more than three years that not one person died in a traffic accident compared to the daily average of 2-3 reported deaths. Although there were some reported crashes, and injuries, there were far less than an average day. Some hospital clinics reported a decrease of 20 to 30% in the emergency consultations. Such reductions save public costs in health care, police services and other associated costs. For car-free days to be implemented on a more regular basis, more work will have to be done with retailers, many of whom experienced losses in sales. One poll showed only 7% of retailers experiencing an increase in sales, while the remainder experienced either stable sales or decreases. In Bogotá, despite the lack of benefits for most retailers, 44% of retailers in one poll still believed the day was a success. Clearly however retailers must be closely involved with planning car free events so as to ensure that they too can benefit.

The success of the Day has led to local transportation, city planning and environmental teams in Bogotá working on plans to create an entirely new and innovative "alternative transportation system for Third World Megacities". The plan includes one of the world's most comprehensive bicycle transportation networks (more than 200 km of system built or under construction), stringent parking measures and major provisions for pedestrians taking trips within the city. Also under way is the strategic renovation and redeployment of a public transport system presently consisting of some 30,000 buses of various sizes and type and some 55,000 taxis.

Case Study 17 TravelSmart



Objective To provide information to transport system users to empower them to make informed choices about their travel behaviour.

Location: Perth, Australia

Website: <http://www.travelsmart.transport.wa.gov.au>
http://www.travelsmart.transport.wa.gov.au/pdfs/present_infra.pdf

Description:

TravelSmart is applied using a number of key principles to:

- Inform, motivate, facilitate and empower in order to achieve sustained behaviour change
- Examine the transport system from a user's perspective.
- Emphasise community learning about travel behaviour underpinning local community empowerment programmes.
- Ensure evaluation is based on behaviour change rather than just raising community awareness (eg. 50% remember the message).

TravelSmart is therefore designed to inform and motivate people to use alternative transport modes to the motor car, including car pooling and alternatives to transport (eg. Teleaccess). TravelSmart is helping local councils and their communities promote travel alternatives through:

- Local travel surveys providing information on how people travel
- Individualised marketing as an innovative way of promoting travel alternatives, and showing positive results where car use is reduced and walking, cycling and public transport use increased
- Local communities finding ways to reduce car use through TravelSmart Plans

Individualised Marketing is a particular type of dialogue marketing that has been developed and tested to facilitate travel behaviour change. The technique is built on a platform of informing people of their travel choices and encouraging self-help. It is not about telling people which trips to change or what modes to use. The design of the technique allows the information and dialogue to be related to each individual's or household's unique situation. The information, especially public transport, is tailored to each person's unique situation. h

“We telephone almost every household in an area to identify those interested. We ask them what information they would like about walking, cycling and public transport and deliver personalised packages of information specific to their situation, for example local bus service timetables and local cycling and walking maps. We may even visit their home, talk to them about using public transport, and offer new users trial use with free tickets. If they wish, we can arrange a personal visit by someone with practical skills and knowledge of walking and cycling (including local facilities). We can also provide discount vouchers from local bike shops, or give them a ‘Heart Movers’ Kit’ to encourage them to work more. Those people who are already using public transport or cycling or walking regularly are encouraged to continue by rewarding them with vouchers and small gifts (eg. sports drink bottle. We also give them additional information if they want it.”

Case Study 18 The Planned City



Objective: To plan and develop a city that avoids the transportation problems of car-based cities.

Location: Curitiba, Brazil

Website: http://www.solutions-site.org/cat7_sol110.htm
<http://www.dbj.go.jp/english/cooperat/hot/curitiba/02.html>

Description:

Curitiba's population started growing in the 1950's, a trend which was accentuated in the late 1960's as industrialization took off. The population has more than doubled in the past 30 years, from its 1970 level of 600,000. The city's mass transportation system, which was established in 1974 and 2 million people now use the city's integrated transit network every day. It has four elements: the direct line; an alternative 'speedy' system – buses which travel faster and have fewer stops; the inter-district line, which carries out trips between districts without crossing the centre of the city; and feeder buses, which connect terminals to the districts. It is integrated within the 12 municipalities of the metropolitan region, and is continually updated as the city and its population grow.

Curitiba has significant bus systems. "BI" buses run along dedicated bus lanes throughout the inner city, and "Inter-district" buses connect Curitiba directly with surrounding areas. In most cities, buses are prevented from becoming a high-volume, regular form of transport because of delays at stops due to fare collection and people negotiating steps in getting on and off buses, and also as a consequence of bus services not being smooth or reliable due to clashes with other forms of public transport. In Curitiba's case, however, these issues have been successfully resolved. Ironically the Curitiba bus system was originally set up as a desperate measure to develop a transport system with limited public finances. Nowadays, it is highly renowned both locally and abroad.

Public facilities have been built along arterial roads where buses run and citizen centers. There are a total of eight citizen centers in the inner city. Each center has public utilities such as water and electricity, as well as a range of public services including police, municipal branch offices, job centers, social security offices and libraries, and also a roofed multi-purpose sports ground, sports room and conference rooms; all of which can be utilized either free of charge or for next to nothing.

Due to ongoing increases in the city's population, Curitiba's bus system is expected to reach maximum capacity in the near future. The total cost of diversion of the highway and construction of the monorail is around US\$400 million. Well beyond the financial capabilities of the municipal government, the plan will be co-financed by the national government (60%), municipal Curitiba government (20%) and the private sector (20%).

The Centre of Excellence for Sustainable Development (<http://www.sustainable.doe.gov/transprt/maxchoice.shtml#Making>) for more information on making communities more pedestrian friendly.

Case Study 19 Integrated Public Transport Systems



Objective: To integrate fare, information and transit networks in order to create a quick and convenient public transport system.

Location: Singapore

Website: <http://www.transitlink.com.sg/>

Description:

Singapore has adopted an integrated public transport system which incorporates fare information and network integration so that travelling in the city is quick and convenient. Singapore's transport system is described in an article by Lim Swee Say, Singapore's Acting Minister for the Environment and Minister of State for Communications and Information Technology.

“There are at present two train networks in Singapore – the mass rapid transit (MRT) lines and the light rapid transit (LRT) system. The MRT links the main population centres north-south and east-west, while the LRT serves the intra-town and localized transport needs of the residents of satellite townships. Another 57 kilometres of MRT and LRT lines will be added to the existing 91 kilometre network over the next five years. By integrating the two networks, we are making travel by train a seamless and attractive mode of transport for commuters. There are also plans to improve bus and taxi services further. A ‘traveller information system’ is being introduced for the bus service. This will provide commuters with real-time information on bus movements, locations and expected arrival times, to help them plan their journeys better and cut down waiting time. At the same time, more and more taxis in Singapore are being equipped with a satellite global positioning system, allowing them to be directed to the nearest passenger pick-up points. The system has effectively cut down customers’ waiting time, while maximising the utilisation of the taxi fleet. All these are important features in making our public transport system attractive and appealing to commuters.”

A fully Integrated Public Transport System is one in which buses, the MRT and the LRT combine their services to provide a single planned network.

Information Integration

The Transit Link Guide gives commuters integrated information in just one book. Comprehensive information panels are put up at MRT stations and major bus stops for the ease of commuters making transfers.

Network Integration

Transit Link's central planning and coordination of the bus network, designed mindful of the MRT and LRT systems, reduces wasteful duplication of services and improves the use of transport resources.

Case Study 20 Urban Agriculture



Objective: To support the practise of agriculture in urban areas.

Location: Lima, Peru and various other places

Website: <http://www.cityfarmer.org/potatocentre.html>

Description:

Urban agriculture can be traced to the world's earliest civilizations. The Aztecs, Mayans, and Incas all produced food within the borders of their urban settlements. City farms were crucial to the development of Europe and the sites of many modern cities were selected because of their access to water and high-quality land. Today, an estimated 800 million people are engaged in some form of urban farming, whether tending home gardens or working in commercial livestock, aquaculture, forestry, or greenhouse operations.

For example, farmers in Cairo raise 80,000 head of livestock, while 1.7 million inhabitants of Mexico City rely on city dairy farmers for their milk. Ninety percent of the leafy vegetables sold in the public markets of Dar es Salaam are grown within the city limits. In Kampala, Uganda, about 30% of the population's need for meat and eggs is met by urban farmers. More than 16% of Harare's urban area is planted to crops. The shantytowns of Lima sprawl across one of the world's most barren deserts. Yet their resourceful inhabitants, many who are recent immigrants from the Andes, have found ways to produce everything from sweet potatoes and artichokes to chicken, fish, and pork. Their skills have been put to good use in this burgeoning city of 8 million providing critically needed food and income to some of the western hemisphere's most economically depressed neighbourhoods.

As urban populations grow at unprecedented rates here and around the globe, city farmers are becoming increasingly important. Under a new initiative launched by the Consultative Group on International Agricultural Research (CGIAR) in Washington, US, some of the world's leading agricultural scientists will be looking for ways to help those farmers play an even bigger role.

"Researchers have been working for years to make rural agriculture more productive and sustainable," said Hubert Zandstra, Director General of the Lima-based International Potato Center (CIP), which will spearhead the effort. In looking at the needs of urban farmers, we're pursuing the same goals as we are in the countryside - food security for developing countries, a way out of poverty for food producers, and better access to food for consumers."

The \$500,000 Global Strategic Initiative on Urban and Peri-Urban Agriculture will link several of the CGIAR's 16 research centers with international aid agencies, non-governmental organisations, and research networks in Latin America, Africa, and Asia. Among the sites to be considered for intensive study are Lima; Yaunde, Cameroon; Harare, Zimbabwe; Manila, Philippines; Accra, Ghana; Beijing, China; Dhaka, Bangladesh; Lusaka, Zambia; Dar es Salaam, Tanzania; Bogotá, Colombia; and Maputo, Mozambique.

Case Study 21 Vehicle Quotas



Objective: To restrict the growth of private car ownership.

Location: Singapore

Website: <http://www.ourplanet.com/imgversn/121/say.html>

<http://www.undp.org/tcdc/bestprac/social/cases/04-private%20vehicles.htm>

Description:

Under Singapore's vehicle quota system a certificate of entitlement (COE) must be acquired before a person can register a vehicle for use on the road. The price of a COE is determined by market demand through a public tendering system, and it is valid for ten years. By limiting the number of COEs issued each month, the quota system has served as an effective means to keep the growth of the vehicle population in Singapore at a level of 3% per year. The Vehicle Quota System (VQS) fixes an annual ceiling on the number of vehicles that can be bought. Thus, the government can directly control the vehicle population in Singapore in order to achieve its target vehicle population in line with road capacity and traffic conditions, instead of allowing the free market to dictate the number of vehicles. The target growth rate of the vehicle population is reviewed annually on the advice of the Public Works Department. This rate is the level at which traffic is able to flow smoothly given the current and projected expansion in infrastructure.

Every year, the government announces the number of vehicles that it is prepared to allow. This is decided by considering prevailing traffic conditions and the number of vehicles taken off the roads permanently. For each tender exercise, the government announces the number of Certificates of Entitlement (COEs) available in the various categories and would-be buyers bid for a COE for the particular category of vehicle which they wish to purchase monthly. Certain vehicles are exempt from this scheme, for example, buses, emergency vehicles, trailers, vehicles belonging to the disabled and diplomatic vehicles.

Each bidder is only allowed to submit one bid. Anyone found making more than one bid will find their applications rejected. Companies, however, are exempt from this ruling. The bid must be accompanied by a 50% deposit. On 1 November 1995, the bidding for COEs went fully electronic. Prospective buyers can now submit their bid through Automated Teller Machines of various banks.

Based on the quota available for a particular category that month, the highest bidders within that category will secure the COEs. The amount that the successful bidders will have to pay is the amount of the lowest successful bid in the particular category. Successful bidders for company registered cars and heavy goods vehicles are required to pay twice the amount in their respective categories.

The successful bidder now has the right to own a vehicle. Only COEs of goods vehicles and buses and the open category are transferable. Every COE is tagged to a vehicle and is valid for a period of 10 years from the date of the vehicle's registration.

Case Study 22 Employee Commute Options Rule (ECO Rule)



Objective: To reduce the number of car trips used for commuting.

Location: Oregon, USA

Website: <http://www.trimet.org/employers/ecorule.htm>

Description:

Why is there an ECO Rule?

The Employee Commute Options (ECO) Rule was developed by the Oregon Department of Environmental Quality (DEQ) to improve air quality in the region. Its goal is to reduce the number of auto trips used for commuting. The rule will become a part of DEQ's regional air quality maintenance plan needed for compliance with the Federal Clean Air Act. This region chose to focus on reducing commuter auto trips instead of increasing limits on industrial air pollution sources since over 50% of air pollution is caused by vehicle emissions.

Who is affected by the ECO Rule?

The ECO Rule affects employers located within the Portland Air Quality Maintenance Area (PAQMA) and with a total of 50 or more people at any one work site. The PAQMA encompasses most of Multnomah, Washington and Clackamas counties.

What does the ECO Rule do?

The ECO Rule requires affected employers to implement programmes that encourage their employees to use alternatives to driving alone. After implementing a programme, an employer has three years to achieve a 10% reduction in the number of commuter auto trips taken to work sites.

How do employers comply with the ECO Rule?

An employer has two options for complying - one is "prescriptive based," the other is "performance based." Under both options, the employer must conduct a baseline survey to document how employees commute before the programme begins. The employer then administers a follow-up survey each year to measure progress towards compliance.

Prescriptive Compliance- An employer who chooses this option will file a commute trip reduction plan with DEQ for approval. The plan outlines how the employer intends to meet its trip reduction target. Once approved, the employer implements the plan. DEQ will consider an employer in compliance with the rule as long as it submits and implements an approved plan, whether or not it fully achieves its trip reduction target.

Performance Based Compliance - An employer who chooses this option does not file a plan with DEQ. Instead, it implements a commute trip reduction programme which the employer feels will work for the site. If the employer is not able to meet its trip reduction target, it must demonstrate to DEQ that a "good faith effort" was made to do so. No evidence of "good faith effort" is needed if the employer meets its trip reduction target.

Case Study 23 Car-Sharing



Objective: To provide a car-sharing service to support people to not own cars and use alternative transportation wherever possible.

Location: Switzerland

Website: <http://www1.mobility.ch/e/index.htm>

Description:

Partnering With Transit

Mobility CarSharing Switzerland is already developing, testing, and evaluating several “mobility management” packages. Most of these are based on partnerships with public transit organisations and other businesses. While government institutions provided some start-up support, there have been no subsidies for actual operations.

Marketing Mobility

Mobility’s “zuri mobil” package is one successful mobility service initiative. For an annual fee of 80-EUR, zuri-mobil customers can: take a second person along with them on public transit at no extra charge; gain lower rates and preferred status for traditional car rentals; and, access over 450 shared-use vehicles at 220 stations in Zurich (and 1200 cars at 800 stations throughout Switzerland). In Zurich, these customers can access car-sharing on every third street, and most lots are closely linked to train and bus stations. Between 1996 and 1997 3,000 customers joined zuri-mobil capturing over 1% of the city’s population during its initial year of marketing.

Expanding Options

On a different front, Mobility recently launched a nationwide mobility package, called “mobility rail card 444” in collaboration with the Swiss National Railway System. With approximately half of all 700 Swiss train stations providing car-sharing lots, intermodal vacation trips or travel blending is now possible from most Swiss cities and towns. Mobility and Swiss Rail expect this programme to attract 20,000 to 30,000 new customers within the next year - a growth of 100% in the company’s car-sharing market. Success factors for linking private car-sharing initiatives with public transit through mobility management, include: the development of partnerships; the design of smooth interfaces and multimodal interchanges such as new technologies like smart cards and palm tops which can provide a market edge here; and, improvement of the customer’s subjective perception of service (e.g. convenience, comfort, prestige, and choice).

Conrad Wagner co-founded Mobility CarSharing Switzerland in 1987 and managed Strategy and Development for this growing corporation until 1999. He now works developing New Mobility Systems and Car Sharing Services at WestStart-CALSTART in the US.

Another similar business has been set up in Portland, USA. See FlexCar at <http://www.flexcar.com/>

Case Study 24 Transportation User Fee



Objective: To charge households based on their use of transport infrastructure.

Location: Austin, USA

Website: <http://www.ci.austin.tx.us>
<http://stratus.city.toronto.on.ca/inter/mte/mte.nsf/>

Description:

In the City of Austin, an innovative way of financing transportation infrastructure enables those who place a smaller burden on this resource to save money.

On every city utility bill is a charge for the Transportation User Fee (TUF). This figure is derived by calculations made by City Council on the average number of daily motor vehicle trips made per household. This calculation chiefly depends on the size and use of a property. Occupants are then charged according to which category they fit into.

Unlike an across the board property tax which applies equally to everyone, this charge takes into account the utility payer's contribution to the total cost of transportation infrastructure. The city has taken this to the extent of providing a total exemption from paying the fee for those who don't own a car. Residential properties may be exempted from these fees if the user does not own or regularly use a private motor vehicle for transportation, or if the user is 65 years of age or older. This exemption was authorised by Austin City Council in the mid-90s.

The monthly amount charged for the TUF varies depending on whether the ratepayer occupies a house, duplex or apartment, but savings generally are in the range of US\$30 to US\$40 per year.

Innovative financing mechanisms such as this can serve as a model to cities seeking to provide incentives for those who cycle, walk or use public transport to get around, while at the same time providing a way to lessen the financial burden on seniors and those in lower income brackets who are less likely to own a car.

Case Study 25 Shop and Ride Scheme



Objective: To provide shoppers and particularly low-income shoppers with free bus tickets.

Location: Knoxville, USA

Website: <http://www.grass-roots.org/usa/ktrans.shtml>

Description:

Anyone who rides the Knoxville Transit Authority's K-Trans buses at any time may ask the driver for a "Shop & Ride" coupon. The coupon is stamped following a purchase of \$10 or more at any of the region's Kroger, Food City or Cox & Wright groceries or Watson's department stores and is valid for a free bus ride home. The coupon provides up to US\$1.20 off a bus fare which is a significant boost to a low income earning person who has to rely on public transportation and who has to travel outside their inner-city neighbourhood to get away from small, poorly stocked and overpriced local markets to reach the large suburban supermarkets.

Although the transit authority presumes that most people who use the programme have limited incomes, the coupons are available to all, no questions asked, "...even if they make \$100,000 a year..." David White said. Further, no one minds if an individual picks up a coupon and passes it along to a friend. Costs of the programme are minimal. The transit authority prints the blue-and-orange coupons, collects used ones, and turns them over to the store management, which reimburses their full value, which rose to 2,286 bus rides in March 1993.

The grocery chains apparently consider the money well spent to get shoppers into their store, the transit authority gains riders, and the benefits to the people who use the coupons are obvious. "It's a win-win-win situation..." said White.

In theory at least, Shop & Ride has been on the books since before anyone now involved with the programme can recall. It may have originated as a device to get people into the downtown department stores during the early 1970s, when the rise of suburban malls was sucking the life blood out of Knoxville's downtown. But by 1990, only Watson's was participating, and only a few riders per month were taking advantage.

That all changed when several happy coincidences resurrected the programme in its new form, with the focus primarily on groceries. Financially disadvantaged people and local advocates held a demonstration calling for strategies to improve access to food for inner-city residents. In the informal discussions that followed among city officials, advocates, the Knoxville Food Policy Council and the transit authority, Kroger's Regional Manager Hunter McWilliams agreed to get the chain's nine Knoxville stores involved, and the programme took off. During the first full month of participation, just 25 Kroger shoppers got free rides. But within six months, publicised by advertising on buses, in stores and on radio and television, the number of Shop & Ride passengers rose to 1,100; and, a total of 1,640 Kroger shoppers got free rides in March 1993.

Case Study 26 RideShare Trust Fund



Objective: To reward employees who rideshare and penalise solo drivers.

Location: Los Angeles, USA

Website: <http://stratus.city.toronto.on.ca/inter/mte/mte.nsf>

Description:

In 1987 the City of Los Angeles and its employee bargaining units (labour unions) agreed to a unique arrangement regarding commuter benefits and employee parking. The initiative has worked very well, and could be used as a “benchmark” for other employers. In simple terms, it rewards the “good guys” (those who rideshare) and penalises the “bad guys” (solo drivers).

Parking Incentives

Employee parking in the City’s downtown Civic Center is very limited, and is assigned on a space available basis. The number of existing owned and leased spaces can accommodate only about 40% of City staff. Priorities have been established, with seniority being last in the “pecking order”. Carpools and vanpools are guaranteed spaces and park free. Employees driving personal vehicles or “home garaged” vehicles (fleet vehicles assigned to specific persons who have full time use of same) are charged parking fees. Charges vary, depending on proximity to the worksite and whether the space is inside the building or on a surface lot.

Self-Funding programmes

Collected fees are deposited into the Rideshare Trust Fund. Other revenues deposited into the Trust Fund include vanpool fares and a small (and fluctuating) amount from grants. Interest earned from such deposits also remains in the Trust Fund. Unlike typical use-it-or-lose-it budgets, unspent funds in one fiscal year are carried over into the following fiscal year. The Commuter Services Office (CSO) then applies these monies to its entire programme. Thus the initiative is relatively insulated from the effects of year to year tax revenue shortfalls in the General Fund. Trust Fund expenditures are primarily directed toward subsidising vanpool seats and employee purchases of transit passes. They also cover producing carpool matchlists, purchase and installation of bicycle lockers and paying office expenses.

The commuter programme is offered to approximately 38,000 City employees working at over 500 worksites ranging in size from 2-person neighbourhood parks to the 7,000+ employee Downtown Civic Center. Its budget is approximately US\$1.6 million a year - the CSO’s staff salaries, however are paid by the General Fund.