



CYCLING

SOLUTIONS F

A large, stylized yellow bicycle graphic is positioned on the left side of the page, partially overlapping a light green rounded square background. The bicycle is oriented vertically, with its front wheel at the top and its rear wheel at the bottom. The frame, handlebars, and wheels are all rendered in a simple, thick yellow line style.

# CYCLING



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MoMa.BIZ website: <http://moma.biz>

Image source: [www.eltis.org](http://www.eltis.org)

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## BOX 1 - CYCLING

*"When I see an adult on a bicycle, I do not despair for the future of the human race."*

H.G. Wells

In recent years, Europe has been overwhelmed by bicycles; it is not only that they are trendy, but they are also a practical way of making one's trip sustainable. They are fast, clean, healthy and they occupy little space e.g. 8 bicycles take up the room needed for one car parking area.

Keen cyclers are positive about changing their mobility behaviour towards sustainability, but sometimes the lack of facilities, security and safety issues makes them reluctant to do their home-work trip by bike. Therefore, **it is important that safe cycling networks and facilities for bikes are present at the BIZ in order to encourage cycling among the employees.** For example a BIZ could evaluate the existing cycling networks in its surrounding area and collaborate with the local authorities for their improvement.

In addition the BIZ could promote cycling by establish partnerships with bicycle companies and workshops in order to provide the best services for its employees. Installing bike ramps and shelters will also increase the potential of modal shift towards cycling.

Another option, most suitable for big business and industrial zones (BIZ), is

the setting up of a pool bike scheme and the provision of bikes for the trips within the BIZ, i.e. small deliveries, short trips, etc.

Cycling promotes a positive company image and corporate responsibility. It also contributes to the wellness and fitness of the employees, which is translated in higher productivity. Admittedly, implementing a successful cycling scheme at first can present a challenge and can require investment into the work place but its benefits are considerable and justify such an action.

Companies with strong cycle cultures are actually happier work places as a result.

*The Work Cycle*

This Cycling Box provides a series of mobility actions to be considered in relation to cycling with the aim to inspire and help business and industrial zones as well as individual companies plan and implement cycling programmes for their employees and visitors. Each mobility action contains a list of key factors for success and highlights possible barriers in the implementation of the action. The Box also contains a list of useful resources and tools available online that can provide support in the introduction of cycling schemes.

Therefore, if you wish to implement a cycling scheme in a BLZ, then:

- look through the different possible actions;
- select the most suitable ones for your circumstances;
- consult the local/regional/national authority as often they offer support for the implementation of cycling schemes (e.g. Cycle to Work Scheme in UK);
- take actions and promote them.



## 1.1 - The BIZ Accessible by Bike

**Action description:** The BIZ could be reached by an employee or a visitor with a bicycle - less than 10 km from home.

Consider that employees and visitors should not have to travel by car to get to the BIZ and think about how people can reach them by bicycle from the nearest residential area, train station and/or bus station.

**What is the distance of the BIZ from the nearest residential area or train/bus station?** As a rule of thumb a distance of up to 10km is reasonable for cycling for most people whereas longer distances would discourage most potential cyclists.

**Fact:** In the UK, more than half of all car journeys are less than 7,5 km that can be shifted to cycling. It takes 5-10 minutes to park a car and walk to the office by which time the journey could be cycled.  
*Source: Smarter Travel*

**What is the topography of the of the surrounding area?** Is the BIZ located in a rather flat area or in a hilly one? Hilly terrain will discourage potential cyclists even if the home-work distance is not long. In such case pedelecs could be an interesting tool for increasing the number of cyclists.

### Key factors for success:

- A good understanding of the area surrounding the BIZ.
- Communication and collaboration with the local authorities.
- Continuous communication with the employees.
- Preparation and distribution of maps with existing cycle routes.

### Possible barriers:

- Investment of time and resources required.
- Long distance from residential areas, train and bus stations.
- Hilly terrain, making cycling difficult or strenuous.
- Frequent theft of bikes/lack of safe facilities.

## 1.2 - Bike Theft Prevention

**Action description:** The BIZ has a clear strategy and facilities for preventing bike theft.

It is possible that employees bikes are stolen while parked at the BIZ premises. This will certainly discourage employees from cycling to work and it is, therefore, advisable that employers adopt policies and implement actions in order to prevent bicycle theft, such as:

- Facilities that do not allow a bike to be stolen easily.
- Information on technologies that raise the alarm in the case of an attempt





to steal a bike.

- Advice on bike tracking systems.
- Compensate for the theft.

### Key factors for success:

- Place bike racks or shelters in an open and well lit area of the BIZ.
- Installation of alarm systems and/or security cameras.
- Move the bike racks closer to the security station of the BIZ (if present).
- Signs for guarded property to be publically displayed.
- Bike boxes (safe bike storage).

### Possible barriers:

- Maintenance issues
- Partnership with local security company needed
- Vandalism
- Investment needed
- Senior management reluctant to invest
- Slow reimbursement or hardship reimbursing of the costs due to maintenance issues

### Good practice:

- In Amsterdam, Schiphol Airport is the final destination of a network of cycling routes, where employees can leave their bicycles in lockers and travel onwards by an airport shuttle bus.<sup>1</sup>

- At Orange (Bristol, UK) employees cycling to work have access to showers, lockers, pool bikes and lockable bike storage facilities covered by CCTV.<sup>5</sup>
- Improvements to cycle facilities at the University of Bristol (UK) included 200 secure covered and access-limited cycle spaces. Staff can purchase cycle equipment at a 10% discount from local shops and an interest-free loan is available to buy a bike.<sup>5</sup>
- The Municipality of Tartu installed bike racks in three different locations of the industrial zone of the town. The bike racks were placed close to three of the biggest companies of the zone with the aim to encourage cycling among employees and visitors.<sup>6</sup>



## 1.3 - Arrival Facilities

**Action description:** The BIZ companies provide changing rooms, showers and lockers for employees who use bicycles for home-work trips and for work-related trips

Providing facilities such as lockers for storing cycling accessories or a change of clothes, showers and changing rooms will help cyclists who commute to work on their own bicycles as well as those using pool bikes. It is therefore a good way to encourage cycling in the workplace.

These facilities require space, but it is important to remember that the use of bikes for home-work trips will save parking space, e.g. a stand for 8 bikes equals the parking space for a car.

Most often the arrival facilities are the same both for employees that walk or cycle to work, which may help promote walking as well.

### Key factors for success:

- A significant number of employees who cycle to work is already established.
- Carry out regular maintenance at the facilities.
- Facilities are secure and safe to use.
- Most expensive facilities i.e. showers and changing rooms, are available for all the employees to use and not only cyclists.
- Raising awareness and promotional campaign.

### Possible barriers:

- Only a few employees cycle to work.
- Investment required.
- Space and architectural details need to be addressed in order to build the arrival facilities.
- Bureaucratic issues might also have to be addressed, i.e. building permissions.

### Good practice:

- In the Netherlands, the Academic Hospital of Maastricht provides showers for cyclists. In addition, secure waterproof bicycle sheds are available.<sup>1</sup>
- At Argent Group (London, UK) there are showers and changing areas with full size lockers and also a drying room for employees cycling to work.<sup>5</sup>



## 1.4 - Internal Bicycles Offered

**Action description:** The BIZ provides bikes for the employees/visitors to use within the BIZ area.

The BIZ companies may offer bicycles only for the internal part of the BIZ. Thus, theft will be prevented and regular maintenance will be carried out. This may pose as a good example for the employees and a chance to start cycling and influence their sustainable mobility behaviour.

### Key factors for success:

- The BIZ extends over a large area.
- Considerable number of trips to be carried out within the BIZ.
- Considerable number of cyclists at the BIZ.
- Employees' concerns for safety and security are addressed and reduced.
- Raising awareness and promotional campaign among the local community.

### Possible barriers:

- Employees are reluctant to ride bicycles that are not their own.
- Investment required.
- Senior management reluctant to invest.
- Vandalism

### Good practice:

- In Basel (Switzerland), at the different company locations of Novartis priority is given to bicycle traffic. Providing internal bicycle lanes also helps this.<sup>1</sup>

- The Factory for non-ferrous metals near Plovdiv (Bulgaria) provides bicycles for the internal trips of its employees. They are used for internal deliveries and small packages. Currently, the factory tests two cargo bicycles for bigger deliveries; which are also aimed at promoting cycling among employees as anyone of them is able to test them.<sup>6</sup>

## 1.5 - Pool Bikes

**Action description:** The BIZ provides a pool of bikes to the employee for work and non-work trips.

A good example posed by the BIZ companies is the provision of bicycles for its employees, which they can use for work and non-work trips, in the course of the working day or even take them home for weekend use. The bicycles can be used for work related trips, such as local meetings, trips within the BIZ, trips between sites, etc., but they can also be used by the employees for any kind of trips. Safety equipment such as helmets, lights and locks should also be provided for employees to use.

It would be very useful if the pool of bikes also includes pedelecs. Pedelects are “electric motor assisted bicycles which are partly powered by the motor and supports the pedalling cyclist, e.g. doubling his current muscle power

contribution”<sup>2</sup>. As a result pedelecs are faster than normal bikes and they render cycling less strenuous especially in hilly terrains, therefore, their presence in the business pool of bikes will increase the possibilities of success of this action.


Although an initial investment is necessary for this action, the BIZ companies can have considerable financial benefits in the long-term. Using bikes for work trips that would otherwise be carried out by cars or taxis, immediately reduces car mileage expenses, car parking charges, taxi and public transport fares.

#### Key factors for success:

- Position the company bikes at a central location of the BIZ.
- Secure and safe shelters and bike racks available.
- Bikes are well maintained.
- Provision of safety equipment.
- Provision of financial and non-financial stimuli for cyclists.
- Provision facilities for cyclists, e.g. changing rooms, showers, lockers etc.
- Raising awareness and promotional campaign.

#### Possible barriers:

- Investment needed.
- Higher cost of pedelecs compared to normal bikes.
- Insufficient space on the BIZ for bike storage and other facilities.
- Theft or vandalism of the bikes.
- Travelling distances are significant.
- Safety issues due to lack of safe cycling routes.

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- Low interest on behalf of the employees.
  - A reluctance to change long established mobility behaviour.
  - Concerns over insurance cover and potential liabilities.
  - The BIZ management is reluctant to invest in such measures.
  - Slow reimbursement.

### Good practice:

- At the company Forster (UK) commuting by bike has increased from 13% to 31% and business travel by bike has gone from zero to 30% in less than a year. Forster pay 40 pence per mile for cycling on business and pool bikes are used daily and have reduced taxi bills by 10%.<sup>3</sup>
- At Waterschap Veluwe (The Netherlands) employees living within 10 kilometres of the company have the opportunity to obtain a bicycle from the company, if they use it to cycle to work.<sup>1</sup>
- The North Bristol NHS Trust provides pool bikes for local journeys. For longer journeys, two folding bicycles are made available to staff to enable combined cycle and bus/train journeys.<sup>4</sup>
- Staff at Computer Associates, on the edge of Slough (UK), can make use of a fleet of 25 company bicycles to ride to and from work, with accessories also provided free of charge.<sup>5</sup>



## 1.6 - Employees Cycling For Business Trips

**Action description:** The BIZ promotes cycling for work-related trip

In the case that there are already a considerable number of employees cycling to work the BIZ companies could promote the use of bikes for work-related or business trips. Quite often, such a measure should be twinned with providing arrival facilities and regular maintenance of the bicycles use. Management of the pools of bicycles for work-related trips must be established.

### Key factors for success:

- Encourage the development of bike clubs among employees.
- An employee may serve as a shining example of cyclist and promote cycling.
- Raising awareness and promotional campaigns on cycling.
- Provision of financial and non-financial incentives.

### Possible barriers:

- The distances are great and cycling is impossible.
- Not significant number of cyclists.
- Health and safety issues.
- Slow reimbursement.

### Good practice:

- DETR staff who use a bike to travel on business are paid 12 pence per mile. If staff must use their car for official travel they will be paid a standard rate of 40 pence per mile up to 4000 miles, dropping to 24 pence per mile over 4000 miles. They have scrapped the system of paying different rates according to engine size, encouraging staff to use smaller engine cars which are better for the environment.<sup>4</sup>
- The City of Edinburgh Council (UK) gives a 25p mileage allowance to employees who use their bicycles for business purposes.<sup>5</sup>


## 1.7 - Bike & Ride

**Action description:** The BIZ offers a Bike & Ride service and the corresponding facilities.

BIZ companies can enable a Bike & Ride service for encouraging cycling for home-work trips. Often cyclists are not allowed to bring their bikes on buses and when that is possible usually they have to pay extra for the bike. Therefore, the BIZ may stipulate an agreement with the public transport operators in order that bikes are allowed on local buses and if possible the bikes “ride free”. The BIZ companies may also establish incentives or reimbursements for employees practicing Bike & Ride.

### Key factors for success:

- Close collaboration with the local authorities and local transport operators.

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- The BIZ has placed bike racks at the bus stations of its area.
  - Maps of the transport network and the bicycle routes are produced.
  - Partnership with the local authorities and the transport operators.

### Possible barriers:

- Poor partnership with the local authorities and/or local transport operators.
- Unreliable transport network.
- Lack of bus station facilities for bike and ride facilities to be installed.
- Investment required.
- Unattractive cycling routes.
- Security and safety issues.

### Good practice:

- In Brussels (Belgium), the Christian Workers Movement provides reserved/rented bicycles at the nearby station. The bicycles are placed in a separate room of the station to which access is restricted to employees of this institution. The rental company maintains the bicycles and provides safe locks.<sup>1</sup>
- At Zurich central station (Switzerland), a guarded cycle park for commuters has been in operation since 1998. The annual cost for use is about 75 Euro.<sup>1</sup>

## 1.8 - BIZ Internal Cycling Facilities & Services (bike Lanes, ramps, Bicycle maintenance etc.)

**Action description:** The BIZ companies provide changing rooms, showers and lockers for employees who use bicycles for home-work trips and for work-related trips

If the aim is a long-term change in the mobility behaviour of the employees, then the BIZ companies should provide a good example of bike-friendly mobility policy through the creation of a safe internal cycling network.

In addition, services such as repair and maintenance of bicycles, will also encourage and promote the use of bikes for the home-work trips.

### Key factors for success:

- Collaboration with the local authorities can lead to a co-financing of the internal bike infrastructures.
- The first step in implementing better bicycle facilities is to begin with the measures that are cheap and serve not only the bicycle users but pedestrians, too: lowering the curbs on the crossings of the streets, offering more space to cyclists and pedestrians, etc.
- Providing strong practical examples of good practices, not only in theory.
- The BIZ internal bike network is safe for cyclers.

### Possible barriers:

- Financial investment required.
- Implementation takes longer to achieve than other measures.
- The size of the BIZ – in terms of area and number of employees

### Good practice:

- In Vorarlberg (Austria), Wolford AG changed its parking management with an underground garage for bicycles with direct access to the office building. The parking was moved adjacent to the main gate.<sup>1</sup>
- In Basel (Switzerland), Novartis provides high quality bicycle sheds and special cycle gates with badge system.<sup>1</sup>
- In Graz (Austria), the Austrian company AVL List provided a free bicycle check and free repairs for a full week. Employees received tips on cycle adjustment, equipment and riding techniques and were offered attractive discounts on the purchase of cycling equipment. This was carried out in co-operation with a local bicycle dealer. Repairs were carried out by the company's own employees as part of the apprenticeship programme. This was so successful that it has been established on a permanent basis one day a week.<sup>1</sup>
- In the UK, the Benefits Agency has recently implemented a series of green transport measures. Free cycle maintenance was offered for a day to staff, and this has been continued by a deal with a local bike shop which offers 10% reduction on repairs to Benefits Agency staff.<sup>1</sup>

## 1.9 - Safe Cycling Infrastructures

**Action description:** The BIZ is aware of the current cycling infrastructures in the surrounding area and collaborates with the local authorities in order to improve them and make them safer

Is the BIZ connected to the nearest residential area, train or bus station with bike lanes and/or roads safe for cycling?

Safety issues are often discouraging people from cycling to work and lack of safe cycling routes will most likely discourage any potential cyclists among the employees. In such a case, it is important to consider the following actions:

- Examine the roads connecting the BIZ to the nearest residential areas, train and bus stations and note any dangerous spots and/or existing black spots.
- Establish a communication and close collaboration with the local authorities for the creation of safe cycling routes.
- Organise a course on safe cycling for interested employees.

A collaboration between the BIZ and the local authorities can prove beneficial for both sides. The knowledge the BIZ companies have on the needs of their employees and the technical knowledge and experience of the local authorities will guarantee the identification of the best solutions for improving the cycling network. In addition, the BIZ and the local authorities could arrive to an agreement for the co-financing of such solutions with the obvious



benefits for both sides.

The improvements of the local cycling network will not only benefit the employees of the BIZ but will also benefit the citizens of the local community in general. A better and safer cycling network will encourage them to use bikes for their everyday transport needs. This in turn will have a number of positive impacts to the local quality of life.

If the BIZ companies invest in safer cycling infrastructure, it will not only make its employees consider biking, but will also promote its corporate green image. Nevertheless, a potential investment in safe and attractive bike lanes will require a significant budget.

#### Key factors for success:

- Communication and collaboration with the local authorities.
- A good understanding of the area surrounding the BIZ.
- Cycling culture in the local community.
- Excellent demand-analysis of the local community.
- Transparent policies towards employees and citizens.
- Better safety and less stress in traffic.
- Good transport and accessibility planning.
- Protect cycling routes from heavy winds and rainfall by planting trees.
- Push-button crossings for cyclists.
- Less accidents and black spots.
- Raising awareness campaign in the local community.

- Provision of training to employees for safe cycling to work.

### Possible barriers:

- Poor partnership with local authorities.
- Long time to plan and complete road infrastructures for cycling.
- Architectural and planning details in the municipality do not allow infrastructural changes.
- Unattractive cycling route, dangerous zones or even a lack of any cycling routes.
- Employees are unsure of their cycling abilities.
- Considerable investment required.

### Good practice:

- In the UK, The Boots Company has funded a TOUCAN crossing (signal-controlled crossing for pedestrians and cyclists to share) close to its site to help pedestrians and cyclists cross a busy road.<sup>1</sup>
- In Basel (Switzerland), the pharmaceutical company Novartis has various locations within the city; so as to promote the use of the bicycle for travel between sites, it developed an interconnecting cycling path network. The initiative came from the company's internal bike promotion group, which collaborated with the City of Basel.<sup>1</sup>
- In Tartu (Estonia) a 3m wide walking/cycling path separated from car traffic was built to connect the BIZ area of the town to the existing pavement network. This path became very popular and helped increase the number of cyclists/pedestrian who work and visit the BIZ area.



- Pfizer, Dover District Council and Kent County Council have worked together over the introduction of advanced stoplines and cycle parking in the town of Sandwich, together with the provision of the National Cycle Route and Regional Routes. The cycle routes are being provided as part of the Pfizer Integrated Travel Plan and to benefit tourists and residents alike.<sup>4</sup>
- The major problem around the five different Novartis sites in Basel (Switzerland), was the heavy traffic caused by car commuting and traffic travelling between the different sites. So, it was decided to promote cycle use for business and commuter trips. The measures adopted were:<sup>1</sup>
  - Creation of an internal working group.  
Network of bike paths connecting different company sites, integrated with the city's cycle network (in conjunction with the city administration).
  - Covered cycle parking at each site.
  - Network of on-site cycle paths at each location.
  - Special cycle gates at the main entrance of each company site.
  - Cycle repair service established.
  - Pool of company cycles.
  - Periodic marketing activities to promote the use of the bicycle.
  - Parking management and continuous reduction in the number of parking spaces.

## USEFUL RESOURCES AND TOOLS

### **ASTUTE** [http://www.astute-eu.org/astute\\_toolkit/toolkit.php](http://www.astute-eu.org/astute_toolkit/toolkit.php)

This toolkit comprises many best practice examples which will help you overcome the barriers which public and private sector organisations face in promoting walking and cycling.

### **CYCLE TO WORK MANUAL**

<http://www.eltis.org/index.php?ID1=19&id=20&searchstring=Cycle%20to%20work%20manual> This manual and resource pack, available in German and English, provides practitioners with a step-by-step guide for planning and implementing a cycle to work scheme in their local areas.

### **HOW TO RUN A CYCLING ACTION - LIFE CYCLE implementation manual**

[http://www.eltis.org/docs/tools/LIFECYCLE\\_Implementation\\_Manual\\_pdf.pdf](http://www.eltis.org/docs/tools/LIFECYCLE_Implementation_Manual_pdf.pdf)

### **COLLECTION OF EVIDENCE OF THE BENEFITS OF WALKING AND CYCLING**

<http://www.bristol.gov.uk/page/benefits-cycling-and-walking>

### **BIKERADAR - FIVE REASONS TO CYCLE TO WORK**

<http://www.bikeradar.com/fitness/article/five-reasons-to-cycle-to-work-29878/>

### **A GUIDE TO SETTING UP A BIKE POOL**

[http://www.keepingcardiffmoving.co.uk/uploads/documents/21/original/Guide\\_to\\_Setting\\_up\\_a\\_Pool\\_Bike\\_Scheme.pdf?1313415196](http://www.keepingcardiffmoving.co.uk/uploads/documents/21/original/Guide_to_Setting_up_a_Pool_Bike_Scheme.pdf?1313415196)

### **POOL BIKES FOR BUSINESS**

<http://www.tfl.gov.uk/assets/downloads/Pool-bikes-for-business.pdf>

### **STAFF BIKE POOL INTRODUCTION NOTES**

<http://www.travelsmart.gov.au/employers/pubs/bikefleet-induction.pdf>

## **CYCLE TO WORK GUARANTEE** <http://www.cycletoworkguarantee.org.uk/>

The Cycle to Work Guarantee is a voluntary initiative from the Department for Transport in the UK, challenging businesses to become cycle friendly employers by making it easy for staff to cycle to and from work.

## **REFERENCES**

<sup>1</sup>TOOLBOX for Mobility Management in Companies  
<http://www.mobilitymanagement.be/english/index.htm>

<sup>2</sup>EU Project “Go Pedelec”  
<http://www.gopedelec.eu>

<sup>3</sup>Ways2Work  
<http://ways2work.bitc.org.uk/>

<sup>4</sup>Department for Transport (UK), 2006.  
“A travel plan resource pack for employers”.

<sup>5</sup>Department for Transport (UK), 2002.  
“Making Travel Plans Work: lessons from UK case studies”.

<sup>6</sup>Mobility Management for Business and Industrial Zones (MoMa.BIZ)  
<http://moma.biz>



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