Focus session

C1: Flexibility in transforming mobility patterns

14.00-15.30



reParking.fi

























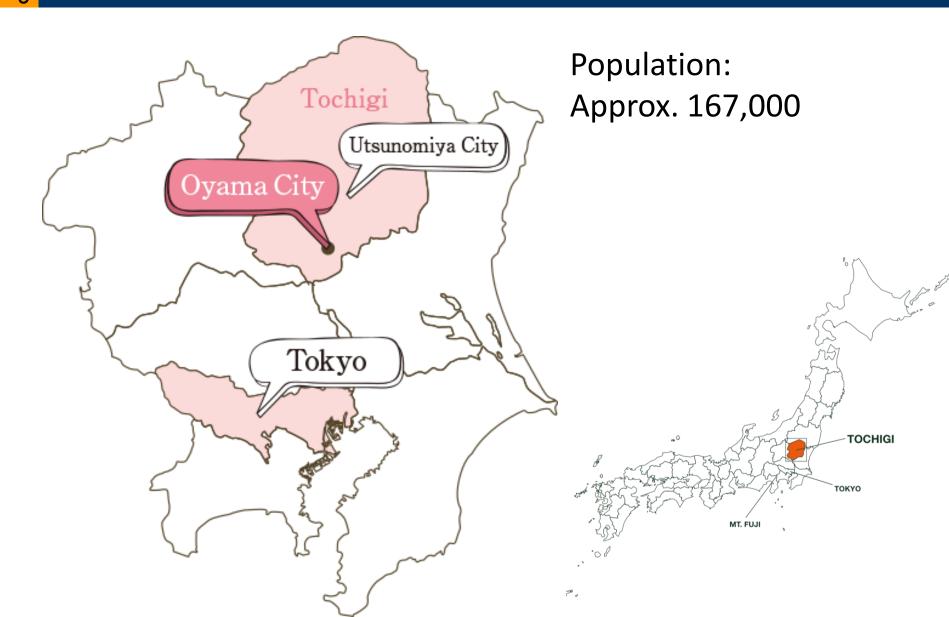
Effect of Low-Cost Policy Measures to Promote Public Transport Use: A Case Study of Oyama City, Japan

Tomohide Azami

Executive advisory engineer in the Urban Development Department of Oyama City

Introduction to Oyama City and Transport Issues

Location of Oyama City, Tochigi Prefecture, Japan

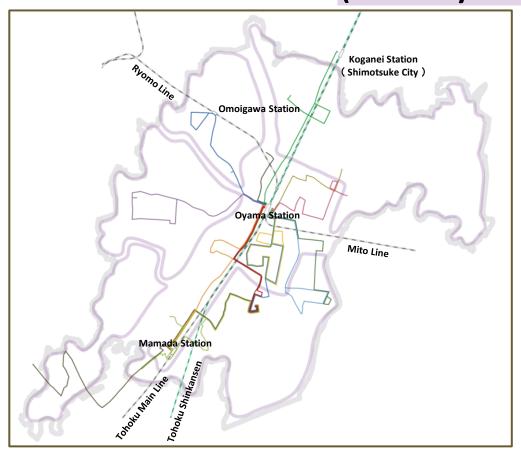


Bus route network in Oyama City

<u>Urban areas</u>: 14 bus routes (Only Public buses)

Most convenient bus: 6:30~21:20 1 bus service/hour Most inconvenient bus: 6:32~19:05 1 bus service/3 hours

<u>rural area</u>: Reservation-based bus (5-area system)



Railways are very convenient, buses are inconvenient

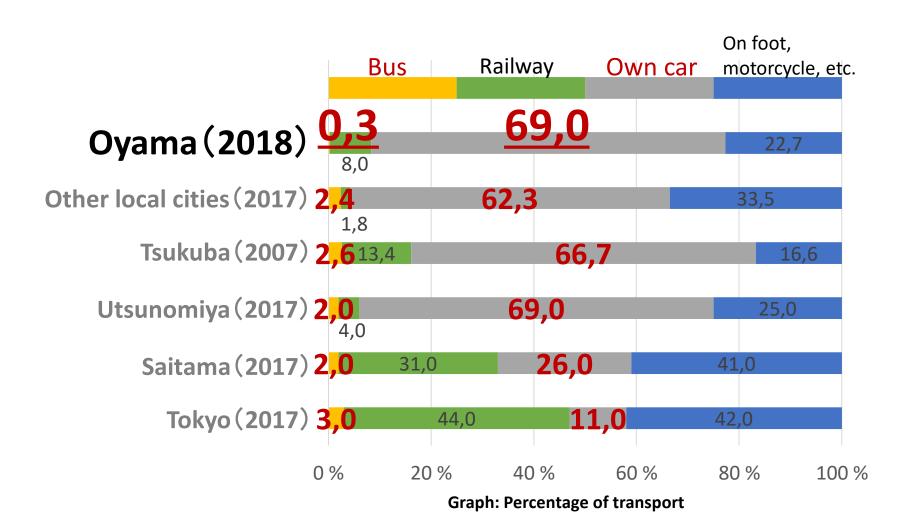
Tohoku Main Line Schedule

小山	駅 東北本	線 大宮・	上野・	新宿方面	5 (上	9)				
時				平日					●土翁	雇・休日の時刻表を表示
5	熱(東京) <u>04</u>	平(東京 21		小(東 <u>42</u>		大(新宿) <u>48</u>	熱() 58			
6	上 07 逗(新宿) <u>51</u>	<u>13</u>	大(新宿) 19	国(東 24			平(東京) 33			快アク 熱(東京) 47
7	大(新宿) 01			逗(新宿) <u>16</u>					熱(東京) 41	± 49
8	熱(東京) 03	品 15	逗(新宿) 25	熱(東 37			逗(新宿) 53			
9	小(東京) <u>00</u>	逗(新宿 21		東京) <u>1 5</u>						
10	快 逗(新宿) <u>04</u>	快アク 熱(10	東京)	逗(新宿) 23	熱(芽 33		小(東京) <u>57</u>			
11	快 逗(新宿) <u>04</u>	快アク 熱(13		逗(新宿) 22	熱(東 30		小(東京) 52			
12	快 逗(新宿) <u>02</u>	快アク 熱(12		逗(新宿) 22	熱(東 33		小(東京) 57			
13	快 逗(新宿) <u>04</u>	快アク 熱(<u>12</u>		逗(新宿) 22	伊(球 34		沼(東京) <u>56</u>			
14	快 逗(新宿) <u>02</u>	快アク 熱(07		逗(新宿) 23	小(排 33	更京)	沼(東京) <u>58</u>			
15	快 逗(新宿) 04	快アク 小(12		22	31		伊(東京) <u>58</u>			
16	快 逗(新宿) Q4	沼(東京 17) 逗 (新宿)	熱(東京) 32	国(明 39	東京)	逗(新宿) 52	熱(東京) 57	
17	通快 上 <u>03</u>	伊(東京) 17	逗(新宿 29) 熱(<u>42</u>		熱(東京) <u>49</u>		(新宿) 5 5		
18	通快 上 <u>00</u>	上 11	国(東京) 23	逗(新宿) <u>34</u>	小 <u>4</u>	(東京) 2	大(新宿 <u>52</u>			
19	小(東京) <u>02</u>	通快 上 <u>07</u>	大(新宿 22) 平(28		平(東京) <u>45</u>				
20	小(東京) 02	通快 上 08	逗(新宿 17) <u>28</u>	東京) 3	上 42	沼(東京 52) <u>58</u>		
21	通快 上 <u>03</u>	国(東京) 16		通快 上 42						
22		± ± 0 46								
23	室 08									

The most convenient bus route schedule

④城東中久喜線 高専正門行き 小山駅東ロ 平日					
5					
6	20				
7	40				
8	50				
9	50				
10	50				
11	50				
12					
13	30				
14	30				
15	30				
16	40				
17	40				
18	40				
19	40				
20	40				
21					

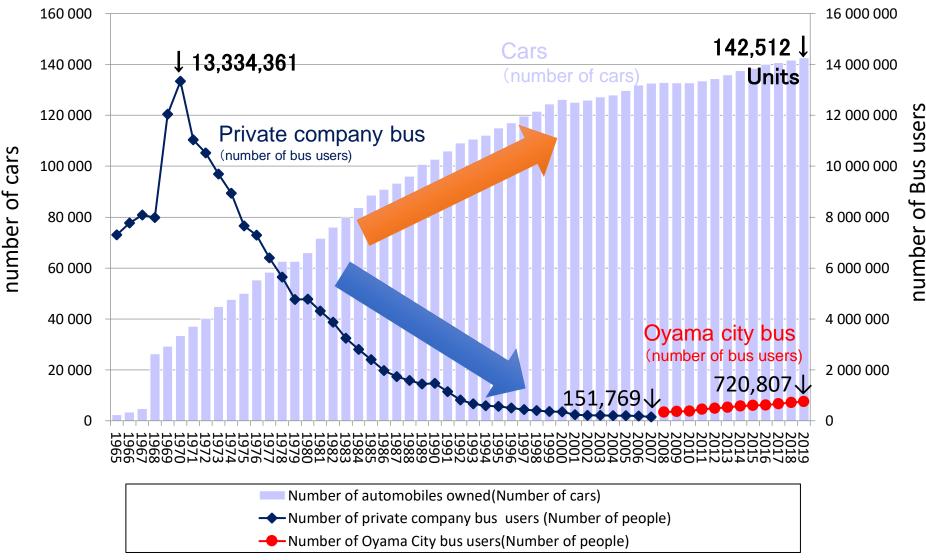
Oyama citizens use very few buses and many use own cars



Source: 2018 Oyama City Person Trip Survey.

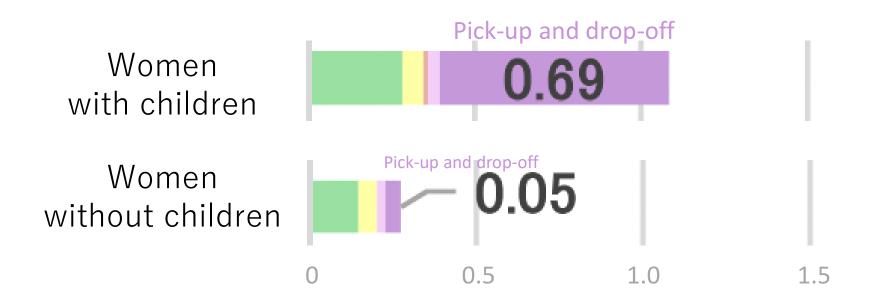
number of Bus

Increasing own cars, decreasing bus users



Mother living in Oyama is a pick-up and drop-off driver for her children

Number of private trips/day by women aged 30-34



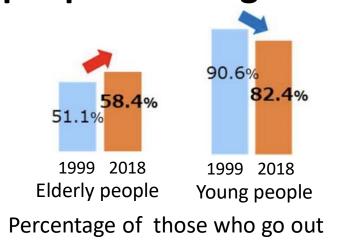
- Shopping
- Sightseeing, excursions, leisure
- Pick-up and drop-off

- Dining, socializing, entertainment
- commuting to hospital

Source: 2018 Oyama City Person Trip Survey.

Elderly people are less likely to go out and are cardependent.

One in two Elderly people do not go out



Significant increase in the number of elderly people using automobiles



Percentage of transport

Source: 2018 Oyama City Person Trip Survey.

Major local newspapers reported on the dependence of the elderly on cars.

June 19, 2019 The Shimono Shimbun

<Newspaper Headlines>

70% of those aged 75 and over "travel by car" Doubled in 20 years, growing dependence



Low-Cost Policy Measures to Promote Public Transport Use Mobility Management

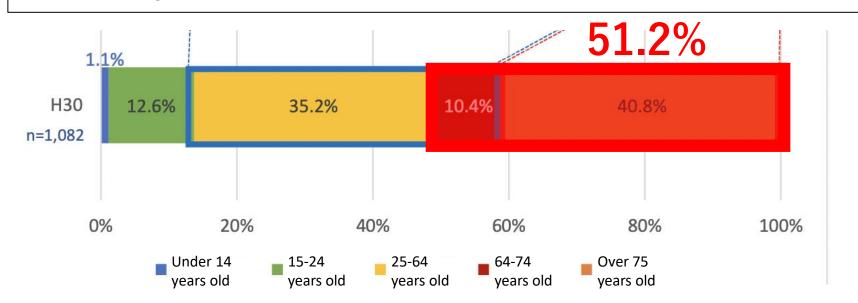
In Oyama City, we did mobility management for "all citizens".



Oyama City Mobility Management Objectives

Buses are lame. They're for elderly people. Emotions held by citizens prior to the project

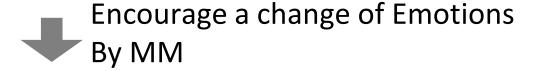
In fact, 51.2% of bus users are over 65



Source: 2018 Oyama City Person Trip Survey.

Oyama City Mobility Management Objectives

Buses are lame. They're for elderly people.



Life with the bus is nice and fulfilling. I'm glad Oyama city has buses. J



Aiming to increase opportunities for citizens to use buses

Oyama City Mobility Management Project



New bus pass: **noroca**

70% off, unlimited rides on all lines in the city



Lifestyle information tabloid

newsletters: **Bloom!**

Distributed three times to all 53,000 households in the city



Aggressive new routes and increased services

From minimal service to convenient service

noroca -New bus pass

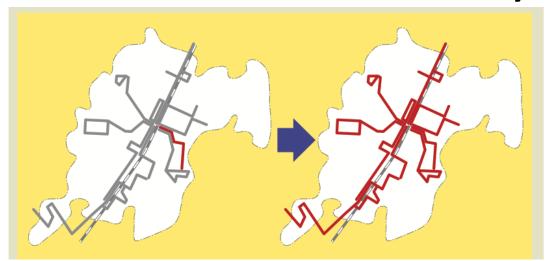


Service starts in October 2019 with only paper pass.

Price: Up to 70% off

			noroca			
	Old bus pass		New bus pas	Price per month		
1 month	8,000円		4,200 円	50%	4,200円	
3 month	24,000 円		12,000円	OFF	4,000円	
6 month	48,000 円		15,000円	70%	2,500円	
12 month	92,000円		28,000円	OFF	2,333 円	

Unlimited rides on all lines in the city



In Japanese, noroca means "shall we ride?" and noro means "to drive slowly.

noroca -New bus pass

Reference (price table)

Types		Valid period	All people except for the two columns on the right.	('ammuting to school (innior high	Elementary school students, 65 years old and over, disabled person
new pass	50%off	1 month	4,200yen (11days)	3,600yen (9days)	2,100yen (11days)
		3 month	12,000yen (10days)	10,000yen (9days)	6,000yen (10days)
	70%off	6 month	15,000yen (7days)	13,000yen (6days)	7,500yen (7days)
		12 month	28,000yen (6days)	25,000yen (5days)	14,000yen (6days)
old pass		1 month	8,400yen (21days)	7,200yen (18days)	4,200yen (21days)
		3 month 23,940yen (20days)		20,520yen (18days)	11,970yen (21days)
(Reference) Fares		1way 200yen		200yen	100yen

The number of days in parentheses is the number of days per month that would be profitable if you used one route per day for one round trip(paid 1 way twice).

noroca -New bus pass

October 2021 - Mobile noroca service starts

Features

User-first

- ✓ Utilize LINE app, a mobile app used by students and elderly people in Japan
- ✓ Not create new apps
- ✓ Use just by showing smartphone screen



Bloom!: Lifestyle information tabloid newsletters

There are three issues in total at Bloom! Each was distributed to every house in the city. To renew the image of the bus, "Living in Oyama, Bus in your life." was set as the core brand message and the paper was created. The magazine promoted the bus by providing information on lifestyle and spots.

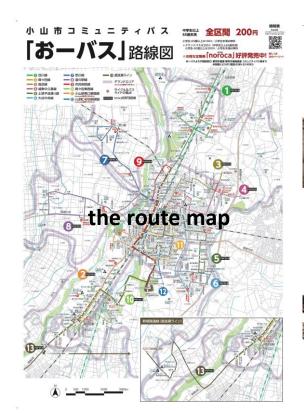


The goal was to impress upon readers that Bloom! is an "information newspaper in Oyama" and to attract a large number of readers.

The special feature is entitled "Oyama original-size illustrated guidebook," which introduced Oyama's seasons, matters, restaurant menus, specialties, etc. The photographs on the paper are full-size.



The aim is to encourage readers to discover the spots and restaurants featured in this special issue by looking at the route map in the appendix. In fact, we have received comments from readers saying, "I didn't know there were such wonderful spots in Oyama, and I would like to visit them next time.





The special feature is entitled "A Day with Bus. It introduces five representative figures of Oyama citizens who use buses to travel around the city for a day and the places they visit.

The aim is to encourage readers to discover ways of using the bus that they might be able to realize.



The aim is to have readers think about a day with a bus while looking at the bus timetable in the appendix and fill in the rightmost column.

In fact, we have received "a day with a bus" from readers.



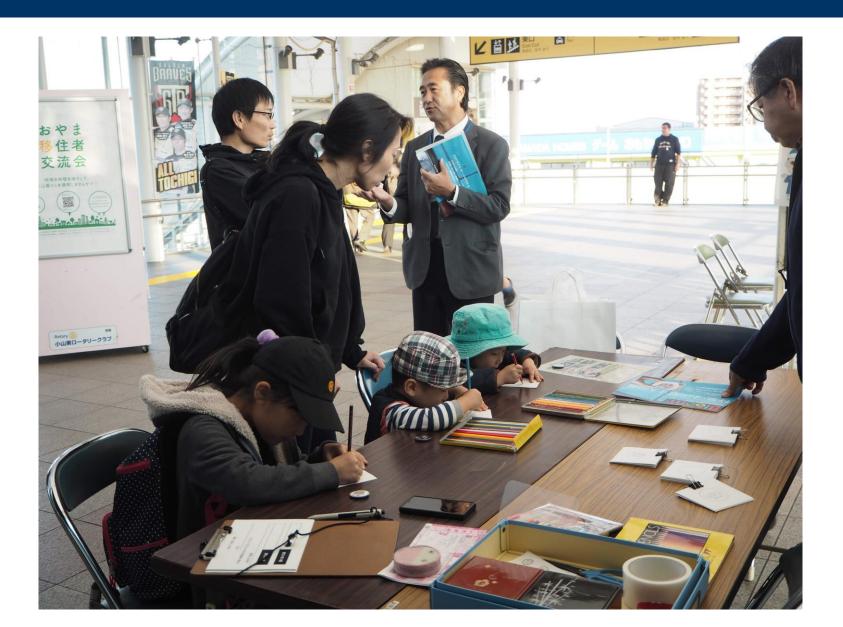
The special feature is entitled "Let's Think about the Future of Oyama City's Buses. The magazine contains sincere responses from the City Hall to the comments received from citizens. Comments include: "I use the buses conveniently," "I don't want to lose the buses," "I want more buses," and "There is no bus stop near my house, which is unfair.



Promoting Bloom! at festivals



Promoting Bloom! at Oyama Station



Promoting Bloom! at Local Radio



Recent Achievements

March 2019 Watarase Line (new)

April 2020 Harvest Walk Line (new)

April 2020 New City Hospital Line

(increased service from 8 to 14 round trips)

October 2021 Takadake Line (increase service from 15 to 28.5 round trips)

These project are not low cost. Sorry.

April 2019 - Watarase Line begins operation Means of access to Watarase Yusui, a Ramsar Convention wetland



April 2020 New City Hospital Line increase

- more convenient bus service to the hospital

8:00-18:45

8 round trips per day



6:30 - 22:10 14 round trips per day (First early morning and night service for city buses)



First high frequency bus service by Oyama City Bus realized (3 buses/hour)

April 2020 Shuttle buses to shopping malls converted to Oyama City Bus. (Maintains the shopping mall's cost burden.) Seven new bus stops were installed along the way. New bus stops were built near schools and

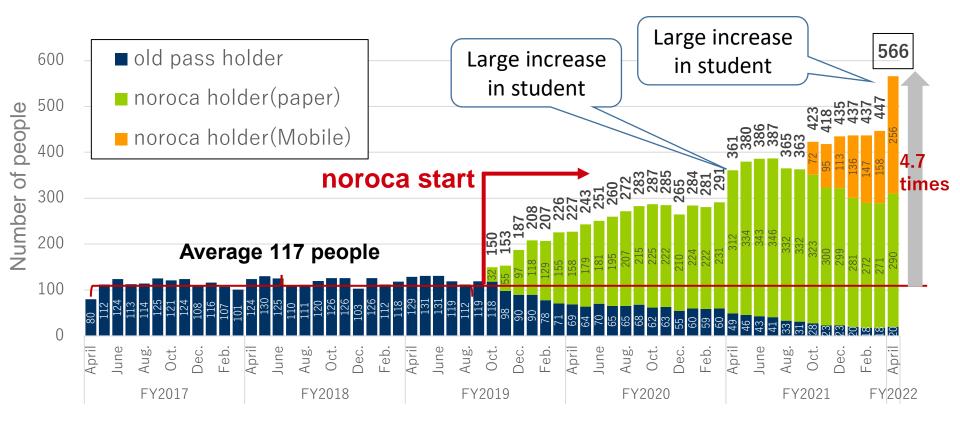
hospitals.



Effectiveness Analysis Results

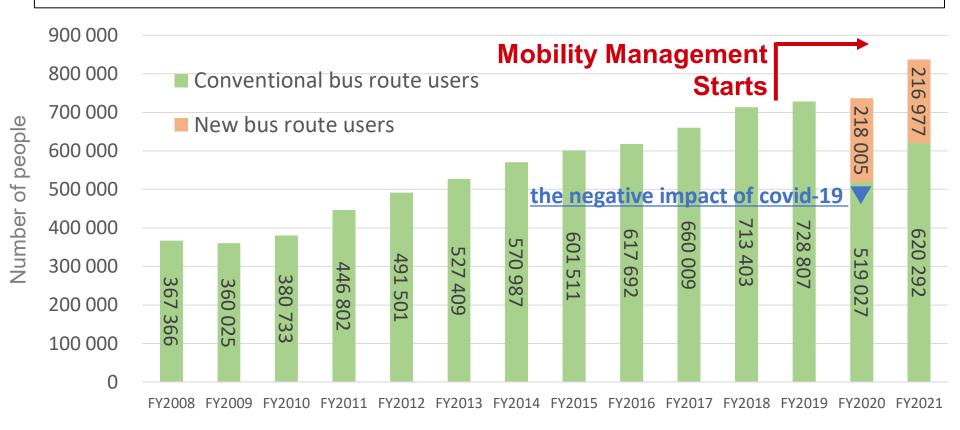
Changes in the number of bus pass holders

There was no sudden increase in the number of noroca holders. Despite being under the influence of COVID-19, it continues to sell consistently each month and the number of noroca holders continues to grow. With the start of noroca, the number of pass holders has increased by about $4.7 \ times(117 \rightarrow 566)$.



Changes in the number of bus users

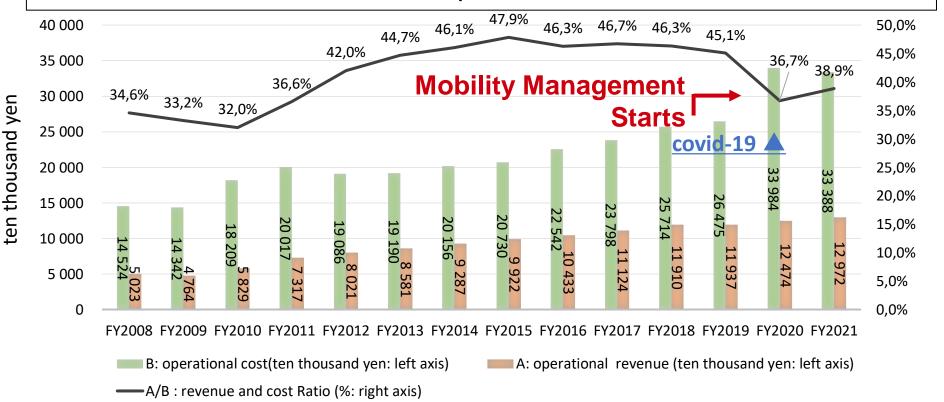
Bus ridership growth has been maintained despite the negative impact of COVID-19 due to the bus route improvements previously made and the mobility management (including new route development) begun in 2019.



Changes in operational cost, revenue and balance ratio

There was no decrease in revenue in the first year (FY 2019) of the significant reduction in pass prices.

Since then, revenues have been maintained due to the development of new routes more than the impact of COVID-19. (Operating cost also increased due to the development of new routes.)

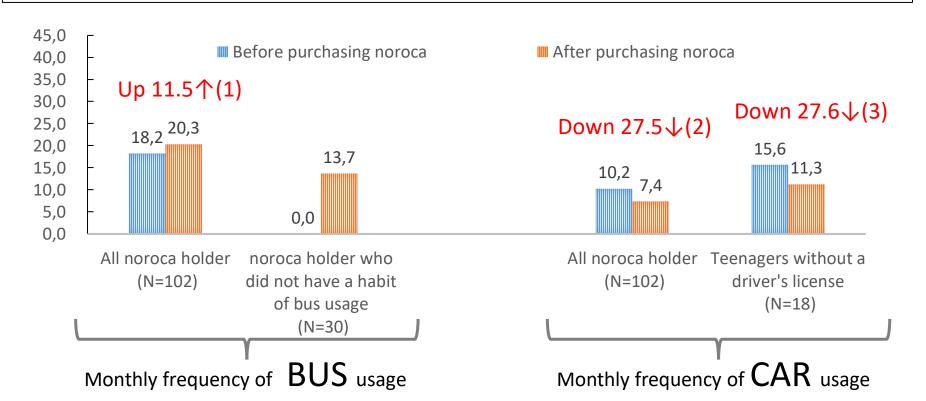


Has the purchase of noroca increased the bus usage, and in addition, has it decreased the car usage?

The number of bus usage increased by 11.5%(1) and the number of car usage decreased by 27.5%(2).

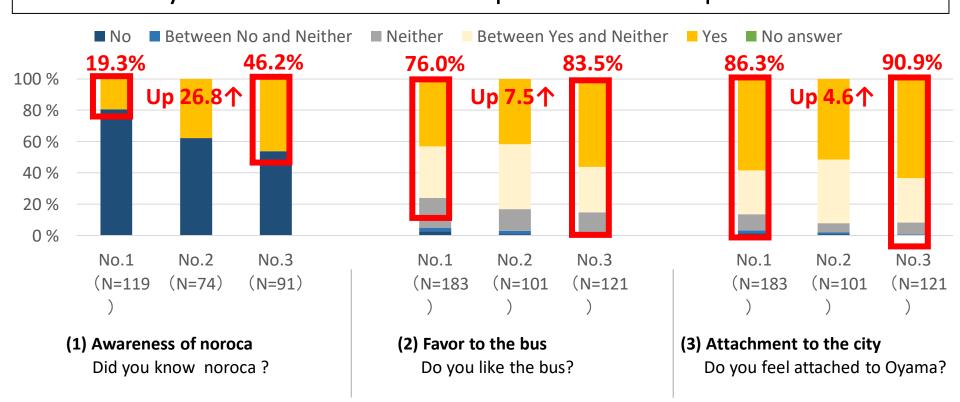
People who did not have a habit of bus usage are also purchasing noroca and getting the habit of bus usage.

There was a decrease in transporting teenagers by parent's car(3).



Results of questionnaire responses from readers of Bloom!

- (1) Percentage of people who know noroca increased by 26.8
- (2) Percentage of people who like the bus increased by 7.5
- (3) Percentage of people who <u>feel attached to Oyama</u> increased by 4.6 (other) Calls and e-mails with complaints about the buses have been dramatically reduced from about 10 per month to 1 per month.



Introduction of messages received



Message of Bloom! Readers

- •I was impressed by the tasteful design and readability of the tabloid. "Reading the tabloid changed my image of Oyama city. I was impressed by its tasteful design and readability.
- I was impressed by the tasteful design and readability of the tabloid. It is very helpful.
- •I used to think that buses were for grandparents, but after reading the tabloid, my image has changed. I would like to ride the bus.
- •The tabloid is full of fresh information and is easy to read, so I decided to visit the places mentioned in the article.

Message of noroca holders

- Commuting and going out in the city has become much easier.
 I am glad that I can take any bus line.
- When I meet a bus, I can take it without hesitation even for a short distance.
- •I am a high school student. Thanks to the new pass, I can take the bus easily even when I don't have money. I can take the bus not only to school but also to many other places.
- I'm talking with some members of the senior citizen's association about buying the new pass and going on a mini-hike.

Thank you very much





Building transformative capacity towards active sustainable transport in urban areas - Experiences from local actions in Finland

Anu Tuominen & Henna Sundqvist-Andberg VTT Technical Research Centre of Finland Ltd ECOMM 2022, Turku, June 1, 2022







Presentation Outline

Background of the study

Research Approach

Key elements in building Local Transformative Capacity (LTC)

Actors and their roles

Approches in building LTC in Finnish municipalities

Conclusions







Background

 Cycling and walking (active transport) as substantial elements contributing to sustainable mobility and public health challenges

 There is less knowledge available on the integrated contributions of local-level governance processes and practical implementation of active transport promotion activities, the "Transformative Capacity"





STYLE

What is urban transformative capacity?

According to Wolfram (2016) and Castán Broto et al. (2019)

- "The ability of an urban system (physical & human) to reconfigure and move towards a new and more sustainable state."
- "The ability of public and private actors to steer urban development in a radically different direction from historical pathways."





STYLE

Recent research topics on local level actions supporting active and sustainable transport

- · Impacts of investments in new cycling and walking infrastructure
- Impacts of actions supporting commuter travel by active modes
- Integration of public transport and active travel modes as a sustainable alternative to the car
- Bike sharing or renting initiatives and adjustments, reallocations of urban space
- Information sharing, economic instruments (subsidies, reward systems, penalties) and piloting of a new service/equipment as part of the activities
- Cycling safety as a part of wider transport safety or societal cost discussion than as an element of sustainable urban mobility.





Research Questions

- 1. What are the key elements that build transformative capacity towards active and sustainable transport in the local context?
- 2. Who are the key actors involved and what are their roles?
- 3. How have six Finnish municipalities demonstrated transformative capacity building in recent years, and what have been the success factors?







Research Data & Approach

Data:

- Grey data
 - 50 project reports (Mobility management programmes and grants, Walking and Cycling programmes) 2010-2019
 - Local strategies, promotion programmes etc. related to active modes
- 11 semi-structured interviews of experts (six municipality representatives and five other stakeholders) with a background in active transport promotion

Methodology:

- Qualitative content analysis
- The concept of Urban Transformative Capacity as the starting point for the analysis; the ten UTC elements as initial coding categories.







Results

 We elaborated the UTC framework by Wolfram (2016) and Castán Broto et al. (2019), to illustrate comprehensively the contributions of local-level activities on transformative capacity towards active sustainable transport

• The new framework presents seven elements and associated key factors, which build transformative capacity towards active and sustainable transport in the local context.





Local Transformative Capacity Framework

ELEMENTS	KEY FACTORS
MULTIFORM GOVERNANCE	 Visionary individual(s) driving the change (4) High-level commitment from the municipality council (3) Human resources and a budget for development activities (4) Active stakeholders working constantly to implement the activities/change (3) Intermediaries supporting the change through their own actions (3) Knowledge transfer, training with different user groups (youth, the elderly, children, families) (6)
SYSTEM AWARENESS	 Continuous monitoring of active mode volumes (6) Commonly accepted hierarchy of transport modes (walking-cycling – public transport followed by other means) in planning and resource allocation (3) Long-term development strategies and short-term implementation plans for infrastructure to receive measurable results and make an impact (3)
FUTURE ORIENTATION	 Local development programmes for active modes with regular updates (6) Climate, health issues among the priorities of organisations applying WTP (2)
EXPERIMENTATION	 Long-term focus on and investment in selected themes, allowing the public to experience the change and adjust (3) Gradual, step-by-step approach to demonstrate the impact of each measure to decision-makers (2) Collaboration of different stakeholders in experiments, sharing the responsibilities (2)
DELIVERING THE IMPACTS AND IMPLICATIONS OF THE EXPERIMENTS	 Continuous campaigning, information sharing, branding and media visibility, since target groups renew and change (5) Governmental programmes and grants as a significant funding resource for active mode experiments, but currently lacking process and evaluation criteria for assessing the impacts and scaling up the results. (6)
EMBEDDING NEW SOLUTIONS, BEST PRACTICES	 Clear responsibilities of stakeholders on sharing information, knowledge, lessons learned, expertise and marketing (4) Position and resources for an active mode coordinator to bring credibility among other modes and support the active mode identity (6) Resources for replication of best practices (e.g., in WTP), not just for developing new solutions (4) Delivering practical guidelines, certificates that are easy to take into use as a result (3)
WORKING AND LEARNING ACROSS AGENCIES AND SCALES	 Clear responsibilities for knowledge production and transfer in collaboration with different stakeholders at local level (4) Projects and processes across administrative sectors at local regional and national levels as tools for knowledge production and social learning (5)



The key actors in building local transformative capacity

- Visionary individuals, working for the municipality or other local organisation, with an ambition to support and promote active modes and having good, often personal contacts
- Local councils are equally important, since their decisions define the monetary and human resources allocated to the promotion of active modes.
- Active and persistent work of individuals and associations in sharing information, knowledge and experience through campaigning and experimentation is crucial prior to council decisions.
- Municipality active mode coordinator as an intermediary between the municipality sectors (transport and urban planning, construction, traffic management, recreation and sports, public health and education).





Finnish municipalities use different, yet successful approaches to build transformative capacity

CIVIL-SERVANT LED

COLLABORATIVE, ASSOCIATION LED

LOCAL COUNCIL LED







Civil-servant led

- long-term emphasis on infrastructure development and investments for active modes
- → thriving cycling culture
- implications to the governance processes
- → the importance of active mode promotion, experimentation and project implementation

CIVIL-SERVANT LED

COLLABORATIVE, ASSOCIATION LED

LOCAL COUNCIL LED







Collaborative, association led

- extensive campaigning, information sharing and experimentation efforts of local associations
- supported by governmental programme funding
- → actions have encouraged also the municipality to work actively towards the increase in active mode shares and collaborate with other actors.

CIVIL-SERVANT LED COLLABORATIVE, **ASSOCIATION LED** LOCAL COUNCIL LED





Local council led

- The decision of the municipality council to become a cycling city
- positive actions relating to funding, implementation and hierarchy of active modes among the other transport modes
- → support from the regional public transport authority (own projects and project funding from governmental programmes).

CIVIL-SERVANT LED

COLLABORATIVE, ASSOCIATION LED

LOCAL COUNCIL LED



ACADEMY OF FINLAND



Conclusions

- The framework on Local Transformative Capacity towards active sustainable transport contributes presents a tool for municipalities and other stakeholders to measure the comprehensiveness of the activities at local level.
- There are different, yet successful approaches to build Local Transformative Capacity
- Governmental programmes and grants have been a significant funding resource for Mobility Management and active mode experiments, but are currently lacking process and evaluation criteria for assessing the impacts and scaling up the results.









Case Studies on Transport Policy

Available online 24 March 2022

In Press, Corrected Proof ?



Building transformative capacity towards active sustainable transport in urban areas – Experiences from local actions in Finland

Anu Tuominen ^a [△] [⊠], Henna Sundqvist-Andberg ^a, Minna Aittasalo ^b, Jonne Silonsaari ^c, Katariina Kiviluoto ^d, Petri Tapio ^d

- ^a VTT Technical Research Centre of Finland Ltd, Finland
- ^b UKK Institute for Health Promotion Research, Finland
- ^c University of Jyväskylä, Finland
- ^d Finland Futures Research Centre, University of Turku, Finland







Thank you!

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Challenging mobility transformation:
Remodelling a car-manufacturers city,
the case of Rüsselsheim am Main
ECOMM 2022, 01.06.2022

Sebastian Renner & Vincenzo Trevisan

A City in the Making

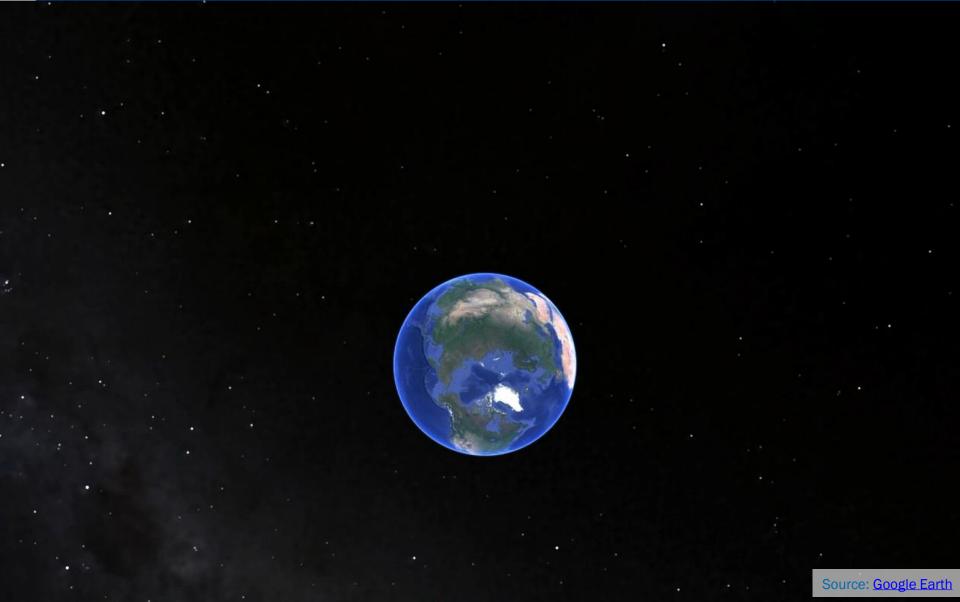


- A History of Mobility Transformation
- Opel is Rüsselsheim, is Rüsselsheim Opel?
- Post-war City Planning: The Dream of 100k
- Transforming Mobility Patterns today
- Do we need another generation?

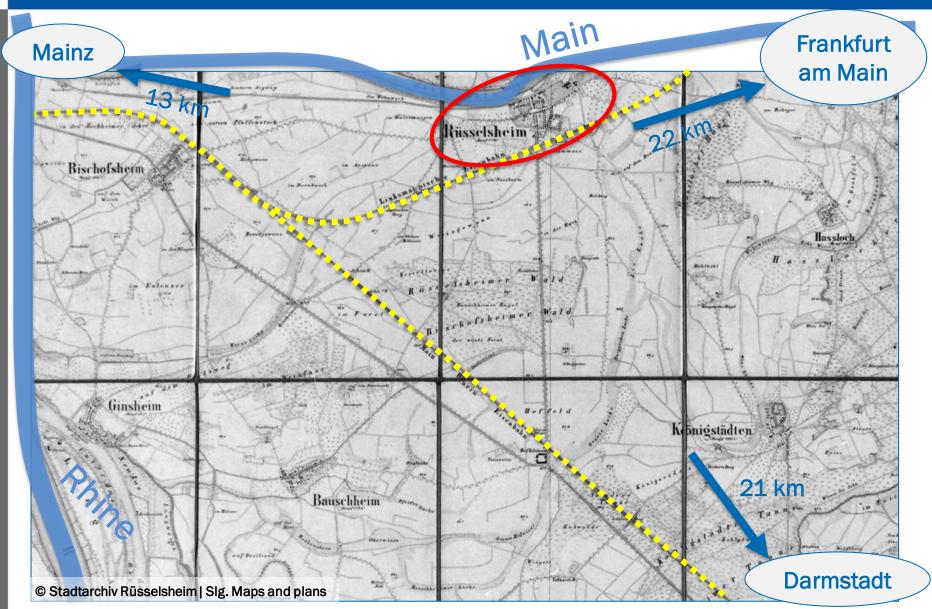


Where is Rüsselsheim am Main?





A History of Mobility Transformation The village of Rüsselsheim in the 19th century



A History of Mobility Transformation The village of Rüsselsheim in the 19th century

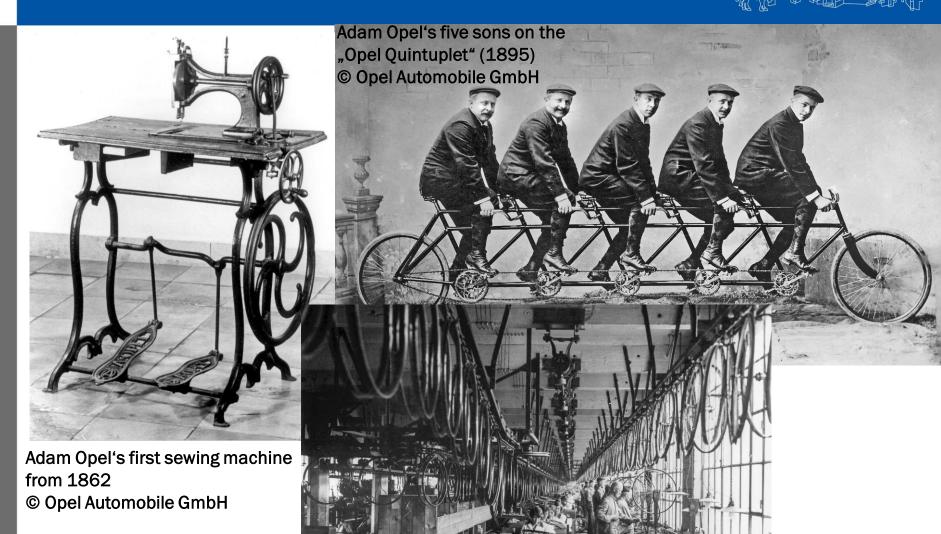


A History of Mobility Transformation





A History of Mobility Transformation

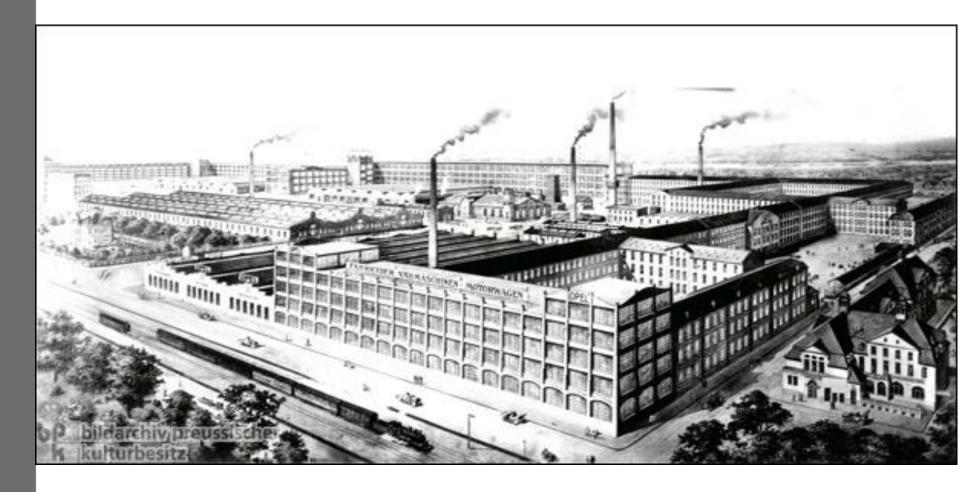


rüsselsheim am main

Assembly line of Opel-bicycles in 1927

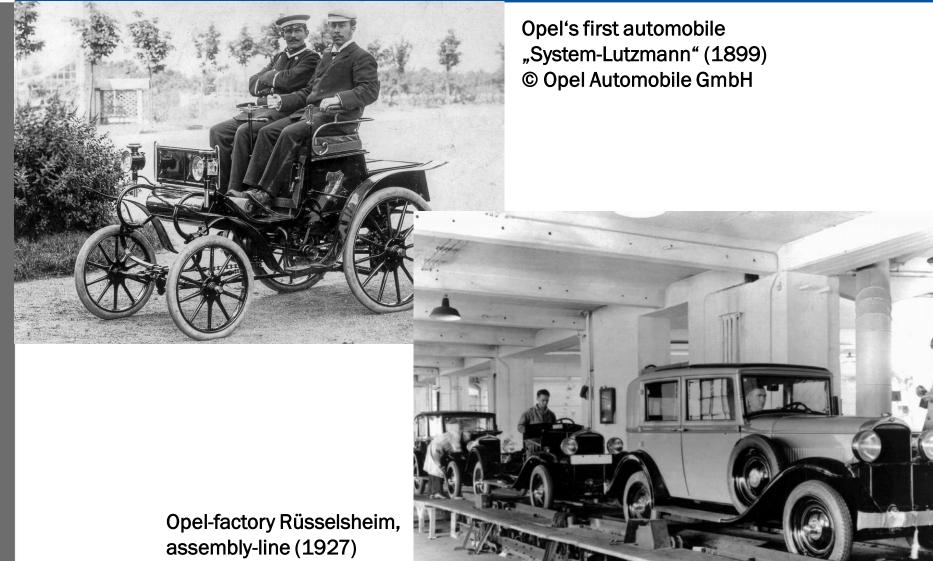
© Opel Automobile GmbH

Opel is Rüsselsheim, is Rüsselsheim Opel? Opel-factory in 1911



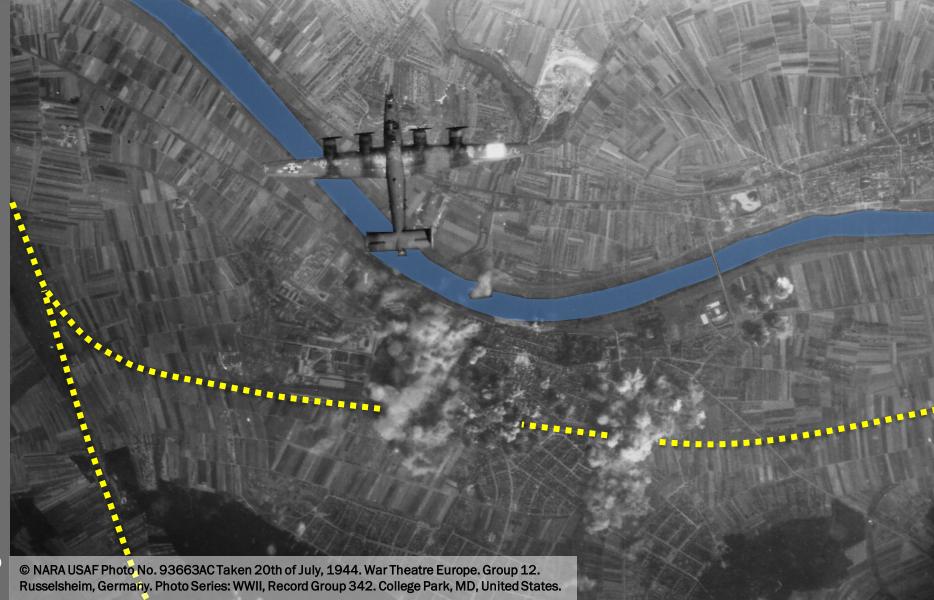


Opel is Rüsselsheim, is Rüsselsheim Opel?



© Opel Automobile GmbH





Opel is Rüsselsheim, is Rüsselsheim Opel?



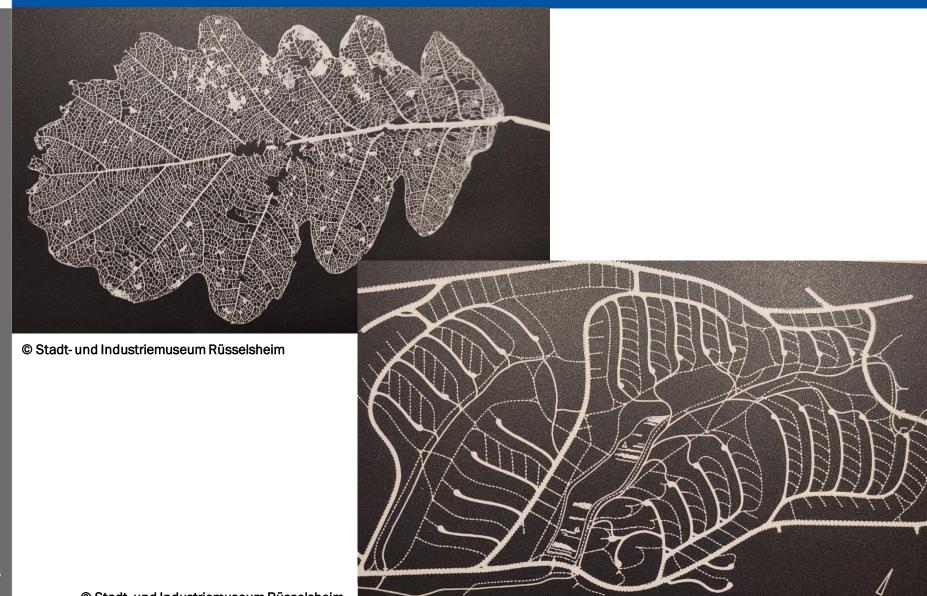
Post-war City Planning: A new paradigm



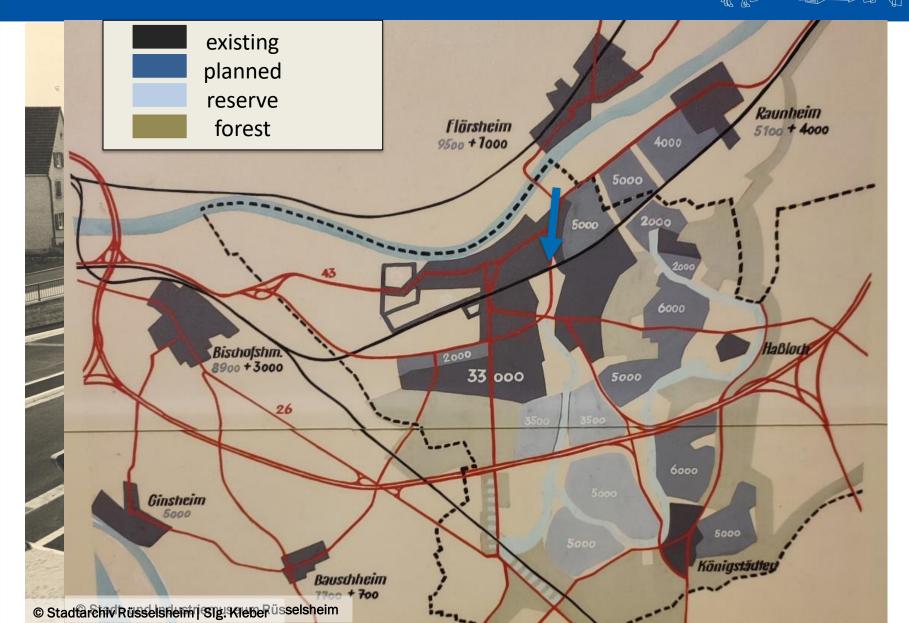




Post-war City Planning: The City as Organism



Post-war City Planning: The Auto City



Post-war City Planning: The Auto City



Post-war City Planning: The City as Organism

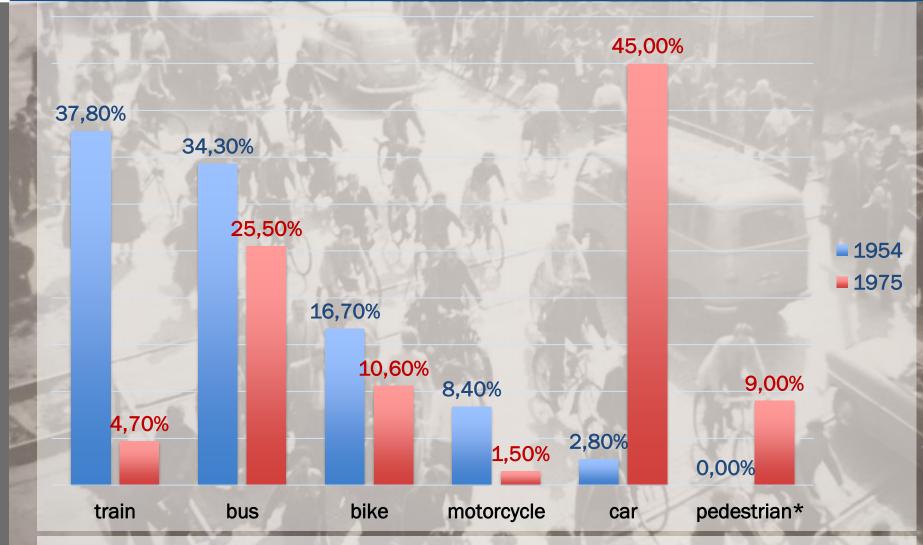


Post-war City Planning: The Auto City



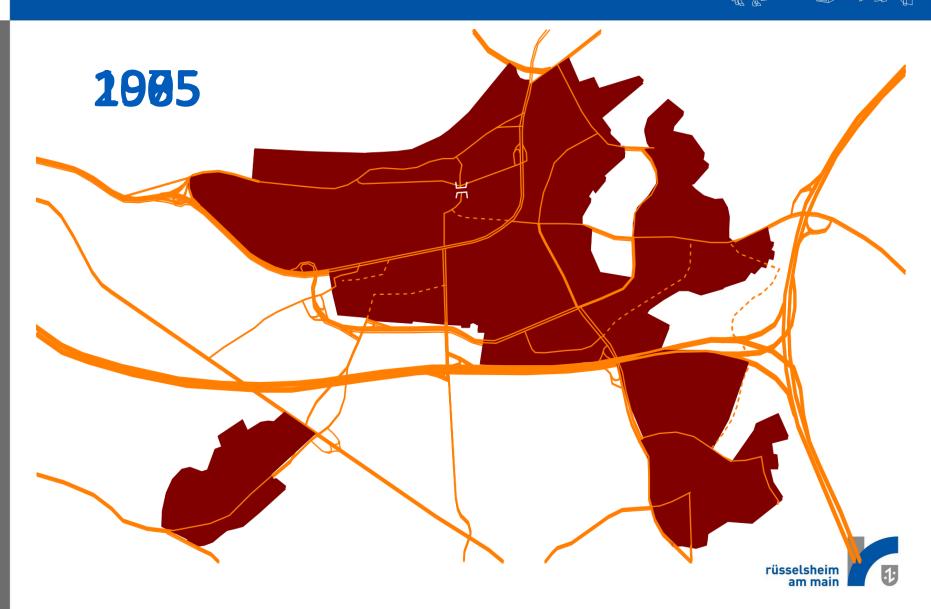
Modal split of Opel's employees





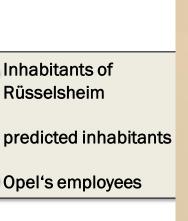
*mainly caused by the increase of foreign employees living near the facility in residential

Post-war City Planning: Expanding boundaries



Post-war City Planning: Dream of 100k





100.000

today: 66.006 inhabitants



Inhabitants of

Rüsselsheim

Transforming Mobility Patterns: Today



Transforming Mobility Patterns: Today



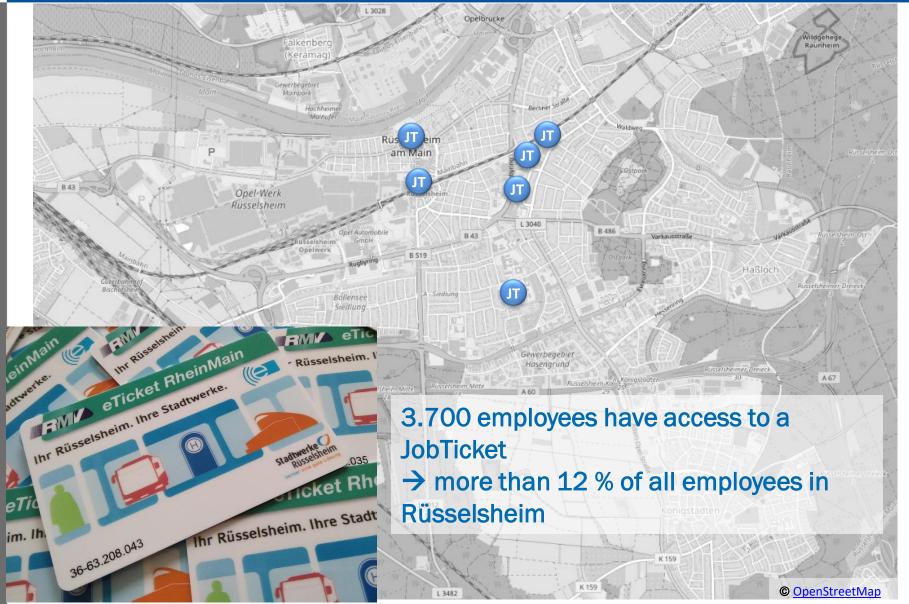


Transforming Mobility Patterns: Today



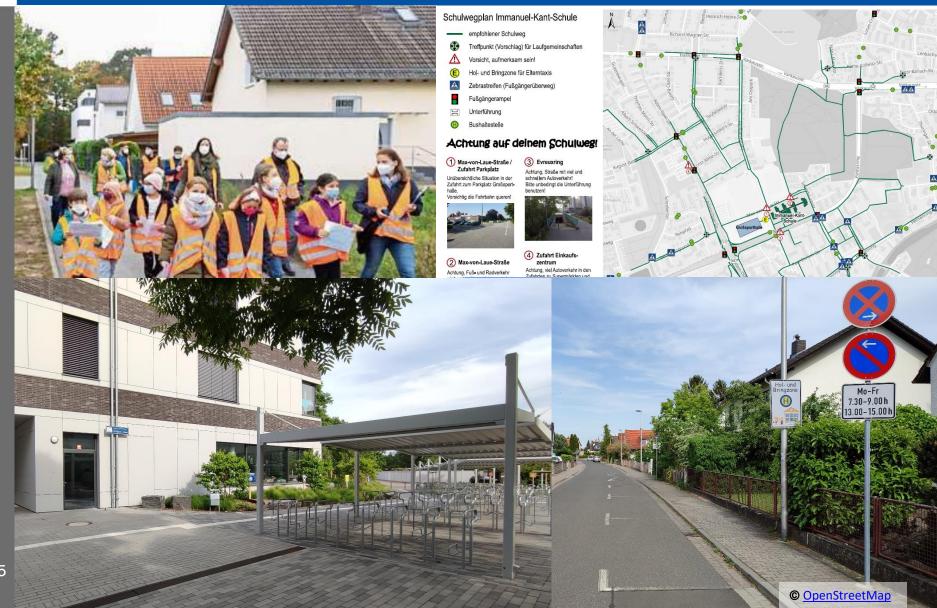
Transforming Mobility Patterns JobTickets for public transport





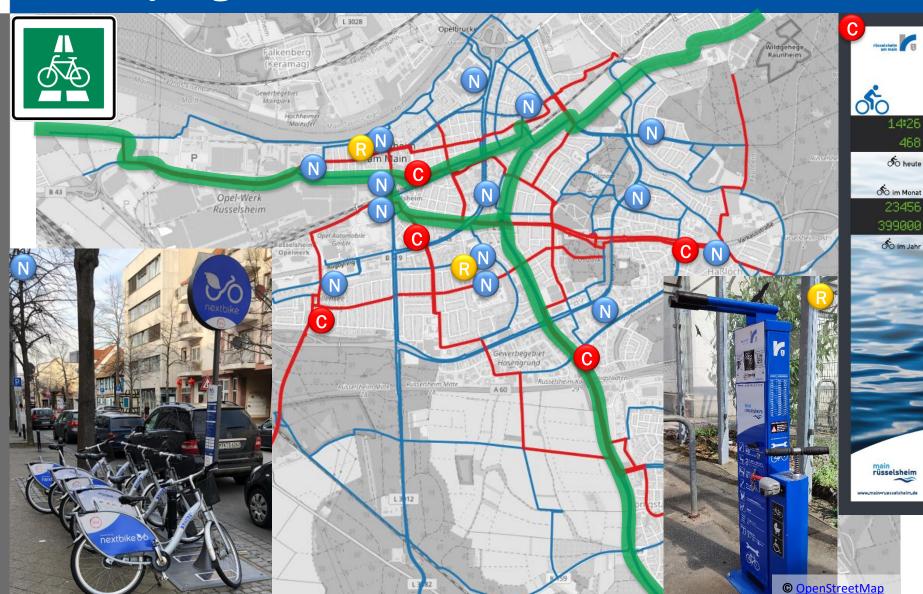
Transforming Mobility Patterns mobility management at schools





Transforming Mobility Patterns new cyling routenet



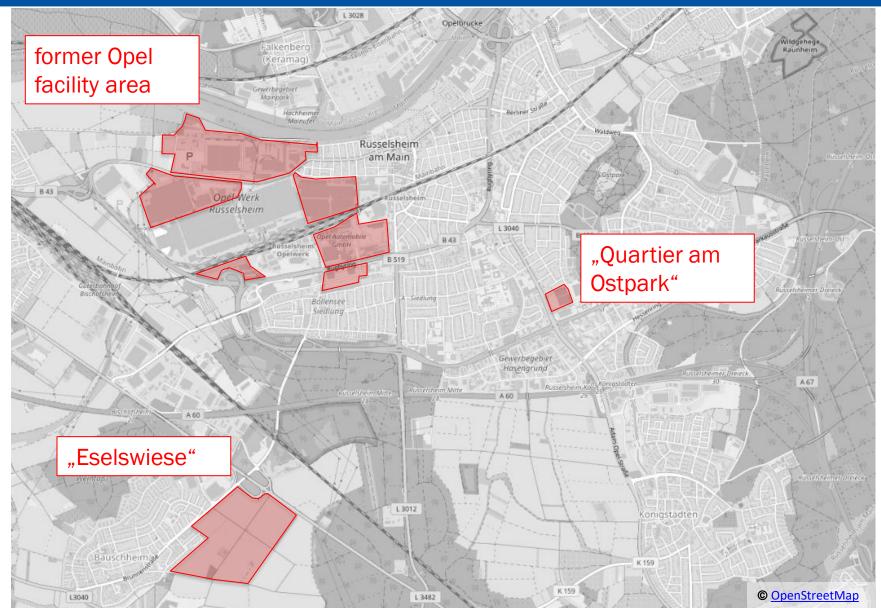


Transforming Mobility Patterns improved cyling infrastructure

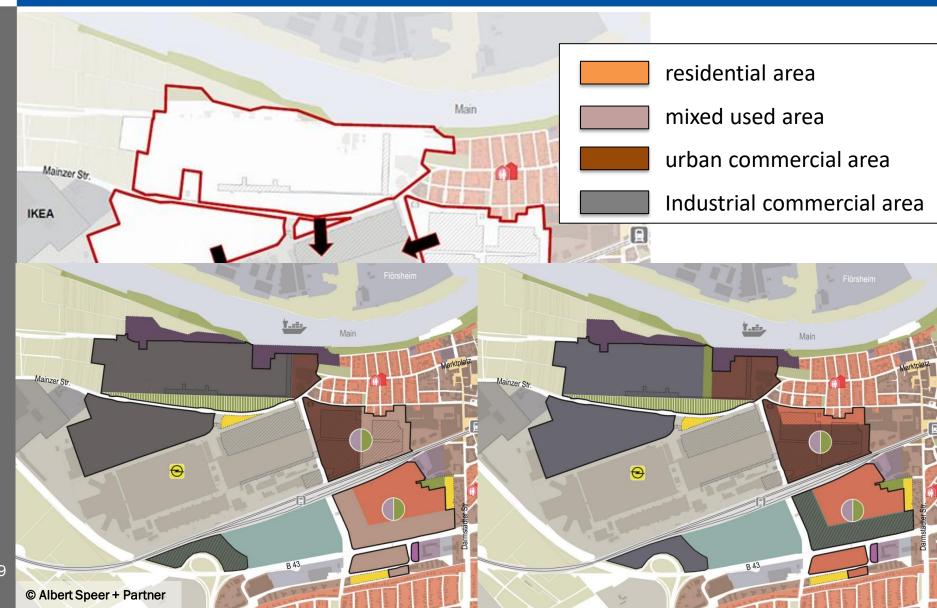




















Do we need another generation?



- History shows: Transforming mobility patterns needs time and space
- Like the "Auto City", a multi-level approach is needed
- Cities are still limited in their actions
- Do we need a nother generation to adapt sustainable modes of transport?





"Bei keiner anderen Erfindung ist das Nützliche mit dem Angenehmen so innig verbunden, wie beim Fahrrad."

- Adam Opel, founder of Opel -





Thank you for your attention!



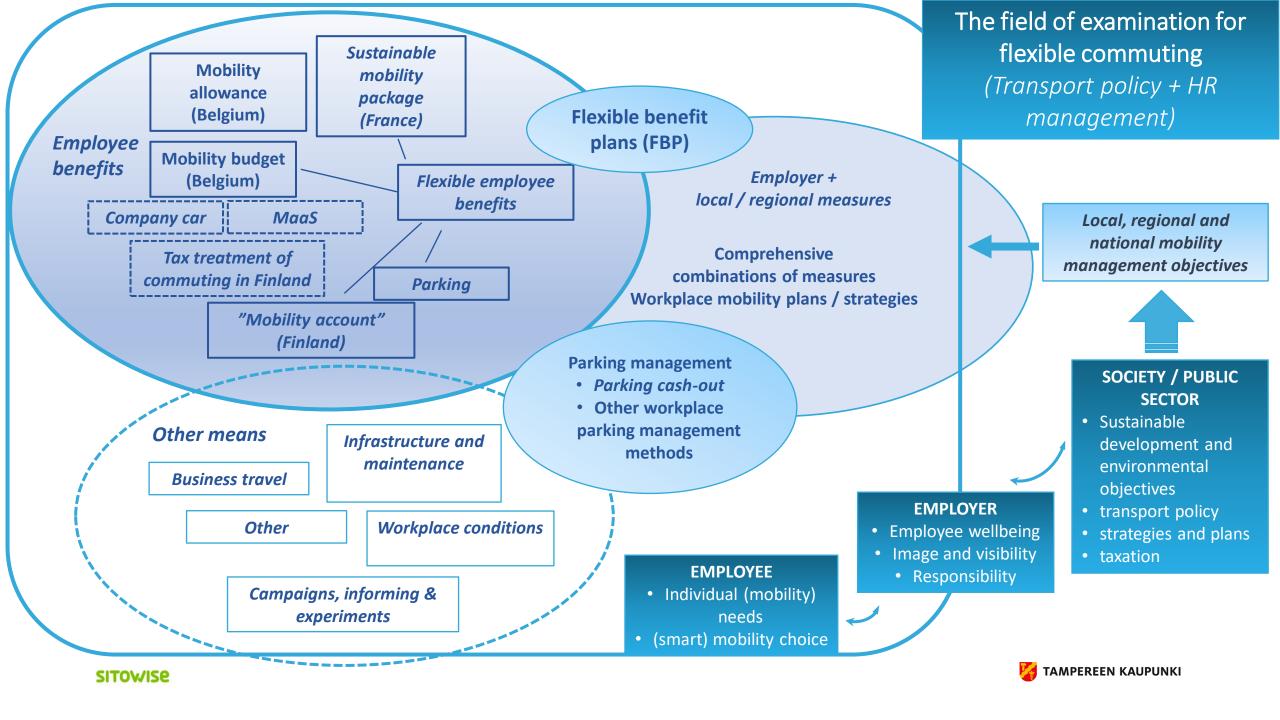
Flexible benefit plans for commuting

case city of Tampere



Milla Talja, Sitowise Ltd. Miro Mujunen, Sitowise Ltd. Tiina Leinonen, City of Tampere





Literature review - Selected vocabulary

- **Flexible benefit plans (FBP)** = An umbrella term for flexible mobility models examined. A flexible arrangement between an employer and an employee that allows the employee to choose the cash and other employee benefits from a defined benefit plan that suits their needs.
- **Mobility budget** = an alternative mobility employee benefit available in Belgium and the Netherlands, where an employee can convert the amount spent on a company car to a monthly budget that can be used tax-free for public transport tickets, ride-sharing services, electric bicycles or various combinations of low-emission mobility services.
- "Sustainable mobility package" = A new transport employee benefit introduced in France, which allows the employer to reimburse the employee travel expenses of 500 euros / year, tax free, regarding trips made, for example, by cycling, carpooling or by public transport.
- **Mobility allowance** = a mobility related employee benefit in use in Belgium, which allows an employee utilizing a company car benefit to exchange a company car for a monthly cash credit equal to the value of the benefit. The 'predecessor' of the mobility budget model.
- A mobility account = a proposal by the Finnish MaaS Global and other actors in the transport sector for a new employee mobility benefit in Finland. The proposal concerns an annual tax-free benefit of € 3,400 that could be used by an employee for low-emission mobility services.



Conclusions and application in Finland

- Tax benefits + specific legislative features of the models
- Alternativeness and freedom of choice combined with rewarding mechanisms
- The most influential development projects have generally implemented a comprehensive mobility plan
- Climate issues and interest in resolving tax distortions
- Employee benefit tax treatment in Finland?





Models for flexible commuting in Tampere 1/2

Present state and basis for models

- Number of staff employed around 14 000
- Equality between employees
- Commuting benefit for public transport: 114€/year. Disposable only for monthly tickets.
- Changes in parking prise are not examined
- Business trips and traveling are not examined

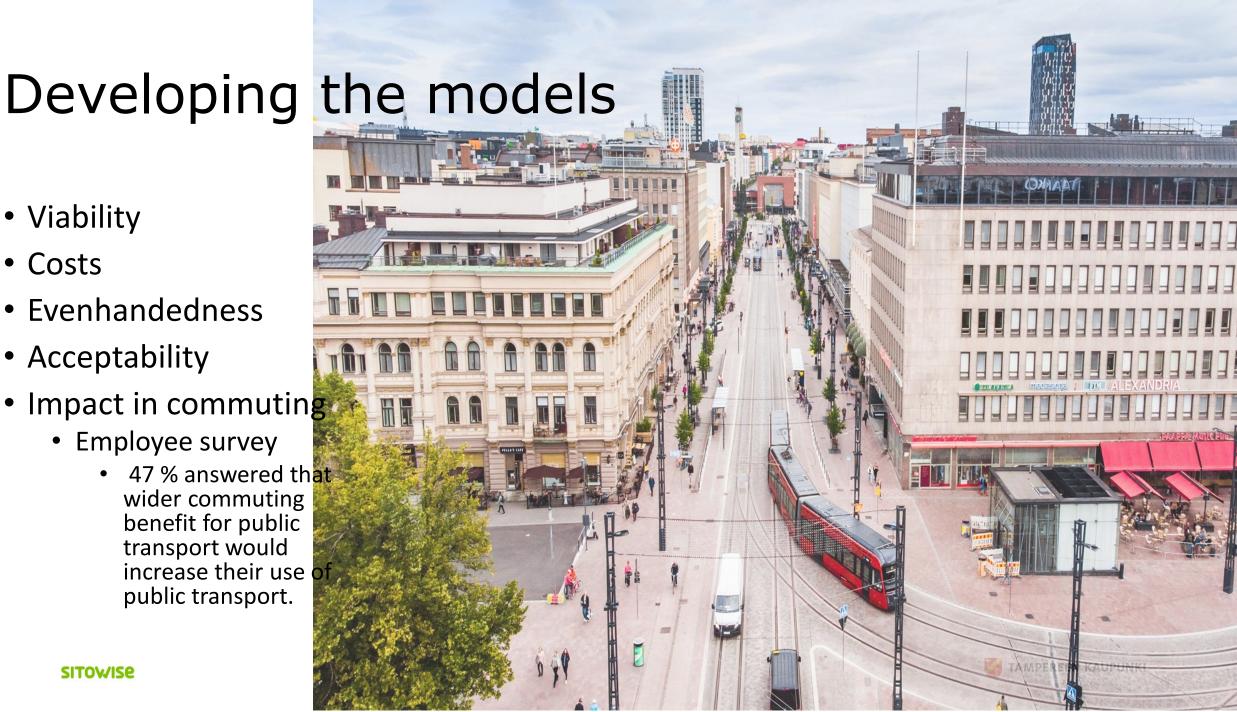


Models for flexible commuting in Tampere 2/2

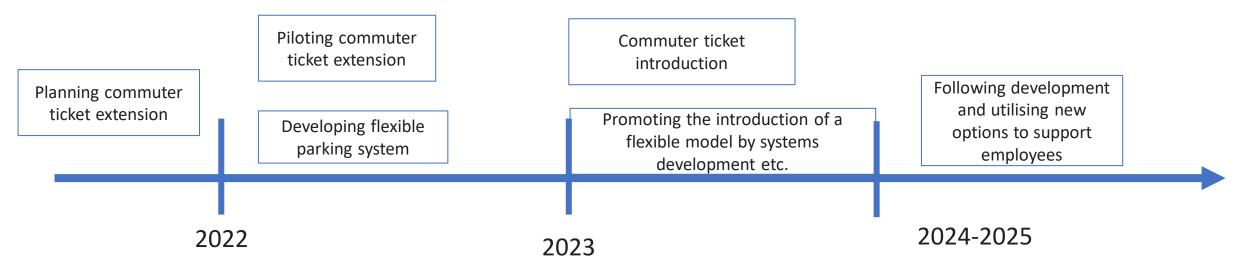
Model 1	Model 2	Model 3
Wider commuting benefit for public transport		
	 More comprehensive selection of commuting benefits were the employees can choose one: Benefit for public transport Benefit bikes Parking place (for those who need car during the working day) Icebug shoes Personal Trainer 	
		More flexibility



- Viability
- Costs
- Evenhandedness
- Acceptability
- Impact in commuting
 - Employee survey
 - 47 % answered that wider commuting benefit for public transport would increase their use of public transport.



Development Road Map



Benefits should be developed together with:

- Parking space and permits development
- Organisatorial changes and building development changes
- Mobility during working days (shared cars/bicycles, use of own car)



Key learnings

Big picture

 Supporting sustainable mobility in working places should consider mobility during workdays, parking fees and possibilities and other conditions in working place

Clarification needed

 In Finland we already have some tax elements that support sustainable mobility, but combining flexible benefit package would need advance ruling as different benefits have different taxation

Possibility to make change!

 Employees are interested and see that flexible supporting to sustainable mobility would make their commuting trips more sustainable

