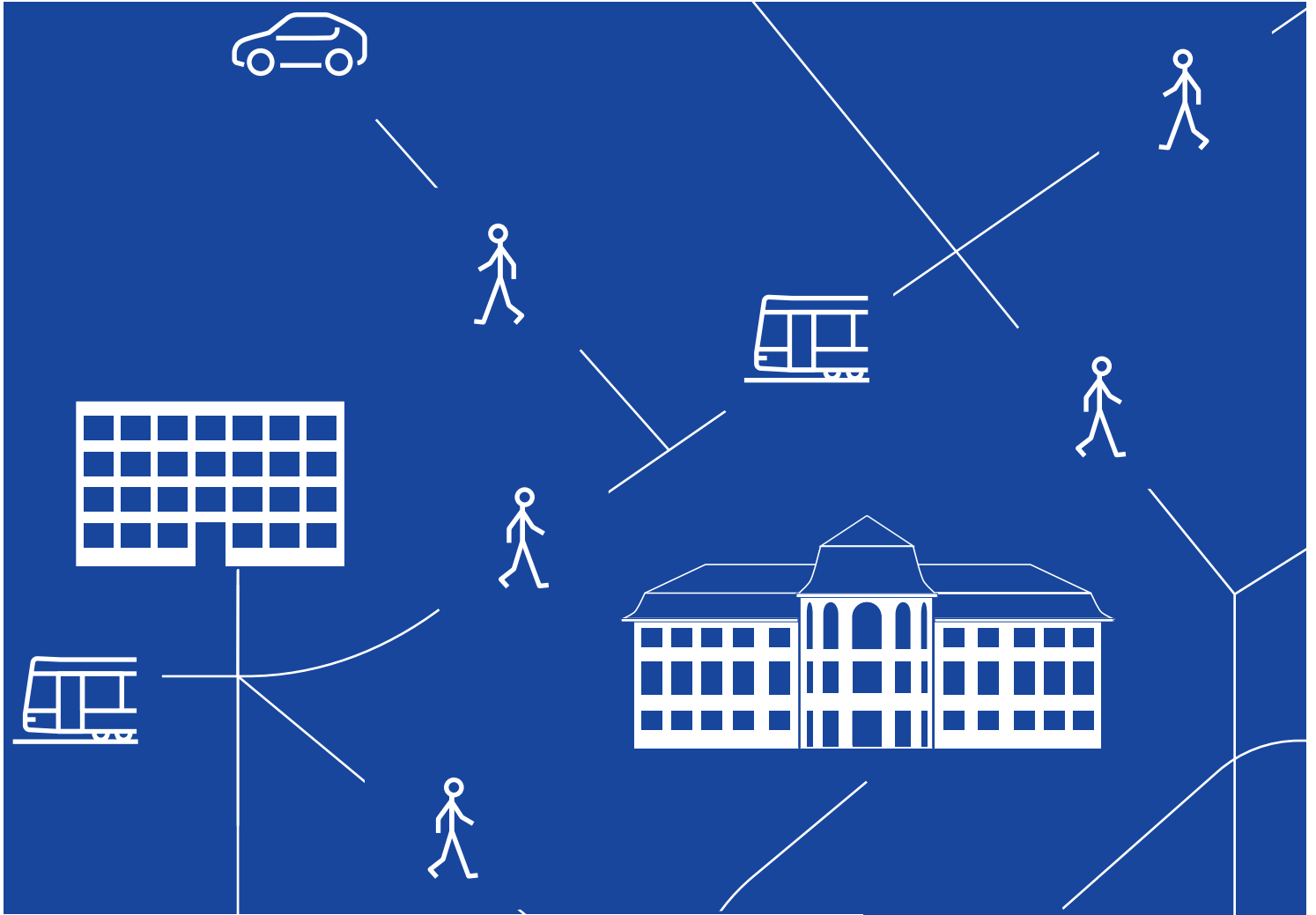
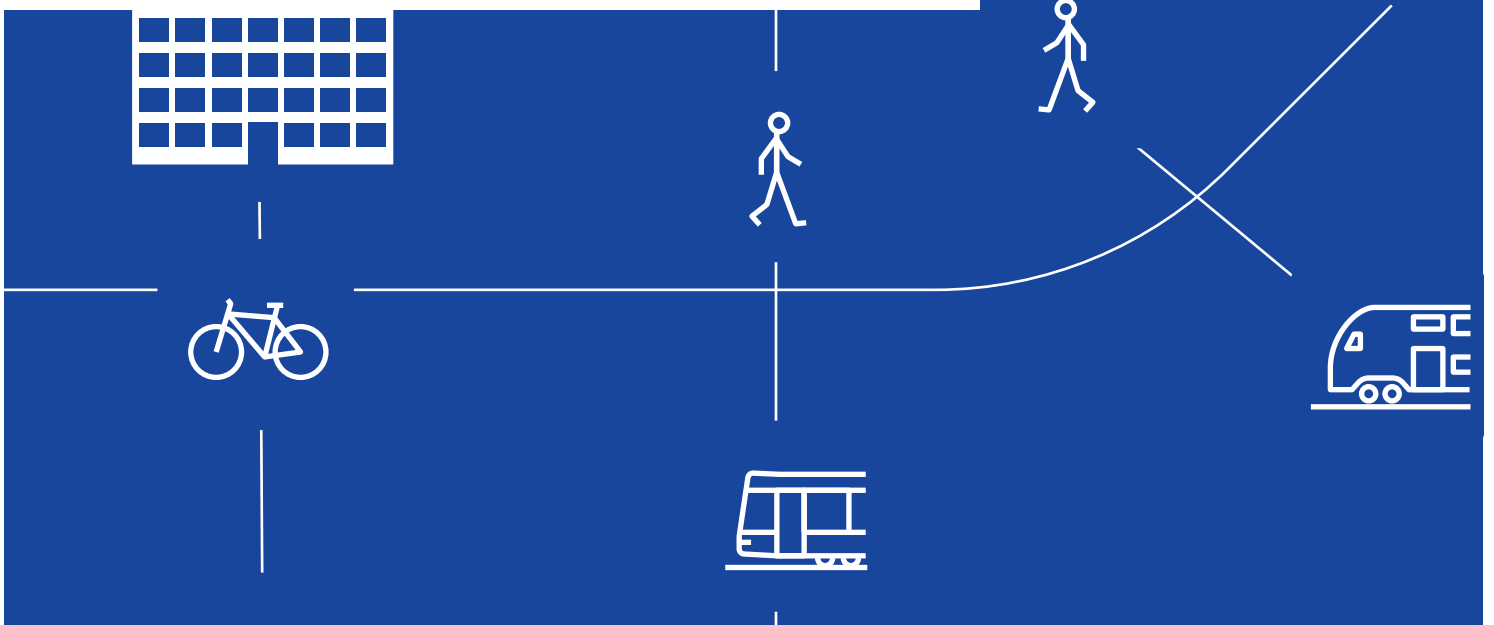




Strategy for Mobility and Transport

University of Zurich



Strategy for Mobility and Transport University of Zurich (UZH)

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Management Summary

With around 40'000 members spread across 250 buildings in the City of Zurich and neighbouring municipalities, the University of Zurich (UZH) generates a level of travel demand comparable to that of a medium-sized city, making it a significant factor in the urban transport system. The UZH sees itself as a presence-based university and a place of encounter, which is why it relies on a well-functioning transport system. Against a backdrop of sustained growth and increasing capacity constraints in public transport, there is a clear need for action to strategically manage and further develop mobility at UZH. This Strategy for Mobility and Transport was developed on behalf of the University Executive Board through a broadly based participatory process. It brings together existing internal and external guidelines and, for the first time, establishes an overarching strategic framework for mobility at UZH.

The analysis shows that mobility at UZH is already comparatively sustainable: around three quarters of all journeys are made by public transport, whilst private motorised transport plays a minor role. At the same time, public transport is increasingly reaching its capacity limits, and further expansion can only keep pace with the university's dynamic growth to a limited extent. A further shift towards public transport is therefore only possible to a limited extent. By contrast, active mobility (walking and cycling) in particular offers considerable potential to relieve pressure on the transport system. At the same time, there are shortcomings in infrastructure, mobility services, institutional frameworks and incentive systems. Compared with other universities, the range of mobility services at UZH is less well developed in many areas.

Against this backdrop, the strategy sets out a vision to serve as a guiding principle for long-term development at UZH in the field of mobility: "As a city university, the University of Zurich connects people and places through healthy and resource-efficient mobility".

Eight overarching goals are derived from this: in future, mobility services will be coordinated and

continuously developed by a single body; the strategy is aligned with overarching guidelines and sets standards for subsequent measures. Active mobility will be specifically promoted, cross-campus connections strengthened, and information on mobility services disseminated. UZH also sees itself as a subject of research into innovative mobility approaches. Close collaboration with external and internal stakeholders is utilised to promote mobility-related interests, and a solid data foundation forms the basis for effective decision-making.

The goals are set out in six fields of action: organisation and governance; incentives and steering; information and awareness-raising; infrastructure and services; traffic management and operations; and fundamentals and controlling. Each field of action addresses specific fields in which UZH takes action to achieve its goals and defines principles for the desired development. The strategy is supplemented by a separate section on measures, which defines and prioritises measures and sets out implementation schedules and responsibilities. This strategy provides the strategic framework for these measures.

1. Initial situation and framework conditions

1.1 Procedure

This strategy for mobility and transport was developed on behalf of the University Executive Board (ULB 2025-183) and drawn up through a participatory process. The aim was to incorporate the various internal and external perspectives at an early stage. The draft strategy was reviewed at regular intervals by two key committees:

- Sounding Board: Comprising departments within Central Services directly affected by the strategy, campus representatives, and experts from Zurich's municipal and cantonal authorities, this committee provided specialist advice and an external perspective.
- Steering Committee: The strategic direction was coordinated with experts from the Academy and the UZH administration.

Relevant stakeholders were consulted on topic-specific issues. The draft strategy was also presented to interested members of the UZH community at a World Café. Participants were able to provide feedback and suggest measures. The proposed measures have been incorporated into the separate action plan section, which complements this strategy and forms the roadmap for its practical implementation. The project management for the strategy was handled by the Mobility Management Unit, whilst the substantive work on the strategy was carried out by urbanista.ch.

1.2 Why a strategy for Mobility and Transport?

The University of Zurich (UZH) is embedded in Switzerland's knowledge society as a meeting place for students, research and teaching staff, and visitors. Mobility facilitates a diverse range of discourse within this polycentric urban university, which comprises 250 buildings in Zurich and neighbouring municipalities. UZH has around 40'000 members, who generate a volume of traffic equivalent to that of a medium-sized town. These traffic flows – comprising commuter, student, business and visitor traffic – are therefore of great significance to the urban environment.

UZH sees itself as a presence-based university and a meeting place for students, staff and the wider urban community, which is why it relies on a well-functioning transport system. The university's growth,

particularly at the City (HGZZ) and Irchel campuses, will lead to a significant increase in mobility in the coming years. Substantial growth is also expected at other locations (Schlieren, Oerlikon, etc.). Around 75 % of the UZH community primarily use public transport, which means that mobility at UZH is already very sustainable today. However, public transport is increasingly reaching its capacity limits, and expansion can only keep pace with UZH's expected growth to a limited extent due to the dynamic nature of developments and long implementation times. In view of the growing demand for mobility and limited public transport capacity, UZH faces the challenge of managing mobility and, in particular, promoting active mobility. At the same time, there are numerous internal university, municipal and cantonal strategies and goals relating to sustainability. To date, there has been a lack of a coordinated overarching strategy and coordination of mobility that brings these different levels together and enables coordinated implementation. This mobility strategy is intended to close this gap and provide a basis for action regarding the university's future mobility-related development and for mobility management measures. It is therefore not only a strategic document but also a practical tool for implementing the desired mobility arrangements at UZH. The strategy aims to prioritise the needs of students, staff and visitors in order to further develop mobility as an integral part of a sustainable, connected and attractive university. In 2024, the position of Head of Mobility Management was approved and filled by the University Executive Board, thereby laying the foundations for the coordinated management and further development of mobility at UZH.

1.3 Scope and Limitations

The Mobility Strategy provides the strategic framework for the mobility goals at UZH. It relates to passenger traffic generated by UZH. This includes the following areas of transport:

- Business travel: journeys undertaken by staff as part of their work to non-regular work locations such as meetings, conferences, etc.;
- Work-related travel: journeys made by staff to reach their regular place of work;
- Student travel: journeys made by students between their place of residence and place of study, between UZH campuses, or for field trips;
- Travel by external visitors: journeys made by external visitors to visit UZH campuses or facilities.

The strategy applies to all the University's campuses and organisational units, taking financial constraints into account. At the operational level, the focus is on the two largest campuses, HGZZ and Irchel, as well as other key locations such as Oerlikon and Schlieren, as these generate the highest volume of passenger traffic. The measures should be adaptable to other campuses wherever possible.

The potential impact of the strategy is limited by various institutional and political constraints. These limitations determine the areas in which UZH can act independently and those in which it must rely on cooperation with other stakeholders or exert influence on external planning processes. Furthermore, certain subject areas are covered by other UZH strategies and are therefore not included in this mobility strategy.

Air travel

As part of the university's business activities, air travel is a significant contributor to UZH's greenhouse gas footprint. The reduction of greenhouse gas emissions from air travel and, consequently, the use of alternative modes of transport for international travel are addressed in UZH's Sustainability Policy. Therefore, international travel and air travel are not covered in this mobility strategy. Measures relating to business travel – which may encompass both domestic and international travel – are to be closely coordinated with the Sustainability Hub. The focus of this strategy is on local and regional mobility.

Organisational units

UZH comprises over 240 organisational units with different roles, structures and needs. These organisational units operate with a degree of autonomy. This diversity makes it difficult to implement mobility measures in a uniform manner. The mobility strategy can influence certain aspects of mobility, but cannot act beyond the remit of the organisational units.

City level

Many of the framework conditions governing mobility at UZH – such as public transport links, the design of public road spaces and cycling infrastructure – fall within the remit of the City of Zurich. The mobility strategy cannot directly influence these aspects, but instead relies on cooperation and advocacy in external processes. Active management is only possible on land owned by UZH.

Cantonal and political level

Certain aspects of mobility, such as fringe benefits¹ or incentive systems for staff and students, fall partly within the remit of cantonal politics. Whilst the mobility strategy cannot directly influence these decisions, it must ensure that UZH's interests are taken into account in the political process.

Prioritisation and resources

The implementation of the mobility strategy depends on the available human and financial resources. It will

1 Discounts and non-salary benefits

therefore be carried out in stages and according to priorities.

Site planning

Mobility is an important factor when relocating existing sites or planning new ones (e.g. for teaching, student accommodation, etc.), but it does not fall within the remit of the mobility strategy. Mobility is already taken into account at a strategic level in site planning and the portfolio strategy; the considerations arising from the mobility strategy must be incorporated at the operational level of the relevant processes.

Logistics

The mobility strategy is limited to the mobility of people; the movement of goods is excluded, as this is dealt with under the logistics strategy.

2. Fundamentals and current challenges

2.1 Key documents

There are various internal and external fundamentals (concepts, strategies, etc.) in place for UZH. In addition, there are site-specific guidelines and mobility management concepts for the City and Irchel campuses. A comprehensive, holistic mobility strategy has not yet been drawn up. The most important internal and external policy documents are listed in Fig. 1.

Internal strategies:

- Strategic principles and mission statement of UZH
- Sustainability Policy and Implementation Strategy 2030 for the Sustainability Policy
- Sustainability strategy of UZH for buildings and spaces
- Portfolio Strategy Real Estate UZH
- Master Plan HGZZ
- In-depth study on transport demand for the Irchel Campus
- Mobility Management Monitoring HGZZ
- Monitoring report on the mobility management concept Irchel Campus

External strategies: (not covered in this document)

- Urban Space and Mobility Strategy 2040
- Strategy and Action Programme "Digitalisation and Sustainability of Mobility in the Canton of Zurich"
- Cantonal and municipal structural plans
- Environmental Strategy

Internal binding strategies:

- Cantonal Development Plan Irchel Campus, including the access concept
- Mobility Management Framework Document HGZZ
- Traffic Monitoring HGZZ
- Cantonal Development Plans HGZZ
- Mobility Management Concept HGZZ
- Mobility Management Concept Irchel Campus

- Strategy for Urban Logistics and Commercial Transport
- VBZ Network Development Strategy 2040
- Cycling Strategy 2030

Fig. 1: Overview of the most important internal and external policy documents (non-exhaustive list).

2.2 Choice of transport at UZH

In 2025, a mobility survey was carried out for the first time at UZH, targeting all staff and students across all campuses. It was conducted as part of the HGZZ mobility survey. Some of the key findings of the mobility survey are:

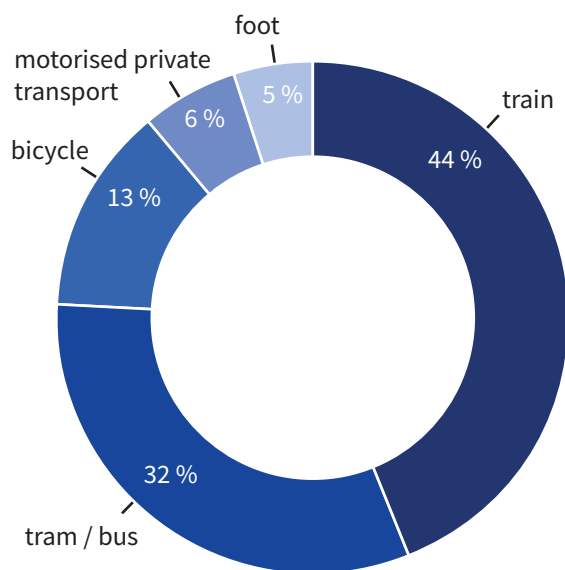


Fig. 2: Modal split of the main mode of transport at UZH
Source: UZH Mobility Survey 2025

- Public transport is the predominant mode of travel for UZH students and staff. 76 % of journeys to UZH campuses are made using the tram, bus or train as the main mode of transport. 13 % of respondents cycle to campus, 5 % walk and 6 % use private motorised transport.
- In Oerlikon and at the HGZZ, the proportion of private car journeys is lowest, at 2 % and 4 % respectively, whilst the Irchel, Westpark and Schlieren campuses have above-average proportions of private car journeys, at 9 %.
- Whilst the proportion of private motorised transport amongst students does not exceed 3 % at any site, 16 % of staff at the Irchel site use private motorised transport as their main mode of transport. At the Irchel and HGZZ sites, modal split surveys had already been carried out in previous years using a slightly different methodology due to regulatory requirements. A slight increase in the proportion of private motorised transport is evident at both sites.

- Staff use active mobility significantly more frequently than students. For example, at the HGZZ site, 18 % of staff use a bicycle as their main mode of transport, whilst the proportion among students is only 5 % (Irchel: 22 % of staff, 9 % of students). Students rely on public transport even more heavily than staff.
- For the last mile, 58 % use the tram or bus. This proportion is particularly high at the HGZZ, Irchel and Schlieren sites (64, 65 and 58 %) and comparatively low at the Oerlikon and Westpark sites (22 and 32 % respectively). In Oerlikon, by contrast, 31 % cover the last mile by train, whilst this proportion is only 5 % across the whole of UZH. Furthermore, 14 % of all respondents use a bicycle or e-bike, and 17 % cover the last mile on foot. Active mobility thus accounts for just under a third.
- According to the survey results, safer cycle routes, more direct or faster footpath connections and better cycle parking facilities in particular could help encourage more people to travel from Zurich Main Station / Central to the HGZZ using active mobility.
- Overall, attendance at the sites is highest on Tuesdays during the week, followed by Thursdays. Attendance is lowest on Fridays.
- People mainly arrive at the sites in the morning between 06:00 and 10:00. Most people leave the site between 15:00 and 18:00. This highlights the peak times, during which public transport in particular can become very busy.
- There are clear differences in journey times between the main modes of transport. People travelling by train have by far the longest journey times (median approx. 60 minutes). By contrast, the median journey time for the other modes of transport is between 15 and 30 minutes.

2.3 Growth at UZH

The number of students and staff at UZH has risen steadily in recent years. This is due in particular to population growth and the stable rate of school-leavers taking the Matura, which means that student numbers – including the demand for teaching and research – will continue to rise as long as no general restrictions (e.g. *numerus clausus*) are introduced. The trend in student numbers since 1833 is shown in the figure below. Forecasts suggest that this dynamic growth will continue in the future.

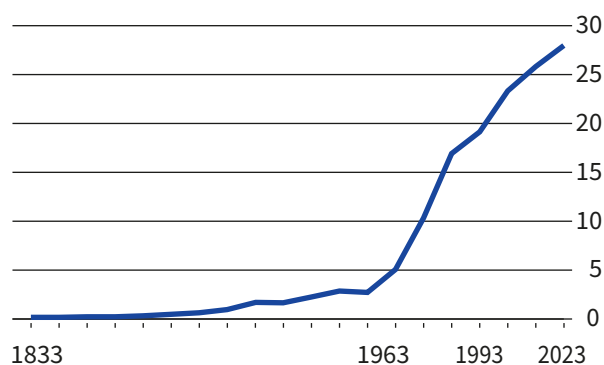


Fig. 3: Trends in student numbers since 1833 (in thousands)
Source: UZH Property Portfolio Strategy, 2024

2.4 Conclusion

- There are numerous internal and external policy frameworks relating to mobility issues, which are brought together in this strategy. The establishment of the new Mobility and Transport Unit has laid the foundations for UZH-wide coordination, organisation, planning and implementation. The specific tasks and responsibilities still need to be clarified.
- Mobility at UZH is already highly sustainable. The majority of journeys are made by public transport or through active mobility, whilst the proportion of private motorised transport is comparatively low.
- The current situation regarding the various modes of transport varies significantly depending on the location and is predominantly associated with a medium to high need for action. At the same time, there are considerable shortcomings in the institutional framework governing the use of sustainable modes of transport. UZH does not have its own initiatives in the field of sustainable

mobility.

- In the coming years, UZH will face a sharp rise in demand for transport. The steady growth in student and staff numbers, combined with the concentration of activity at the main campuses in the City (HGZZ) and Irchel, is placing an increasing strain on the existing transport system. Public transport in particular – which already accounts for by far the largest share of UZH's modal split – is increasingly reaching its capacity limits, especially during peak hours. The expansion of public transport infrastructure can only keep pace with the dynamic growth of the City and Irchel campuses to a limited extent. Increasing the modal share of public transport is therefore not a viable solution.
- At the same time, it is evident that active mobility (cycling and walking) in particular offers significant potential for relieving congestion and must be specifically promoted. Improved cycle routes, more attractive and safer footpaths, and high-quality parking facilities can help to smooth out traffic peaks and relieve pressure on public transport along the busiest routes. Furthermore, this should help to reduce the share of private motorised transport in the modal split, which, although small, has risen slightly.
- Given the geographical proximity and functional interdependencies, coordination with ETH Zurich is both sensible and important in order to exploit synergies, for example with regard to mobility services, infrastructure, traffic management or communication measures.
- UZH sees itself as a presence-based university. Whilst options for working from home and remote teaching are available, there are no plans to significantly expand these arrangements. Consequently, this measure can only have a minor impact on traffic volumes. Given the numerous campuses both within and outside the city of Zurich, the focus should be on linking these campuses together.

3. Vision

Following consultation with the sounding board and the steering committee, a vision has been developed to serve as a guiding principle for long-term development at UZH in the field of mobility.

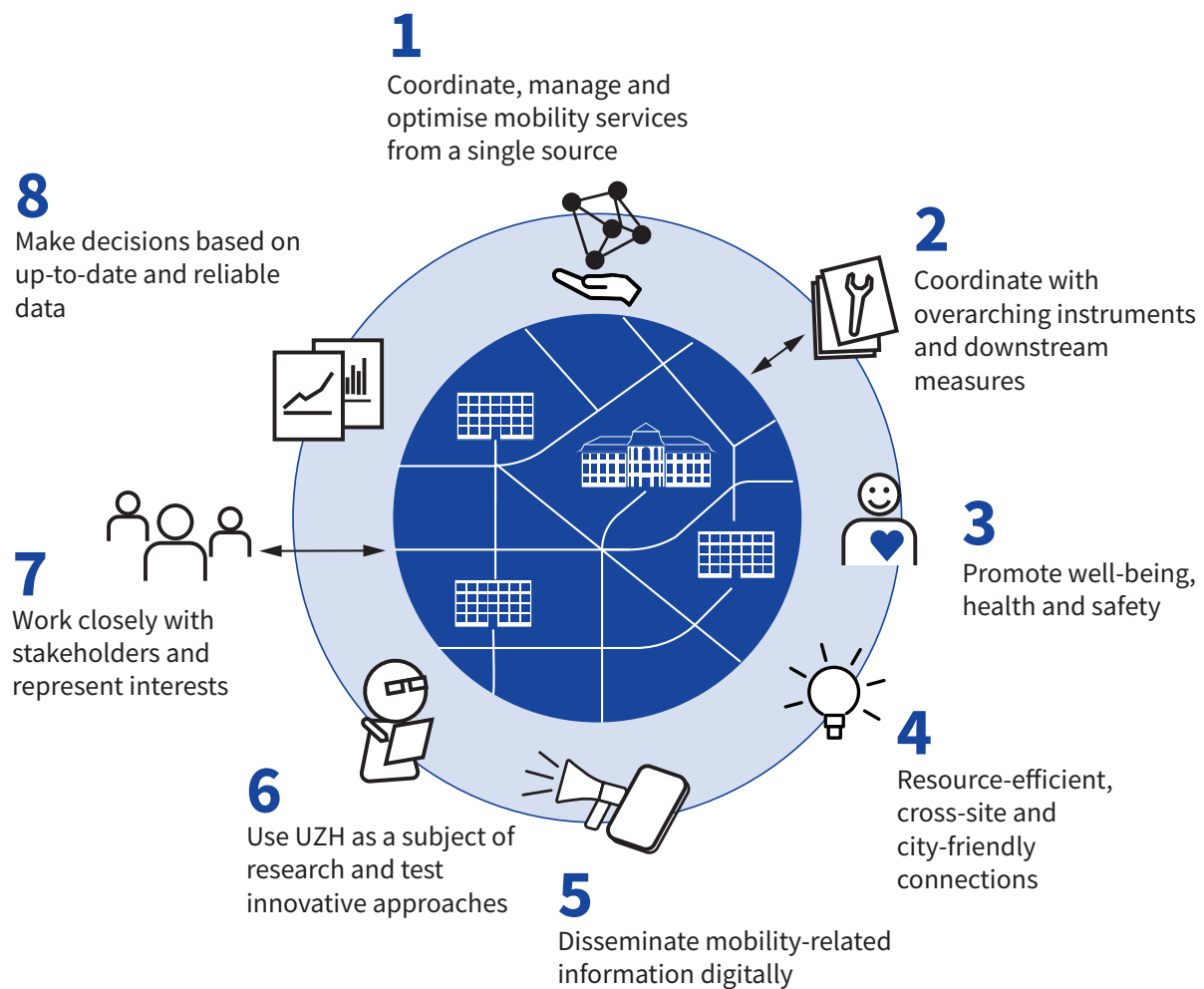
"As a city university, the University of Zurich connects people and places through healthy and resource-efficient mobility."

The vision is based on the idea that, as a campus-based university, UZH is a place for meeting, exchange and interaction. Around 40,000 people currently research, teach and study at its numerous sites. Accordingly, the focus is on the university providing and facilitating the necessary mobility so that everyone can participate in everyday university life and carry out their tasks and meet their needs. Accessibility is a key component of this. To connect people and places, the focus is on mobility that is healthy and resource-efficient. 'Healthy' refers in particular to mobility that promotes physical activity and contributes to well-being. Open spaces that promote biodiversity and green corridors play an important role in this: they create attractive routes that support active mobility whilst also promoting recreation, quality of life and general well-being. By

emphasising 'resource-efficient', mobility is geared towards the sustainable use of energy, financial resources and land, as well as the reduction of greenhouse gas emissions. This also involves minimising journey times wherever possible by ensuring that location planning is geared towards short distances and a needs-based connectivity. The term also encompasses the durability and quality of the materials and infrastructure used, ensuring that resources are conserved in the long term not only during operation but also during manufacture and use. The aim is therefore to achieve a form of mobility that combines social, environmental and economic aspects and emphasises UZH's responsibility towards its university community.

4. Goals

Based on the vision, eight overarching goals have been formulated which are central to the development of mobility at UZH. These goals are supplemented by quantitative and qualitative indicators to enable progress to be measured and the effectiveness of the measures to be assessed.



Goal

Quantitative and qualitative indicators*

Goal 1

Mobility services at UZH are coordinated centrally across all campuses, with clear lines of responsibility, and are continuously developed. Regular monitoring and control ensure that these services are reviewed and optimised.

- Monitoring report every two years
- Establishment of the Mobility and Transport Unit: Responsibilities in the area of mobility have been clarified and, where necessary, incorporated into processes.

* The indicators are recorded annually and documented in the monitoring report every two years. This does not apply to indicators relating to the results of the mobility survey.

Goal 2

The mobility strategy is aligned with overarching strategies and goals. At the same time, it establishes guidelines and standards for the planning, implementation and operation of downstream measures.

- Overarching instruments in the development of which the Mobility and Transport Unit has successfully incorporated mobility-related interests
- The number and scope of mobility-related measures per year that are planned, implemented and operated in accordance with defined guidelines and standards

Goal 3

The mobility services promote the wellbeing and health of the UZH community and ensure safe routes.

- Proportion of active mobility in the modal split (survey data from the mobility survey)
- Number of safety-related incidents in the mobility sector per year
- User satisfaction with journey safety and quality (survey data from the mobility survey)

Goal 4

The mobility services and campus planning are geared towards resource-efficient solutions that connect UZH members across campuses in a way that is compatible with the city. UZH promotes sustainable mobility at national and local level.

- Number and impact of measures implemented each year to smooth out peaks in public transport demand
- Budget for mobility measures (approved and actual expenditure)
- Greenhouse gas emissions from business travel and commuting per year
- Greenhouse gas emissions from the entire fleet

Goal 5

Information on mobility is available digitally to all members of the UZH community and is disseminated effectively.

- Awareness of mobility services amongst students and staff (survey result from the mobility survey)
- Number of views of digital mobility information per year
- Response to communication campaigns relating to mobility

Goal 6

The UZH is used as a subject of research, and innovative approaches in the field of mobility are tested.

- Number of pilot projects supported by UZH each year in the field of mobility

Goal 7

UZH maintains close cooperation with internal and external stakeholders and brings their interests to bear in planning and decision-making processes.

- Interaction between the Mobility and Transport Unit and internal and external stakeholders: developments and activities
-

Goal 8

Up-to-date and reliable data form the basis for decision-making processes.

- Available and missing data sources in the field of mobility
-

5. Fields of action

In conjunction with the goals, six fields of action have been identified which can be influenced by various stakeholders. These are areas in which UZH is taking action to implement the goals.

1

Organisation and Governance

The 'Organisation and Governance' field of action focuses on the question of how mobility is organisationally embedded and managed at UZH. The aim is to establish suitable structures and processes so that the mobility strategy can be institutionally supported, coordinated and continuously developed. Networking and collaboration with external stakeholders also play a key role in aligning UZH's interests with other processes and ensuring they are taken into account.

Principles:

- Clear lines of responsibility
- Standardised responsibilities and processes
- Institutional anchoring of the Mobility and Transport Unit
- Coordination across all sites
- Continuous development of the strategy
- Knowledge sharing with external organisations
- Representation of interests in external planning processes

2

Incentives and Steering

The 'Incentives and Steering' field of action involves how UZH can actively guide and support the mobility behaviour of its members. The focus is on approaches that encourage desired behaviours and motivate people to use sustainable forms of transport.

Principles:

- Promotion of active mobility
- Fair incentive systems
- Transparent steering mechanisms

3

Information und Awareness-Raising

The 'Information and Awareness-Raising' field of action focuses on how information about mobility can be communicated transparently, made digitally accessible and conveyed effectively. The aim is to raise awareness amongst the UZH community and encourage them to make informed use of the mobility options available.

Principles:

- Easy access to information
- Digital and visually appealing communication
- Raising awareness of sustainable mobility
- Involvement and participation of the university community
- Continuous updating and maintenance of information

4

Infrastructure and Services

The 'Infrastructure and Services' field of action addresses the question of what facilities, routes and services are required to support mobility at UZH. The aim is to ensure that the use of various modes of transport is attractive, safe, accessible and tailored to needs.

Principles:

- Short and safe routes
- Accessibility (physical and digital)
- Quality of the environment
- Demand-driven, flexible services
- Integration of new forms of mobility
- Promotion of e-mobility, including charging infrastructure
- Electrification of the vehicle fleet

5

Traffic Management and Operations

The 'Traffic Management and Operations' field of action involves the operational management of mobility at UZH's campuses. This includes, in particular, the smoothing of peak loads in order to avoid bottlenecks, ensure safety and optimise the use of transport services.

Principles:

- Efficient use of existing capacity
 - Approaches to smoothing out peak loads
 - Safety and reliability in operations
 - Flexible response to changes
-

6

Fundamentals and Controlling

The measures under the 'Foundations and Monitoring' field of action are designed to drive forward the systematic collection, analysis and use of mobility data. This involves setting up monitoring and evaluation systems, the ongoing review of target achievement, and the provision of reliable information for the management and further development of the mobility strategy.

Principles:

- Systematic data collection and analysis
 - Regular monitoring and reporting
 - Transparent performance review
 - Use of scientific methods
 - Continuous improvement based on findings
-

6. Implementation

The mobility strategy sets out the strategic framework for the desired level of mobility at UZH. Consistent and coordinated implementation is crucial to its effectiveness. The details of implementation are set out in a separate section on measures, which complements this strategic section. The section on measures translates the identified shortcomings, as well as the vision, goals and fields of action, into concrete measures; prioritises these; defines the implementation agenda; and sets out the responsibilities. This ensures that the strategy can be implemented step by step.

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