His Worship Mayor Fred Eisenberger  
City of Hamilton  
77 James Street North, Suite 230  
Hamilton City Centre  
Hamilton, Ontario  
L8R 2K3

Dear Mayor Eisenberger:

It is my pleasure to provide you with the newest resources from FCM’s Green Municipal Fund™: **Communities in Motion: Bringing active transportation to life** and **Improving Travel Options with Transportation Demand Management (TDM)**.

These new resources include profiles of Canadian communities that support active transportation and TDM, discussion of key actions, and additional information sources. They also include customizable PowerPoint presentations, complete with speaking notes, to help you introduce active transportation and TDM to your council, staff or peers.

Should your municipality decide to pursue an active transportation or TDM study or project please note that FCM’s Green Municipal Fund offers financial assistance for sustainable transportation planning and implementation.

If you require any additional information about these two resources, or about FCM’s Green Municipal Fund, please do not hesitate to contact our staff.

Yours sincerely,

Jean Perrault  
President of FCM  
Mayor of Sherbrooke

JP/DW:arc  
Enclosure
People are quick to agree that active transportation is vital to sustainable, healthy communities. It’s easy to see why — when people walk and cycle, they create desirable neighbourhoods with less traffic, livelier streets and cleaner air. Every year, more Canadian communities are making active transportation a priority and enjoying the benefits.

WHY ACTIVE TRANSPORTATION MATTERS

Active transportation:
- improves public health and reduces healthcare costs by fighting obesity and chronic illnesses like heart disease and Type 2 diabetes.
- is emissions-free, making it a powerful tool in the fight against climate change and air pollution.
- is accessible to children, youth, seniors, low-income families and persons with disabilities who can be left out when transportation systems depend on cars.
- is integral to almost all trips made using public transit, and supports ridership goals.
- improves safety for all road users (by reducing automobile use) and all citizens (by adding “eyes on the street”).
- brings real economic benefits by reducing the social costs of transportation, revitalizing commercial areas and boosting tourism.

OUR CHALLENGE

Promote active transportation options. Only seven per cent of commuters in metropolitan areas usually walk or cycle to work, compared to 77 per cent who travel by car (Statistics Canada, Commuting Patterns and Places of Work of Canadians, 2006 Census, www.statcan.ca). Just 26 per cent of parents say their school-aged children walk or cycle to school, compared to 34 per cent who take them by car (Canadian Fitness and Lifestyle Research Institute, 2005 Physical Activity and Sport Monitor, www.cfli.ca). Many communities want to encourage walking and cycling, and a few are succeeding — like Victoria, B.C., where 16 per cent of commuters regularly walk or cycle — but others have a ways to go.

Eliminate barriers. We know that active transportation is fun, healthy and affordable — why isn’t it more popular? Travel choices are highly individual, but the reasons people give for not walking or cycling usually involve poor weather, safety concerns, a lack of sidewalks and cycling facilities, time pressures or a lack of secure bicycle parking. These are challenges, not constraints. Municipalities have an important role to play in overcoming them.

Follow a new path. Making active transportation a greater part of everyday life in Canada will take political will, professional knowledge, public involvement and adequate funding. Municipalities need to learn from the experiences of others, craft a strategy for local success, and implement it across municipal activities like land use planning, road design and maintenance, health promotion, budgeting and staff training. It may not happen overnight, but it can be done.

DID YOU KNOW...

...that the Federation of Canadian Municipalities’ Green Municipal Fund™ offers financial assistance for municipal studies and projects related to sustainable transportation? The Fund provides financing and knowledge to support the development of communities that are more sustainable. GMF is managed by the FCM Centre for Sustainable Community Development. Find out more at www.sustainablecommunities.fcm.ca.

“Active transportation” is human-powered travel. It refers primarily to walking and cycling, but also to in-line skating, skateboarding, wheelchairs, cross-country skiing, snowshoeing and even kayaking or canoeing.
**Take the test**

**Is your community bringing active transportation to life?**
Use this checklist to assess your performance.

Every **YES** answer means you’re doing something right — but maybe you could do more. Every **NO** answer reveals a weak link that could undermine your efforts — look into it!

### Has your municipality committed to making active transportation part of its business?
See COMMITMENT on page 6.

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### Does your municipality provide facilities to support active transportation?
See FACILITIES on page 10.

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### Is your municipality planning for a more active future?
See PLANNING on page 8.

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### Does your municipality actively promote active transportation?
See PROMOTION on page 12.

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Montreal Fosters an Active Culture

City of Montreal, Quebec

In Montreal, 35 per cent of residents choose to make short trips of less than two kilometres on foot. A mix of dense land uses and an underground pedestrian network make walking and cycling attractive downtown, and high-quality public transit is available for longer trips. Other features that make Montreal a great city for walking include pedestrian-only streets, tree-lined boulevards, wide sidewalks, countdown pedestrian signals, traffic calming measures* and a law against vehicles turning right at red lights.

Montreal's 400 kilometres of bicycle routes include a 30-kilometre Réseau blanc or White Network that is maintained for cyclists through the winter. Recently developed trails include one, linking the Old Port of Montreal to the Lachine Canal, that serves a million cyclists each year and may be the busiest in Canada. The city aims to double its cycling route network within seven years.

Cycling is promoted vigorously by the Vélo Québec Association, with financial support from the city. Among its activities is the Montreal Bike Fest, a week-long event that includes the famous Tour de l'Île de Montréal which sees 30,000 cyclists celebrate with a day-long ride around the island.

For more information, see www.ville.montreal.qc.ca and www.velo.qc.ca.

* Traffic calming is a set of strategies — like speed humps, traffic circles and turning restrictions — that slow down or reduce traffic, improving conditions for residents, pedestrians and cyclists.

Saanich Invests in Infrastructure and Partnerships

District of Saanich, British Columbia

The 110,000 residents of Saanich, near Victoria at the south end of Vancouver Island, enjoy a mild climate that makes year-round cycling and walking appealing. The high proportion of bicycle commuters (11 per cent in 2004) may not be surprising at first glance, but in fact represents a substantial five-year leap over the 1999 rate of four per cent — a success founded in years of effort.

The district developed a Bicycle Master Plan in 1994, well ahead of many other smaller communities. The plan laid the foundation for a network of neighborhood-focused connector routes and longer-distance commuter routes. Saanich now boasts an extensive
trail system and 50 kilometres of on-road cycling facilities. The district also requires bicycle parking in new multi-unit residential buildings, institutions, workplaces and car parking structures.

Despite these successes, promoting active transportation in Saanich is about more than infrastructure. Since 2002, the district has worked with local police and the Insurance Corporation of British Columbia to improve safety for pedestrians, cyclists and others using the road through the Safer City program. It has also benefited from other partnerships with the Saanich Bicycle and Pedestrian Mobility Advisory Committee and the non-profit Greater Victoria Cycling Coalition.

For more information, see www.saanich.ca.

EDMONTON OVERCOMES NATURAL BARRIERS

City of Edmonton, Alberta

Edmonton may not seem like a natural cycling environment — winters are long, and the deep North Saskatchewan River valley divides the city. However, guided by its 1992 Bicycle Transportation Master Plan, the city has expanded its trail network and increased daily cycling trips from 10,000 in 1994 to 25,000 in 2005.

In 2002, Edmonton’s Multi-Use Trail Corridor Study recommended 62 kilometres of new trails along rail lines and other rights-of-way to connect residential areas, downtown, the university area, the river valley and more than 250 kilometres of pre-existing trails and shared-use sidewalks. One important project, known as the Ribbon of Steel, integrated a new downtown trail with a heritage street car service and won a 2004 FCM-CH2M HILL Sustainable Community Award. Other additions have included dedicated trail facilities on major roads and light rail bridges across the North Saskatchewan River.

Links between active transportation and transit are important in Edmonton. Cyclists can bring their bikes on several key bus routes, and on light rail trains outside of rush hours. A Trails, Paths and Routes Advisory Committee helps guide the city’s efforts,

with members representing youth, seniors, persons with disabilities, walkers, runners, cyclists and in-line skaters.

For more information, see www.edmonton.ca.
True municipal commitment to active transportation is embodied by a culture that supports walking and cycling, and that routinely makes active transportation a priority.

Enable active transportation through everyday operations. Too often, municipalities treat active transportation as a special activity when they should be making it mainstream. The involvement of active transportation specialists should not be required to bring about supportive action in key areas like land use planning, economic development, transportation and park planning, public health, road design and construction, road and trail maintenance, traffic safety and enforcement, and signal operations. Municipalities should integrate active transportation into everyday activities so that responsibilities are shared and good decisions happen naturally.

Provide adequate resources. Social trends can’t be changed on a shoestring. Active transportation programs need staff who can act as champions within the organization, at council and among the public. Road designers, traffic engineers, transit planners and other staff need training to learn their roles. Dedicated funding for active transportation is critical, but can’t pay for every initiative. For example, road budgets — and not the cycling budget — should bear the cost of bicycle lanes on new roads. This makes sense in principle and as a matter of practicality; roads are for everyone, and road budgets tend to be much bigger.

**Involve the public.** A culture that supports active transportation must involve interested and talented stakeholders. Advisory committees can help shape policy and plan new facilities. Neighbourhood groups can supply volunteers for promotional initiatives, and run articles in community newspapers. Charities can promote walking, running or cycling through fundraising events. Small businesses can be very supportive, and business leaders make great champions.

Lead by example. By being a visible leader, a municipality can motivate staff, attract partners, and bring other governments on board. Elected officials and employees should be encouraged to walk or cycle for their daily commute, and to get to meetings. Municipal buildings should have on-site walking routes, pedestrian lighting, secure bicycle racks and other features that announce the value of active transportation. Some Canadian cities offer bicycles to meter readers and bylaw enforcement officers — even police — who are willing to pedal their way around the community.

**DEMONSTRATING LEADERSHIP**

City of Toronto, Ontario

The City of Toronto partnered with Transportation Communities Canada to host the 2002 Urban Cycling Conference. The city, adopted a Bicycle Action Plan in 2002, supports cycling and pedestrian infrastructure committees, and coordinated Bike Week and Canada Bicycle Week that grew to Bike Month in 2003. Staff members are working to implement the $30 million cycling infrastructure plan, and also creating a new public and private pedestrian infrastructure while developing a comprehensive Walking Strategy framework.

For more information, visit:

- [www.toronto.ca/cycling](http://www.toronto.ca/cycling)
- [www.toronto.ca/walking](http://www.toronto.ca/walking)

Mayor David Miller hits the streets for Bike Week.
BUILDING COMMITMENT

City of Greater Sudbury, Ontario

By signing the International Charter for Walking in 2007, the City of Greater Sudbury recognized the importance of walking and committed to reducing physical, social and institutional barriers. The city also hosted one of ten Green Communities/Walk21 Roadshows with international active transportation experts.

For more information, see www.sudbury.ca.

ACCELERATING ACTION

City of Winnipeg, Manitoba

The City of Winnipeg’s surge in active transportation programs has been championed by the mayor and strongly supported by council and energetic community groups. Since conducting its 2005 Active Transportation Study, the city has hired a dedicated coordinator and formed an advisory committee. Over the same period, the city’s capital budget for active transportation has risen from $300,000 to more than $3 million.

For more information, see www.winnipeg.ca/services/transportation.
Planning for active transportation involves more than lines on a map. It brings ideas to life through a combination of vision, courage, practicality, judgment and discipline. And it's not just about walking and cycling — good planning involves all aspects of transportation, as well as the full hierarchy of land use planning from growth management strategies to site design. It can even involve the integrated community sustainability plans (ICSPs) required under federal gas tax transfer agreements.

Create an active transportation strategy. Developing a municipal strategy for active transportation is a great way to motivate elected officials, staff and the public. An entire community can be energized by the process of creating a vision, setting goals, evaluating options, defining networks and writing an action plan. A feasible, affordable strategy with a firm schedule and clear responsibilities is a great catalyst for action.

Integrate planning for all modes. Active transportation strategies are more likely to succeed if their key elements are integrated into transit, road and parking plans. For example, transit planners — not active transportation specialists — should take responsibility for putting bike racks on buses and providing bike parking at transit stations. It also helps if active transportation planners can learn about the objectives and constraints of other transportation staff.

Strengthen land use plans and policies. Supportive land use planning is critical to making active transportation practical. Distance is a barrier to walking and cycling, so homes should be as close as possible to schools, offices and stores. Sprawling subdivisions discourage active travel, while higher densities bring friends, stores and restaurants within reach. Mixed uses let people do several errands at once. Streetscapes with multiple entrances, varied facades, canopies and sidewalk cafes — and without a sea of parking between the building and the street — can encourage walking, attract shoppers and create valuable public spaces.

Raise the bar for new development. Municipalities that are truly committed to active transportation require new developments to be supportive. Progressive developers recognize our aging, environmentally aware and health-conscious population by integrating street grids, sidewalks and landscaped trails in subdivisions. Like-minded builders include bicycle parking, showers and change rooms in new offices. Others, however, continue to focus primarily on drivers. Amending zoning bylaws, training planning staff, and applying political will can make a real difference to the quality of new developments and benefit those who choose active transportation options for decades to come.

ACTIVE TRANSPORTATION PLAN
Halifax Regional Municipality, Nova Scotia

The plan recommends safety improvements to respond to current transportation trends and to promote a more active, diverse, and connected downtown. The plan also makes recommendations for a network of bike and pedestrian
paths.

For more information:
www.halifax.ca/activetransportation

8 I Communities in Motion
**BICYCLE AND PEDESTRIAN MASTER PLANS**

City of Kamloops, British Columbia

To reduce the demand for car travel, the City of Kamloops has created long-range plans for safe, convenient walking and cycling networks. The plans are based on analyses of user benefits and a strategic approach to prioritizing expenditures.

For more information, see www.kamloops.ca/transportation.

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**CYCLING NETWORK MASTER PLAN**

City of Quebec, Quebec

The City of Quebec is planning to improve an unstructured and discontinuous cycling network built by area municipalities before amalgamation. To triple the use of cycling for short trips over the next 10 years, the city intends to double cycling routes, make safety improvements, provide more bicycle parking, integrate active transportation with public transit, and support special events and cycling tourism.

For more information, see www.ville.quebec.qc.ca.

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**SOUTHEAST FALSE CREEK PLAN**

City of Vancouver, British Columbia

Southeast False Creek is a 32-hectare mixed-use site that will be home to 14,000 new residents after housing Olympic athletes in 2010. The community puts pedestrians and cyclists first with a grid of streets and bike lanes, pedestrian-friendly buildings, and requirements for on-site bike parking. The plan's transportation component was supported by the Green Municipal Fund™ and won a 2008 FTA-CH2M HILL Sustainable Community Award.

For more information, see www.vancouver.ca/olympicvillage.
Facilities

Pedestrians and cyclists are very exposed to their environment, and sensitive to the quality of travel facilities. They avoid routes that they think are indirect or unsafe. Quality facilities for active transportation require investment, but without them, even the best intentions will yield few results.

Build streets for everyone. Streets are usually the shortest route between homes, workplaces and shops. They should be safe and efficient for all travelers, but as a matter of principle, they should give first priority to those who are slower and more vulnerable. Universal design* removes barriers and helps everyone get around — young or old, disabled or not. Wide sidewalks, boulevards, frequent crossings and low-level lighting all benefit pedestrians. Bike lanes, wide curb lanes and paved road shoulders encourage cycling. Lane reductions and other traffic calming measures make drivers more aware of other people on the street. Regular sweeping, snow and ice control and timely pothole patching also help keep streets and sidewalks safe.

Offer off-road options. Some pedestrians and cyclists stick to city streets to reduce travel time and distance. Others, however, prefer less stressful off-road routes that let them connect with nature. Lit trails improve safety and security, wayfinding systems help people get where they’re going, bike ramps let cyclists get up and down staircases with ease, and dedicated bridges help everyone cross waterways, ravines and railway lines. Off-road routes are also important for recreation, and many communities are expanding their trail systems to boost tourism.

Make the transit connection. Together, transit and active transportation are an effective alternative to cars. People who use transit are almost always pedestrians; more and more, they are becoming cyclists, too. Communities are adding bike racks to buses, welcoming bikes on rail vehicles, offering bike lockers or sheltered parking at transit stations, and upgrading walking and cycling routes around transit stations to build ridership.

Help travellers end their trip. Sometimes, the greatest barrier facing those who choose active transportation is at their destination. Long-distance commuters need a place to shower and change at work. Cyclists will stop using their bikes if parking is inadequate, inconvenient or insecure. While property owners are ultimately responsible for resolving these issues, municipal bylaws can require solutions to be integrated in new developments. Many communities go further by offering high-quality public bicycle parking in downtown areas, and some even subsidize the installation of bike racks at private workplaces.

* Universal design is an approach to making the built environment accessible to and usable by the widest possible range of people, including those with disabilities.
GRAND CONCOURSE WALKWAY
St. John's Metropolitan Area, Newfoundland and Labrador

This 120-kilometre system of interconnected walkways links schools, seniors' homes and other destinations to parks and waterways in St. John’s, Mount Pearl and Paradise. The Grand Concourse features rest areas, wayfinding and interpretive information, and is managed by an authority with the involvement of local municipalities.

For more information, see www.grandconcourse.ca.

BIKING AND WALKING TO TRANSIT
Region of Waterloo, Ontario

As part of its innovative iXpress bus service, the Region of Waterloo added bike racks to all Grand River Transit buses, installed bike parking at some iXpress stations and lockers at two key terminals, and improved access to transit stations by upgrading nearby sidewalks and pedestrian crossings.

For more information, see www.grt.ca.

MULTIMODAL BRIDGES
City of Ottawa, Ontario

Ottawa's numerous bridges serve thousands of cyclists and pedestrians every day. In recent years the city has upgraded older bridges with bike lanes and wide sidewalks, included bike lanes and off-road paths on new bridges, and opened the landmark Corktown Footbridge across the Rideau Canal.

For more information, see www.ottawa.ca.
The barriers to active transportation aren’t all visible — many exist in the minds of individuals and the civic culture of a community. Overcoming them requires municipal staff to engage citizens in a meaningful and continuous dialogue.

Maximize your market. Several tools help make active transportation a desirable choice. Promotional events raise awareness and encourage people to try new ways of getting around. Awards recognize key individuals and organizations. Maps help cyclists and pedestrians find attractive routes. Advertising and media coverage can build a positive image for active transportation, while targeted marketing helps families explore travel options in a personal, customized way.

Focus on safety. While changes to signs, signals, streets and trails may be needed to improve safety, other measures can be just as important. Educational programs teach drivers to share the road with cyclists. Training courses give cyclists the skills and confidence they need to ride in traffic. Enforcement campaigns encourage cyclists to have the right safety equipment, and encourage everyone to obey the laws of the road.

Help children get to school. Across Canada, communities are promoting alternatives to children being driven to school. Walking school buses, cycling trains, school-to-school contests and classroom curricula can improve children’s physical and mental health, and reduce congestion and emissions around schools. Physical changes to active transportation routes support these efforts, making routes safer and more convenient for children.

Extend your reach with partnerships. Municipalities shouldn’t try to do it all by themselves, when partners offer much-needed energy, knowledge and skills. Non-profit organizations can run education programs and special events, employers can offer incentives for active transportation commuters, and associations can educate professionals about active transportation planning and implementation.
**i-GO**

*Regional District of Central Okanagan, British Columbia*

The Regional District of Central Okanagan, the City of Kelowna and their partners promote active transportation through several special events. These include Bike to Work Week, Bike to School Week, International Walk to School Day, Walk and Roll Car Free Day, Clean Air Day and the national Commuter Challenge in which Central Okanagan has won first place several years in a row.

For more information, see [www.i-go.ca](http://www.i-go.ca).

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**ACTIVE AND SAFE ROUTES TO SCHOOLS**

*City of Peterborough, Ontario*

Local organizations including the City of Peterborough have partnered to encourage active transportation by school children. Activities include Cool Captain Climates transportation shows, International Walk to School Day, a Cross-Canada Walking Challenge, school zone anti-idling projects, monthly I WALK days and school travel maps.

For more information, see [www.peterboroughmoves.com](http://www.peterboroughmoves.com).

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**IN TOWN, WITHOUT MY CAR!**

*City of Montreal, Quebec*

Every year since 2003, the city and its partners have closed downtown streets and offered activities to promote cycling, walking and other sustainable modes. Surveys show that the event encourages many drivers to leave their cars at home and try new ways of commuting.

For more information, see [www.amt.qc.ca](http://www.amt.qc.ca).

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*Photo: City of Kelowna, Transportation Demand Management*

*Photo: City of Peterborough*

*Photo: City of Montreal*
Active transportation resources

The following national organizations offer descriptions of active transportation programs, case studies, research, tools and links. Readers should also seek out local, regional and provincial organizations.

**FCM Centre for Sustainable Community Development**
www.sustainablecommunities.fcm.ca

**Transport Canada**
www.tc.gc.ca/urban

**Centre for Sustainable Transportation**
http://cst.uwinnipeg.ca

**Public Health Agency of Canada**
www.phac-aspc.gc.ca/pau-uap

**Canadian Fitness and Lifestyle Research Institute**
www.cftri.ca

**Green Communities Canada**
www.greencommunitiescanada.org
www.saferoutestoschool.ca
Improving Travel Options with Transportation Demand Management (TDM)
DID YOU KNOW...

...that the Federation of Canadian Municipalities’ Green Municipal Fund™ (GMF) offers financial assistance for municipal studies and projects related to sustainable transportation? The Fund provides financing and knowledge to support the development of communities that are more sustainable. GMF is managed by the FCM Centre for Sustainable Community Development. Find out more at www.sustainablecommunities.fcm.ca.

FCM Centre for Sustainable Community Development
24 Clarence Street, Ottawa, Ontario K1N 5P3
Tel.: 613-241-5221
Fax: 613-244-1515
transportation@fcm.ca
www.sustainablecommunities.fcm.ca

Improving Travel Options with Transportation Demand Management (TDM)
*Includes customizable PowerPoint presentation and additional resources on CD.

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Ce document est aussi disponible sous le titre Améliorer les options de déplacement grâce à la Gestion de la demande en transport (GDT).

This document is printed on paper certified by the Forest Stewardship Council (FSC).
WHAT IS TDM?

Transportation demand management (TDM) is the use of policies, programs, services and products to influence whether, why, when, where and how people travel.

TDM measures can motivate people to:

- shift modes — walk, cycle, take transit or rideshare instead of driving.
- make fewer trips — telework, shop online or use the telephone.
- drive more efficiently — shop locally, do several things on each trip, and avoid peak traffic periods and congested routes.

THE BENEFITS OF TDM

For communities

- greater return on investments in transit, walking, cycling and carpooling facilities
- cleaner air
- less traffic congestion
- lower healthcare costs

For employers

- easier employee recruitment
- better employee retention
- lower parking costs

For individuals

- greater choice and convenience
- time and cost savings
- better health and fitness

COMMITMENT

- Coordinate and integrate departmental efforts.
- Build strong partnerships with like-minded municipalities and other orders of government.
- Identify and support TDM champions.
- Dedicate staff and budget resources.
- Improve commuting options for municipal staff.

SEE PAGES 6-7.

PLANNING

- Develop a TDM strategy and action plan.
- Integrate TDM into land use and transportation plans.
- Support TDM through the development approval process.
- Build TDM into infrastructure plans.

SEE PAGES 8-9.

THE KEYS TO SUCCESS

SERVICES

- Make travel options more affordable.
- Make travel options more convenient.
- Make travel information easier to find and understand.
- Help employers and institutions improve commuting options.

SEE PAGES 10-11.

PROMOTION

- Link TDM projects using a strong brand and positive message.
- Use special events to build awareness and enthusiasm.
- Reach individuals through social marketing.
- Recognize and reward success.

SEE PAGES 12-13.
Introducing TDM

In a world with finite resources, keeping a balance between supply and demand is good for the environment. But for municipalities across Canada, it’s also good business. Recycling and conservation programs are standard practice in the water, waste and energy sectors, offering real economic savings and social benefits. And now many Canadian communities are working hard to modify use of another precious resource — our transportation infrastructure.

By managing the demand for travel, municipal governments can reduce the need for new or widened roads, diminish the social costs of car use, and increase the return on their investments in transit, walking, cycling and carpooling facilities.

**Transportation demand management (TDM) is the use of policies, programs, services and products to influence whether, why, when, where and how people travel.**

TDM shapes the economic and social factors behind personal travel decisions, and complements efforts to make land use and transportation supply more sustainable (see figure). TDM initiatives, which can target an entire community or a single workplace, fall into two general categories:

- **education, promotion and outreach**, such as an information campaign
- **incentives and disincentives**, such as discounted transit fares

**HAVE YOU HEARD...**

Launched in 2004 as a collaborative initiative to reduce traffic congestion and pollution in the Greater Toronto and Hamilton Area, Smart Commute has **reduced regional car travel** by 75 million vehicle kilometres and greenhouse gas (GHG) emissions by 17,400 tonnes.

In Metro Vancouver, TransLink used individualized marketing to engage thousands of families in 2005–2006. Preliminary results indicate that the TravelSmart project **increased the number of walking trips by nine per cent, transit trips by 12 per cent and cycling trips by 33 per cent** in several neighbourhoods.

A recent study commissioned by Transport Canada (The Impact of Transit Improvements on GHG Emissions: A National Perspective, Cansult and TSI Consultants, 2005) forecast that the **GHG reductions resulting from major transit investments could be substantially increased** by implementing TDM programs and policies.

In Saint John, N.B., a TDM strategy for the downtown core is expected to **reduce growth-related parking demand**, eliminating the need for up to 425 new parking spaces and saving $5 to $10 million in parking construction costs.

To test the impact of individualized marketing, the City of Portland, Oregon, worked with households in a neighbourhood near a light rail line that was being built in 2004. When the rail line opened, **residents of the targeted community increased their transit use by 44 per cent** — almost double the 24 per cent increase in a nearby neighbourhood that did not receive targeted information — and reduced their car use by 14 per cent.
Successful TDM programs require staffing and budget commitments. But even more importantly, municipalities need strong leadership to build key partnerships both inside and outside their organizations.

Effective municipal TDM programs depend on internal partners, such as transit operators, traffic engineers, land use planners, communications experts, facility operators, recreational coordinators, environmental managers and public health professionals (see figure).

They also need external partners, such as businesses, schools and community groups, to extend the program's reach, ensure credibility and add resources to boost the impact of municipal TDM investments.

While implementing TDM takes time and resources, the return on these investments is far more beneficial than simply building roads and continuing to bear the ever-increasing costs of car travel.
Commitment

TDM involves getting people to change their behaviour — a challenging goal, to be sure. Success is far more likely when a municipality has made a real commitment to leadership.

- **Coordinate and integrate departmental efforts.** Real success in TDM requires the involvement of many different staff members. An interdepartmental steering team or working group is a good way to bring these various actors together and coordinate roles, with the ultimate goal of bringing TDM into the mainstream of municipal activities.

- **Build strong partnerships with like-minded municipalities and other orders of government.** Neighbouring municipalities can share knowledge or launch joint initiatives. Strong alignment with other orders of government can help to ensure the effectiveness of TDM initiatives — federal, provincial and municipal governments all play a role in making TDM work. Provincial and federal governments can also offer technical or financial assistance to municipalities.

- **Identify and support TDM champions.** The presence of a committed, persistent and persuasive champion on council or in senior management can make the difference in getting a TDM program off the ground. Champions raise the visibility of TDM, build support for budgets and projects, and act as the “face” of the issue for media and the public. Decision-makers need to be vocal in making the case for TDM and supporting others who are already behind it.

- **Dedicate staff and budget resources.** TDM programs don’t necessarily need lots of staff, but they do need someone to be TDM’s “eyes and ears” within the municipal organization. That person will connect people and projects, watch for opportunities, and serve as an expert resource. Many communities have a full-time TDM coordinator and a budget to provide essential tools and services.

- **Improve commuting options for municipal staff.** Before asking others to rethink their travel choices, municipalities need to lead by example. This is vital to establishing credibility with businesses, institutions and other governments. In addition, municipal employees will appreciate having better options for getting to work — and they will understand why it’s important to promote TDM in the rest of the community.

**Taking an Integrated Approach**

Markham, Ontario

The Town of Markham has taken many steps to make TDM a success. To improve commuting options for municipal employees, the town implemented teleworking and created a training program. TDM policies also support transit-oriented development, ensuring that transit and other transportation modes are integrated. The town has also established cross-departmental committees to foster communication among a wide range of stakeholders.

The town’s efforts in TDM coordination and planning are supported by the Markham Transit Management Association (MTMA), which brings together city, public and private sector partners to harmonize and improve transportation planning and implementation.

[www.markham.on.ca][1] by Markham Smart Move

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[1]: www.markham.on.ca
LEADING BY EXAMPLE

Peel Region, Ontario

Since completing its TDM strategy in 2004, the Region of Peel has focused on implementation. The region employs a full-time TDM coordinator, and supports two local Smart Commute organizations that work with area employers. It also offers a commuting options program for its employees with carpool ridematching, preferential carpool parking, and an emergency ride home service. This program has helped offset a reduction in employee parking spaces at regional headquarters.

www.peelregion.ca
(search on “Smart Commute”)

FORGING LOCAL SOLUTIONS

Calgary, Alberta

The City of Calgary was the first municipality in Canada to offer a regional rideshare program. It has successfully completed a leading-edge internal telework pilot project, and its full-time TDM staff work with major employers to help them improve commuting options for their employees. The city has developed a comprehensive TDM strategy to guide its long-term efforts, and in 2007 it partnered with the Association for Commuter Transportation of Canada (ACT Canada) to host the first Canadian TDM Summit.

www.calgary.ca
(search on “sustainable transportation”):
Rather than waiting for the future to arrive, why not make it happen? A proactive approach to creating TDM opportunities will increase the odds of success.

- Develop a TDM strategy and action plan. It's becoming more common for communities to develop a strategic plan for TDM that takes a multimodal view of challenges and solutions, and recommends specific policies, programs and projects to advance TDM inside and outside the organization. It need not take a lot of time or resources, and it's a good way for council to endorse key priorities and build momentum.

- Integrate TDM into land use and transportation plans. TDM programs and projects can be more effective when they are supported by a strong policy framework. Integrated community sustainability plans (ICSPs), development plans, transportation plans, transit or active transportation plans, parking plans and others should highlight how TDM can complement changes in land use or transportation supply.

- Support TDM through the development approval process. New commercial and residential developments should incorporate features that support successful TDM programs. It's easier to encourage cycling when offices offer showers and secure bike parking, and to promote carpooling when priority parking spaces are set aside for carpoolers. The best time to get features like these included in developments is before construction. This requires the involvement of approvals officers, developers, planners and architects — a goal made easier by certification programs (such as LEED®), guidelines, checklists, professional development and support from elected officials. Keep in mind that developers may commit to ongoing TDM programs (such as subsidized transit passes) in exchange for reductions in parking or roadway modifications.

- Build TDM into infrastructure plans. TDM measures that accompany the opening of new transit or active transportation infrastructure can accelerate the use of those facilities. TDM strategies can also reduce the impacts of major construction projects that restrict the use of bridges or major roads for weeks or months. Encouraging some drivers to change the mode, route or time of their trip can help maintain personal mobility, environmental quality and economic opportunity.
INNOVATING FOR NEW DEVELOPMENT

Saanich, British Columbia

The District of Saanich worked with several partners to build TDM measures into the innovative Short Street redevelopment project. The developer received a reduced parking requirement in exchange for providing new residents with a transit pass for one year, a car-share vehicle with membership for each unit, and secure underground bicycle storage.

www.smartgrowth.bc.ca
(search on “Short Street”)

CREATING A TDM STRATEGY

Durham Region, Ontario

The Region of Durham has developed a TDM program that supports its Official Plan, Community Strategic Plan and Transportation Master Plan. In 2007, the region completed a TDM study that identified the needs and interests of employers, assessed TDM’s market potential, and evaluated different ways of involving employers in commuting options initiatives. After council approved a new regional TDM service called Smart Commute Durham, staff developed a detailed action plan to guide its implementation.

www.region.durham.on.ca and
www.smartcommutedurham.ca

REDUCING THE IMPACTS OF CONSTRUCTION

Calgary, Alberta

In 1999, the City of Calgary closed the Centre Street Bridge, a major downtown access point, for a year-long rehabilitation project. The city launched a public awareness campaign called “Escape the Rush” to encourage alternatives to driving into downtown during the closure. The program included employer outreach initiatives, billboards and media ads to promote flextime, telework, carpooling, transit, cycling and walking. After the bridge reopened, many commuters kept their new travel habits.

www.calgary.ca (search on “Escape the Rush”)

EVALUATING DEVELOPMENT PROPOSALS

Markham, Ontario

To help build a new mixed-use town centre, the Town of Markham created a document to measure the suitability of development proposals. The document’s several scorecards include one for transportation that incorporates TDM-supportive goals for new developments. The Markham Centre Performance Measures document won a 2003 FCM-CH2M HILL Sustainable Community Award in the planning category.

www.markham.ca (search on “downtown Markham”)
- Make travel options more affordable. Saving money is a great motivator, and financial incentives are an effective way to encourage sustainable travel choices. Perhaps the best example is workplace and post-secondary transit pass programs, which offer discounted passes in exchange for a long-term (usually one-year) personal commitment to transit. Such programs can provide an "anchor" for broad multimodal TDM initiatives at workplaces, universities or colleges. Other options include discounted parking passes for carpoolers, or financial assistance for commuter bicycle purchases.

- Make travel options more convenient. Many TDM services actually increase travel choices. Ride-matching systems help people find carpools and partners. Vanpooling services provide vehicles and coordination to get people to and from work. Car sharing programs give people an alternative to owning a car. Cycling courses help individuals overcome their reluctance to cycle on busy roads. Municipalities may not provide all these services directly, but can enable and support them.

- Make travel information easier to find and understand. A lack of information can be the main obstacle to making more sustainable travel choices — people may be unaware of nearby cycling routes, or confused about how to plan and make transit trips. Getting information to people when and where they need it is key. Online travel planners, "next bus" arrival information, cycling route maps, tips and tricks for carpooling or teleworking — all of these can help real people overcome real challenges.

- Help employers and institutions improve commuting options. Much "heavy lifting" in TDM is done by the employers and institutions that offer programs to increase commuting options. Municipalities can help these partners avoid "reinventing the wheel" while doing their part. Training, technical advice and templates go a long way. Municipal staff might offer direct assistance, or they may support efforts by transportation management associations (TMAs) or other non-profit groups.
SERVING EMPLOYER NEEDS
Montréal, Québec

Voyagez Futé offers a one-stop service for downtown employers that want to improve employees' transportation choices and motivate them to leave their cars at home. The organization provides information, advice and operational support for workplace initiatives, and acts as a liaison between the private and public sectors. Its board of directors includes representatives of municipalities, the private sector, transit authorities and other agencies.

www.voyagezfute.ca

PARTNERING WITH EMPLOYERS
Winnipeg, Manitoba

The EcoPass is Winnipeg Transit's discounted monthly pass available to employees at participating companies. Each employer resells passes to transit users at a discount of five to 100 per cent, and Winnipeg Transit rebates a portion of this discount back to the company. EcoPass employers have reduced their parking costs and discovered a new advantage for recruiting and retaining employees.

www.winnipegtransit.com

BRINGING STUDENTS ON BOARD
Sherbrooke, Québec

Since 2004, University of Sherbrooke students have received unlimited access to transit just by showing their student card. The program is similar to universal transit pass (or U-Pass) initiatives at other post-secondary institutions across Canada — but with one real difference. Rather than having all students pay a mandatory fee for their pass, the university covers all program costs in collaboration with the Société de transport de Sherbrooke, the local transit provider.

www.usherbrooke.ca/jeveux/reussite

SUPPORTING DOWNTOWN REVITALIZATION
Saint John, New Brunswick

The Saint John Parking Commission offers ShareYourRide.ca, a state-of-the-art web-based ridematching system. The municipality sees carpooling as a way to support downtown redevelopment without a large investment in public parking facilities. Saint John Transit helps promote the ridematching service, which it sees as supporting its own goals for sustainability and quality of life.

www.shareyourride.ca
Spreading the word about more sustainable travel choices is a key part of TDM. Promotion and education can help people better understand how they can reduce their travel “footprint.”

- **Link TDM projects using a strong brand and positive message.** Experience in North American communities shows that branding TDM programs can increase the perceived value of the services and products being offered. Note that successful branding is about more than name recognition — through consistent messaging it can establish a defining program characteristic (such as economical, green, healthy or safe) that builds consumer confidence and increases demand.

- **Use special events to build awareness and enthusiasm.** Special events encourage people to try a new way of getting around, even for just one day. They also validate sustainable travel choices through media coverage, political endorsements and celebrity involvement. Many municipalities conduct or sponsor local versions of the Commuter Challenge, International Car Free Day, International Walk to School Month, Rideshare Week, Bike to Work Week and other events, tailoring national materials to fit their local circumstances.

- **Reach individuals through social marketing.** High-level social marketing has been used for decades to encourage conservation and recycling, and can help build a positive image for public transit, ridesharing and active transportation. The emerging practice of individualized marketing helps individuals and families explore options in a more personal, customized way. It is proving to be an especially powerful approach to motivating people to make sustainable travel choices, having reduced household car travel by up to 10 per cent in a variety of neighbourhoods.

- **Recognize and reward success.** Rewarding participation, effort and success is a basic principle of team endeavours. TDM program awards for “most valuable” employers, community groups and individuals can build goodwill and strengthen partnerships. Awards also generate significant public and media attention, particularly when press releases from award recipients accompany those from the municipal sponsor.
CELEBRATING BICYCLE COMMUTING
Greater Victoria, British Columbia

Bike to Work Week is a successful B.C.-wide program that encourages people to commute by bike. The event originated in Greater Victoria in the early 1990s, and now includes official events in 11 communities that are supported by numerous partners including municipal, regional and provincial governments. The 2008 event attracted more than 650 registered teams and 6,000 cyclists, of whom more than 1,100 were new to bicycle commuting.

www.biketowork.ca/victoria

BRANDING TDM
Peterborough, Ontario

Together, local organizations including the City of Peterborough are encouraging residents to walk, cycle, rideshare and take transit. Under the common brand of Peterborough Moves, they have developed a website offering multimodal travel information as well as the Shifting Gears Workplace Transportation Challenge and other school and community activities.

www.peterboroughmoves.com

BOOSTING THE ENVIRONMENT AND THE ECONOMY
Montréal, Québec

The Active in My Neighbourhood campaign encourages those who live and work in the Montréal neighbourhood of Rosemont—La Petite-Patrie to walk, cycle and shop locally. Launched by the Équiterre organization, this initiative has been delivered since 2006 by the Corporation de développement économique communautaire (a community economic development organization) and several local partners with support from local, provincial and federal governments.

www.cdec-rpp.ca

MARKETING TO INDIVIDUALS
Vancouver, British Columbia

Several area municipalities recently partnered with TransLink to test the potential of individualized marketing to motivate people to make sustainable travel choices. Preliminary results indicate that by offering households customized information and incentives, the TravelSmart project increased the number of walking trips by nine per cent, transit trips by 12 per cent and cycling trips by 33 per cent in a variety of neighbourhoods.

www.translink.bc.ca (search on "TravelSmart")
TDM resources

The following national organizations offer a variety of TDM information, tools and resources. Readers should also seek out other organizations in their community, region or province.

FCM CENTRE FOR SUSTAINABLE COMMUNITY DEVELOPMENT
www.sustainablecommunities.fcm.ca
- Green Municipal Fund™ grants and loans
- Case studies
- Profiles of award winners
- Webinar podcasts
- TDM resource links

ASSOCIATION FOR COMMUTER TRANSPORTATION OF CANADA
www.actcanada.com
- Research reports
- Professional development opportunities

GREEN COMMUNITIES CANADA
www.saferoutestoschool.ca
- Special events
- News
- Resources

Check out this CD and find more information in the PowerPoint presentation. Complete this task sheet. Some of the tasks include historic, local, provincial, and council, staff or peers. The disk includes this document and other useful resources.