

**OnBoard
Employer Services Program**

Opportunity Evaluation

**For
*City of Vancouver***

Prepared by:



January, 2004

Executive Summary

This report is the result of a study of current City Hall precinct employee transportation patterns and needs, the factors influencing these travel behaviours, and corporate readiness to adopt policies to reduce employee reliance on driving alone.

The primary emphasis of the report is on commuting trips, although business trips taken during working hours are also discussed, due to the impact this type of trip may have on commute mode choice. The overall objective of this exercise is to identify what measures the City might take to encourage employees to use more sustainable modes of transportation during the course of their daily travel.

This report presents recommendations in the following areas:

1. **Program coordination and marketing**
This includes the development of a coordinated commuting options program at the City, under the auspices of a dedicated City Go Green Transportation Coordinator. This position will develop a marketing plan for sustainable commuting options to include measures such as transit promotion, a Guaranteed Ride Home Program and a carpool/vanpool program.
2. **Carpooling/vanpooling**
The promotion of the City's intranet ridematching service and priority parking recommendations are proposed as incentives to increase ridesharing.
3. **Use of fleet vehicles for carpooling/vanpooling**
A review of policies on the use of fleet vehicles for commuting, including priority for use of City vehicles is addressed in this section.
4. **Parking management**
With respect to employee parking, recommendations range from the elimination of free parking to initiatives to deal with on-street parking issues. The use of funds generated from a pay-parking program is addressed in further recommendations.
5. **Teleworking and alternative work hours**
Further investigation of telework options and more flexible, or alternative work hour arrangements are recommended.
6. **Encouragement of cycling and other non-motorized trips**
Improved facilities for cyclists, walkers and joggers are recommended to further expand the use of these commute alternatives.

A total of 27 recommendations are made within this report, as well as a number of specific bicycling recommendations contained in the Location Assessment (Appendix A). A suggested implementation time frame for these recommendations is outlined in short-term and long-term steps at the end of the report.

Based on the results of our surveys and analysis, we recommend that the City implement the following actions immediately, at little or no cost, to assist the City in meeting its objective of reducing greenhouse gas emissions:

- Determine and assign responsibility for the commuting options program to an appropriate department or branch, with a lead employee designated or hired for the position;
- Enroll in TransLink's Employer Pass Program;
- Work with the Cambie Corridor Consortium to expand and promote a strengthened Guaranteed Ride Home Program;
- 3+ person carpools should be granted priority parking at City Hall parking facilities;
- The City should use the means it has at its disposal to discourage employees from parking on residential streets in the vicinity;
- Strike an employee committee consisting of cyclists and other shower and locker facility users to evaluate specific facility and infrastructure improvement needs;
- Investigate the feasibility of implementing a telework pilot project for City employees.

As part of the service provided through the OnBoard program, we would be pleased to assist the City of Vancouver with the implementation of these recommendations as it sees fit. Additionally, at no charge, we provide a follow-up service to this report that includes objective monitoring and results reporting on the programs put in place.

APPENDIX B

Relevant Collective Agreement / Memorandum of Agreement Language

CUPE 15-City Parks Britannia & Ray-Cam 2003-2006 Memorandum of Agreement

36. Parking

Effective the date of ratification of the Memorandum of Agreement, the Employer and the Union agree to modify Paragraph 4.3 of Schedule "E" by adding the words "and the Employer further commits that any moneys collected as part of the Employer paid parking program will be applied to an Employee transportation program." to the end of the paragraph.

CUPE 15-City (Sched. E) and Parks-CUPE 15 (Sched. D) 2000-2002 Draft Collective Agreements

4.3 Parking

Notwithstanding the Employer's prior notice to cease providing free parking commencing 1995 January 01, the Employer agrees to delay the implementation of a paid parking system and will provide employees who currently have free parking available to them with sixty (60) days' notice prior to the date a paid parking system is implemented. Prior to such implementation, the Employer will meet with the Union to discuss impacts and issues. Notice will not be issued prior to 1996.

CUPE 15-Britannia (Schedule D) and CUPE 15-RAYCAM (Schedule C) 2000-2002 Draft Collective Agreements

Parking

Notwithstanding the Employer's prior notice to cease providing free parking commencing 1995 January 01, the Employer agrees to delay the implementation of a paid parking system and will provide employees who currently have free parking available to them with sixty (60) days' notice prior to the date a paid parking system is implemented. Prior to such implementation, the Employer will meet with the Union to discuss impacts and issues. Notice will not be issued prior to 1996 January 01.

CUPE 15 City/Parks - 2000-2002 Collective Agreement

16. Agreement As To Conditions Not Mentioned

It is agreed that any general conditions presently in force which are not specifically mentioned in this Agreement and are not contrary to its intentions, shall continue in full force and effect for the duration of this contract.

CUPE 15 Britannia Community Services Centre Society 2000-2002

15. Agreement As To Conditions Not Mentioned

It is agreed that any general conditions presently in force which are not specifically mentioned in this Agreement and are not contrary to its intentions, shall continue in full force and effect for the duration of this contract.

CUPE 15 RAY-CAM CO-OPERATIVE ASSOCIATION 2000-2002

15. Agreement As To Conditions Not Mentioned

It is agreed that any general conditions presently in force which are not specifically mentioned in this Agreement and are not contrary to its intentions, shall continue in full force and effect for the duration of this contract provided reference can be made to previous writing on the subject.

CUPE 1004-City 2003-2006 Memorandum of Agreement

22. Parking

Vancouver City Council has requested a staff report on implementation of a paid parking system for City Employees at all city work sites. The Employer agrees to discuss this issue with the Union in advance of reporting to Council and/or the Park Board to identify the issues and impacts on CUPE 1004 members.

CUPE 1004-City 2000-2002 Collective Agreement

Article I. 20. CONDITIONS AND BENEFITS NOT MENTIONED

Any working conditions, holiday benefits, welfare benefits, or other conditions of employment at present in force and recognized by both parties which are not specifically mentioned in this Agreement and are not contrary to its intention, shall continue in full force and effect for the duration of this contract.

21. CHANGES AFFECTING THE AGREEMENT

The Employer agrees that any reports or recommendations made to Council dealing with matters covered by this Agreement, including recommendations for changes in method of operation that may affect wage rates, work loads or reduction of employment, will be communicated to the Union at such interval before they are dealt with by Council as to afford the Union reasonable opportunity to consider them and make representations to Council concerning them and, further, that if employees are deprived of employment by any implementation of such change they shall receive priority consideration for other employment with the Employer.

CUPE 1004-Parks 2003-2006 Memorandum of Agreement

21. Parking

Vancouver City Council has requested a staff report on implementation of a paid parking system for City Employees at all city work sites. The Employer agrees to discuss this issue with the Union in advance of reporting to Council and/or the Park Board to identify the issues and impacts on CUPE 1004 members.

CUPE 1004 - Parks 2000-2002 Collective Agreement

Article II. 19. CONDITIONS AND BENEFITS NOT MENTIONED

Any working conditions, holiday benefits, welfare benefits, or other conditions of employment at present in force and recognized by both parties which are not specifically mentioned in this Agreement and are not contrary to its intention, shall continue in full force and effect for the duration of this contract.

Article III. 20. CHANGES AFFECTING THE AGREEMENT

The Employer agrees that any reports or recommendations made to the Employer dealing with matters covered by this Agreement, including recommendations for changes in method of operation that may affect wage rates, work loads or reduction of employment, will be communicated to the Union at such interval before they are dealt with by the Employer as to afford the Union reasonable opportunity to consider them and make representations to the Employer concerning them and, further, that if employees are deprived of employment by any implementation of such change they shall receive priority consideration for other employment with the Employer.

Vancouver and Firefighters Local 18 2003-2006 Memorandum of Agreement

12. Parking

The Employer has advised the Union that Vancouver City Council has requested a staff report on parking. The Union and the Employer agree to discuss the issue in advance of staff reporting to Council. It is expressly agreed that any such discussion is without prejudice to any and all rights of the Union and its members provided in the Collective Agreement.

Vancouver and Firefighters Local 18 2000-2002 Collective Agreement

Section 3.01 13.5 Changes Affecting the Agreement

The Employer agrees that, wherever practicable, any reports or recommendations to be made to the City Council dealing with matters covered by this Agreement will be

communicated to the Union in sufficient time to afford the Union reasonable opportunity to consider them and, if necessary, to protest them when the matter is dealt with by the City Council.

Section 3.02 13.6 General

It is agreed that any general conditions presently in force but which are not specifically mentioned in the Agreement shall continue in full force and effect for the duration of this contract.

The Vancouver Foremen's Association-City + Parks 2003-2006 Memorandum of Agreement

13. Parking - New

Effective the date of ratification of the Memorandum of Agreement, the Employer and the Association agree to add a Part V to Schedule "D" to read as follows:

"PART V

2003-2006 Negotiations

(1) Parking

Vancouver City Council has requested a staff report on the implementation of a paid parking system for City employees at all City work sites. The Employer agrees to discuss the issue with the Association in advance of reporting to Council to identify the issues and impacts on the Vancouver Foremen's Association."

The Vancouver Foremen's Association-City + Parks 2000-2002 Collective Agreements

11.6 CHANGES AFFECTING THE AGREEMENT

The Employer agrees that any reports or recommendations made to Council dealing with matters covered by this Agreement, including recommendations for changes in method of operation that may affect wage rates, work loads or reduction of employment, will be communicated to the Union at such interval before they are dealt with by Council as to afford the Union reasonable opportunity to consider them and make representations to Council concerning them and, further, that if employees are deprived of employment by any implementation of such change they shall receive priority consideration for other employment with the Employer.

Vancouver-IATSE 2000-2002 Collective Agreement

Note: Nothing on Parking in the Collective Agreement. No provision in respect to "Changes Affecting the Agreement" nor any provision on "Conditions Not Mentioned"

Vancouver-IBEW 213-EOB 2000-2002 Collective Agreement
(note: currently in bargaining)

14. **AGREEMENT AS TO CONDITIONS NOT MENTIONED**

Any working conditions, holiday benefits, welfare benefits or other conditions of employment at present in force and recognized by both parties which are not specifically mentioned in this Agreement and are not contrary to its intention shall continue in full force and effect for the duration of this contract.

Vancouver-IBEW 213 Electrical Inspectors 2000-2002 Collective Agreement
(note: currently in bargaining)

Article IV. 13. **AGREEMENT AS TO CONDITIONS NOT MENTIONED**

Any working conditions, holiday benefits, welfare benefits or other conditions of employment at present in force and recognized by both parties which are not specifically mentioned in this Agreement and are not contrary to its intention shall continue in full force and effect for the duration of this contract.

Vancouver Public Library-CUPE 391 2003-2006 Memorandum of Agreement

Note: Nothing on Parking in the Memorandum of Agreement.

Vancouver Public Library-CUPE 391 2000-2002 Collective Agreement

6. **CHANGES AFFECTING THE AGREEMENT**

The Employer agrees to instruct the Director that any recommendations made to the Employer dealing with matters covered by this Agreement, including recommendations for changes in method of operation that may affect wage rates, classifications, work loads or reduction of employment, will be communicated to the Union by the Director at such interval before they are dealt with by the Employer as to afford the Union reasonable opportunity to consider them and make representations to the Employer concerning them and, further, that if employees are deprived of employment by any implementation of such change, they shall receive priority consideration for other employment with the Employer.

16. **AGREEMENT AS TO CONDITIONS NOT MENTIONED**

It is agreed that any working conditions presently in force which are not specifically mentioned in this Agreement and are not contrary to its intention shall continue in full force and effect for the duration of this Agreement.

Vancouver Police Civilians-Teamsters #31 2003-2006 Memorandum of Agreement (not yet ratified, although bargaining has concluded)

14. Parking

Effective as soon as possible following the date of ratification of the Memorandum of Agreement, the Employer and the Union agree to discuss the subject of parking stall utilization at the Labour Management Committee meetings within the next three months.

Vancouver Police Civilians-Teamsters #31 2000-2002 Collective Agreement - SCHEDULE "D" PART II

Parking

The Employer agrees to provide up to fifty (50) stalls at the 312 Main Street building for parking. The administration procedure with respect to financing of the stalls will be the responsibility of the Union. Employees shall pay fifty percent (50%) of the cost of the stalls which has initially been set at \$27.25 per month. Such amount may be adjusted from time to time as necessary. This arrangement will become effective as soon as is practical but not likely until 1997 December 01.

Vancouver Police Union (VPU) 2003-2006 Memorandum of Agreement

6. Parking

Effective 2004 January 01, the Employer and the Union agree to amend Section 11.11 as follows:

"Section 11.11 - Parking

The Employer agrees to provide up to one hundred and twenty-nine (129) parking stalls within a reasonable distance of 312 Main Street until circumstances do not allow for use of same. The Employer will endeavour to provide overflow parking on squad development days and shall endeavour to provide parking for five (5) over-height vehicles. The Union shall pay \$15.00 per month per stall required. The Employer will submit a bill to the Union on a monthly basis and the Union will remit the funds to the Employer on the same basis."

The Union agrees to advise the Employer of the number of stalls required (subject to the maximum of one hundred and twenty-nine (129) stalls as outlined in Section 11.11) prior to December 31st of 2003. Billings shall then be based in accordance with Section 11.11 based on the number of stalls required. If the Union decides that less than 129 stalls are required the number will be adjusted in the Collective Agreement during the next round of bargaining as a housekeeping matter.

Vancouver Police Union (VPU) 2000-2002 Collective Agreement

Section 4.01 11.11 Parking for Members

The Employer agrees to provide 150 parking stalls within a reasonable distance of 312 Main Street for which the Union agrees to pay \$800.00 monthly toward maintenance costs. The Employer shall endeavour to provide overflow parking on squad development days and shall endeavour to provide parking for five (5) "overheight" vehicles.

Get TO WORK

City Facilities

● Bike Racks

- 1 South entrance, City Hall
- 2 North entrance, City Hall
- 3 Southwest entrance, East Wing
- 4 Northwest entrance, East Wing
- 5 East entrance, East Wing
- 6 VanCity entrance

■ Bike Rooms

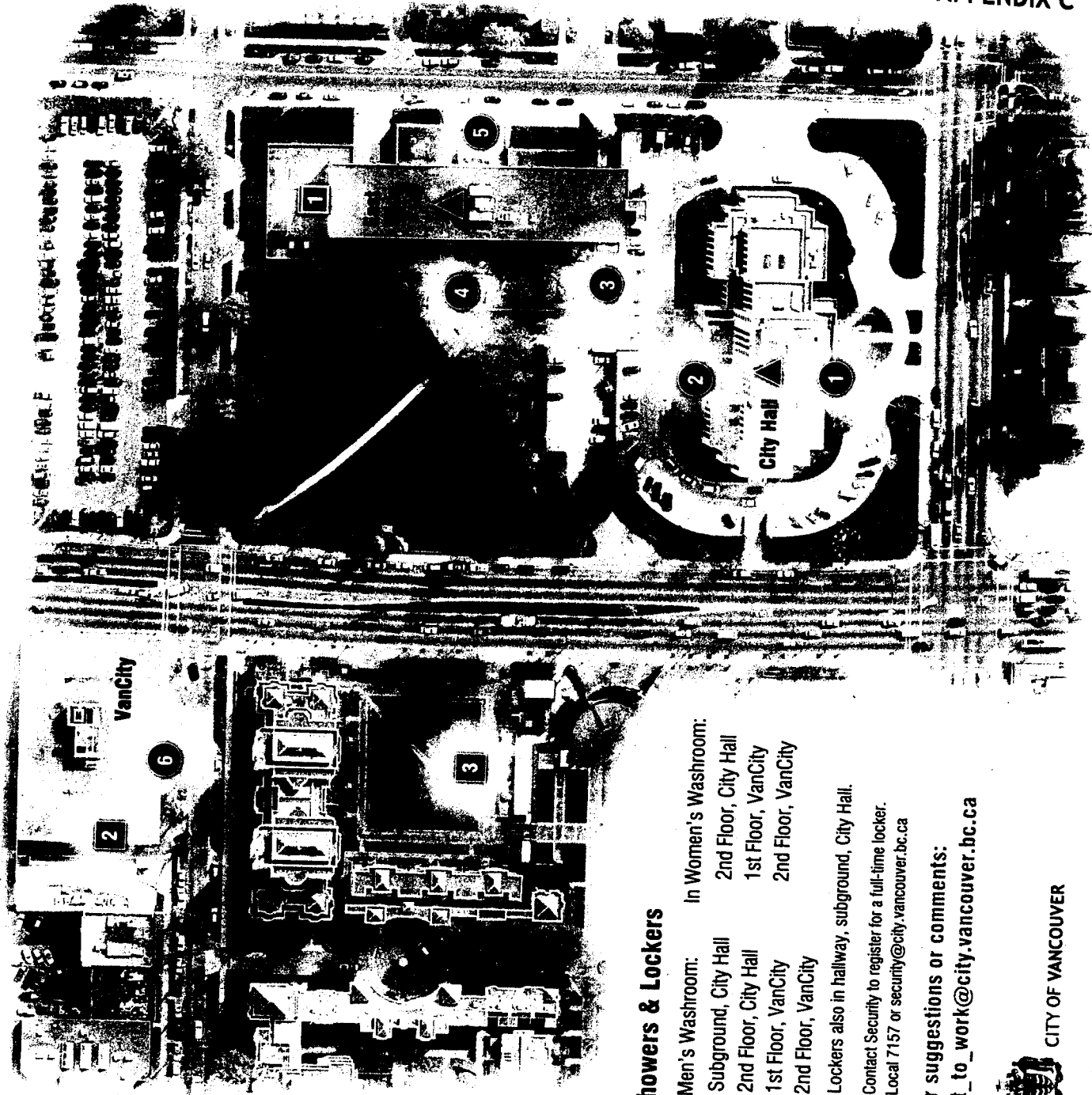
- 1 East Wing parkade
City Hall pass and key required.
- 2 VanCity patio area
VanCity pass and key required.
- 3 Cambie parkade
Key required.
Contact security for access.

▲ Can Cart Bike Trailers (Free Loaners)

- Client Service Centres
- 1st Floor, City Hall
 - 1st Floor, East Wing

Loaner Requirements:

- three-day lending period (up to a maximum of seven days)
- valid credit card (loss, theft and damage deposit)
- BC Identification, BC Driver's Licence, or UBC Student ID



Showers & Lockers

- In Men's Washroom: In Women's Washroom:
- Subground, City Hall 2nd Floor, City Hall
 - 2nd Floor, City Hall 1st Floor, VanCity
 - 1st Floor, VanCity 2nd Floor, VanCity
 - 2nd Floor, VanCity

Lockers also in hallway, subground, City Hall.

Contact Security to register for a full-time locker.
Local 7157 or security@city.vancouver.bc.ca

For suggestions or comments:

get_to_work@city.vancouver.bc.ca



CITY OF VANCOUVER

MEMO TO: Fred Bass, Director, TransLink Board
c.c. Ian Jarvis, COO
TransLink Finance Committee

FROM: Robert Paddon, Vice President, Corporate and Public Affairs

DATE: February 12, 2004

SUBJECT: Demand Side Management Case Studies

Fred,

At the November 12 Finance Committee meeting you requested information on demand side management activities. I asked the Commuting Options Manager, John Beaudoin, to provide you with specifics. His report is as follows.

Bob

Overview

Demand Side Management (DSM) is a term applied to activities that are generally intended to reshape consumption behaviour when the demand for a service (rather than a product) is greater than the supply. By re-shaping the demand, increases in resources to supply the demand are usually not needed or at least forestalled for a definite period.

DSM is a proven tool. Although it is generally agreed that shaping demand or changing behaviour through demand side management is a resource intensive, long-term task - a conclusion supported by a virtually all successful DSM programs in operation.

For the purpose of this report two exemplary DSM programs from British Columbia were reviewed, as well as an emerging transportation demand management (TDM) success story in Portland, Oregon. The reviews are not exhaustive but they do provide a comparative perspective to the transportation DSM (TDM) programming of TransLink.

Comparing TransLink's TDM results against those achieved by Power Smart and Road Sense shows we have a lot of work in front of us. However, as noted in the report, both programs have had a significant head start in time and resources to promote their issues.

Also supported in this report, through a brief review of the Portland TravelSmart program, is the perspective that changing social behaviours can be accomplished more efficiently through specific target market segmentation.

Power Smart – BC Hydro’s Demand Side Management Success Story

Contact information: Richard Marchant, Manager – Power Smart
Steve Hobson, Marketing Manager - Power Smart
Derek Enriques, Quality Assurance and Evaluation – Power Smart

Program Overview

From 1989 to 2002, the Power Smart program spent a total of \$340 million to save 2500 gigawatt hours of electricity annually. To produce this amount of power would have cost an estimated \$700 million to build additional generating capacity.

For the 10-year span from 2003 to 2013 the total Power Smart budget is \$690 million. It is projected that the program will save an additional 3500 gigawatt hours annually. To produce this amount of power BC Hydro would need to spend over \$1 billion to build additional generating capacity.

The total power savings expected by the year 2013 (23 years after the programs was first implemented) of 6000 gigawatt hours annually will be enough fulfill the power needs of 600,000 homes in British Columbia.

The savings and benefits BC Hydro has realized and will experience in the future through the Power Smart DSM program are significant and multi-faceted. As a result of permanent power savings they have not had to invest in new power generation facilities; this has saved them significant time and money. And their marketing programs have created a strong win/win scenario for all parties involved which has considerably enhanced (and protected when necessary) the public image of BC Hydro.

Background

BC Hydro was the first power utility company in North America to brand their DSM program. Power Smart was started in 1989 with the broad intent to forestall the need and development of new supply side power generation facilities by reducing electricity use in BC. Their DSM program is based on the recognized steps of social marketing: awareness, acceptance and behaviour change.

Target Markets

While Power Smart is targeted to everyone in BC who uses electrical power, the program is split into two distinct approaches - residential and industrial. The residential sector is serviced through awareness programs and incentives. The industrial sector is targeted through account managers, awareness programs and incentives.

Incentives are a core tactic to reaching both target groups. For residential customers incentives consist of promotional awareness campaigns (i.e., giveaways of compact fluorescent light bulbs, reclaiming old refrigerators). For the industrial market incentives are primarily applied as low rate capital loans or reduced power costs for a pre-determined period of time.

Overall, lighting produces the largest segment of savings to BC Hydro; however, the industrial power use sector provides the biggest ROI for a similar level of investment. As a result, the balance between awareness/marketing campaigns and incentives differs between residential and industrial markets on predetermined basis.

Program Costs

From 1989 to 2002, a total of \$340 million (approx. \$26 million per year) was spent to promote the Power Smart DSM program. Peak power savings reached 2500 gigawatt hours annually. For the next phase of the Power Smart program (2003 to 2013) the budget is \$690 million (approx. \$69 million per year). The stated goal is to save an additional 3500 gigawatt hours. In this current phase their annual budget is divided as follows:

- 50% goes to incentives for residential and business
- 15% to 20 % goes to account management
- 30 % to 35% goes to residential and industrial awareness programs (this amount starts out at peak expenditure and decreases as the ten year plan reaches its power saving goals)

BC Hydro is careful to not over invest in the program. They have spent considerable resources to develop a baseline for measuring success and to know when their spending will deliver declining returns. Initiatives that provide a return of less than the pre-determined ROI baseline are strictly avoided.

Measures of Success

From BC Hydro's perspective the Power Smart program is a 10 out of 10. The program has created tremendous awareness in BC of the brand "Power Smart" (95% aided, 50% unaided). It has provided a strong halo effect to the benefit of BC Hydro's public image and has generated significant power usage savings, which has resulted in not needing to invest in expensive generating facilities.

When the program was first implemented, the goal was to save 5600 gigawatt hours (12.5% of total load) of power. After permanent savings of 2500 gigawatt hours annually was achieved during phase one of Power Smart, a temporary situation of cheaper supply-

side solutions in the mid-90's led to a brief reduction in the resources applied to Power Smart. The goal of phase 2 of the Power Smart program (2003 to 2013) is to save a further 3500 gigawatt hours annually.

If successful, the total permanent power savings of 6000 gigawatt hours annually Power Smart will have achieved by 2013 represents enough electricity to supply 600,000 home in BC. To build the facilities to generate this amount of additional capacity would cost well over \$2 billion.

Power Smart is already formulating the next 10-year program (2013 to 2023). They anticipate new technology will provide the opportunity for even further power savings.

Summary

Power Smart is one of the best-known and most effective DSM programs in British Columbia. The program has created a win/win scenario between partners from federal, provincial and municipal governments as well as the private sector and residential and industrial consumers of electrical power, with the common goal of reducing electrical power usage.

Notwithstanding the value Power Smart receives through these partnerships, Power Smart staff attributes the program's success to the immediate benefits the electrical power consumer realizes by changing their behaviour, along with the significant resources (time and money) Power Smart applies to the issue of power conservation.

Road Sense – ICBC's Demand Side Management Program Changes Behaviour on BC's Roads

Contact information: Laurie Baker, Manager, Road Safety - ICBC
Catherine Enqvist, Administration Manager, Attorney General and Police Programs - ICBC

Program Overview

In 1992, ICBC branded its road safety DSM programs under the name "Road Sense" and charged it with the responsibility of achieving two specific goals:

- 1) Primary goal - Reduce crashes
- 2) Secondary goal – Increase public awareness of the value of ICBC

Today all efforts expended through the Road Sense program are exclusively focused on the primary goal.

While figures relating to ICBC's pre-1997 investment in road safety are not available, for the four-year period of 1997 to 2000, ICBC spent \$274 million on its loss prevention programs, primarily through Road Sense. This expenditure delivered a ROI of between \$48 and \$107 million (18% and 39% depending on level of costs included in calculations). ICBC considers its return on investment to be the calculated claims savings it has achieved compared to what it would have paid out had total claims cost risen at the Canadian national average.

Currently ICBC spends between 30 to 60 million annually on road safety. Since 1992, the level of investment has varied significantly from year to year as a result of issue importance and awareness needs and the level of contribution by any partners involved in a specific issue.

Even with only a few years of measured results for ICBC's DSM program, all involved with Road Sense attribute its success in modifying behaviour on BC's roads to the longevity and consistency of the program.

Background

Road Sense is the primary DSM brand under ICBC's umbrella of loss prevention programs. It represents a suite of programs designed to prevent losses caused by traffic crashes.

ICBC's loss prevention initiatives were formally combined under one area in 1981. In 1992, the road safety programs were branded under the name "Road Sense". The primary reason for this was to create a vehicle to unify and concentrate messaging and resource allocation around the issue of road safety. The process of allocating resources to road safety issues follows a specific path:

- 1) Analyzing crash data (where, when, cost, attributable crash factors).
- 2) Design and test strategies to prevent the losses from a specific issue (driver distraction, impaired, etc)
- 3) Implement strategies in three categories (education, enforcement, engineering)

The final step in the resources allocation process is to use the information gathered in the previous 3 steps to develop the ROI potential of a specific strategy.

Target Markets

ICBC targets its Road Sense DSM programs to all of its policyholders. Target audience segmentation is done in three ways:

1. Demographically – age, gender, socio-economic
2. Behaviour type by issue – seatbelts, impaired, speeding
3. Geographically – ICBC has identified different risk regions throughout the province

Road Sense DSM campaigns are typically designed to contain three behaviour-influencing components: education, enforcement and engineering. This perspective is consistent with DSM practices used elsewhere and for other issues. Through experience ICBC has learned that DSM success is extremely difficult to achieve unless all three aforementioned elements are incorporated synergistically into the strategy and that the target markets are correctly identified.

Program Costs

Information for costs associated with the early years of ICBC's Road Sense program (1992 to 1996) is not available for this report. However, it was mentioned that they would have been roughly consistent with the current annual expenditures.

Currently, ICBC invests upwards of \$60 million annually in road safety across BC. The level of DSM program expenditure varies between these estimates depending on importance of the issue, its awareness needs and contributions by partners involved in the issue.

Program Measurement

Although ICBC considers the "bottom line" the definitive measure of success for its DSM program, where qualitative results are not available it also includes other measures to determine effectiveness. The hierarchy to the measurement analysis ICBC applies to its road safety DSM programs is as follows:

1. Quantification - ICBC performs quarterly quantitative research to measure the effectiveness of its road safety programs.
2. Qualification - Focus group research is often used with specific, high-risk target markets to provide otherwise difficult to gain insight into behavioural rationale.
3. Anecdotal - Elementary school programs are difficult to measure qualitatively or quantitatively. Therefore ICBC measures success for the elementary school programs by the re-ordering behaviours of materials specifically created to support Road Sense in the primary grades.

Summary

Road Sense is a very well recognized brand in British Columbia. As the public banner under which ICBC's DSM road safety programs take place it can, unreservedly, be considered a success. 83% of British Columbian agree that Road Sense is an effective way to prevent traffic collisions and injuries in BC, with more than 25% saying they have changed their driving behaviour as a result. And facing the task of trying to accurately design and target its DSM programs against the complexity of contributory and prevention factors to crashes makes the results they have achieved even more impressive.

Unlike BC Hydro's Power Smart program, Road Sense does not provide immediate savings recognition to a person who modifies their behaviour. For most drivers in BC it provides an "invisible" payback in the form of no increase or a smaller than expected increase in the cost of auto insurance. This reality impacts the speed in which the ICBC road safety message will be driven from awareness to acknowledgement to acceptance – resulting in a change in behaviour.

Notwithstanding these difficulties, ICBC is justifiably proud of the success it has achieved through its Road Sense DSM program and attributes its performance as a DSM program to the long-term commitment it has made to ensure road safety is a top of mind issue for all motorists in BC.

TravelSmart – A Demand Side Management Program Aimed at Transit Users in Portland, Oregon

Contact information: Lavinia Gordon, Project Manager – Travel Smart
Portland Office of Transportation

Program Overview

TravelSmart is a voluntary, transportation related demand side management program (TDM) designed to shift single occupancy vehicle (SOV) trips to environmentally friendly modes. It works by concentrating marketing and communication resources on a clearly identified group of people who are willing to try to get out of their cars.

South Perth in Australia implemented a TravelSmart program in 1997. Its success was demonstrated by the substantial increase in transit use (up 21%) cycling (up 91%) and walking (up 16%) by the 15,000 households that took part in the program. Meanwhile car vehicle kilometers traveled declined 14%. Even more impressive was that these numbers were holding firm two years later. A cost/benefit analysis conducted in Perth

also demonstrated significant returns by avoiding road capacity increases and maximizing use of the transit system.

Based on TravelSmart's successful implementation in South Perth - Australia, Portland - Oregon decided to initiate a small, inexpensive pilot project. After the one-year pilot (September 2002 to September 2003), early results show an 8% mode shift away from SOV miles driven to transit and other modes of transportation.

Background

Unlike conventional trip reduction programs that offer a "low-level" flood of information to a diverse travel market, the TravelSmart program has been able to achieve significant mode shifts by:

- Identifying households that are interested in using alternatives to the single occupant vehicle, with a focus on transit, cycling and walking;
- Providing targeted, individualized support and resources only to those households interested in shifting modes;
- Rewarding those already regularly using alternative means of transportation; and
- Targeting these marketing efforts in a particular neighborhood.

One of the keys issues to the Portland TravelSmart pilot project was to test the effectiveness of an individualized marketing program where no changes were made to transport services and infrastructure, land use planning or transportation policies. The program's aim was to deliver immediate changes to mode choice at a low cost while longer-term measures are undertaken. From a practical perspective the goal of Portland's TravelSmart pilot program was to shift one to two non-work SOV trips per week into more environmentally friendly modes.

Target Markets

The TravelSmart pilot program was targeted only to people interested in reducing their dependency on SOV trips. Other households identified during the initial contact phase of the project as either "already using alternatives to the SOV", or "not interested", would have either minimal or no further contact. The market segments were coded by "R" - regular transit users, "I" - interested in the idea of reducing SOV dependency or "N" - not interested.

In the case of the Portland TravelSmart pilot program segmentation for the purposes of simplifying information delivery also took place along the lines of transit, walking, biking and ridesharing. As a result of choosing to focus on a very small test group (approx. 650 people), further segmentation within different areas of the test community was not done.

Pilot Program Costs

The one-year pilot program from September 2002 to September 2003 cost approximately \$160,000 (U.S) not including staff time from a number of supporting organizations. \$150,000 was spent on implementing the program and on the various stages of research. About \$8,000 to \$10,000 was spent on program collateral materials.

Pilot Program Success

Early results show the Travel Smart pilot program in Portland achieved a measured 8% reduction in SOV use. About 4% went to walking and to transit. The other 4% went to ridesharing (car and vanpooling). Cycling stayed at the same percentage of trips as previous to the pilot program (program managers assumed this is because of the hilly terrain in the pilot program area).

Summary

The TravelSmart pilot program in Portland, Oregon was considered a success. According to the pre-pilot estimates, between 8% and 10% percent mode shift would be considered a successful response. With the 8% mode shift achieved in the Portland TravelSmart pilot they feel their results are well within the acceptable range.

Although final tabulation of all the measurements have yet to be completed, due to the initial success of the pilot program, the TravelSmart program in Portland has been granted a new and significantly larger budget to implement a much larger permanent project. MTIP (Metropolitan Transportation Improvement Plan) has provided more than \$300,000 (US) to launch a large-scale program in the same community the pilot TravelSmart program was undertaken. The criteria for this expanded program will include a target market base of between 10,000 and 14,000 people and a specific focus on a ½ mile radius of four new light rail stations opening in Portland in early 2004.

TDM professionals across North America will be closely watching the results of this new program. TransLink in particular is interested in this program as we will likely be preparing to launch our own TravelSmart pilot program sometime in 2004.

TransLink's Transportation Demand Management Program

Overview

TransLink's TDM programming has been formally underway since the formation of TransLink in 1999. The Commuting Options Program (formerly the Transportation Demand Management Program) implements initiatives to encourage transit use, car/vanpooling, ridesharing, cycling, walking, telework and other alternatives to broaden the range of options available to employees to access worksites across the region.

Current Situation

TransLink's existing Commuting Options activities include:

- Assisting employers to reduce single occupant vehicle travel to and from their work sites. The OnBoard Program establishes direct contact with senior executives to facilitate travel surveys, employee interviews, on-site analysis, and the development of products and services tailored to meet employers' and employees' transportation and commuting needs. During 2003, major OnBoard consultations were completed for three significant regional employers; Telus, Hudson's Bay Company distribution warehouse in Richmond, and the City Of Vancouver. A number of smaller consultations were also provided to the City Of Richmond, the Great Northern Way Campus of BCIT, ICBC and BC Hydro.
- Go Green Choices trains Go Green Coordinators, provides support for the development and implementation of employer commuting options programs through the OnBoard program, and publishes the Getting to Work newsletters. It also supports three Transportation Management Associations and the post-secondary Access Committee. During 2003, the number of Go Green coordinators was increased to 151.
- Employer Pass Program provides a 15% discount on annual transit passes to organizations enrolling with 25 or more employees. During 2003 the number of program participants exceeded expectations and grew to more than 8000. For 2004 our goal is to exceed 9500.
- Funding the Jack Bell Foundation for administration of the regional ride share program that supports 82 car/vanpools in the region in 2003. This decrease from the 91 car/vanpools JBF operated in 2002 was a result of a necessary fare increase in early 2003 to cover rising operating costs. With significant revisions to their business and marketing plans we will work with them to increase the number of car and vanpools to 101 by year-end 2004.

New

- Launched this Fall, the Guaranteed Ride Home program will be piloted for one year with the assistance of the JBF Rideshare program. GRH will provide

car and vanpoolers with the assurance that in the event of an emergency or unforeseen circumstance they can get where they need to go quickly. Users (or their employers) will pay a fee to participate, which will cover program operating and administrative costs. Results of this program are being captured in the JBF monthly reports as well as semi-annual customer satisfaction surveys.

- Commuter Car Share (Station Cars) is scheduled for pilot program launch Fall, 2003. Designed for commuters who live or work near a SkyTrain Station, the program combines the low cost of transit with the convenience of a car. It provides commuters with a means to get to and from home and work via shared vehicles and conveniently located SkyTrain stations. The Federation of Canadian Municipalities is providing a portion of the funding needed to support this 18-month pilot program.

2004 Initiatives

Planned initiatives for 2004 include:

- The Travel Smart Program is subject to third party funding. This program has been successful in a number of cities throughout the world. It entails providing detailed information about commuting and travel options to specific residents in an area to promote and aid the use of alternatives to the private automobile. Although resource intensive, this direct to customer information program has, without other service and infrastructure changes, encouraged as many as 15% to 20% of vehicle drivers to switch to other modes of travel in urban areas where it has been employed.
- Examine the feasibility and level of provincial interest in developing a business tax credit program for employer investments in alternative transportation on behalf of their employees.

Budget and Performance Measures

COMMUTING OPTIONS PROGRAM BUDGET & PERFORMANCE MEASURES			
	2002 Actual	2003 Projected	2004 Projected
Commuting Options Program Operating Budget	\$1,028, 546	\$1,048,546	\$1,082,317
Number of Registered Car and Vanpools	89	91	101
Participants in Employer Transit Pass Program	6000	7500	9500

Summary

TDM strategies are often identified as either a “carrot” or “stick” when referring to an individual program’s method of achieving results. Based on TransLink’s experience to date, there is significant political and public resistance to TDM measures that overtly “drive” behaviour changes. Unless there is a means by which this resistance can be overcome, the region is limited to carrot strategies in which case there must be both perceived and proven benefits in order for sustainable change to take place.

TransLink’s TDM programs have been almost exclusively designed around initiatives to promote mode shifts from SOV’s through workplace-based support strategies. Their combined objective is to reduce the number of SOV trips required within the region by promoting transportation alternatives such as transit, van and car pooling, cycling and walking. The intention of this effort is to address the publicly identified key issues of reducing traffic congestion. This approach also supports TransLink’s key objective to improve the capacity of the existing transportation system and reduce pressures to supply additional infrastructure.

Conclusion

While TransLink’s TDM efforts have a long way to go compared to the results of Power Smart and Road Sense, it must be noted that these organizations have had a significant head start in time and resources to promote their issues. Both BC Hydro and ICBC point to this as the single most reliable factor to their success in changing behaviour through demand side management practices.

Cursory examination of both BC Hydro’s Power Smart and ICBC’s Road Sense program would support the general perspective that changing behaviour through demand side management is a resource intensive task requiring money, time, and an unwavering focus on the goals and objectives used to define success.

However, that long-standing social marketing tenet has been somewhat eroded by successful DSM programs such as TravelSmart. Concentrating marketing resources on a very specific target is a practice usually used by for-profit organizations in an effort to maximize their ROI. As the success and popularity of this methodology broadens to encompass many different kinds of organizations, the paradigm of demand side management marketing will undoubtedly evolve.