Introduction

The City of Ottawa's *Transportation Impact Assessment (TIA) Guidelines* (specifically Module 4.3—Transportation Demand Management) requires proponents of qualifying developments to assess the context, need and opportunity for transportation demand management (TDM) measures at their development. The guidelines require that proponents complete the City's **TDM Measures Checklist**, at a minimum, to identify any TDM measures being proposed.

The remaining sections of this document are:

- Using the Checklist
- Glossary
- TDM Measures Checklist: Non-Residential Developments
- TDM Measures Checklist: Residential developments

Readers are encouraged to contact the City of Ottawa's TDM Officer for any guidance and assistance they require to complete this checklist.

Using the Checklist

The City's *TIA Guidelines* are designed so that *Module 3.1—Development-Generated Travel Demand*, *Module 4.1—Development Design*, and *Module 4.2—Parking* are complete before a proponent begins *Module 4.3—Transportation Demand Management*.

Within Module 4.3, *Element 4.3.1—Context for TDM* and *Element 4.3.2—Need and Opportunity* are intended to create an understanding of the need for any TDM measures, and of the results they are expected to achieve or support. Once those two elements are complete, proponents begin *Element 4.3.3—TDM Program* that requires proponents to identify proposed TDM measures using the **TDM Measures Checklist**, at a minimum. The *TIA Guidelines* note that the City may require additional analysis for large or complex development proposals, or those that represent a higher degree of performance risk; as well, proponents proposing TDM measures for a new development must also propose an implementation plan that addresses planning and coordination, funding and human resources, timelines for action, performance targets and monitoring requirements.

This **TDM Measures Checklist** document includes two actual checklists, one for non-residential developments (office, institutional, retail or industrial) and one for residential developments (multi-family, condominium or subdivision). Readers may download the applicable checklist in electronic format and complete it electronically, or print it out and complete it by hand. As an alternative, they may create a freestanding document that lists the TDM measures being proposed and provides additional detail on them, including an implementation plan as required by the City's *TIA Guidelines*.

Each measure in the checklist is numbered for easy reference. Each measure is also flagged as:

- BASIC —The measure is generally feasible and effective, and in most cases would benefit the development and its users.
- BETTER —The measure could maximize support for users of sustainable modes, and optimize development performance.
- ★ —The measure is one of the most dependably effective tools to encourage the use of sustainable modes.

Glossary

This glossary defines and describes the following measures that are identified in the **TDM Measures Checklist**:

TDM program management
- Program coordinator
- Travel surveys

Parking
- Priced parking

Walking & cycling
- Information on walking/cycling routes & destinations
- Bicycle skills training
- Valet bike parking

Transit
- Transit information
- Transit fare incentives
- Enhanced public transit service
- Private transit service

Ridesharing
- Ridematching service
- Carpool parking price incentives
- Vanpool service

Carsharing & bikesharing
- Bikeshare stations & memberships
- Carshare vehicles & memberships

TDM marketing & communications
- Multimodal travel information
- Personalized trip planning
- Promotions

Other incentives & amenities
- Emergency ride home
- Alternative work arrangements
- Local business travel options
- Commuter incentives
- On-site amenities

For further information on selecting and implementing TDM measures (particularly as they apply to non-residential developments, with a focus on workplaces), readers may find it helpful to consult Transport Canada's *Workplace Travel Plans: Guidance for Canadian Employers*, which can be downloaded in English and French from the ACT Canada website at www.actcanada.com/resources/act-resources.

▶ *TDM program management*

While some TDM measures can be implemented with a minimum of effort through routine channels (e.g. parking or human resources), more complex measures or a larger development site may warrant assigning responsibility for TDM program coordination to a designated person either inside or outside the implementing organization. Similarly, some TDM measures are more effective if they are targeted or customized for specific audiences, and would benefit from the collection of related information.

Program coordinator. This person is charged with day-to-day TDM program development and implementation. Only in very large employers with thousands of workers is this likely to be a full-time, dedicated position. Usually, it is added to an existing role in parking, real estate, human resources or environmental management. In practice, this role may be called TDM coordinator, commute trip reduction coordinator or employee transportation coordinator. The City of Ottawa can identify external resources (e.g. non-profit organizations or consultants) that could provide these services.

Travel surveys. Travel surveys are most commonly conducted at workplaces, but can be helpful in other settings. They identify how and why people travel the way they do, and what barriers and opportunities exist for different behaviours. They usually capture the following information:

- *Personal data* including home address or postal code, destination, job type or function, employment status (full-time, part-time and/or teleworker), gender, age and hours of work
- *Commute information* including distance or time for the trip between home and work, usual methods of commuting, and reasons for choosing them
- *Barriers and opportunities* including why other commuting methods are unattractive, willingness to consider other options, and what improvements to other options could make them more attractive

▶ *Parking*

Priced parking. Charging for parking is typically among the most effective ways of getting drivers to consider other travel options. While drivers may not support parking fees, they can be more accepting if the revenues are used to improve other travel options (e.g. new showers and change rooms, improved bicycle parking or subsidized transit passes). At workplaces or daytime destinations, parking discounts (e.g. early bird specials, daily passes that cost significantly less than the equivalent hourly charge, monthly passes that cost significantly less than the equivalent daily charge) encourage long-term parking and discourage the use of other travel options. For residential uses, unbundling parking costs from dwelling purchase, lease or rental costs provides an incentive for residents to own fewer cars, and can reduce car use and the costs of parking provision.

▶ *Walking & cycling*

Active transportation options like cycling and walking are particularly attractive for short trips (typically up to 5 km and 2 km, respectively). Other supportive factors include an active, health-conscious audience, and development proximity to high-quality walking and cycling networks. Common challenges to active transportation include rain, darkness, snowy or icy conditions, personal safety concerns, the potential for bicycle theft, and a lack of shower and change facilities for those making longer trips.

Information on walking/cycling routes & destinations. Ottawa, Gatineau and the National Capital Commission all publish maps to help people identify the most convenient and comfortable walking or cycling routes.

Bicycle skills training. Potential cyclists can be intimidated by the need to ride on roads shared with motor vehicles. This barrier can be reduced or eliminated by offering cycling skills training to interested cyclists (e.g. CAN-BIKE certification courses).

Valet bike parking. For large events, temporary “valet parking” areas can be easily set up to maximize convenience and security for cyclists. Experienced local non-profit groups can help.

▶ *Transit*

Transit information. Difficulty in finding or understanding basic information on transit fares, routes and schedules can prevent people from trying transit. Employers can help by providing online links to OC Transpo and STO websites. Transit users also appreciate visible maps and schedules of transit routes that serve the site; even better, a screen that shows real-time transit arrival information is particularly useful at sites with many transit users and an adjacent transit stop or station.

Transit fare incentives. Free or subsidized transit fares are an attractive incentive for non-transit riders to try transit. Many non-users are unsure of how to pay a fare, and providing tickets or a preloaded PRESTO card (or, for special events, pre-arranging with OC Transpo that transit fares are included with event tickets) overcome that barrier.

Enhanced public transit service. OC Transpo may adjust transit routes, stop locations, service hours or frequencies for an agreed fee under contract, or at no cost where warranted by the potential ridership increase. Information provided by a survey of people who travel to a given development can support these decisions.

Private transit service. At remote suburban or rural workplaces, a poor transit connection to the nearest rapid transit station can be an obstacle for potential transit users, and an employer in this situation could initiate a private shuttle service to make transit use more feasible or attractive. Other circumstances where a shuttle makes sense include large special events, or a residential development for people with limited independent mobility who still require regular access to shops and services.

▶ *Ridesharing*

Ridesharing's potential is greatest in situations where transit ridership is low, where parking costs are high, and/or where large numbers of car commuters (e.g. employees or full-time students) live reasonably far from the workplace.

Ridematching service. Potential carpoolers in Ottawa are served by www.OttawaRideMatch.com, an online service to help people find carpool partners. Employers can arrange for a dedicated portal where their employees can search for potential carpool partners only among their colleagues, if they desire. Some very large employers may establish internal ridematching services, to maximize employee uptake and corporate control. Ridematching service providers typically include a waiver to relieve employers of liability when their employees start carpooling through a ridematching service. Ridesharing with co-workers also tends to eliminate security concerns.

Carpool parking price incentives. Discounted parking fees for carpools can be an extra incentive to rideshare.

Vanpool service. Vanpools operate in the Toronto and Vancouver metropolitan areas, where vans that carry up to about ten occupants are driven by one of the vanpool members. Vanpools tend to operate on a cost-recovery basis, and are most practical for long-distance commutes where transit is not an option. Current legislation in Ontario does not permit third-party (i.e. private or non-profit) vanpool services, but does permit employers to operate internal vanpools.

▶ *Carsharing & bikesharing*

Bikeshare station & memberships. VeloGO Bike Share and Right Bike both operate bikesharing services in Ottawa. Developments that would benefit from having a bikeshare station installed at or near their development may negotiate directly with either service provider.

Carshare vehicles & memberships. VRTUCAR and Zipcar both operate carsharing services in Ottawa, for use by the general public or by businesses as an alternative to corporate fleets. Carsharing services offer 24-hour access, self-serve reservation systems, itemized monthly billings, and outsourcing of all financing, insurance, maintenance and administrative responsibilities.

▶ *TDM marketing & communications*

Multimodal travel information. Aside from mode-specific information discussed elsewhere in this document, multimodal information that identifies and explains the full range of travel options available to people can be very influential—especially when provided at times and locations where individuals are actively choosing among those options. Examples include: employees when their employer is relocating, or when they are joining a new employer; students when they are starting a program at a new institution; visitors or customers travelling to an unfamiliar destination, or when faced with new options (e.g. shuttle services or parking restrictions); and residents when they purchase or occupy a residence that is new to them.

Personalized trip planning. As an extension to the simple provision of information, this technique (also known as *individualized marketing*) is effective in helping people make more sustainable travel choices. The approach involves identifying who is most likely to change their travel choices (notably relocating employees, students or residents) giving them customized information, training and incentives to support them in making that change. It may be conducted with assistance from an external service provider with the necessary skills, and delivered in a variety of settings including workplaces and homes.

Promotions. Special events and incentives can raise awareness and encourage individuals to examine and try new travel options.

- *Special events* can help attract attention, build participation and celebrate successes. Events that have been held in Ottawa include Earth Day (in April) Bike to Work Month (in May), Environment Week (early June), International Car Free Day (September 22), and Canadian Ridesharing Week (October). At workplaces or educational institutions, similarly effective internal events could include workshops, lunch-and-learns, inter-departmental challenges, pancake breakfasts, and so on.
- *Incentives* can encourage trial of sustainable modes, and might include loyalty rewards for duration or consistency of activity (e.g. 1,000 km commuted by bicycle), participation prizes (e.g. for completing a survey or joining a special event), or personal recognition that highlights individual accomplishments.

▶ *Other incentives & amenities*

Emergency ride home. This measure assures non-driving commuters that they will be able to get home quickly and conveniently in case of family emergency (or in some workplaces, in case of unexpected overtime, severe weather conditions, or the early departure of a carpool driver) by offering a chit or reimbursement for taxi, carshare or rental car usage. Limits on annual usage or cost per employee may be set, although across North America the actual rates of usage are typically very low.

Alternative work arrangements. A number of alternatives to the standard 9-to-5, Monday-to-Friday workweek can support sustainable commuting (and work-life balance) at workplaces:

- *Flexible working hours* allow transit commuters to take advantage of the fastest and most convenient transit services, and allow potential carpoolers to include people who work slightly different schedules in their search for carpool partners. They also allow active commuters to travel at least one direction in daylight, either in the morning or the afternoon, during the winter.
- *Compressed workweeks* allow employees to work their required hours over fewer days (e.g. five days in four, or ten days in nine), eliminating the need to commute on certain days. For employees, this can promote work-life balance and gives flexibility for appointments. For employers, this can permit extended service hours as well as reduced parking demands if employees stagger their days off.
- *Telework* is a normal part of many workplaces. It helps reduce commuting activity, and can lead to significant cost savings through workspace sharing. Telework initiatives involve many stakeholders, and may face as much resistance as support within an organization. Consultation, education and training are helpful.

Local business travel options. A common obstacle for people who might prefer to not drive to work is that their employer requires them to bring a car to work so they can make business trips during the day. Giving employees convenient alternatives to private cars for local business travel during the workday makes walking, cycling, transit or carpooling in someone else's car more practical.

- *Walking and cycling*—Active transportation can be a convenient and enjoyable way to make short business trips. They can also reduce employer expenses, although they may require extra travel time. Providing a fleet of shared bikes, or reimbursing cyclists for the kilometres they ride, are inexpensive ways to validate their choice.
- *Public transit*—Transit can be convenient and inexpensive compared to driving. OC Transpo's PRESTO cards are transferable among employees and automatically reloadable, making them the perfect tool for enabling transit use during the day.
- *Ridesharin*g—When multiple employees attend the same off-site meeting or event, they can be reminded to carpool whenever possible.
- *Taxis or ride-hailing*—Taxis and ride-hailing can eliminate parking costs, save time and eliminate collision liability concerns. Taxi chits eliminate cash transactions and minimize paperwork.
    - *Fleet vehicles or carsharing*—Fleet vehicles can be cost-effective for high travel volumes, while carsharing is a great option for less frequent trips.
    - *Interoffice shuttles*—Employers with multiple worksites in the region could use a shuttle service to move people as well as mail or supplies.
    - *Videoconferencing*—New technologies mean that staying in the office to hold meetings electronically is more viable, affordable and productive than ever.

Commuter incentives. Financial incentives can help create a level playing field and support commuting by sustainable modes. A "commuting allowance" given to all employees as a taxable benefit is one such incentive; employees who choose to drive could then be charged for parking, while other employees could use the allowance for transit fares or cycling equipment, or for spending or saving. (Note that in the United States this practice is known as "parking cash-out," and is popular because commuting allowances are not taxable up to a certain limit). Alternatively, a monthly commuting allowance for non-driving employees would give drivers an incentive to choose a different commuting mode. Another practical incentive for active commuters or transit users is to offer them discounted "rainy day" parking passes for a small number of days each month.

On-site amenities. Developments that offer services to limit employees' need for a car during their commute (e.g. to drop off clothing at the dry cleaners) or during their workday (e.g. to buy lunch) can free employees to make the commuting decision that otherwise works best for them.

TDM Measures Checklist:
Non-Residential Developments (office, institutional, retail or industrial)

Legend

BASIC — The measure is generally feasible and effective, and in most cases would benefit the development and its users

BETTER — The measure could maximize support for users of sustainable modes, and optimize development performance

★ — The measure is one of the most dependably effective tools to encourage the use of sustainable modes

		TDM measures: *Non-residential developments*	Check if proposed & add descriptions
		1. TDM PROGRAM MANAGEMENT	
		1.1 Program coordinator	
BASIC	★	1.1.1 Designate an internal coordinator, or contract with an external coordinator	☐
		1.2 Travel surveys	
BETTER		1.2.1 Conduct periodic surveys to identify travel-related behaviours, attitudes, challenges and solutions, and to track progress	☐
		2. WALKING AND CYCLING	
		2.1 Information on walking/cycling routes & destinations	
BASIC		2.1.1 Display local area maps with walking/cycling access routes and key destinations at major entrances	☐
		2.2 Bicycle skills training	
		Commuter travel	
BETTER	★	2.2.1 Offer on-site cycling courses for commuters, or subsidize off-site courses	☐
		2.3 Valet bike parking	
		Visitor travel	
BETTER		2.3.1 Offer secure valet bike parking during public events when demand exceeds fixed supply (e.g. for festivals, concerts, games)	☐

			TDM measures: *Non-residential developments*	Check if proposed & add descriptions
		3.	**TRANSIT**	
		3.1	**Transit information**	
BASIC		3.1.1	Display relevant transit schedules and route maps at entrances	☐
BASIC		3.1.2	Provide online links to OC Transpo and STO information	☐
BETTER		3.1.3	Provide real-time arrival information display at entrances	☐
		3.2	**Transit fare incentives**	
			Commuter travel	
BETTER		3.2.1	Offer preloaded PRESTO cards to encourage commuters to use transit	☐
BETTER	★	3.2.2	Subsidize or reimburse monthly transit pass purchases by employees	☐
			Visitor travel	
BETTER		3.2.3	Arrange inclusion of same-day transit fare in price of tickets (e.g. for festivals, concerts, games)	☐
		3.3	**Enhanced public transit service**	
			Commuter travel	
BETTER		3.3.1	Contract with OC Transpo to provide enhanced transit services (e.g. for shift changes, weekends)	☐
			Visitor travel	
BETTER		3.3.2	Contract with OC Transpo to provide enhanced transit services (e.g. for festivals, concerts, games)	☐
		3.4	**Private transit service**	
			Commuter travel	
BETTER		3.4.1	Provide shuttle service when OC Transpo cannot offer sufficient quality or capacity to serve demand (e.g. for shift changes, weekends)	☐
			Visitor travel	
BETTER		3.4.2	Provide shuttle service when OC Transpo cannot offer sufficient quality or capacity to serve demand (e.g. for festivals, concerts, games)	☐

			TDM measures: *Non-residential developments*	Check if proposed & add descriptions
		4.	**RIDESHARING**	
		4.1	**Ridematching service**	
			Commuter travel	
BASIC	★	4.1.1	Provide a dedicated ridematching portal at OttawaRideMatch.com	☐
		4.2	**Carpool parking price incentives**	
			Commuter travel	
BETTER		4.2.1	Provide discounts on parking costs for registered carpools	☐
		4.3	**Vanpool service**	
			Commuter travel	
BETTER		4.3.1	Provide a vanpooling service for long-distance commuters	☐
		5.	**CARSHARING & BIKESHARING**	
		5.1	**Bikeshare stations & memberships**	
BETTER		5.1.1	Contract with provider to install on-site bikeshare station for use by commuters and visitors	☐
			Commuter travel	
BETTER		5.1.2	Provide employees with bikeshare memberships for local business travel	☐
		5.2	**Carshare vehicles & memberships**	
			Commuter travel	
BETTER		5.2.1	Contract with provider to install on-site carshare vehicles and promote their use by tenants	☐
BETTER		5.2.2	Provide employees with carshare memberships for local business travel	☐
		6.	**PARKING**	
		6.1	**Priced parking**	
			Commuter travel	
BASIC	★	6.1.1	Charge for long-term parking (daily, weekly, monthly)	☐
BASIC		6.1.2	Unbundle parking cost from lease rates at multi-tenant sites	☐
			Visitor travel	
BETTER		6.1.3	Charge for short-term parking (hourly)	☐

		TDM measures: *Non-residential developments*	Check if proposed & add descriptions
		7. TDM MARKETING & COMMUNICATIONS	
		7.1 Multimodal travel information	
		Commuter travel	
BASIC	★	7.1.1 Provide a multimodal travel option information package to new/relocating employees and students	☐
		Visitor travel	
BETTER	★	7.1.2 Include multimodal travel option information in invitations or advertising that attract visitors or customers (e.g. for festivals, concerts, games)	☐
		7.2 Personalized trip planning	
		Commuter travel	
BETTER	★	7.2.1 Offer personalized trip planning to new/relocating employees	☐
		7.3 Promotions	
		Commuter travel	
BETTER		7.3.1 Deliver promotions and incentives to maintain awareness, build understanding, and encourage trial of sustainable modes	☐
		8. OTHER INCENTIVES & AMENITIES	
		8.1 Emergency ride home	
		Commuter travel	
BETTER	★	8.1.1 Provide emergency ride home service to non-driving commuters	☐
		8.2 Alternative work arrangements	
		Commuter travel	
BASIC	★	8.2.1 Encourage flexible work hours	☐
BETTER		8.2.2 Encourage compressed workweeks	☐
BETTER	★	8.2.3 Encourage telework	☐
		8.3 Local business travel options	
		Commuter travel	
BASIC	★	8.3.1 Provide local business travel options that minimize the need for employees to bring a personal car to work	☐
		8.4 Commuter incentives	
		Commuter travel	
BETTER		8.4.1 Offer employees a taxable, mode-neutral commuting allowance	☐
		8.5 On-site amenities	
		Commuter travel	
BETTER		8.5.1 Provide on-site amenities/services to minimize mid-day or mid-commute errands	☐

TDM Measures Checklist:
Residential Developments (multi-family, condominium or subdivision)

Legend

BASIC — The measure is generally feasible and effective, and in most cases would benefit the development and its users

BETTER — The measure could maximize support for users of sustainable modes, and optimize development performance

★ — The measure is one of the most dependably effective tools to encourage the use of sustainable modes

		TDM measures: *Residential developments*	Check if proposed & add descriptions
	1.	**TDM PROGRAM MANAGEMENT**	
	1.1	**Program coordinator**	
BASIC ★	1.1.1	Designate an internal coordinator, or contract with an external coordinator	☐
	1.2	**Travel surveys**	
BETTER	1.2.1	Conduct periodic surveys to identify travel-related behaviours, attitudes, challenges and solutions, and to track progress	☐
	2.	**WALKING AND CYCLING**	
	2.1	**Information on walking/cycling routes & destinations**	
BASIC	2.1.1	Display local area maps with walking/cycling access routes and key destinations at major entrances *(multi-family, condominium)*	☐
	2.2	**Bicycle skills training**	
BETTER	2.2.1	Offer on-site cycling courses for residents, or subsidize off-site courses	☐

			TDM measures: *Residential developments*	Check if proposed & add descriptions
		3.	**TRANSIT**	
		3.1	**Transit information**	
BASIC		3.1.1	Display relevant transit schedules and route maps at entrances *(multi-family, condominium)*	☐
BETTER		3.1.2	Provide real-time arrival information display at entrances *(multi-family, condominium)*	☐
		3.2	**Transit fare incentives**	
BASIC	★	3.2.1	Offer PRESTO cards preloaded with one monthly transit pass on residence purchase/move-in, to encourage residents to use transit	☐
BETTER		3.2.2	Offer at least one year of free monthly transit passes on residence purchase/move-in	☐
		3.3	**Enhanced public transit service**	
BETTER	★	3.3.1	Contract with OC Transpo to provide early transit services until regular services are warranted by occupancy levels *(subdivision)*	☐
		3.4	**Private transit service**	
BETTER		3.4.1	Provide shuttle service for seniors homes or lifestyle communities (e.g. scheduled mall or supermarket runs)	☐
		4.	**CARSHARING & BIKESHARING**	
		4.1	**Bikeshare stations & memberships**	
BETTER		4.1.1	Contract with provider to install on-site bikeshare station (*multi-family)*	☐
BETTER		4.1.2	Provide residents with bikeshare memberships, either free or subsidized *(multi-family)*	☐
		4.2	**Carshare vehicles & memberships**	
BETTER		4.2.1	Contract with provider to install on-site carshare vehicles and promote their use by residents	☐
BETTER		4.2.2	Provide residents with carshare memberships, either free or subsidized	☐
		5.	**PARKING**	
		5.1	**Priced parking**	
BASIC	★	5.1.1	Unbundle parking cost from purchase price *(condominium)*	☐
BASIC	★	5.1.2	Unbundle parking cost from monthly rent *(multi-family)*	☐

			TDM measures: *Residential developments*	Check if proposed & add descriptions
		6.	**TDM MARKETING & COMMUNICATIONS**	
		6.1	**Multimodal travel information**	
BASIC	★	6.1.1	Provide a multimodal travel option information package to new residents	☐
		6.2	**Personalized trip planning**	
BETTER	★	6.2.1	Offer personalized trip planning to new residents	☐