# TABLE OF CONTENTS

TABLE OF CONTENTS ...................................................................................................................................... 1

1. INTRODUCTION ..................................................................................................................................... 1

2. DOCUMENTS REQUIRED FROM AUTHORS ........................................................................................... 3
   2.1 Document Requirements .............................................................................................................. 3
   2.2 Figures and Graphics Requirements ............................................................................................. 3

3. TAC PUBLICATION ELEMENTS ............................................................................................................... 5
   3.1 Cover ............................................................................................................................................. 6
   3.2 Cover Image Options ..................................................................................................................... 6
   3.3 Title Page ....................................................................................................................................... 6
   3.4 Report Documentation Form & Abstract ...................................................................................... 6
   3.5 Acknowledgments ......................................................................................................................... 6
   3.6 Project Steering Committee List ................................................................................................... 7
   3.7 Project Team ................................................................................................................................. 7
   3.8 Foreword / Preface ....................................................................................................................... 7
   3.9 Executive Summary ....................................................................................................................... 7
   3.10 Table of Contents .......................................................................................................................... 7
   3.11 Report Body .................................................................................................................................. 7
   3.12 Glossary ......................................................................................................................................... 7
   3.13 Index .............................................................................................................................................. 7
   3.14 References ..................................................................................................................................... 8
   3.15 Bibliography .................................................................................................................................. 9

4. FULL-WIDTH LAYOUT TEMPLATE ........................................................................................................ 11
   4.1 Headings ...................................................................................................................................... 11
   4.2 Other Descriptions ...................................................................................................................... 11
   4.3 Sample References ....................................................................................................................... 14

5. TWO-COLUMN LAYOUT TEMPLATE .................................................................................................... 15
   5.1 Headings ...................................................................................................................................... 15
   5.2 Other Descriptions ....................................................................................................................... 15
   5.3 Sample References ....................................................................................................................... 19
1. INTRODUCTION

The purpose of this document is to explain to authors working on behalf of the Transportation Association of Canada (TAC) their role in ensuring that a report delivered to TAC can easily and quickly be transitioned into a TAC publication, ready for distribution.

The document explains the different elements authors must deliver upon the completion of the report. It also provides an overview of the component parts of all TAC publications, and whether it is the author(s) or the TAC Secretariat staff that is responsible for the development and delivery of each component.

The document is written using the TAC’s approved branding and visual identity (including layout and styles), and is intended to be used by project author(s) as a template for the delivery of their reports. Examples of the use of chapter titles; headings and numbering; body text; headers and footers; and labels for tables and figures are included throughout this document.

TAC’s approach to the branding and visual identity of its publications was formally approved by its Board of Directors in 2010. This was done to ensure a common look and usability of TAC publications, regardless of the product originator.

TAC reserves the right to return reports to authors that are not in accordance with the instructions outlined in this document.

Authors may find it helpful to use this document in combination with TAC’s Publication Guidelines, which can be found on the Projects tab of the TAC website, under the Operating Information subsection.
2. DOCUMENTS REQUIRED FROM AUTHORS

The following outlines the software, file formats and other details that TAC requires project authors to use and provide in the creation and submission of digital reports for publications.

2.1 DOCUMENT REQUIREMENTS

Please submit all of the following:

- Electronic version of the complete report (text, graphics, appendices, etc.) in Adobe PDF format
- Electronic version of the document in Microsoft Word\(^1\).
- Electronic version of the document in Adobe InDesign\(^1\) is requested for all projects, however will be required for some projects.

2.2 FIGURES AND GRAPHICS REQUIREMENTS

- Electronic files for all graphics and images (e.g. tables, figures, charts, road signs, photos, etc.) used in the report must be provided to TAC separate from the final document. Text within a graphic or figure must be able to be accessed by TAC, to facilitate translation.
- Acceptable graphic formats are JPG, EPS, PNG or TIF format, or those compatible with Adobe Illustrator or Adobe Photoshop. Embedded graphics in Word documents are not acceptable.
- Electronic files for road signs must be in a vector file format.
- Spreadsheets must be created using Microsoft Excel.
- Three or four colour photographs in TIF, JPG or EPS format, and with a resolution no less than 300 dpi at the size used in the final document, must be submitted for possible use on the publication cover. Credits should be included with each photo. Rights for use of the photos, if required, must be obtained in advance of submission by the author.

Note: Where possible, publications are produced in black and white, with the exception of the cover, in order to minimize reproduction costs for print format. Producing a full-colour document has cost implications that should be considered before a final format recommendation to the TAC Secretariat is made.

\(^1\) This document is intended to serve as a template for authors, pre-set with TAC standards for fonts, headers and footers, the TAC logo, etc. Authors are asked to maintain integrity with the standards provided in the template. Requests for variations from this should be discussed with the project manager.
3. **TAC PUBLICATION ELEMENTS**

The basic structure of TAC Publications is as follows:

<table>
<thead>
<tr>
<th>Report element</th>
<th>Required?</th>
<th>Responsible?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M=mandatory</td>
<td>TAC</td>
</tr>
<tr>
<td></td>
<td>O=optional</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.1 Cover</td>
<td>M</td>
<td>TAC</td>
</tr>
<tr>
<td>3.2 Cover image options</td>
<td>M</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.3 Title page</td>
<td>M</td>
<td>TAC</td>
</tr>
<tr>
<td>3.4 Report Documentation form &amp; abstract</td>
<td>M</td>
<td>TAC &amp; AUTHOR</td>
</tr>
<tr>
<td>3.5 Acknowledgments</td>
<td>M</td>
<td>TAC</td>
</tr>
<tr>
<td>3.6 Project Steering Committee list</td>
<td>M</td>
<td>TAC</td>
</tr>
<tr>
<td>3.7 Project team</td>
<td>M</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.8 Foreword / preface</td>
<td>O</td>
<td>TAC</td>
</tr>
<tr>
<td>3.9 Executive Summary</td>
<td>M</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.10 Table of Contents</td>
<td>M</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.11 Report body</td>
<td>M</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.12 Glossary</td>
<td>O</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.13 Index (keyword identification)</td>
<td>O</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.14 References</td>
<td>M</td>
<td>AUTHOR</td>
</tr>
<tr>
<td>3.15 Bibliography</td>
<td>O</td>
<td>AUTHOR</td>
</tr>
</tbody>
</table>
3.1 COVER

The cover design is the responsibility of TAC staff, using the approved branding guidelines. The author and/or project steering committee members will be asked to suggest or provide high resolution, appropriate photographs for cover art.

Final cover design, containing the standard elements of logo, title, association name and date, and final placement of any provided or sourced images, is the responsibility of the TAC Secretariat and should reflect the contents of the publication.

3.2 COVER IMAGE OPTIONS

Authors are asked to provide at least two or three, and more if possible, images to be used in the creation of the publication cover. Specifications related to the formats, resolution, etc. of these are outlined in section 2.2.

3.3 TITLE PAGE

Must contain the following elements, in the standardized layout set by the publishing coordinator:

- TAC name and logo;
- Title;
- Series title, if appropriate (e.g. Synthesis of Practice, Research Report, etc.);
- Month and year of publication.

Verso:

- Disclaimer;
- Copyright statement;
- TAC mailing and web address;
- ISBN and/or ISSN.

3.4 REPORT DOCUMENTATION FORM & ABSTRACT

The documentation form will be included in English (for English publications) and in French (for French publications) or bilingual if the document will not be translated.

The abstract is a 150-250 word description that enables a reader to quickly determine if the report contains information useful to him or her. It typically contains a brief description of the study’s background, purpose, objectives, methodology, and contents or results. The abstract will be provided both in English and French, and unless otherwise stipulated in the contractual agreement, will be provided by the contractor.

3.5 ACKNOWLEDGMENTS

This section acknowledges the particular council and other outside organizations who provided direct funding for the project. It may also acknowledge TAC staff and other individuals or organizations that provided input, assistance or materials that contributed to the success of the project. Final selection of names in this section is the sole responsibility of the TAC Secretariat.
3.6 PROJECT STEERING COMMITTEE LIST

Includes the name, title and corporate affiliation of all project steering committee members. The chair and project manager should be identified.

3.7 PROJECT TEAM

Includes the name, title and corporate affiliation of each member of the project consultant team, and their particular responsibilities on this study, if appropriate.

3.8 FOREWORD / PREFACE

A foreword or preface is generally prepared by the project manager, if necessary or appropriate. It will usually consist of introductory remarks on the subject or scope of the study or the overall report series.

3.9 EXECUTIVE SUMMARY

The executive summary should be three pages or less in length and contain a detailed summary of the project background, purpose, objectives, methodology, results, and conclusions. The executive summary will be provided in the language of the full document only, unless otherwise stipulated in the contractual agreement with the contractor.

3.10 TABLE OF CONTENTS

A table of contents clearly lists and indicates starting page numbers of major sections or chapters of the report, including appendices. A list of figures or tables may be included separately.

3.11 REPORT BODY

Components of the structure of the main body of the report will be determined by the project manager and project steering committee and confirmed in the consultant’s agreement, as appropriate. Note that the first page of each new chapter should be placed on an odd numbered (right side) page.

3.12 GLOSSARY

A glossary of technical terms, abbreviations, acronyms and symbols will be provided by the contractor unless stipulated otherwise by the project steering committee.

3.13 INDEX

Most reports do not include an index, however if one is desired by the project steering committee, the list of keywords that form the basis of the index must be provided. The TAC Secretariat will complete the process of building the Index by compiling the list of page numbers where each instance of the keywords is referenced.
3.14 REFERENCES

All documents referenced in the text must be included in a numbered list sequentially in the order in which they appear in the report. References must be cited in full, including the full title, author’s name, citation, publisher, pagination, location and date of publication.

Most common examples:

TAC documents:

TRB documents (adapted from TRB’s Style Manual, References chapter):

FHWA report (adapted from TRB’s Style Manual, References chapter):

Chapter from a book:

Article in a Journal:

Conference paper:

Book:
Web document with Corporate Author:

   http://www.fhwa.dot.gov/infrastructure/asstmgmt/dipa206.cfm

3.15 BIBLIOGRAPHY

A bibliography will be provided by the contractor unless stipulated otherwise by the project steering committee. A bibliography supplements the list of references (which is restricted to works actually cited in the text) to include all works consulted in writing the text as well as others the writer believes the reader will find useful.

For citations, please see examples in section 3.14.
4. **FULL-WIDTH LAYOUT TEMPLATE**

4.1 **HEADINGS**

Chapter Headings: as above, Calibri 20 pt. bold – all uppercase, flush left, 20 pt spacing after. Chapter heads should always appear on an odd-numbered (right side) page.

Level 1 Headings: as above, Calibri 12 pt – bold – all uppercase, flush left, 12 pt before and after hard returns, white text in blue shading

**4.2.1 - SUB-HEADING – CALIBRI – 11 PT BOLD – ALL UPPER CASE, FLUSH LEFT, 6PT BEFORE AND AFTER HARD RETURNS**

**4.2.1.1 - Sub-sub-heading – Calibri – 11 pt bold – Upper and lower case, flush left, 6pt before and after hard returns**

Pages should be set up with different odd and even pages

Margins –

- Top -1.25 inches
- Bottom – 1 inch
- Left and right – 1 inch

The information presented in this document was synthesized from and reflects material provided by Canadian transportation agencies and firms. As such, the information is generic in nature and is intended to guide: writers of specifications and procedures, project managers, and field staff to achieve environmental protection objectives during road construction activities. The numerical dimensions provided (e.g., 30 m setback) come from a specific reference (indicated as a superscript letter) and are provided as an example only. Professional judgment must be used when applying any information within the SEMP.

4.2 **OTHER DESCRIPTIONS**

Text – Calibri – 11 pt – flush left, 6pt before and after hard returns

Sample text: Environmental Protection Plans (EPPs), also called Environmental Operating Procedures, are activity or protection-focused procedures. EPPs typically include measures that must be followed by all personnel (including Contractors and Sub-Contractors) during construction of the project to ensure that the environmental impacts are minimized. EPPs are created for specific projects by the Contractor to meet the nature and scale of the construction project and contractual arrangements, as well as satisfy regulatory requirements.

Bullet – level 1: (text with black filled bullet, 0.25 indent and hanging indent)

- Archaeological Resources;
- Erosion and Sediment Control
- Spill Response Procedure.

Bullet – level 2: (text with hollow bullet, 0.5 indent and 0.25 hanging indent)

- Archaeological Resources;
o Erosion and Sediment Control;
  o Products, Wastes and Excess Materials; and
  o Spill Response Procedure.

**Figure and Table Title**
(Calibri 12 pt – bold (appears at top of table and numbered appropriately), centered, 0pt before and 12pt after hard returns, multiple line spacing at 1.15)

<table>
<thead>
<tr>
<th>Design Speed (km/hr)</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Local (L)</td>
</tr>
<tr>
<td>70</td>
<td>RLU70</td>
</tr>
<tr>
<td>80</td>
<td>RLU80</td>
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<tr>
<td>90</td>
<td>RLU90</td>
</tr>
<tr>
<td>100</td>
<td>RLU100</td>
</tr>
<tr>
<td>110</td>
<td>RLU110</td>
</tr>
<tr>
<td>120</td>
<td></td>
</tr>
</tbody>
</table>

Sample text: One of the first major tasks during the development of the Guide was to carry out a stakeholder survey to determine the current state-of-the-practice in Canada. The intent of the survey was to ensure the content of the Guide is up-to-date and relevant to users. A summary of the survey results is included in Appendix A at the end of this chapter. The complete results of the survey are available through TAC [Tighe 2010]. Information collected in the survey covers the major practice areas in pavement design and asset management. The comprehensive survey included questions concerning: network information; pavement and asset management practices; data collection types and methodologies including condition indices; pavement design, construction and materials; pavement preservation, routine maintenance and rehabilitation practices; technological innovations; and select questions on green initiatives and sustainability.
Sample text: One of the first major tasks during the development of the Guide was to carry out a stakeholder survey to determine the current state-of-the-practice in Canada. The intent of the survey was to ensure the content of the Guide is up-to-date and relevant to users. A summary of the survey results is included in Appendix A at the end of this chapter. The complete results of the survey are available through TAC [Tighe 2010]. Information collected in the survey covers the major practice areas in pavement design and asset management. The comprehensive survey included questions concerning: network information; pavement and asset management practices; data collection types and methodologies including condition indices; pavement design, construction and materials; pavement preservation, routine maintenance and

**Figure 1** – Flowcharts and graphics with text must be in a format that can be edited if the publication is to be translated. Calibri 10pt, flush left, 6pt before and after hard returns.
rehabilitation practices; technological innovations; and select questions on green initiatives and sustainability.

Three previous Guides have been published in 1965, 1977 and 1997 [CGRA 1965, RTAC 1977, Haas 1997]. Relevant material from the 1997 TAC Pavement Design and Management Guide is retained, while outdated information has been removed or updated. New material, concepts and practices, as well as new chapters, are incorporated in this 2013 Guide. The work in this Guide builds upon the past but also considers the needs of the future.

4.3 SAMPLE REFERENCES


5. TWO-COLUMN LAYOUT TEMPLATE

5.1 HEADINGS

Chapter Headings: as above, Calibri 20 pt. bold – all uppercase, flush left, 20 pt spacing after. Chapter heads should always appear on a left-hand page.

Level 1 Headings, as above – Calibri 12 pt – bold – all uppercase, justify, 12pt before and after hard returns, white text in blue shading

5.1.1 - SUB-HEADING – CALIBRI – 11 PT BOLD – ALL UPPER CASE, FLUSH LEFT, 6PT BEFORE AND AFTER HARD RETURNS

5.1.1.1 - Sub-sub-heading – Calibri – 11 pt bold – Upper and lower case, flush left, 6pt before and after hard returns

Pages should be set up with different odd and even pages

Margins – Top -1.25 inches

Bottom – 1 inch

Left and right – 1 inch

The information presented in this document was synthesized from and reflects material provided by Canadian transportation agencies and firms. As such, the information is generic in nature and is intended to guide: writers of specifications and procedures, project managers, and field staff to achieve environmental protection objectives during road construction activities. The numerical dimensions provided (e.g., 30 m setback) come from a specific reference (indicated as a superscript letter) and are provided as an example only. Professional judgment must be used when applying any information within the SEMP.

5.2 OTHER DESCRIPTIONS

Text – Calibri – 11 pt – flush left, 6pt before and after hard returns

Bullet – level 1: (text with black filled bullet, 0.25 indent and hanging indent)

- Archaeological Resources;
- Erosion and Sediment Control
- Products, Wastes and Excess Materials; and
- Spill Response Procedure.

Bullet – level 2: (text with hollow bullet, 0.5 indent and 0.25 hanging indent)

- Archaeological Resources;
- Erosion and Sediment Control;
- Products, Wastes and Excess Materials; and
- Spill Response Procedure.

Sample text: This SEMP includes contract requirements, which can be used for EMSs and EPPs.

For more information regarding EMS, consult the Environmental Management Systems User Guide for Transportation Practitioners, published by TAC in 2008. This document provides guidance for Canadian jurisdictions when making decisions on EMS framework planning, design, implementation, maintenance and related costs, including operations and maintenance implications.
Sample text: One of the first major tasks during the development of the Guide was to carry out a stakeholder survey to determine the current state-of-the-practice in Canada. The intent of the survey was to ensure the content of the Guide is up-to-date and relevant to users. A summary of the survey results is included in Appendix A at the end of this chapter. The complete results of the survey are available through TAC [Tighe 2010]. Information collected in the survey covers the major practice areas in pavement design and asset management. The comprehensive survey included questions concerning: network information; pavement and asset management practices; data collection types and methodologies including condition indices; pavement design, construction and materials; pavement preservation, routine maintenance and rehabilitation practices; technological innovations; and select questions on green initiatives and sustainability.
Note: Flow charts or graphics with text must be in a format that can be edited if the publication is to be translated. Calibri 10pt, flush left, 6pt before and after hard returns.

**Inputs**
- Alternative
- Design Objects and Constraints
- Reliability Level
- Soil and Material Properties
- Traffic Loads
- Climate Factors
- Unit Prices
- Design Life

**Output**
- Thicknesses and Layer Material
- Performance Prediction
- Life Cycle Economic Evaluation
- Optimization, Selection, and Documentation for

**Figure Title** – Calibri 12 pt – bold (appears at bottom of figure and numbered appropriately), centered, 0pt before and 12pt after hard returns, multiple line spacing at 1.15
Sample text: One of the first major tasks during the development of the Guide was to carry out a stakeholder survey to determine the current state-of-the-practice in Canada. The intent of the survey was to ensure the content of the Guide is up-to-date and relevant to users. A summary of the survey results is included in Appendix A at the end of this chapter. The complete results of the survey are available through TAC [Tighe 2010]. Information collected in the survey covers the major practice areas in pavement design and asset management. The comprehensive survey included questions concerning: network information; pavement and asset management practices; data collection types and methodologies including condition indices; pavement design, construction and materials; pavement preservation, routine maintenance and rehabilitation practices; technological innovations; and select questions on green initiatives and sustainability.

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One of the first major tasks during the development of the Guide was to carry out a stakeholder survey to determine the current state-of-the-practice in Canada. The intent of the survey was to ensure the content of the Guide is up-to-date and relevant to users. A summary of the survey results is included in Appendix A at the end of this chapter. The complete results of the survey are available through TAC [Tighe 2010]. Information collected in the survey covers the major practice areas in pavement design and asset management. The comprehensive survey included questions concerning: network information; pavement and asset management practices; data collection types and methodologies including condition indices; pavement design, construction and materials; pavement preservation, routine maintenance and rehabilitation practices; technological innovations; and select questions on green initiatives and sustainability.
5.3 SAMPLE REFERENCES


Appendix A

TAC Primer Template
Significant shifts in individual travel behaviour are needed to address growing concerns about urban traffic congestion, climate change, air pollution, infrastructure deficits and economic competitiveness. With this in mind, governments across Canada are investing in walkable streets, cycling facilities and rapid transit infrastructure. However, transportation demand management (TDM) tools are used less widely.

This primer reviews how federal, provincial, territorial, regional and local governments and their partners can identify the TDM tools most likely to be appropriate and effective in their jurisdictional, community and strategic contexts. It is based on Canadian research and experience, and covers material addressed in greater detail in the TAC publication Effective Strategies to Influence Travel Behaviour: Practical Guide.

Travel behaviour change and TDM

Social marketing uses commercial marketing techniques to support societal objectives such as injury or disease prevention, energy conservation and waste reduction. It works by helping people perceive new behaviours as more advantageous, practical, popular and/or congruent than current behaviours. Social marketers consider the upstream determinants of consumer wants and needs, they acknowledge that individuals are influenced by preconceptions and biases, and they seek to understand key motivators and barriers.

TDM is a form of social marketing. It motivates individuals to change modes, choose different travel times or routes, or travel less. There are four types of TDM measures: incentives and disincentives such as fees, discounts or prizes; marketing communications that improve people’s understanding of their options or their environment; behavioural infrastructure that improves facilities, services or affordability; and legislation and enforcement that penalize particular behaviours or change their social meaning.

---

2 Congruent behaviour reflects a person’s actual or desired self-image.
Governments have three main levers to influence behaviour and create more sustainable transportation systems: one is TDM, and the others are changes to land use and transportation supply. Figure 1 illustrates the effects of these levers from a social marketing perspective, showing that TDM has the potential to broadly address the characteristics, needs and desires of individual travellers.

**About TDM Tools**

To use TDM tools effectively, agencies must understand the tools available—how they work, their strengths and weaknesses, stakeholders and partners to involve, resource needs and other implementation issues. Figure 2 identifies 35 TDM tools in six groups, and Figure 3 provides a sample of helpful information on just one of those tools.

**Table 1 – Tools to Influence Travel Behaviour**

(Calibri – 11 pt. bold-italic, centered – table heads appear at top of table)

<table>
<thead>
<tr>
<th>CHARACTERISTIC OF BEHAVIOUR ADDRESSED BY TOOL</th>
<th>LAND USE TOOLS</th>
<th>TRANSPORTATION SUPPLY TOOLS</th>
<th>TDM TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advantageous</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practical</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Popular</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Congruent</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 2 – TDM Tools**

<table>
<thead>
<tr>
<th>TOOLS TO ENGAGE AND ENABLE INDIVIDUALS</th>
<th>TOOLS TO SHIFT COSTS</th>
<th>TOOLS TO ENHANCE THE BUILT ENVIRONMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branding, messaging and positioning</td>
<td>Vehicle ownership pricing</td>
<td>Integration of cycling and transit</td>
</tr>
<tr>
<td>Special events</td>
<td>Pay-as-you-drive insurance</td>
<td>Wayfinding for walking and cycling</td>
</tr>
<tr>
<td>Individualized marketing</td>
<td>Road pricing</td>
<td>Bicycle parking</td>
</tr>
<tr>
<td>Real-time transit customer information</td>
<td>Fuel pricing</td>
<td>Shower, change and locker facilities</td>
</tr>
<tr>
<td>Real-time driver information</td>
<td>Parking pricing</td>
<td>Park-and-ride arrangements</td>
</tr>
<tr>
<td>Route maps and trip planning</td>
<td>Taxation of employer-provided transportation benefits</td>
<td>Carpool parking arrangements</td>
</tr>
<tr>
<td>Centralized travel information</td>
<td>Transit fare incentives</td>
<td>Parking arrangements</td>
</tr>
<tr>
<td>Ridematching</td>
<td>Vehicle scrappage incentives</td>
<td>Carsharing service support</td>
</tr>
<tr>
<td>Cycling skills training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Driver education</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.4.3 Employer Transit Pass

Description. Many Canadian transit systems sell discounted transit passes to commuters through their workplaces. One example is payroll-deduction transit pass programs that offer a discount in return for a minimum one-year commitment by participants as well as a minimum number of participants per workplace. Programs can also require additional employer subsidies, or encourage employer subsidies by escalating the transit operator’s discount.

Enhances an individual’s perception of public transit as:

<table>
<thead>
<tr>
<th>Advantageous</th>
<th>Practical</th>
<th>Popular</th>
<th>Congruent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides a financial incentive for individual commuters to take transit</td>
<td>Makes transit passes more convenient to buy (i.e. no need for a monthly renewal to buy one) and more convenient to keep purchasing regularly</td>
<td>Improves visibility of transit messaging by using workplace communications to reach commuters</td>
<td>Reinforces the social value of transit ridership by leveraging the credibility of employers</td>
</tr>
</tbody>
</table>

Roles and responsibilities

- Transit operators can develop and offer employer transit pass programs.
- Employers can either act as a reseller, or as a financial intermediary that forwards payroll deductions to the transit operator.
- Intermediaries (e.g. municipalities or transportation management associations) can promote or administer the programs.

Implementation

- Viability increases with transit service quality.
- Programs are typically revenue-neutral for transit operators; monthly discounts are offset by requirement to purchase 12 passes each year (vs. average of 10 or 11).
- Involves extra administration by transit operator, employer and/or intermediary. Transit operator’s administration costs can be low for small programs delivered manually, but can be more substantial for large programs that require customized computer-based administration systems.
- Performance measurement is simplified by asking new registrants if they are frequent, occasional or new transit riders.

Strengths and weaknesses

- Builds and rewards customer loyalty. May initially attract few new riders, but can help retain existing riders and gain ridership among new hires.
- Transit systems may see a risk in potential loss of revenue. Payback may not warrant extra administrative costs to transit system, especially at small workplaces.
- Customers may resist the typical requirement for 12-month minimum commitment, particularly summer cyclists who take transit in the winter.
- Employers may resist subsidising employees due to taxable status of employer-provided transit benefits.
- Smartcard-based fare systems enable similar programs with less administration.

For more information

TransLink Employer Pass Program (www.translink.ca/en/Fares-and-Passes/Employer-Pass.aspx)
Grand River Transit Corporate Pass (www.grt.ca/en/programs/corporatepass.aspx)

Figure 1 – Information on Employer Transit Passes
(Callibri – 11 pt. bold-italic, centered – figure heads appear at bottom of figure)

(SOURCE: EFFECTIVE STRATEGIES TO INFLUENCE TRAVEL BEHAVIOUR: PRACTICAL GUIDE)
**Effective TDM strategies for different contexts**

A strategic thought process involving *lenses, directions and tools* makes it easier to identify the TDM strategies that are best for any given situation (see Figure 4):

- *Lenses* are important objectives or features of organizations and the communities where they are located.
- *Directions* are strategic goals that respond to challenges or opportunities, and reflect factors such as jurisdictional responsibilities.
- *Tools* include primary TDM tools (those most likely to be appropriate and effective for any direction), secondary TDM tools (those suggested with reservations or qualifications), and complementary measures that support TDM tools (by addressing land use or transportation supply).

*Figure 2 – Relationship of Lenses, Directions and Tools*
Conclusion

Effective TDM strategies require organizational alignment, enduring partnerships, a multi-pronged approach, persistence, and a willingness to innovate and learn from experience. These keys to success are embodied in the following guiding principles for action:

- Use local research to reveal the needs, expectations, desires, interests, abilities and constraints of key market segments.
- Align goals, policies and programs, both within and between organizations, to ensure coordination and consistency.
- Consider individuals’ attitudes and perceptions, not just their objective circumstances.
- Apply packages of measures, because no single measure can effectively address the full range of personal perspectives and circumstances.
- Work with partners, because no organization can shape travel behaviour by itself. Governments need private sector and non-governmental partners to enhance their resources, audiences and credibility.
- Be persistent, because many behaviours take time to change and cultural shifts will not take place overnight.
- Measure results and learn from experience so that TDM strategies grow more effective with time. Pilot projects are a good way to test new ideas and build momentum.

More Information

This primer is based on the Transportation Association of Canada publication *Effective Strategies to Influence Travel Behaviour: Practical Guide*, which readers can purchase from TAC’s online bookstore at www.tac-atc.ca.

Disclaimer

Every effort has been made to ensure that this primer is accurate and up-to-date. The Transportation Association of Canada assumes no responsibility for errors or omissions. The primer does not reflect a technical or policy position of TAC.
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