

EMPLOYER INDIVIDUALIZED
MARKETING CAMPAIGN

 **Region of Peel**
Working for you



REGION OF PEEL EMPLOYER INDIVIDUALIZED MARKETING TRAINING MANUAL

TABLE OF CONTENTS

1.0	Employer Individualized Marketing Project Background	2
	Employer Individualized Marketing PProject Purpose.....	2
	Pilot Project Summary	2
	Scope of Work	3
	Step One: Survey and Segmentation	3
	Step Two: Information and Motivation	4
	Step Three: Evaluation.....	8
	Project Design.....	8
2.0	Sample Project Calendar	10
3.0	EIM Staff Resources.....	13
	Project Manager	13
	Outreach Ambassadors	14
4.0	Correspondence with Employers and Employees	15
	Survey and Segmentation.....	15
	Motivation and Information	16
	Evaluation	17
5.0	Outreach.....	18
	Purpose and Goal	18
	Kit Collation and Outreach	18
6.0	Potential Additional Services/Frequently Asked Questions	23
	Personal Travel Planning (PTP)	23
	Frequently Asked Questions.....	24
7.0	Monitoring.....	25
	Employers	25
	TMA	26
	Funder.....	26
8.0	Appendices	27

1.0 EMPLOYER INDIVIDUALIZED MARKETING PROJECT BACKGROUND

As one of the fastest growing regions in Canada, the Region of Peel is experiencing significant transportation challenges despite its excellent multi-modal transportation system. To cope with congestion and continued traffic growth, the Region is currently implementing transportation demand management (TDM) measures including an emphasis on transit, carpooling, teleworking and active transportation modes, including bicycling and walking. The Region of Peel currently delivers a variety of TDM programs that focus on work trips (Smart Commute Pearson Airport, Brampton-Caledon and Mississauga), school trips (Safe and Active Routes to School) and active transportation (Stepping it Up and Walk and Roll Peel). Through the balanced implementation of TDM measures, the Region more effectively and efficiently manages its existing congestion as well as anticipated traffic growth.

With funding support from Transport Canada through ecoMobility, the Region aims to maintain a TDM leadership role by implementing the first large-scale employer individualized marketing (EIM) campaign in Canada.

The following training manual will showcase how Transportation Management Association's (TMA), employers and/or municipalities can develop and implement an effective Employer Individualized Marketing (EIM) campaign. This document will outline the methodology behind the EIM process, provide details to execute this type of behaviour change intervention, and act as a resource for future implementation.

EMPLOYER INDIVIDUALIZED MARKETING PROJECT PURPOSE

The Employer Individualized Marketing program is based on proven social marketing techniques to change travel behaviour using advanced survey tools, incentives, and processes. The members of the population are segmented into groups based on their willingness to use sustainable modes of transportation, which allows marketing messages to be tailored to the specific needs of individual travellers. This results in more effective travel behaviour change shifts than traditional mass-marketing TDM strategies. A program of this nature provides the implementing agency with a clear process, metrics, and statistics regarding sustainable travel behaviour change.

PILOT PROJECT SUMMARY

The Employer Individualized Marketing project aims to reduce single-occupancy vehicle travel in the Region of Peel by implementing employer-individualized marketing programs at six employment sites, reaching an estimated 9,500 employees. The Peel EIM project was divided into two phases. The first phase was concentrated mainly within the City of Mississauga with two large employers – HATCH, the Greater Toronto Airport Authority (GTAA) – as well as, the employees at the Region of Peel. The second phase of the project focused on three employers within the City of Brampton and the Town of Caledon. These employers were Mars Canada, Town of Caledon and Nestle Canada.

Existing Regional partnerships allow the testing of Individualized Marketing campaigns with different industries, employer sizes, and varying access to sustainable transportation options. The experience gained from the program has been used to create this training manual to help the Region of Peel, its partner agencies and other Canadian communities implement successful Employer Individualized Marketing programs.

SCOPE OF WORK

The Employer Individualized Marketing campaign is built around three key phases that a traveller/employee is moved throughout to create the desired sustainable behaviour change. The three phases are graphically displayed below:

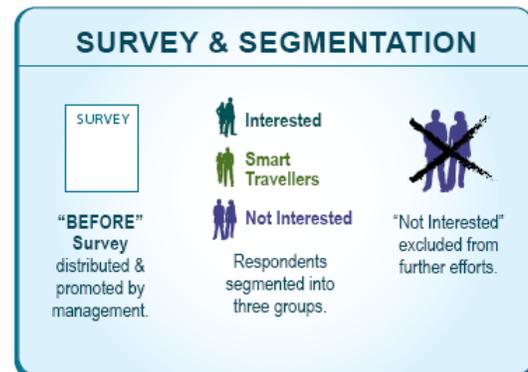


Through this three-phase process, the EIM campaign targets a single market (i.e. workplace/campus/facility, employer's worksites, and/or a series of smaller employers found within a single building) and then segments the market to identify only those travellers most likely to change behaviour. Once identified, the segmented audience is provided a series of informational interventions to change travel behaviour to more sustainable modes. This is done under the assumption that most inexpensive barrier to addressing travel behaviour change is access to modal option information and incentives. Lastly the process measures effectiveness after the intervention (motivation and information) has been applied to the segmented group to identify travel mode shift. This evaluation component allows the implementer to provide measurable impacts to various audiences while identifying lessons learned based on the unique variables of the intervention.

STEP ONE: SURVEY AND SEGMENTATION

BEFORE SURVEY

The before survey is the primary and most important step to an Employer Individualized Marketing campaign. This before survey is designed to identify two components. The first is to ascertain an employer's mode split at the start of the campaign. To evaluate the effectiveness of EIM in changing travel behaviour, a travel diary approach is recommended for usage. The basic idea behind this approach is to obtain all commute related information on the employees travel to and from work over a three day period.



The second component is the segmentation of employees into three pre defined categories:

- **Interested** – employees who do not use sustainable transportation but are interested in travelling sustainably, learning about options and receiving information about methods of travel.
- **Regular Users** – employees who currently use sustainable transportation.
- **Not interested** – employees who do not use sustainable transportation and are not interested sustainable travel and not interested in receiving any information.

The goal of the Before Survey is to obtain as many responses as possible to increase the response rate as high as possible. By doing so, the implementer ensures that the EIM campaign will apply the intervention to the largest group possible. To obtain this response rate, it is recommended that incentives are applied to create demand for filling out the survey. This project recommends providing a random draw for three winners – each receiving a \$50.00 gift card to an in-demand restaurant or other retail establishment within walking distance to the worksite.

The segmentation questions in the survey identify informational needs of employees by asking how often they use sustainable transportation (walking, cycling, transit, carpool, etc), if they are interested in using these modes more often, and if they are interested in receiving information about sustainable modes.

The main impetus to segmenting employees into the three defined categories is to focus only on those staff members who are willing to change or improve their current travel habits. Employees who, based on their answers, were categorized as ‘Not Interested’ will be removed from the EIM process until the After Survey phase. Those employees who, based on their answers, were categorized as either Interested or Regular Users form the basis for the second phase of the EIM process – the motivation and information phase.

STEP TWO: MOTIVATION AND INFORMATION

Employees that have been segmented into the “**Interested**” group have indicated a curiosity towards using sustainable transportation more often and a desire for information and assistance. At the beginning of the Motivation and Information phase, it is important to create an inventory of pertinent transportation and sustainable transportation information available to the target group. These documents will be used as the main inventory for employees to select from and used later in developing “kits”. Items that the Project Manager may include in their inventory are local resources such as:

- System-wide Transit Maps and Timetables
- Specific Transit Route Maps and Timetables
- Public Health Information (ways to stay healthy, fit, and active)
- Community Maps
- Carpool Information
- Bicycle Safety Pamphlets



To organize and promote this inventory, the Region of Peel is the first municipality in Canada to develop and launch an interactive online tool which allows employees to select information in a format similar to shopping online. More details on the online store can be found in section 4 of this document.

This process aims to further motivate employees (only those Interested or Regular users) to think about their travel choices, to discuss options with colleagues and to choose only the information and assistance relevant to their situation. A small incentive is offered to encourage employees to visit the online store and to place an order. There are several different types of incentives that can be used to motivate employees. They can include:

- \$5.00 Tim Hortons Gift Cards
- Partner Organization Branded Water bottles
- Pedometers
- Program Branded Umbrellas

Once an order is placed by the employee, personalized informational packages are prepared based on their requests. Information is collated and placed in a reusable bag along with incentives (if available). The bag, or kit, is then delivered to each employee through an outreach event at the workplace or interoffice mail (if applicable). It is important to note that only what the employee selects through the online store is collated and delivered within two weeks of order placement. This will ensure the commuter remembers the order and what their motivation was for requesting the kit.

Employees that have been segmented as Regular Users will follow the same process as Interested Users. All Regular Users (with or without informational needs) will receive an email directing them to the online store. Those Regular Users who have indicated a need for further information will be contacted to encourage information requests through the online store. Those Regular Users who did not indicate a need for information will not be contacted. All Regular users are acknowledged for using any form of sustainable transportation and receive an incentive or small reward for their preferred behaviour.

Personal Travel Plan (PTP) is offered to employees as a means of providing further support and motivation to change behaviour. Specifically, they are meant to address any particular barriers the employee may face in trying a different commute mode. The PTP is designed to provide one on one consultation with employees who need additional support above and beyond the information they requested. Program employees will sit down with staff and go through each step of the behaviour the staff has requested assistance with.

- **Transit---** the objective of a transit PTP is to offer face-to-face advice to employees that require assistance in mapping their route to and from work, what time they need to leave their home, and what time they need to leave work. The transit PTP also assists in identifying the type of transfers an employee will need to take, and determine overall costs for taking transit.
- **Bicycling and Walking--** incentives are created to encourage employees to try out bicycling and walking. PTP's include personal advice about local walking and bicycling routes and safety. Within the Region of Peel, cycling and walking PTPs are also an excellent way to showcase some of the excellent work the Region has done to promote active transportation. Walk and Roll Peel (www.walkandrollpeel.ca) is a regional program designed to raise awareness of the benefits of walking and cycling. The program offers an online tool to identify routes and infrastructure and promotes helps make walking and cycling an attractive recreation and transportation choice.

- **Carpooling**-- Similar PTP's are conducted for carpooling upon request, which could include an introduction to the computerized ridematching carpool service such as www.carpoolzone.ca for the pilot project. It is important to note that all employers participating in the Region of Peel EIM project are members of the Smart Commute Brampton-Caledon, Mississauga and Pearson Airport TMAs. Each employer had a Carpool Zone subgroup for their employees during the intervention process.

Commuter Profiles, although not applied to the Peel EIM project, is an added tool that can be used as a take away for employees. It is designed to document an employee's best sustainable transportation options, their commute savings and step by step instructions indicating how to get to and from work using their identified options.. Commuter profiles have been used in areas such as Atlanta, Washington D.C. and most recently Halton Region (see figure one). Commuter Profiles require a staff person to review the commuter's home and work commute related details and identify the preferred commute option for the employee. This involves identifying time savings, cost savings, and access to convenient transportation modes that are competitive with driving alone.

FIGURE ONE – SMART COMMUTE HALTON COMMUTER PROFILE



NAME:
HOME ADDRESS:
DESTINATION:

ESTIMATED COST OF DRIVING ALONE:

OPTION 1: Metro
Estimated Cost savings:
Estimated trip time:
Trip Details:
OPTION 2: Carpool
Estimated Cost savings:
Estimated trip time:
Trip Details:

Find Your Match! Carpool Zone is built for today's commuter. Are you someone one who stares desperately at those HOV lanes from gridlock, but thinks it's impossible to find someone with the same schedule, route, and radio preferences? Carpool Zone is a great online tool that lets you browse to see if carpooling is the right choice for you in a couple of steps. Click [here](https://bcoc.carpoolzone.smartcommute.ca/en/my/) (embed: <https://bcoc.carpoolzone.smartcommute.ca/en/my/>) to find your perfect ride match!

Get on the GO! The new GO Transit website – www.go-transit.ca has several tools to make your transit trip as easy and convenient as possible. On the new site, you can calculate fares, find the best and quietest route. You also have the ability to download detailed route maps.

Get Home, Guaranteed! If you get to work by not driving alone and find yourself in a situation with an unexpected emergency or unscheduled overtime and can't get home as planned, the Emergency Ride Home program has you covered. By taking a sustainable mode, you have your own "commuter insurance" the Emergency Ride Home program with up to four free rides home per year. Just visit www.smartcommutehalton.ca for more info.

STEP THREE: EVALUATION

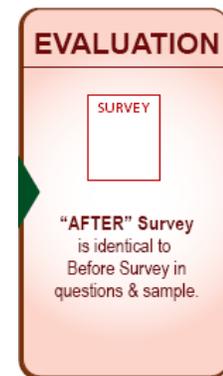
The evaluation stage of the process ensures that resources dedicated to the intervention are measurable for effectiveness and modal change towards sustainable travel options. In mature markets that implement Individualized Marketing campaigns, the evaluation component is removed because administrators and their funders trust the positive impacts of the EIM program and no longer require the following survey to prove mode shifts. The evaluation phase utilizes an after survey which is administered and promoted in the same fashion as the before survey from Step 1.

AFTER SURVEY

The after survey is carried out approximately one year after the baseline survey using the same design and process as the baseline survey. The after survey consists of:

- Self administered online travel diary survey (exact same as 'before' survey)
- A prize draw to encourage participation
- Several prompts and communication to motivate employees to complete the survey

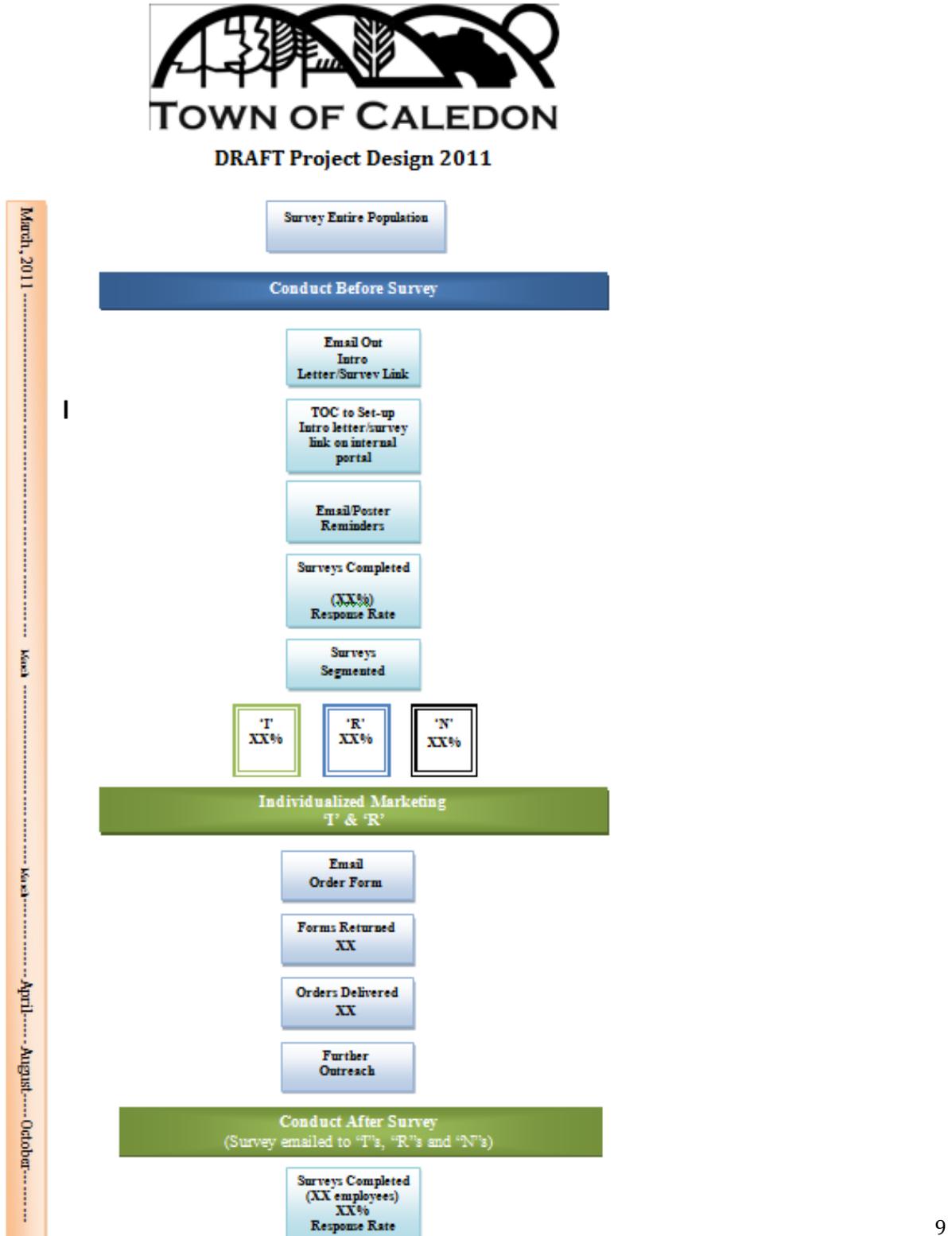
The only difference between the two surveys is the removal of the segmentation questions in the after survey. In evaluating the project, 'mode split' will be used as the central indicator for measuring travel behaviour change along with Green House Gas emission reductions. Results will be expressed across the whole target group, including those in the Not Interested group. The 'before' mode split will be directly compared to the 'after' mode split to assess whether there was an increase in the use of more sustainable transportation.



PROJECT DESIGN

The project design is developed and used as a reference tool for ensuring the project is achieving pre identified targets. These targets are based on demographic information and internal capabilities of the participating employer (See figure two). The first step in developing a project design is to conduct a corporate culture review of the site where the EIM project will be implemented. This step includes identifying communication outlets, upcoming events for collaboration, and identification of best practices for other programs that have effectively reached the target market.

FIGURE TWO – SAMPLE EIM PROJECT DESIGN



3.0 EIM STAFF RESOURCES

The EIM process requires a diverse set of skill sets to assist with the successful planning and implementation of a full project. Depending on the resources, background, knowledge, and expertise of the group implementing the TDM intervention, these skill sets can require multiple staff members. For the purpose of the training manual, the typical staff is identified below.

PROJECT MANAGER

The Project Manager is the lead staff responsible for the entire scope of the EIM project. Their main tasks are to provide the following:

- Overall project management
 - Ensure project funding
 - Ensuring target goals, dates, and objectives are met
 - Hiring or assigning appropriate personnel to ensure successful completion of the project
- Selection and recruitment of local employers
 - Development of individual project plans with employers
- Development of project design
- Development of project calendar
- Development of online survey tool
 - Development of template email asking employees to complete the survey
 - Development of reminder template emails
 - Selection of survey incentives
 - Survey Analysis
 - Segmentation
 - Baseline survey report
- Development of online store
 - Inventory of relevant transportation information
 - Development of template email for online information orders
- Organization of distribution centre and kit collation
 - Assigning key personnel to act as Outreach Ambassadors
- Development, preparation and implementation of outreach event – designed to distribute kits
- Development, preparation and implementation of additional outreach events (where applicable)
- Development of online after survey tool
 - Development of template email asking employees to complete the after survey
 - Development of reminder template emails
 - Selection of survey incentives
 - Survey Analysis
 - Final report

OUTREACH AMBASSADORS

The hired or assigned personnel responsible to engage employees as an Outreach Ambassador(s) is responsible for assisting with the motivation and information phase of the EIM project:

- Contacts segmented employees and engages in a process/dialogue to motivate them to visit the online store and request information.
- Responds to basic questions regarding project materials, travel options and the overall project.
- Delivers pertinent travel information to employees.
- Visits and/or communicates with employees to discuss travel in the region.
- Assist employees in changing their behaviour through information, demonstration, and motivation.

QUALIFICATIONS, SKILLS, AND ABILITIES REQUIRED

Basic knowledge of transportation planning, theory, research, statistical analysis, and demographics, normally acquired through current enrollment in a post secondary program in Geography, Planning or equivalent field, plus 6 months of customer service experience. Human relations and communications skills to speak with members of the public, assist with the completion of surveys, respond to inquiries and complaints from members of the public, and participate as an effective team member. Skilled in the use of computer software-- particularly Word, Excel, and the Internet.

HOURS OF WORK

This is a temporary part-time position for an eight to ten week period. Work will be conducted during business hours on week days on a week to week schedule. Weekend shifts may also be required depending upon the worksite and/or industry. Field visits will be conducted on one or two weekdays each week.

PROJECT ROLE

The role of an Outreach Coordinator is an integral part of the Peel EIM project. Aside from performing basic administrative duties, the Outreach Ambassador will assist employees in changing their travel behaviour. The Outreach Ambassador will assist residents by empowering the employees through information and knowledge, motivate the employee through incentives and support the employee through activities and resources.

PUBLIC INVOLVEMENT

The Outreach Ambassador will act as the face of this project. It is important to understand what this means when interacting with employers and employees.

1. You must always have proper identification when at an employer site. This includes your name, your title and who you are representing. Project photo identification is always preferred.
2. Dress with the project in mind. When onsite, you will be in contact with employees and it is important to make a good first impression. As much as we would like to think our attire and looks should not matter, they do. Appearance will often be the determining factor for someone to be willing to engage in conversation or invite you into their home. Please avoid wearing jeans, ripped t-shirts, and anything resembling a flip flop!
3. Be sensitive to the employees and their concerns. When concerns are voiced, listen; when kind words are given, say thank you; and when assistance is requested, lend a helping hand.

4.0 CORRESPONDENCE WITH EMPLOYERS AND EMPLOYEES

The EIM process, as previously mentioned in section 1.0, is a three phase process:

- Survey and Segmentation
- Motivation and Information
- Evaluation

In each phase of the EIM process, the Project Manager and their team are responsible for communication with both employers and employees to ensure the successful implementation and completion of the EIM project.

SURVEY AND SEGMENTATION

The baseline survey is where first contact to employees is made with respect to the EIM process. It is important to note that during the first initial contact with employees, the Project Manager uses a high level employee (President, Manager of Human Resources, etc.) as the signatory of the communication to establish legitimacy for the project. This is important as it will help to ensure that the pre-defined survey response rate is achieved. A link to the online survey tool should be easily identifiable, as well as the incentives being offered by the employer. If paper based surveys are required (typically used for industry or job types which prevent easy access to computers/internet), a series of ballot boxes should be created and placed throughout the worksite along with blank paper surveys.

The introduction email (or company memo if email is unavailable) is designed to inform employees that their employer is engaging in a transportation survey to inquire about their commuting habits. The email or company memo should not identify the EIM project or any of the marketing that has been planned for the project. Any mention of the EIM process and its objectives could bias the overall results of the baseline survey and the project as a whole.

Generally, if the employers staff all have access to email, the online tool should only be open to staff for the duration of one work week. Reminder emails encouraging staff to complete the survey should be sent

after 48 and 96 hours. If the employer has employees that do not have work email addresses and/or access to email, paper surveys will need to be developed and designed to ensure all employees have equal access to the survey. If paper surveys are required, the survey should be open to employees for a period of two to four weeks (at the discretion of the Project Manager). Reminder post cards or posters should also be developed to ensure that those employees without access to email are reminded to complete the survey. These post cards should be sent out after the first and third weeks.

MOTIVATION AND INFORMATION

Once the baseline survey and segmentation analysis is completed, the Project Manager and their team will begin the motivation and information stage of the EIM project. During this phase, there will be several points of contact for both the employer and their employees.

A presentation meeting should be established with the employer lead (if applicable) to present the results of the baseline survey. This allows for both the Project Manager and the employer lead to discuss the results and plan for the outreach event to be held once all orders for information is complete.

Following the employer meeting (if applicable), the Project Manager then begins the process of contacting those employees that have been identified as either an Interested or Regular user.

The Interested and Regular users are sent an e-mail which includes a link to a custom built online commuter store. In the online store, employees have the option to select specific information about alternative transportation modes that could be used for their commute – these informational resources are identified previously in the inventory step of the process. In addition to the initial online commuter store email, a reminder email should be sent to employees encouraging those who have yet to fill out an order request form to do.

If the participating employer has employees who do not have access to email, a paper order form must be designed and distributed to those employees. This should be an easy to read marketing document which clearly communicates each informational resources along with a brief review of the contents of each piece. These paper order forms should have explicit instructions on how to return completed order forms, i.e. interoffice mail.

ONLINE STORE

The online store, designed by UrbanTrans North America, is a newly developed interactive shopping experience that allows employees the ability to request specific information on the modes that he/she is interested in. There is no charge for any document or incentive. While the Project Manager is sourcing the development and creation of the online store, four key functions that should be considered:

- Allow users to select information and incentives specific to their needs to build individual shopping carts
- Provide a visual cue for each resource along with a brief review of the informational contents of each piece
- Collect, store and report custom shopping carts of items
- Organize information and incentives based on mode

- Customizable content management system to allow for input of data, updates and modifications

Once a majority of employees have requested information, they should be sent an email notifying them that there will be an event held to distribute the requested information orders. To ensure a sufficient number of order requests, employees should be incentivized to order information from the online store. Incentives can include (budget depending):

- A reusable bag
- Gift card
- A draw for a “Weekend Getaway”

One to two email reminders should be sent to employees throughout the timeline set by the Project Manager. It is important to ensure that enough employees participate in the Information and Motivation phase of the EIM project. For employees who do not have access to email, a reminder post card should be developed and sent as a reminder.

OUTREACH COORDINATION AT EMPLOYER SITE

Once the baseline survey is complete, the segmentation of respondents begins. It is at this point in the project that the Outreach Ambassador should be in contact with the employer to begin the process of preparing for an outreach event designed to distribute kits.

Employers require good level of lead time to prepare for the event; 2-4 weeks is usually sufficient. When preparing for the outreach event, it is important to confirm the site location, i.e. main atrium or board room. Also, developing an outreach plan will provide the employer contact with an outline of what to expect during the event. Type of Events could include:

- Travel Fair (other related partners could attend: i.e. Transit Providers)
- Lunch and Learn Presentation (reviewing how to utilize the ridematching software)
- Themed Event – These could include a variety of elements or approaches. A few examples from the Region of Peel pilot include:
 - Commuter Aid—where commuter information is distributed with a nice cold glass of lemonade.
 - More Parks Less Parking—where commuter information is distributed at an outdoor guerrilla marketing event where a parking spot is turned into a park

If the EIM is being coordinated and managed by an employer, all coordination would be done internally, ensuring that company procedures are being appropriately followed.

EVALUATION

Approximately one year after the baseline survey, the Project Manager should have approvals and communications ready to launch the after survey. The after survey is targeted at all those who

participated in the initial baseline survey. Similar to the baseline survey, a companywide email is sent out by a high level employee (President, Manager of Human Resources, etc.) who acts as the signatory of the communication to establish legitimacy for the project. This is important, as it will help to ensure that the pre-defined survey response rate is achieved. A link to the online survey tool should be easily identifiable, as well as the incentives being offered by the employer.

The introduction email should remind employees of the survey they participated in earlier in the year,, and explain that this “follow-up” survey is being conducted to determine if a change in employee driving habits occurred.

Similar to the baseline survey, reminder emails or postcards (depending on internet availability) should be developed and sent over the course of a one week period to ensure that the response rate identified by the Project Manager is achieved.

5.0 OUTREACH

The outreach during the Information and Motivation phase of the project is designed to ensure that those who have requested information receive their orders, as well as to provide a certain level of motivation to try their new sustainable mode. There are many different types of outreach events the Project Manager can implement. The most common is the Travel Fair.

PURPOSE AND GOAL

The purpose of the outreach event is twofold. The first goal is to provide interested and regular users with a venue to pick up their information kits. The second goal is to assist employees who attend the event with any questions or concerns they have regarding the information they requested. This is a great opportunity to motivate interested and regular users into considering and trying a new sustainable mode.

KIT COLLATION AND OUTREACH

A unique feature of the EIM process is the development and delivery of “kits”. Kits are made up of information and incentives requested by employees through their online orders. Information and incentives are placed in a reusable bag (see figure 3) which acts as a bonus incentive. During the inventory stage-- when the Project Manager is creating a list of information that will be available in the online store-- he or she should ensure that sufficient stock is available for each piece. If there are information pamphlets that are not in stock, the Project Manager should ensure that an order is made in time prior for kit delivery.

As employees start ordering information from the online store, the Project Manager and their team will be responsible for collating all requested items and gifts into the program branded reusable bag for delivery during the employer outreach event.

Once an email is sent to encourage Interested and Regular users to visit the online store and order information, orders will begin to flow in at



Figure Three – Peel EIM Reusable Bag

a steady pace. The first 72 hours following the online store email typically results in the largest number of information requests. Once the store is closed, typically after one week, The Project Manager and their team will need to begin preparing your collation centre.

For the most effective use of time, it is best to lay all the pieces of information available to interested and regular users in a way which allows kit collation to be completed efficiently. Once all the kits are collated, ensure that they are in alphabetical order to ensure an easy distribution process.

On the actual day of the outreach event, it is best to arrive 30 to 45 minutes before start time to ensure that the pre-determined site is set-up to the agreed upon specifications. The next step in preparing is to transfer the collated kits (which have already been organized in alphabetical order) onto the tables in a method that allows easy access for delivery.

FIGURE 4 – OUTREACH SET-UP



Kit delivery generally requires a staff of 2-3 people. One staff member is responsible for greeting the employees as they visit the event, the second staff member is responsible for picking up the employees kit and providing them with a summary of their order. It is generally a good idea to have a third staff person at the event to assist in various capacities as the demand increases.

Once the event is complete, the remaining kits need to be delivered to those employees who were unable to attend the outreach event. Most employers have inter-office mail, which is a great method of ensuring kits delivery in a quick and efficient manner. If inter-office mail is unavailable, discuss the best method in delivering the remaining kits with the employer champion.

TARGET AUDIENCE

As mentioned in Section One of this document, the main purpose of the EIM project is to identify those employees interested in trying a new sustainable behaviour, and those who are already engaged in sustainable commuting. Section two of the EIM baseline survey asks six distinct questions that are specifically aimed at segmenting employees into three distinct groups:

- **Interested** – employees who do not use sustainable transportation but are interested in learning about options and receiving information about sustainable methods of travel.
- **Regular Users** – employees who currently use sustainable transportation
- **Not interested** – employees who do not use sustainable transportation and are not interested in any information.

During the Information and Motivation phase of the EIM project, the target audience becomes the employees identified as either “Interested” or “Regular” users.

INTERESTED USERS

Employees that have been segmented into the interested group have indicated a willingness to try sustainable transportation more often and a desire for information and assistance. A comprehensive list of available information and offers of further assistance are provided to employees through an interactive online store. Employees are encouraged to discuss their specific needs amongst themselves. This process aims to further motivate the employees to think about their travel choices, to discuss them with colleagues and to choose only the information and assistance relevant to their situation. A small incentive is offered to encourage employees to visit the online store and place an order.

REGULAR USERS

Employees that have been segmented as Regular Users will follow the same process as Interested users. All regular users (with or without informational needs) will receive an email directing them to the online store. Those Regular Users who have indicated a need for further information will be further contacted to encourage them to request information through the online store. Those Regular Users who did not indicate a need for information will be sent an order form as a final opportunity to participate in this phase of the project.

SAMPLE OUTREACH EVENTS FROM PILOT PROJECT

Selections of event images from the Region of Peel EIM pilot project are included below for reference.



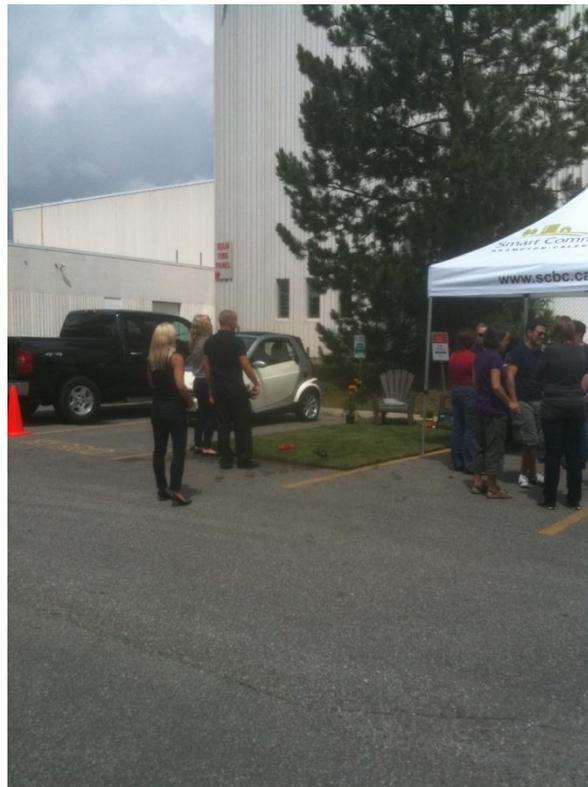
ABOVE: Afternoon “More Parks. Less Parking” Event at Nestlé Canada during Motivation and Information stage. Employees were invited out to enjoy the park, play botchee ball, discover their current SOV commute impact on their wallet, environment, and time.



ABOVE: Close up shot of the morning guerilla marketing event of Nestlé’s “More Parks. Less Parking.” Where Nestlé employees arrived to work and a parking spot had been transformed into a park.



ABOVE: Picture of the outdoor “More Parks. Less Parking.” event at Mars Canada for kit delivery during Motivation and Information stage. This was the morning portion of the event which included the guerilla marketing impact of the park in the parking lot when arriving at work.



ABOVE: Afternoon “More Parks. Less Parking.” Event where Mars associates were invited to play botchee ball, talk to EIM staff, and receive incentives and tips for sustainable travel behaviour.



ABOVE: “Commuter-Ade” event at Nestle Canada to deliver informational kits/orders to Interested and Regular Users. Participants also received a cold glass of “Nestle” lemonade.

6.0 POTENTIAL ADDITIONAL SERVICES/FREQUENTLY ASKED QUESTIONS

Most employees that order information about sustainable transportation are satisfied with receiving the kit, internalizing and digesting the information and engaging in the behaviour on their own. There will be, however, a few employees at the worksite who will require additional assistance, or have specific questions regarding the EIM Project.

PERSONAL TRAVEL PLANNING (PTP)

As part of the online store, the Project Manager should consider adding PTP’s as a selection for employees. This will provide staff with an opportunity to request additional assistance and provide them with more confidence in trying new transportation behaviour. The different types of PTP’s an employee may need assistance with, are:

- Locating the nearest bus stop.
- Locating a safe and easy walking route to a specific location.
- Signing up for a carpool program or finding a match in their neighborhood.

Personal assistance may be provided in two forms: a phone conversation, or a full worksite visit which would require coordination between the employee that requested the PTP and the onsite champion. In both cases, the Project Manager must anticipate additional staff time, as PTP’s require considerable labour hours for the project. The Project Manager may also consider combining the PTPs with the

delivery of the kits and thus help the employee walk through the information requested. For staff allocation purposes, an average of 45 minutes for planning and 30 minutes for execution should be allocated for each PTP request.

FREQUENTLY ASKED QUESTIONS

During the information and motivation stage of the EIM project many questions will likely come up regarding the process at hand. Be sure to familiarize yourself with Section 1.0 – Project Description of this document. Below are a few questions that may require some sensitivity.

WHY SHOULD AN EMPLOYER PARTICIPATE IN AN EIM PROGRAM?

This project is designed to help employees commute to and from work more easily. As an employer, you will have the benefit of a transportation survey which will provide you with valuable information on how your employees are getting to and from work; several outreach events with prizes that will energize and motivate staff; and you will be showcased in a final report which highlights your company's commitment to sustainability.

HOW DO YOU PAY FOR THIS TYPE OF PROJECT?

There are several provincial and federal grants that your organization can apply for. Examples for funding could include:

- Trillium Foundation Grants (<http://www.trilliumfoundation.org/>)
- Green Municipal Fund (<http://www.fcm.ca/home/programs/green-municipal-fund.htm>)

For large employers, internal funds should be considered to assist in implementing this type of program.

WHO CAN I TALK TO ABOUT STARTING AN EIM PROJECT IN MY COMMUNITY OR WORKSITE?

The Region of Peel is the first municipality in Canada to participate in the EIM process. Over the course of three years, the Region has completed each phase of EIM and has gained valuable experience in development and implementation. For more information on how you can start an EIM project, please contact:

Judy Yack, Transportation Demand Management Analyst

Phone: 905-791-7800 ext. 4553

Toll Free: 1-888-919-7800

judy.yack@peelregion.ca

CAN THIS APPLY IN A UNIVERSITY SETTING?

EIM as a product is very adaptable to different environments and workplaces. Universities provide an excellent opportunity to engage staff faculty and even students in the EIM phases. For Universities considering implementing a EIM project, it is important to note that special care must be taken with respect to timing, as the populations within a university is quite fluid.

AS AN EMPLOYER, HOW MUCH TIME DO MY STAFF AND I NEED TO COMMIT?

Depending on your role in the EIM project, time allocation will vary. If you are the Project Manager, your time commitment will be quite extensive during the first three months and last two months of the project. As the employer champion where a Project Manager is a third party, you should expect to allocate roughly 3-5 hours a month during the first three months and last two months of the project and two hours per month for the reminding months.

7.0 MONITORING

The EIM process is a results driven program that requires specific targets and goals at each phase of the process. However, each stakeholder for an EIM project will have different goals or targets based on the requirements of their funding, grants (if applicable), and superiors. For example, main goals could include:

- Number of kits ordered/delivered
- Survey response rates
- Reduction in Single Occupant Vehicle Mode Split
- Sustainable trip increase
- Introduction of a new sustainable mode (new transit line)

There are, however, several key goals and targets that transcend all EIM projects for employers, TMAs, and funders.

EMPLOYERS

Employers that choose to participate in an EIM project will have particular goals and targets which must be achieved in order to see successful outcomes throughout the process. During both the baseline survey and after survey phases, the employer representative must be in contact with the Project Manager (if not the same person) to ensure that target response rates are being achieved. During the Information and Motivation phase of the project, the employer champion must assist in monitoring the uptake in order request through the online store. It is crucial that the percentage of employees that order information, as outlined by the Project Manger, is achieved.

TMA

If a TMA is responsible for implementing the EIM project at an employer worksite, they are responsible for several key reporting stages. These include:

- Baseline survey response rate targets
- Segmentation targets
- Baseline survey executive summary
- Order form request targets
- After survey response rate targets
- Final Report

FUNDER

As previously mentioned, different funders have different definitions of success. For the most part, funders require monthly or quarterly reporting to ensure that key thresholds being achieved throughout the life of the project. These can include greenhouse gas emission reductions, trips reduced, single occupant vehicles reduced, mode split change, and others.

COMBINATION

Depending on how the EIM project is implemented based on using this training manual, the various measurements and metrics identified above can and should be strictly managed if the implementer is a combination of any of the above (i.e. an employer implementing without the assistance of a TMA or municipality. i.e. a municipality delivering this program with an employer but without a TMA).

8.0 APPENDICES

1. **Case Study from Phase 1: Region of Peel – page 26**
2. **Case Study from Phase 2: Nestle Canada – page 36**

Note: for complete case studies, please refer to the Phase 1 and Phase 2 resorts prepared for Transport Canada.

Case Study- Region of Peel

The Region of Peel serves the areas of Brampton, Caledon and Mississauga. At the time this project began, the Region of Peel employed approximately 4000 people, located at multiple locations across

the Region. The project team worked with Judy Yack and Wayne Chan of the Transportation Planning Department, as well as Annette Geldbert and Ken Chiu of the Communications Department, who all assisted with the implementation this project.



PRE- AND POST-CAMPAIGN SURVEYS

Implementation and evaluation of the EIM campaign required two surveys. The Before Survey was designed to collect commute behaviour information and data to guide campaign implementation and segmentation of employees into three categories. The After Survey was designed to measure commute behaviour post campaign implementation.

The survey process included the following steps for each survey:

- Design
- Distribution
- Processing
- Summary

SURVEY DESIGN

The Before Survey was designed in paper and electronic formats. The After Survey was designed in electronic format only and distributed in English. The questions and layout of the surveys were designed by UrbanTrans and approved by the project team. Questions in the pre- and post-campaign surveys were designed to allow data to be compared between the two instruments.

SURVEY DISTRIBUTION

The Before Survey was distributed differently to employees based on their access to email from February 8th to February 19th 2010. Employees with email access received an email and reminder email that included a link to the electronic survey. Employees without email access had the opportunity to complete the survey on a paper ballot. Ballot boxes were distributed to contacts across the Region and placed in high traffic areas. The Before Survey was also promoted on the Region's intranet Pathways and through posters. A two dollar Tim Hortons gift card was offered as an incentive for each survey completed.

The After Survey was open to all employees who responded to the Before Survey. Since the Before Survey collected email addresses, the After Survey was only distributed via email from October 20th to October 22nd 2010. Program participants were also sent a reminder email. The After Survey incentive consisted of a prize draw for Tim Hortons gift cards.

SURVEY PROCESSING

Completed survey results were automatically captured into an online database. An analysis of all data was completed once all survey data was compiled and duplicates were removed. The summary of this analysis is contained in the following sections of this report.

PERSONALIZED TRANSPORTATION INFORMATION KITS

Following the Before Survey, the respondents were segmented into different groups for the EIM process based on their likelihood to increase their use of sustainable travel modes. Their perceived willingness was determined based on their answers to a series of questions about how they commute. The respondents were identified as Interested (willing to use a sustainable mode), Regular (already use a sustainable mode) or Not Interested (not willing to use a sustainable mode). The Region of Peel segmentation results are found in Table 3.1.

REGION OF PEEL SEGMENTATION RESULTS

<i>Grouping</i>	<i>Respondents</i>	<i>Percentage</i>
Interested (I)	484	34%
Regular Users (R)	543	39%
Not Interested (N)	386	27%
Total	1413	100%

TRAVEL REQUEST FORM ORDERS

The Interested and Regular users were sent an e-mail which included a link to the online commuter store, where employees would have the option to select specific information about alternative transportation modes that could be used for their commute. Table 3.2 outlines the requested travel information pieces by Hatch employees. Employees were also informed that an event would be held to distribute the requested information orders.

In addition to the email about the online commuter store, a reminder email was sent to employees encouraging those who had not yet filled out an order request form to do so before the online commuter store closed. A reusable bag was offered to employees as an incentive to full out of travel request form.

The most requested information pieces by Region of Peel employees are found on the following page.

TRAVEL REQUEST FORM ORDERS

Item Ordered	Peel
Brampton Transit Bike & Ride	25
Brampton Transit Trip Planner	58
Brampton Transit Rider Guide	88
Brampton Transit System Updates	70
Cycling Skills	59
GO: Georgetown	41
GO: Milton	20
Introducing Zum	139
Accessible Transportation	37
Mississauga Transit Route Map	60
Pedometer	164
Retire Your Ride	20
Smart Commute Peel: Carpool	73
Smart Commute Peel: ERH	71
Tips for Cleaner Driving	108
Walk & Roll Brampton	73
Walk & Roll Caledon	50
Walk & Roll Mississauga	76
Walk & Roll Bookmark	63
Total	1295

KIT DISTRIBUTION

UrbanTrans collected the order request forms from the online commuter store database, and collated the information kits for delivery at the kit delivery event. UrbanTrans hosted an event on September 2, 2010 in the Mississauga Room at Suite A at 10 Peel Centre Dr, Brampton, to distribute the requested information and kits, and to provide an opportunity for employees to ask questions about the alternative commute options available to them. The event was themed *Refresh Your Commute*, as a way to encourage employees to finding new commute options. The event invitation encouraged employees to take a break and stop by the Mississauga Room – a centrally located room at 10 Peel Centre-- for freshly blended lemonade, and lunch time treats.

Region of Peel conducted and invited employees to visit the event, which hosted interactive elements, such as a bike blender, lunch treats, and to come and speak with different transit agencies and transportation groups. The additional vendors included Brampton Transit/Züm, Viva, and Trans Help.

The following is a photo of the bag used to deliver the information kits to employees, and a photo taken at the *Refresh Your Commute* event on September 2nd.

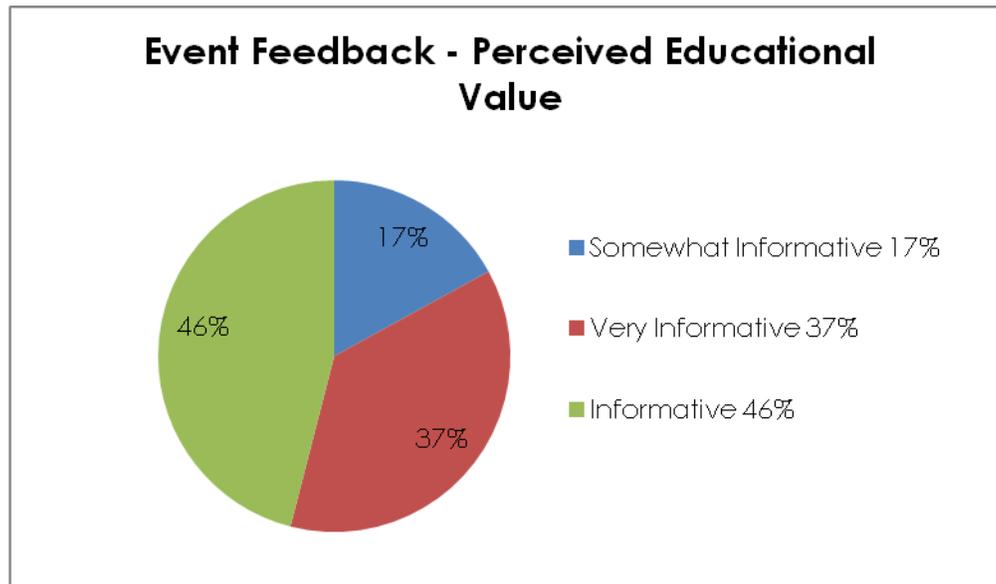


After the event, the remaining information kits were delivered by interoffice mail to the desks or various worksite locations of the participating employees. Employees working at Suite A, B, 44 Peel Centre, as well as 150 Central Park were provided an alternative date and time to pick up their kits.

KIT DISTRIBUTION FEEDBACK

As a part of the After Survey, all of the employees were asked a question regarding their perceptions regarding the *Refresh Your Commute* event. Many employees thought the event was informative (46%), and most indicated they were glad they came to the event (37%). These results are demonstrated in Figure 3.1.

Event feedback



REGION OF PEEL EIM RESULTS

In total, 1413 Before Surveys were completed and returned by Region of Peel employees, representing 35 per cent of the total employee population. After accounting for erroneous emails and staff turnover, the total number of employees that received the After Survey was 1,295. Of those that received the After Survey, a total of 862 surveys were processed by UrbanTrans and included in the final sample, which represent a 70 per cent response rate. The survey results were tested, and present a confidence interval of +/- 1.1 per cent at a 95% confidence level. The survey was distributed to all of the respondents of the Before Survey, including the I's, R's and N's. The analysis includes data on the following items:

- Commute mode split
- Employee travel distances
- Employee perceptions about sustainable transportation options

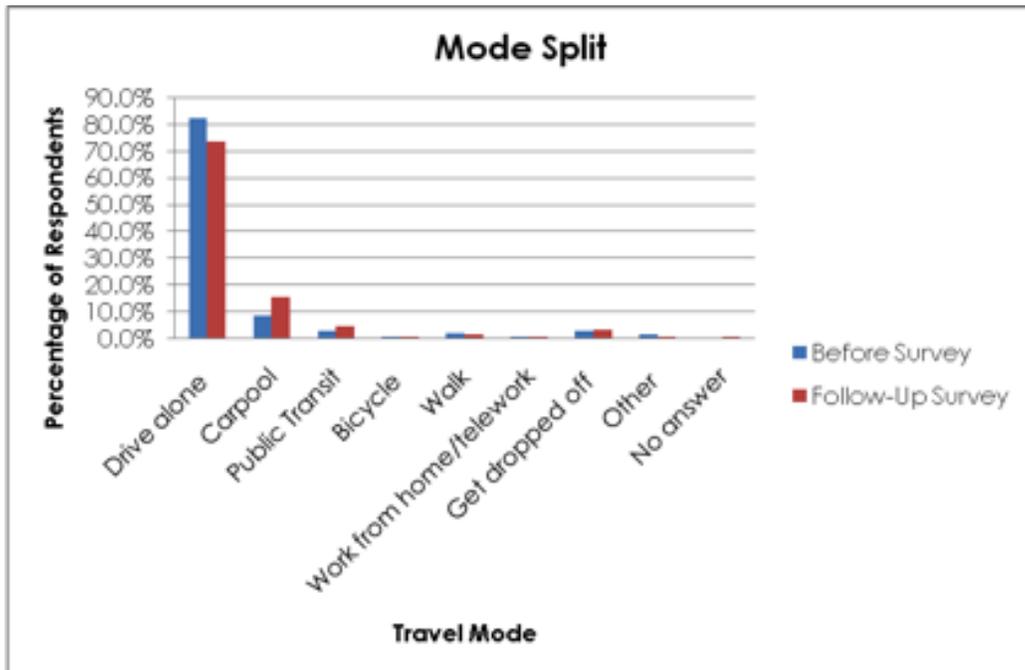
MODE SPLIT FOR EMPLOYEE COMMUTE TRIPS

The following table presents data on the travel modes employees use to get to work. This set of data is often referred to as "mode split." According to the survey results, the percentage of employees that drove alone to work decreased from 83 to 74 per cent after implementation of the EIM campaign. Carpooling also saw a significant increase in use. Both Table 3.3 and Figure 3.2 summarize the mode split data, but are presented to provide a different data analysis.

Employee Mode Split (comparison)

Region of Peel Survey Results	Before Survey	After Survey	Percentage Point Change
Drive alone	83%	74%	-9%
Carpool	8%	15%	7%
Public Transit	3%	5%	2%
Bicycle	0%	0%	0%
Walk	2%	2%	0%
Work from home/telework	0%	1%	1%
Get dropped off	3%	3%	0%
Other	2%	1%	-1%
No answer	0%	0%	0%

Employee Mode Split (comparison)



GREEN HOUSE GAS EMISSION REDUCTIONS

Green house gas (GHG) reductions were estimated using pre- and post-program survey data and equations provided by Transport Canada. All survey respondents were asked how they commuted to work over a three-day period and the distance between their homes and work. A total of 1,361 Region of Peel employees were targeted to participate in the individualized marketing program.

Survey data was used to estimate average daily employee commute distances and pre- and post-program mode splits. Based on the survey data it is estimated that Region of Peel employees commute an average of 48 kilometres per day. It is also estimated that employees reduced their commute-related VKT by 5.5 percent.

We assume that the average fuel economy for vehicles driven by GTAA employees is 10.4L/100km and that there are 2.4 kilograms of greenhouse gases per litre of fuel. We use the following equation to estimate GHG emission reductions:

GHG Reduced = Number of participants * Number of work days * Average commute distance * Percent VKT Reduction * Fuel Economy * GHG per Litre

GHG Reduced = 1,361 participants * 220 days/year * 48 km/day * 0.055 * 10.4L/100km * 2.4 kg/L

GHG REDUCED = 197,300 KG/YEAR

The GHG reduction of 197,300 kg/year is based on the benefits the individualized marketing program is likely to accrue in its first year. It is anticipated that the benefits from the individualized marketing program will continue to accrue for multiple years.

LESSONS LEARNED

To maximize the success of Employer Individualized Marketing projects in the future, it is important to examine the success of each aspect of the phase one EIM program from the survey process to the outreach strategy. It is equally important to analyze the type of employers involved to understand which could benefit most from further efforts.

Overall, the survey response rates were high. However, the response rate was lower for the After Survey than the Before Survey. While the After Survey met the response rate goals, a few things should be noted to ensure the response rates are met in the future, as the After Survey is a crucial component of EIM campaign. First, the After Survey included additional questions that were not required to measure the success of the EIM campaign. Surveys should be kept as short as possible, to ensure a higher response rate. Second, there were fewer After Survey incentives and they were also valued at a lower price than the Before Survey incentives. To ensure that response rates are met, it is crucial that there is a true incentive for employees to complete the After Survey. Lastly, it was found the quantity of annual surveys conducted by the Region of Peel is more frequent than preferred for the highest response rates possible. This is due to survey fatigue. Staff is incentivized frequently to participate in surveys and thus the demand for the EIM After Survey was less than ideal.

The majority of the outreach events were conducted as a way to provide information to employees and to deliver kits. The dual purpose of the event resulted in the events focusing on kit delivery and not being able to focus on the personal advice for attendees of the outreach event. The outreach events and kit delivery should be separated to ensure that employees do benefit by attending an informative outreach event, and that the kit delivery event can solely focus on that action. Additionally, outreach was only performed at one location site for each employer. Some employers have employees working at multiple sites, making it difficult for employees to attend the event and pick up personalized kits from one location. Where budget allows, outreach events should take place at each worksite.

Results were impacted by the fact that all three participating employers are all familiar with Transportation Demand Management messaging. Region of Peel was awarded Smart Commute Employer of the Year in 2008. Region of Peel has been a leader in promoting TDM at the workplace for many years. Survey response rates and kit requests would have likely been higher had employees not have already been exposed to a wealth of transportation information and on-site programming. Further evidence that employees were well informed is that the most requested item was the pedometer, a tool rather than a piece of information. When working with employers with mature commuting programs, it is recommended that efforts be focused on reinvigorating a program through EIM that focuses on promoting new services or infrastructure. For example, the Region of Peel was able to feature new Bus Rapid Transit available in the area.



Good Food, Good Life
Mieux manger. Mieux vivre.

Case Study: Nestlé Canada

Nestlé is the world's largest food and beverage company. As a part of that corporation, Nestlé Canada has a sales and distribution centre located in Brampton, Ontario. Nestlé Canada's Brampton office became a Smart Commute Brampton-Caledon member in April 2010. At the beginning of the EIM project, Nestlé Canada was targeting approximately 289 of its employees at the facility which is located at 9050 Airport Road, Brampton Ontario.

Before and After campaign Surveys

Implementation and evaluation of the EIM campaign at Nestlé Canada required two surveys. The Before Survey was designed to collect commuter behaviour information and data to guide campaign implementation and segmentation of employees into three categories. The After Survey was designed to measure commute behaviour post campaign implementation.



The survey process included the following steps for each survey:

- Design
- Distribution
- Processing
- Summary

Survey Design

The Before and After Surveys were designed in electronic format and distributed in English. The questions and layout of the surveys were designed by UrbanTrans and approved by the project team. Questions in the pre- and post-campaign surveys were designed to allow data to be compared between the two instruments.

Survey Distribution

From March 30th to April 1st, 2011, UrbanTrans surveyed Nestlé employees to determine the modes of transportation they use to get to work, how often they currently use sustainable modes of transportation, and their interest in increasing their use of sustainable modes of transportation.

Kim Cunneyworth, Facilities Supervisor of Nestle Canada, distributed an email to all Nestlé employees. The email contained a link to an online survey that automatically captured the survey results. Employees were incented to complete the survey with a chance to win one of three \$50 gift cards to East Side Mario's.

The After Survey was distributed to all employees who responded to the Before Survey via the same methods as the Before Survey. It was open from November 9th to November 15th and offered a prize draw of one of three \$50.00 gift cards. A reminder email was also sent on November 15th to those who had yet to respond.

Survey Processing

Completed survey results were automatically captured into an online database. An analysis of all data was completed once all survey data was compiled and duplicates were removed. The summary of this analysis is contained in the following sections of this report.

Personalized Transportation Information Kits

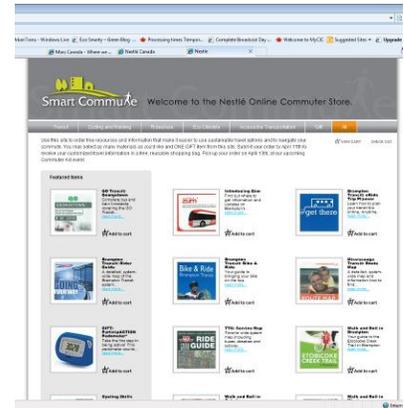
Following the Before Survey, respondents were segmented into different groups for the EIM process based on their likelihood to increase their use of sustainable travel modes. Their perceived willingness was determined based on their answers to a series of questions about how they commute. The respondents were identified as Interested (willing to use a sustainable mode), Regular (already use a sustainable mode) or Not Interested (not willing to use a sustainable mode). The Nestlé segmentation results are summarized in Table 3.4.

Table 3.4 Nestlé Segmentation Results

Group	Employee Count	Percentage
Interested	56	25%
Regular User	86	38%
Not Interested	86	38%
Total	228	100%

Travel Request Form Orders

The Interested and Regular users were sent an e-mail which included a link to the online commuter store (www.mytraveldepot.com/nestle). Here employees had the option to select specific information about alternative transportation modes that could be used for their commute. Employees were also informed that an event would be held to distribute the requested information orders. Table 3.5 outlines the requested travel information pieces by the Nestlé employees. The image to the right is a screenshot of the electronic order form request form that was sent via e-mail to I's and R's.



In addition to the email regarding the online commuter store, a reminder email was sent to employees encouraging those who had not yet filled out an order request form to do so before the online commuter store closed. A reusable shopping bag was offered as an incentive for completing the order request form. In total, 75 personalized kits were developed and delivered to Nestlé employees.

The most requested information pieces by the Nestlé employees are found below. The most requested information or pieces were the Smart Commute Gold Umbrella, pedometer, Emergency Ride Home program brochure, and Introducing Zum.

Table 3.5 Travel Request Form Orders (alphabetically)

Item Ordered	Caledon
Brampton Transit: Bike and Ride	2
Brampton Transit: Bookmark	6
Brampton Transit: eRide Trip Planner	10
Brampton Transit: Rider Guide	9
Cycling Skills	7
Emergency Ride Home	17
Gift: Golf Umbrella	37
Gift: Lunch bag	5
Gift: Pedometer	20
Gift: Water Bottle	16
GO Transit: Georgetown	4
Introducing Zum: Brampton Transit	12
Keeping you on the Move: Accessible Transportation	3
Mississauga Transit: Route Map	4
PRESTO: How to and contact card	14
20/20 Planner (Eco Lifestyle brochure)	14
Smart Commute Brampton-Caledon: Carpool	5
TTC: Service Map	12
Walk and Roll Bookmark	4

Walk and Roll Brampton	7
Walk and Roll Caledon	5
Walk and Roll Mississauga	8
Total	223

Kit Distribution

UrbanTrans collected the order request forms from the online commuter store database, and collated the information kits for delivery. UrbanTrans and Smart Commute Brampton-Caledon hosted an event on April 13th, 2011 in the cafeteria at Nestlé (9050 Airport Road, Brampton) to distribute the requested information and kits. This event also provided an opportunity for employees to ask questions about the alternative commute options available to them. The event staff provided a variety of information on behalf of local vendors, such as Brampton Transit, PRESTO, and Walk and Roll Peel.

The event was themed *Commuter Aid*, as a way to encourage employees to find new commute options, and to come and enjoy freshly made Nestlé lemonade.

Many employees stopped by the event to ask what was taking place, and some of the employees were interested in learning more about specific transportation modes. The event staff distributed information to those employees who asked for additional information, as well as promotional items that were provided by additional vendors.

The image on the right is of the Smart Commute Commuter Aid promotional poster and a photo of the tabling area at the *Commuter Aid* event.



An email reminder was sent to all invited staff to attend the Commuter Aid event. After the event, the remaining information kits were delivered by Kim Cunneyworth, an associate of Nestlé Canada.

To motivate more participation in the program, UrbanTrans and Smart Commute Brampton-Caledon conducted another onsite event with Nestlé employees on July 19th, 2011. The event was titled *More Parks. Less Parking*, to highlight that the reduction of parking spots results in the increase of green space. The event used guerrilla marketing tactics to surprise Nestlé employees by setting up a mini-park in one of their priority parking spots. Associates were then invited to stop by over their lunch hour to enjoy the park and chat with Smart Commute staff about their options. The UrbanTrans and Smart Commute Brampton-Caledon event team set up the park on Sunday, July 24th to ensure all associates were surprised on Monday morning. All associates received a postcard on their desks when they arrived at work on Monday morning, discussing the campaign and asking everyone to join us outside. Attendees were able to sign up to the Carpool Zone ride-matching tool, learn about their current commute impact, and enjoy a refreshing glass of lemonade.

The images below showcase the park in the morning when staff arrived as well as the outreach event with Nestlé employees over the lunch period. Associates were invited out to play bocce ball and learn about commuter options.





Nestlé Results

In total, 228 Before Surveys were completed and returned by Nestlé employees, representing 76 per cent of the total employee population. After accounting for erroneous emails and staff turnover, the total number of employees that received the After Survey remained 228. Of those that received the After Survey, a total of 156 surveys were processed by UrbanTrans and included in the final sample, which represents a 68 percent response rate. The survey results were tested, and present a confidence interval of +/- 6.0 percent at a 95% confidence level. The final survey was sent to the Before Survey respondents, including the I's, R's and N's. The analysis includes data on the following items:

- Commute mode split
- Employee travel distances
- Green House Gas emission reduction

Mode Split for Employee Commute Trips

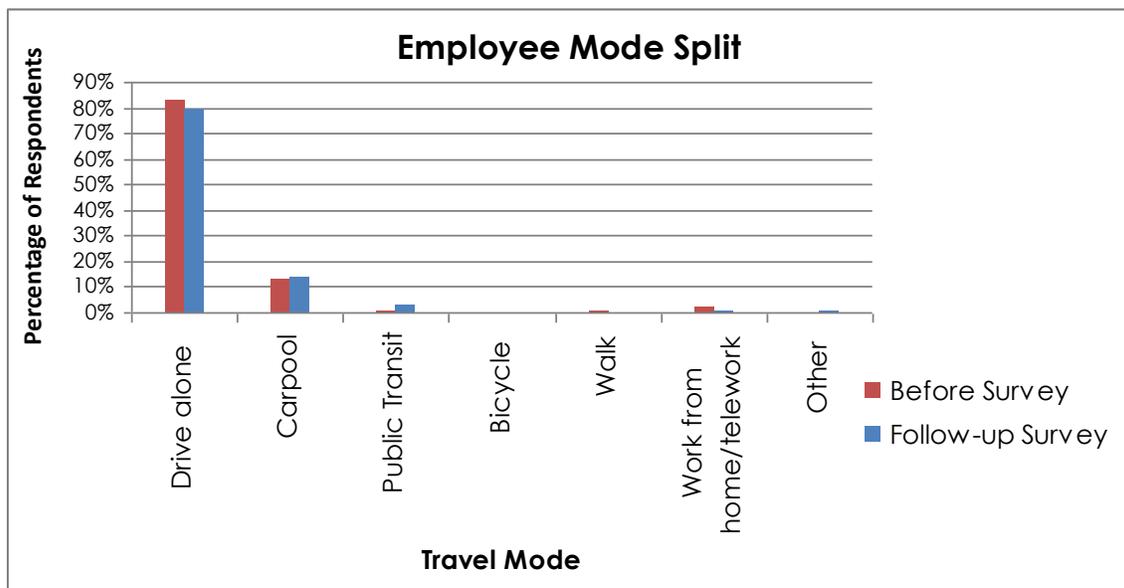
The following chart presents data on the travel modes employees use to get to work. This set of data is often referred to as "mode split." According to the survey results, the percentage of employees that drove alone to work decreased from

83 to 80 per cent after implementation of the EIM campaign. Carpooling and public transit also saw a measurable increase in use. Table 3.6 and Figure 3.3 demonstrate the same mode split summary, and are presented to demonstrate different data analysis.

Table 3.6 Mode Split for Employee Commute Trips

Nestlé Survey Results	Before Survey	After Survey	Percentage Point Change
Drive alone	83%	80%	-3%
Carpool	13%	14%	1%
Public Transit	1%	3%	2%
Bicycle	0%	0%	0%
Walk	1%	0%	-1%
Work from home/telework	2%	1%	-1%
Other	0%	1%	1%

Figure 3.3 Employee Mode Split



Greenhouse Gas (GHG) Emission Reductions

Green house gas (GHG) reductions were estimated using pre- and post-program survey data and equations provided by Transport Canada. All survey respondents were asked how they commuted to work over a five day period and the distance between their homes and work. A total of 289 Nestlé employees were targeted to participate in the individualized marketing program.

Survey data was used to estimate average daily employee commute distances and pre- and post-program mode splits. Based on the survey data, it is estimated that the roundtrip distance for Nestlé employees was an average of 32.75 kilometres per day. It is also estimated that employees reduced their commute-related VKT by 3 percent.

We assume that the average fuel economy for vehicles driven by Nestlé employees is 10.4L/100km and that there are 2.4 kilograms of greenhouse gases per litre of fuel. We use the following equation to estimate GHG emission reductions:

$$\text{GHG Reduced} = \text{Number of participants} * \text{Number of work days} * \text{Average commute distance} * \text{Percent VKT Reduction} * \text{Fuel Economy} * \text{GHG per Litre}$$

$$\text{GHG Reduced} = 289 \text{ participants} * 220 \text{ days/year} * 32.75 \text{ km/day} * 0.03 * 10.4\text{L}/100\text{km} * 2.4 \text{ kg/L}$$

$$\text{Nestlé GHG Reduced} = 16,185 \text{ kg/year}$$

The GHG reduction of 16,185 kg/year is based on the benefits the employer individualized marketing program is likely to accrue in its first year. It is anticipated that the benefits from the individualized marketing program will continue to accrue for multiple years.

Lessons Learned

To maximize the success of Employer Individualized Marketing projects in the future, it is important to examine the success of each aspect of the phase two EIM program from the survey process to the outreach strategy. It is equally important to analyze the type of employers involved to understand which could benefit most from further efforts.

Surveys

Overall, the survey response rates were high. However, the response rate was lower for the After Surveys than the Before Surveys. While the After Surveys met the response rate goals, a few things should be noted for future implementation. Primarily, the companies selected in Phase 2 all had between 200-320

employees targeted for the campaign. When dealing with smaller sized employers like those in Phase 2, it should be noted that a much higher response rate is required for the After Survey to provide statistically significant outcome extrapolations.

Sustainable Travel Options Program Lifecycle

As previously noted, Phase 2 of this project intended to test the impact EIM has among employers at unique stages of implementing a sustainable transportation program (i.e. conception, infancy, and mature TDM workplace programming). Based on the results, it was clear that the best impacts came from implementing the EIM project at a member in the conception stage of a commuter program. Mars saw a significant and quick uptake in program participation through the direct and focused efforts of the EIM project, whereas Nestle and Town of Caledon did not realize as significant nor as quick growth in sustainable program participation.

Outside the Box Outreach

By implementing a unique and eye-catching outreach event like *More Parks. Less Parking*, the EIM process can provide an entertaining yet educational event to generate sustainable travel behaviour. Events should be designed to capture the attention of your audience, while providing the opportunity for personalized travel assistance and information. These events resulted in higher participation levels and decreased SOV rates