

Collaborative action for sustainable transport outcomes: transport management associations in Australia and New Zealand.

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Abstract

Increasingly complex transport problems require equally complex solutions. These solutions are not only determined by government policy; private companies also have a significant role to play in managing transport demands of their own workforce. Where those transport problems involve a range of stakeholders, there is a need for organisational structures capable of managing different needs and requirements of those stakeholders to foster collaborative action. Transport management associations (TMAs) offer one such approach.

TMAs are structures in which employers can develop and implement workplace travel demand management strategies, both at the individual site level as well as in cooperation with neighbouring or like-minded workplaces. These structures vary in their set-up depending on local needs but all allow employers to work collaboratively with transport agencies and land managers on issues which affect an area beyond their immediate work-site (such as carpooling, freight deliveries, infrastructure and service improvements).

Pioneered in North America, the development of TMAs in Australia and New Zealand over the past four years has been led by UrbanTrans which has worked with governments to establish active TMAs in very different transport and business environments, on Auckland's North Shore and in central Melbourne. These independent organisations deliver travel demand management programs as well as allowing member workplaces to develop approaches and services which best meet their needs as members, while still meeting the broader need of an improved sustainable transport environment in their work area. In addition, it allows member workplaces to speak with one voice and have influence in a debate from which the voice of workplaces has been sorely missing.

The paper will explore the different TMA models developed so far in Australia and New Zealand and detail the research which underpins their development. It will also highlight opportunities for future development and deployment of TMAs in different transport contexts.

Introduction

Increasingly complex transport problems require equally complex solutions. These solutions are not only determined by government policy; private companies also have a significant role to play in managing transport demands of their own workforce. Where those transport problems involve a range of stakeholders, there is a need for organisational structures capable of managing different needs and requirements of those stakeholders to foster collaborative action.

Transport management associations (TMAs) offer one such approach. These independent organisations deliver travel demand management programs as well as allowing member workplaces to develop approaches and services which best meet their needs as members, while still meeting the broader need of an improved sustainable transport environment in their work area. These structures vary in their set-up depending on local needs but all allow employers to work collaboratively with transport agencies and land managers on issues which affect an area beyond their immediate work-site. In addition, it allows member workplaces to speak with one voice and have influence in a debate from which the voice of workplaces has been sorely missing.

This paper discusses the different TMA models developed so far in Australia and New Zealand, which have responded to different transport and business environments on Auckland's North Shore and in a number of activity centres in Melbourne. Two TMAs have recently been established, one each in Australia and New Zealand, with several more sites having been identified as feasible for supporting this type of organisational structure to improve transport outcomes for the local area. Before assessing the current experience and future potential of these organisations for the Australian context, the paper first provides an overview of the characteristics and international experience of transport management associations. The analysis and learning presented here is based on over a decade of the authors' professional involvement in facilitating the development and administration of TMAs.

TMAs – key characteristics

At a basic level, TMAs are simply an organisational framework. They provide a platform for business and government to work together in a collaborative effort to improve transport conditions in a defined geographic area. TMAs bring together a variety of interested stakeholders, and provide a central coordinating entity to facilitate and implement programs outlined by the group.

Broadly, TMAs share the following characteristics:

- They provide an **organisational framework** for addressing transport issues.
- They identify the specific transport-related **challenges impacting their area**, and develop tailored solutions uniquely suited to that area.
- They focus on transport issues, primarily utilising **transport “management” strategies**, potentially encompassing both demand-side and supply-side management strategies.
- They serve **well-known and distinct geographic areas**, such as a central business district (CBD), activity centre, business park, or major transport corridor.
- They are often a formal, **legally constituted organisation**.
- They are **led by the private sector** which can include major employers, business association representatives, property developers, retail centre/district representatives, institutional leaders (i.e., schools, hospitals), privately-owned public transport operators, business park managers, and others.

- They are a **collaborative partnership between businesses and relevant public-sector transport agencies** (transport planners and engineers, TDM planners, public transport providers, land planners, etc.).
- They exist to **solve transport problems**.

TMAs are not, in and of themselves, a strategy to improve access to and within a particular area, but instead simply represent the most efficient organisational framework for collaborative development and implementation of strategies to improve transport problems. The strength of the TMA as an organisational concept lies in the synergy between multiple organisations and individuals. Together, they often have a greater chance of addressing difficult transport challenges than any one government agency, employer, developer, or individual traveller could accomplish alone.

In addition, the local geographic knowledge of the key stakeholders of a TMA and their commitment to the process helps ensure that any transport strategies developed through the TMA have a greater chance of success than those developed by an external stakeholder, such as government, and simply imposed upon the stakeholders. The motivation for involvement in a TMA stems from the impact that transport problems have on business (congestion-related travel delays, employee or shopper access issues, parking shortages, etc.), and from the beneficial impact that business decisions can have on the transport system.

Every TMA focuses on the issues most relevant to their local context. TMAs are not typically constrained by political boundaries, which sometimes are not contiguous with activity centres, corridors, or other areas with transport issues or travel patterns in common. Importantly, TMAs are not designed to replace or replicate services provided by government. Instead, TMAs seek to foster innovative new programs, enhanced coordination, and provide unique and valuable services to area organisations and area travellers. An illustration of the area and stakeholders that a TMA might include is given in Figure 1.

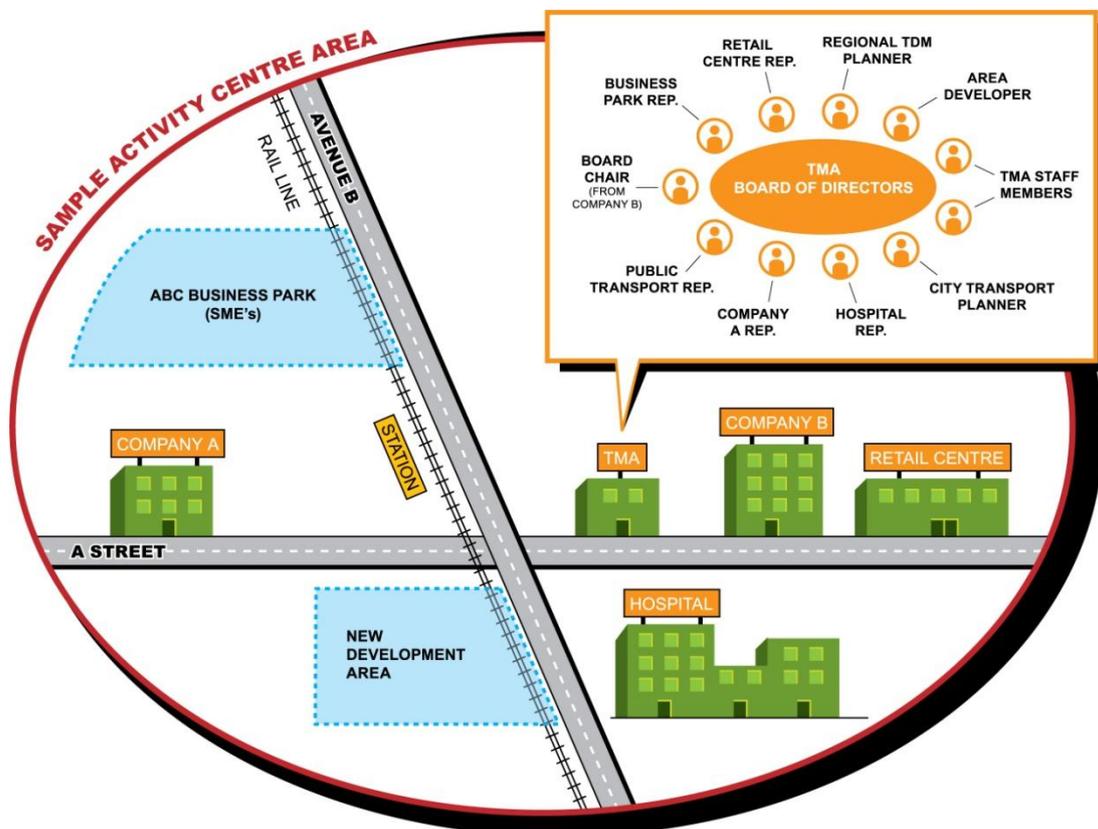


Figure 1: Illustrative TMA for an activity centre (TDM = travel demand management)

International experience

Transport management associations are one of several international models of multi-sector partnerships addressing today's transport challenges. Other partnership models that have emerged over time include informal transport networks, travel plan networks and business improvement districts. The latter are self-taxing districts, zoned by a municipality, where property owners and/or businesses (depending on local tax structures) agree to an incremental tax increase within a defined geographic area to support specific improvements.

Responding to unique characteristics in different countries – and to unique areas within an individual city – stakeholders have adapted the basic organisation concept of the TMA in many different ways. The 25-year history has seen a variety of TMA structures emerge, and they have continued to evolve over time. The first TMAs emerged in the early 1980s, and today there are more than 170 TMAs around the world, primarily in the United States and Canada. In the past five years, stakeholders in the United Kingdom and New Zealand have also launched TMAs.

Common functional characteristics of TMAs

In 2009, UrbanTrans conducted a survey of TMAs internationally, invited to participate through an invitation from the United States Association for Commuter Transportation's TMA Council. The survey was a mix of 44 quantitative and qualitative questions and followed a similar set of surveys conducted by ACT in 1993, 1998 and 2003.

The survey found some notable characteristics and trends from 78¹ TMAs that responded to the survey. There were common themes across these TMAs regarding:

- Primary concerns of formation: congestion remained the key issue for TMAs to form.
- Travel market size: median size of target travel market was 50,000 people within the TMA area.
- Administration: they relied on dedicated staffing to administer the TMA and deliver its programs.
- Structural entity: most often the TMA was an independent organisation, usually incorporated, with a board of directors.
- Membership distribution: predominantly private businesses, with increasing membership by government and representation by local and state agencies including public transport providers and non-government organisations.
- Funding sources: were diverse but often involved significant funding levels from government.
- Budget: varied widely but averages about US\$250,000-\$500,000 per annum.
- Services offered: the most common services were promotional / marketing materials; employer travel surveys; promotional events; trip reduction plan / travel plan development; and carpool matching.

The identified functional characteristics are discussed further below. The survey investigated the primary issues or considerations that originally prompted the formation of the TMA and the issues that the TMA currently addresses; responses are illustrated in Figure 2. Congestion remained the primary concern of most TMAs. Parking and general growth were

¹ 63 TMAs from the United States, 10 from Canada, 1 from UK, 1 from Netherlands, 1 from New Zealand, 1 from Australia.

also key issues of concern. The most notable shift from previous TMA surveys (the most recent in 2003) was the increase in organisations concerned with global climate change and the issue of “ease of transport as a means of recruiting and retaining staff”. The most frequent response for the *original issues* prompting formation was “congestion,” while the most frequent *current issue* was “improving the viability of non single-occupant vehicle access to/within your area.” While potentially an issue of semantics, this also could suggest a shift over time to focus on solutions, rather than problems.

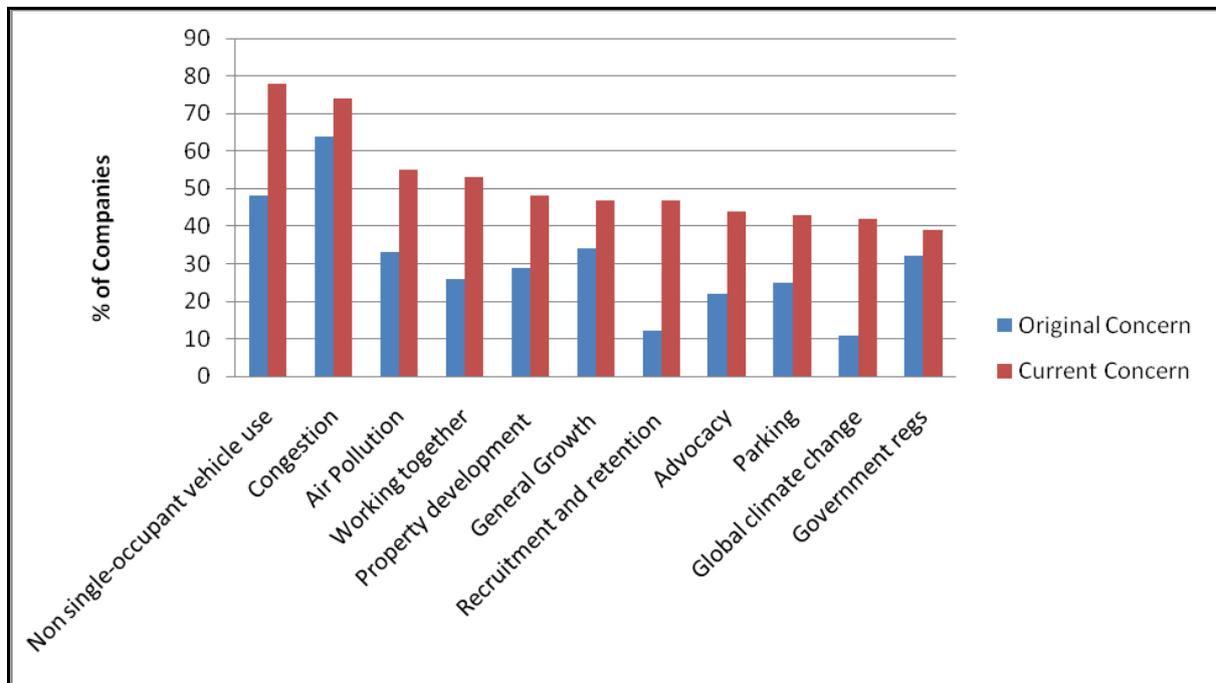


Figure 2: Primary issues of concern for the TMA.

Reference: ACT TMA Survey 2009

The median travel market size, that is, the number of people actively targeted by the TMA was close to 50,000 of those TMAs surveyed in 2009. The size of the travel market served is important. An area must be large enough to justify the formation and operation of a new entity to provide transport management services. Yet, the area should not be so large that the transport issues are so diverse that developing a clear agenda for collaborative solutions would be difficult. This is not to say that TMAs cannot operate in areas with smaller concentrations, but rather that other considerations, such as local traffic issues or commitment of employers, must be weighed against the size of the market factor. This is particularly relevant for the Australian context as many of the country’s major commercial precincts and activity centres have much smaller concentrations of employees than the median market size of US TMA areas.

Another point to consider for the Australian context is that TMAs are unlikely to function without dedicated staffing to administer the TMA and deliver its programs. Only one percent of surveyed TMAs had no dedicated staffing; whereas 98 percent had dedicated staff, as shown in Figure 3. Staff were most often employed directly by the TMA or its parent organisation but 15 percent of staffing needs were contracted to external contractors. The median number of staff for surveyed TMAs was two full-time and one part-time plus a handful of volunteer staff. Additional assistance was contracted out for a range of work including websites, marketing, strategic planning and administration of specific programs (such as Guaranteed Ride Home for carpooling schemes).

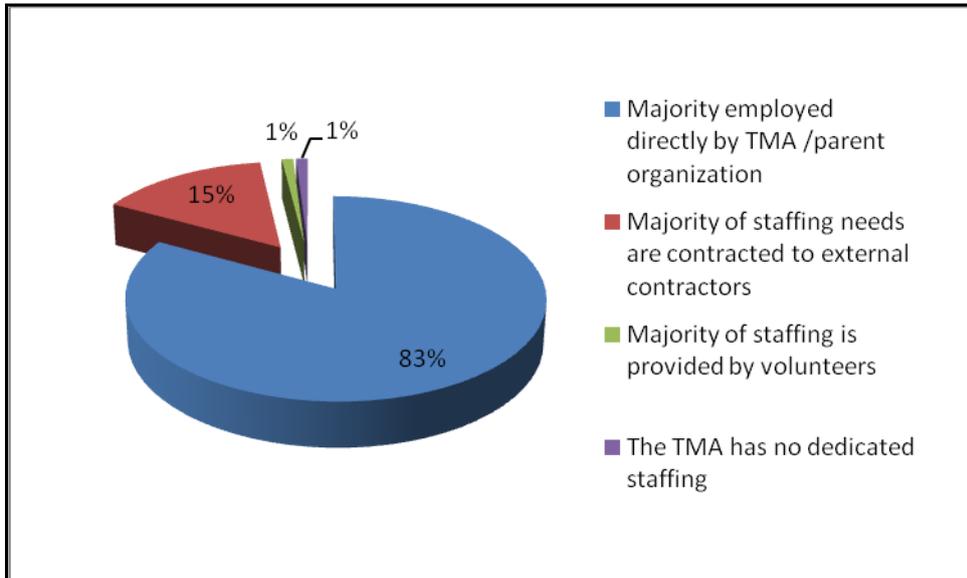


Figure 3: TMA staffing

Reference: ACT TMA Survey 2009

Most TMAs (65 percent) were also independently incorporated. This provides a clear organisational structure with no single organisation required to take responsibility for the functioning of the TMA. This also ensures that an individual member cannot dominate the organisation’s management. This formal structure also sets a framework and accountability for actions, with the organisation required to report annually on its strategies and financial performance.

Employers made up the majority of board members on most of the TMA’s surveyed. Other board members are drawn from state and local government officials, transport agencies and operators and non-government organisations. Overall TMA membership primarily consisted of private businesses but government is playing an increasing role in these organisations, with government members growing from 8 percent in 1993 to 16 percent in 2009.

As not-for-profit organisations, TMAs required revenue to fund day-to-day operations and to develop and implement services. Most often, TMAs drew on multiple funding sources including government grants, dedicated taxes allocated from Business Improvement Districts, membership dues and services, as shown in Table 1 below. Government support was critical for many TMAs. Those TMAs that received government funding most commonly received close to 40 percent of their income from this source, with some receiving up to 100 percent. Close to 60 percent of TMAs received some income from membership dues. Fee for service income was also quite common, with a third of TMAs drawing income from this source.

Source	% of TMAs receiving some income from this source	Range of % of total income for TMAs with this income source	Most common answer (mode) % of TMA’s total income
Services	32%	4 – 75%	19%
Government Grants	31%	4 – 100%	37%
Developer funding	10%	4 – 50%	23%
BIDs	10%	9 – 100%	23%
Membership dues	58%	1 – 100%	43%
Other	21%	1 – 55%	14%

Table 1: Funding sources for TMAs

Reference: ACT TMA Survey 2009

In 2009 the surveyed TMAs had an average annual budget of US\$250,000-\$500,000, see Figure 4. Most of a TMA's budget is spent on personnel, member services, marketing and promotion, consulting and research, among other things.

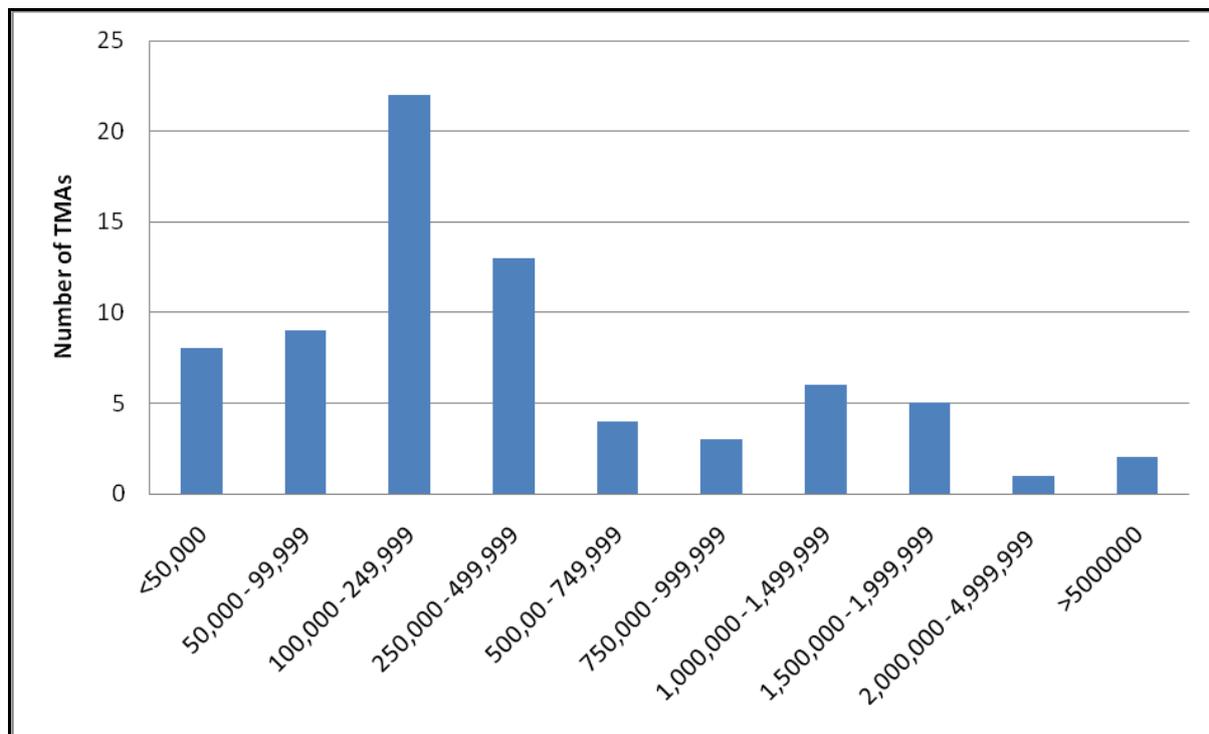


Figure 4: Budget of TMAs for most recent financial year Survey 2009

Reference: ACT TMA

TMAs are primarily engaged in strategies which seek to maximise the efficiency of transport networks in their areas by implementing sustainable transport strategies. Services offered by TMAs focus on employer-related programs to support a shift in their staff travel patterns. The five most common services offered by surveyed TMAs were:

- Promotional / marketing materials.
- Employer travel surveys.
- Promotional events.
- Trip reduction plan / travel plan development.
- Carpool matching.

But many TMAs also included a broad range of services including cycling assistance programs, parking management planning, subsidised public transport passes, advocacy and site design assistance. Only a very small proportion of surveyed TMAs offered freight delivery planning, which emphasises the dominant focus of TMA's on commuter travel. Although due to the location of many TMAs, travel for education and shopping was also part of their remit.

Transport outcomes from TMAs

Measuring the impact of TMAs is complex. Unlike transport evaluation completed at a single site (e.g., a workplace) measuring changes to travel patterns at a local area or district level is quite challenging. Given these challenges, in *some* cases, measurement and evaluation are not completed, poorly performed, or ignored by TMA leaders – they choose instead to focus solely on program delivery. About 80% of TMAs surveyed, however, evaluated the success of their services. Around 45% conducted surveys of their members and/or travellers within their areas to assess levels of satisfaction with TMA services. Some 42% of TMAs

conducted surveys to measure changes in travel modes; measures are either attempted across the whole TMA area or surveys are conducted at individual employment (or other) locations. Additionally, TMAs often supplemented survey data with other transport data already collected within their areas, such as vehicle counts, bicycle/pedestrian counts, and/or public transport boarding/alighting data.

One example of an evaluation approach and also an example of the demonstrable impact of a TMA is from the Greater Redmond TMA (GRTMA), in Redmond, Washington, just east of Seattle. GRTMA was formed in 1989, and offers services to 54 TMA members and affiliates, including the Microsoft Corporation headquarters campus. As with the State of Washington generally, all employers with more than 100 employees, in counties of a certain size, are subject to the state's Commute Trip Reduction (CTR) law, adopted in 1991.

Since one of the core services provided by GRTMA includes assisting member companies in complying with the CTR law, one indicator evaluated by the TMA is their ability to provide cost-efficient support to businesses. GRTMA provides a range of services to member companies connected to CTR compliance, including site assessments, travel plan development, on-site promotional events, on-site transport coordinator services, travel surveys, and more. Figure 5 shows a GRTMA assessment of the cost per commuter for GRTMA member employers to implement CTR programs, compared to non-member companies implementing such programs. This evaluation was used by GRTMA to demonstrate the cost-efficiencies gained through TMA-provided services.

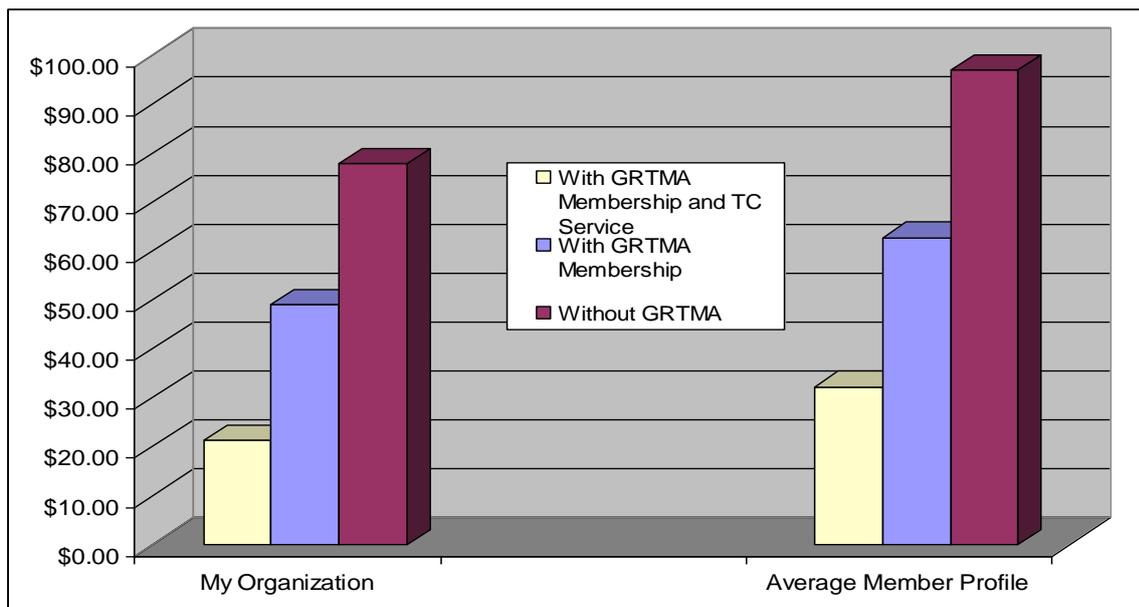


Figure 5: GRTMA cost per commuter for CTR compliance, 2005
Reference: UrbanTrans 2008

Other performance measures for the GRTMA include vehicle trips reduced and associated vehicle kilometres of travel reduced. For promotions, cost-effectiveness data is provided, for both per trip and per kilometre factors, based on comparisons of trips reduced and the associated TMA cost of reducing these trips. GRTMA also presents data on emissions reduced as well as personal savings realised by individual commuters working at TMA member companies.

As the examples provided by the GRTMA case study above demonstrate, a single set of criteria to assess the effectiveness of TMAs, as an organisational construct, is not feasible. As noted previously, the structure of TMAs varies widely, as they are established in order to achieve a varied set of results. In some cases, area stakeholders form a TMA simply to provide a forum for periodic discussion of transport issues, to enhance the ability of area leaders to coordinate their own individual transport programs, or to expand awareness of transport alternatives. But it remains important for TMAs to link program objectives to performance criteria and measurement tools. In the best examples, this linkage is very explicit, and rigorous measurement is carried out periodically to test performance and adjust strategies as needed. This is vital to demonstrate the effectiveness of these organisations in order to maintain support and participation by area stakeholders.

TMA developments in Australia and New Zealand

In the last four years transport agencies in Australia and New Zealand have explored the potential application of TMAs.

The Victorian Department of Transport (DoT) has been instrumental in the development and support of TMAs in Melbourne. VicRoads, the state road authority, had formally investigated their potential in the early 1990s. As part of its TravelSmart program, the DoT was looking to leverage greater outcomes from its existing workplace travel planning, which at the time primarily focused on supporting individual employers to develop plans to help reduce single-occupant car travel to work.

In 2006, the DoT commissioned UrbanTrans to investigate the potential application of this organisational model to the Melbourne context. The TMA Feasibility Study ranked the major activity centres in Melbourne for their potential to benefit from a TMA (that is, do the local area and transport characteristics warrant further TMA consideration?); and their ability to support the functioning of a TMA (are the stakeholders interested and is a TMA financially viable?). The detailed criteria for assessing TMA feasibility are included in Appendix A. The first area to gain strong stakeholder support, with seed funding from the DoT, has been the Melbourne CBD, which enabled a TMA, called Access Melbourne, to be formed in May 2009.

The other area of TMA development has been in Auckland, New Zealand, which has established a TMA as part of a recently formed Business Improvement District across a suburban business park. The North Shore City Council and the North Harbour Business Association have jointly supported the formation and launch of this TMA, known as the North Harbour Transport Efficiency District. These two TMAs demonstrate the flexibility of this model to respond to very different local environments and stakeholder needs. Table 2 summarises the key characteristics of the established TMAs in Australia and New Zealand, which are then explored in more detail in the following pages.

Characteristics	Melbourne CBD	North Harbour, Auckland
TMA established	TMA established 2009.	Business Improvement District created 2008. TMA Committee formed as part of this.
Area characteristics	Central business district. Large corporate employers. Initial focus of businesses with 250+ employees	Suburban business park. Small to medium-sized businesses (average size 10 employees)
Transport characteristics	Highly congested central city. Good public transport alternatives though peak period capacity constraints. Good walking and cycling networks and potential to shift to these modes.	High levels of peak-period congestion though not as serious as CBD. Limited public transport options; very limited cycling options, some walking options.
Primary concern of formation	Employment growth area. Already congested environment and potential impact on employee recruitment. Corporate Social Responsibility aims of businesses.	Local area congestion and parking issues now, with business park continuing to grow.
Travel market size (# employees)	52,000 (current membership base) (within area of 150,000+)	13,000 (total employees within BID)
Administration	Contracted to supplier	Supported by North Harbour Business Association (member and manages BID funds)
Structural entity	Incorporated association	Transport committee of Business Improvement District
Membership distribution	44 business members State Department of Transport, Sustainability Victoria, Committee for Melbourne (NGO) Metlink (PT information provider)	Business members, North Shore City Council, Auckland Regional Transport Authority
Funding sources and sustainability	Government funding for administration and/or programs through to June 2011. Developing fee-for-services funding base.	Special rate collected as part of BID. Council to review member support for BID in late 2010.
Services offered	Individual workplace support with sustainable transport initiatives and planning. Area-wide carpooling (in pilot) Programs (e.g. bike buddy scheme) Advocacy for sustainable transport improvements (public transport and cycling)	Website-based travel information and travel planning support. Travel time efficiency campaign. Area-wide carpooling (in development). Minor infrastructure improvements. Advocacy for public transport service improvements.

Table 2: Australian and New Zealand TMA characteristics

Melbourne CBD

Detailed investigation into the potential of a TMA for the Melbourne CBD led to the official incorporation of the TMA under the name Access Melbourne in May 2009. Access Melbourne is a not-for-profit incorporated association under Victorian law, with a nine member board comprised of members from both key government stakeholders and private companies. The TMA vision is:

"Access Melbourne will contribute to the creation of an efficient and sustainable transport environment within its boundaries, through advocacy and the development and implementation of effective workplace travel demand management programs."

From that it has set out objectives, including:

1. Proactively supporting TMA members in the development and implementation of workplace travel demand management programs, through advice and supportive services.
2. Facilitating networking between TMA members to better deliver travel demand management programs to workplaces in the TMA area.
3. Advocating as a single voice on behalf of TMA members for improvements to systems and policies which influence the uptake of sustainable transport within the TMA area.

From the objectives, Access Melbourne has then developed a business plan of projects to meet these objectives, some of which are shown in Table 3 below. These include:

Access Melbourne projects	Description
Web-based materials	Developing web-based materials designed to assist workplaces in implementing workplace travel demand management projects.
Broker discount public transport tickets	Establishing an account with Metlink's Commuter Club to purchase and pass on discounted public transport tickets for member workplaces. Allows member workplaces to outsource management of their Commuter Club offer to staff to Access Melbourne, as well as allowing smaller workplaces access to Commuter Club for the first time by brokering membership across those workplaces too small to qualify (minimum of 10 annual public transport ticket holders required).
Carpooling	Developing a carpooling program for commuters at participating workplaces to find matches with other people with whom they can share a ride to work. Currently being piloted in Docklands, with potential for expansion to the rest of the Access Melbourne area.
Bike Buddy	Establish a bike buddy system - as with carpooling, matching commuters to share a ride to work on bicycles. Good for novice cyclists who are not confident on the roads and can be accompanied by a more experienced bike buddy.

Table 3: Selected projects of Access Melbourne

The offerings of the Access Melbourne TMA are notably different from how workplace travel demand management has been delivered in Victoria, which has tended to focus on the development and implementation of workplace travel plans (also known as green transport plans). Workplace travel plans often follow a structured, formal process which guides the workplace through logical steps towards the final development and implementation of the travel plan.

By contrast, the Access Melbourne TMA concentrates on building and maintaining an on-going client relationship between the TMA and the employer through the delivery of sustainable transport services which respond to the needs of its client workplaces, but not within the confines of a formal process.

North Harbour, Auckland, New Zealand

In Auckland New Zealand, the North Harbour Business Association, the North Shore City Council and Auckland Regional Transport Authority have come together to form a Business Improvement District (BID) in the North Harbour area. This different model to Australia has enabled a TMA to be established within the BID to respond to the area's transport issues. The area is a suburban business park of over 1,300 businesses with a mix of manufacturing and commercial businesses. Given the concentration of businesses and the very limited alternative transport options the area generates high levels of traffic during peak periods.

The TMA's vision is for the North Harbour area to be a vibrant commercial district with superior transport accessibility. The aim is to achieve this by promoting an efficient and diversified transport system, which focuses on peak-spreading of commuter car travel and reducing business-related car travel, as well as supporting alternatives to the car. The TMA has set a three-year strategic plan with some of the key projects outlined in Table 4.

North Harbour TMA projects	Description
Web-based materials	Developing web-based materials designed to assist workplaces in implementing workplace travel demand management projects and information that is relevant to individual commuters, such as bus timetables and local area maps.
Look Before You Leave Campaign	Six CCTV cameras have been installed at the major intersections leading into the business park to enable real-time travel information to be shared with commuters. The information is accessed through the TMA website and promoted through a 'Look Before You Leave' campaign to help spread peak travel times to reduce congestion.
Carpooling (in development)	Tailoring the Auckland Regional Transport Authority carpooling program for commuters to focus specifically on the North Harbour area. This includes making the carpooling software specific to the North Harbour area and doing tailored marketing and incentives to North Harbour employees.
2/2/2 model employers	Working with six companies within the area (two companies of around 10 employees, two between 10-40 and two greater than 40) to identify specific travel plan resources and policies that may benefit them. Testing these materials with the businesses and then promoting the materials and business case studies to others through the website.

Table 4: Selected projects of North Harbour TMA

Besides its suburban location, the other significant difference to the Melbourne CBD TMA is the company size of the North Harbour association. With an average size of only ten employees, the opportunities to leverage change within an individual organisation is much harder. It is also not feasible for a government agency to support individual travel plans for so many small organisations. This places greater weight behind the TMA structure which aims to mobilise efficiencies across 13,000 employees for sustainable transport programs. It is the only feasible model to facilitate changes within individual companies as well as providing the coordinating point for area-wide projects such as carpooling which need a critical mass of employees to make the program effective.

TMAs in development

Apart from the Melbourne CBD, the Department of Transport's feasibility study into TMAs led to further investigation into four areas: the St Kilda Road corridor (a business district adjacent to the CBD); and three central activities districts in middle to outer suburban areas of Melbourne – Frankston, Dandenong and Box Hill. These formation studies built on the information collected through the regional feasibility study, with a focus on bringing together key government, business, and institutional stakeholders in each area. Through additional dialogue with stakeholders (individually and in group meetings), and more detailed research on transport issues and needs in each area, the formation studies provided a more complete assessment of the final feasibility, and recommended structure, of a TMA in each area.

In early 2010, the New South Wales state government commenced a feasibility study into a TMA for the commercial district of Macquarie Park in Sydney's North West. This area is fast becoming one of Australia's largest commercial centres. The transport issues in the area have drawn the council and major business and education stakeholders together to help identify a potential structure and demand management programs to respond to these issues. This is one of a number of commercial areas in Sydney (such as the Sydney Airport business district) and several more across Brisbane and Perth that have been identified as having the need for some collaborative action across local businesses and government agencies to address transport issues in their area.

Opportunities and challenges for TMAs in Australasia

There are opportunities to utilise this organisational approach in a number of locations to facilitate sustainable transport outcomes. Several state governments are taking the approach to urban development of concentrating new economic activity around nodes within metropolitan areas, which provides a real opportunity to test the further development of TMAs in a receptive environment. Further development of activity centres will intensify access issues and necessitate greater collaboration among transport and planning agencies (state and local) and destinations (be they private sector companies or public institutions such as hospitals and universities).

The public sector also gains by having a forum for the coordination of TDM strategies between organisations (e.g. neighbouring employers coordinating work shifts to reduce peak-oriented congestion on local streets), allowing for the most efficient delivery of such services. This can avoid one-size-fits-all program development and marketing. In addition, TMAs can leverage peer-to-peer business networking to enhance private-sector participation in transport solutions (e.g. a business leader makes a compelling case to a peer business leader that a workplace travel plan benefited their business), thus spreading information about TDM approaches to organisations that may be resistant to a public-sector approach.

A TMA also allows for the delivery of some programs which rely on cross-workplace coordination. A good example is carpooling which needs strong numbers of people within a workplace to succeed as the more people there are, the better the chance of a potential carpooler finding a match. Carpooling can work well for large employers within Australia with workforces numbering in the thousands, but less well for smaller employers (around 200). However, if a number of smaller workplaces can band together or work with larger workplaces, the overall pool of potential carpoolers increases markedly. This can only be organised by a body, such as a TMA, where workplaces can work together to achieve a joint outcome.

The disadvantage of an area-based focus from a public-sector point of view is that a TMA only has the capacity to influence one end of a trip origin-destination pair. Meaning the TMA inherently only covers limited trips for each person (not comprehensive). Yet it is often these trips, within these defined areas, that place most demand on the transport system.

TMA's cannot rely on voluntary collaboration among parties; they need funding by one or more member organisations to lead the TMA's work or robust fee-for-service programs to continue to function. Financial sustainability is not yet confirmed with either TMA in Australia or New Zealand, although if the BID model of Auckland is retained, it would ensure financial viability of the TMA. Within Australia, the TMA's under development have been looking to government to provide leadership (through funding) to help test and establish these organisational structures. It is reasonable for the private sector to seek support for such new governance approaches and to provide the momentum for fee-for-service programs to be established.

As mentioned above, one of the benefits to government in supporting these structures is that, in terms of delivering transport demand management programs, TMA's provide program delivery efficiencies and economies of scale (i.e. where the incremental cost of expanding a program to more than one site is minimal). This can be particularly valuable in expanding travel plans or other transport programs to small to medium sized enterprises. TMA's can provide an on-going implementation entity needed for many travel behaviour change programs, which is often a significant factor in sustaining changes in travel patterns that are established through short-term government grants.

TMA's do have an opportunity to raise income through the provision of services to their member workplaces, such as travel demand management advice, marketing support and specific transport services which could carry a fee, such as access to carpooling systems and discounted public transport tickets. These services allow a TMA to broaden its financial base but also mean there is a need for it to focus more on the services delivered to members and to develop services which are wanted by members. This approach has yet to be tested within Australian and New Zealand TMA's though Access Melbourne is exploring this issue at present through consultation with its members. Whether it is able to successfully establish a model for financial viability based on membership fees, is uncertain, but if it is achievable, it will prove a useful guide to the overall viability of TMA's in Australia and New Zealand.

Conclusion

Private businesses in Australia are increasingly involved in sustainability programs, from energy efficiency to green buildings, and are international leaders in advancing corporate social responsibility programs and triple bottom-line evaluation approaches. TMA's present an organisational platform to engage businesses, government and NGOs in truly collaborative solutions to transport challenges. Successful TMA's can contribute to a shift in the perspective of private-sector entities, increasing their recognition that their decisions have an impact on travel behaviours, and that they can therefore be an effective part of the solution (e.g., allowing employees to "flex" arrival and departure times to better fit public transport schedules), rather than simply relying on government to solve all the problems.

The growing complexity of transport issues in Australian cities demands collaborative action to transition to sustainable transport systems. Given the flexibility of the TMA structure to adapt to local conditions in cities around the world, and given the wide array of alternative organisational models available, Australian governments and businesses can learn from the experience of other districts worldwide, and the more recent learning from Melbourne and Auckland and develop tailored solutions to fit the Australian context.

TMA's in Australia and New Zealand are in their early stages of development but have an advantage of a rich history of implementation of this approach in the US and Canada, to draw upon. The findings of the five yearly international TMA survey provide clear guidance on the trends in successful TMA's, and a path to be tested by their Australian and New Zealand counterparts.

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Appendix A: TMA Feasibility Criteria

With a few exceptions, the evaluation criteria are not meant as *individual* determinants of TMA feasibility. For example, a LOW rating in one criterion does not mean a TMA is not feasible. However, LOW ratings should be balanced out by other HIGH factors that give stakeholders in an area a solid level of confidence in the likely success of a TMA. The exceptions to this rule are for LOW ratings in the categories of: stakeholder transport-related challenges; core group participation; champion; and the two financial categories. See Table A1 below.

TMA Feasibility Criteria Summary			
Criteria for TMA Success	HIGH	MEDIUM	LOW
<i>Area Characteristics</i>			
Activity Centre	Widely Recognized Activity Centre	Locally Known Area	Undefined Area
Target Market Size (Employees, students, residents, visitors, other)	> 50,000 People	10,000-50,000 People	< 10,000 People
Target Market Density	High-Density Area	Medium-Density Area	Low-Density Area
Economic Development	Growing Area; Public Policy Support for Continued Growth	Some Growth and/or Diminishing Due to Transport Issues	Stagnant or Declining Area; No Public Policy Support for Growth
<i>Transport Characteristics</i>			
Congestion	Existing and Growing Congestion	Emerging Congestion	No Congestion
Transport Options (Public transport, bike, walk)	High-Quality Transport Options	Medium-Quality Transport Options	Few or Poor-Quality Transport Options
Parking	Low Supply with Parking Pricing	Medium Supply without Paid Parking	High Supply without Paid Parking
Current Mode Split	High Single Occupant Vehicle (SOV) Share	Medium SOV Share	Low SOV Share
Stakeholder Transport-Related Challenges	Significant Challenges	Some Challenges	No Challenges
<i>Stakeholder Commitment</i>			
History of Involvement	Success with Transportation Issues	Some Commonality in Issues and Actions	No Previous Collaboration
Existing Partnership Organisation	Existing, Highly Suitable	Existing, Somewhat Suitable	None
Core Group Participation	Existing, with Strong Commitments	Forming, Some Commitments	No Participation, No Commitments
Champion	Identified Champion	Potential Champion	None

<i>Financial Sustainability</i>			
Start-Up Resources	Identified, Firm Commitments	Potential or Short-Term Commitments	No Commitments
Multi-Year Revenue	On-Going Funding Sources (>3 Years)	Year-to-Year Funding Sources	No Commitments