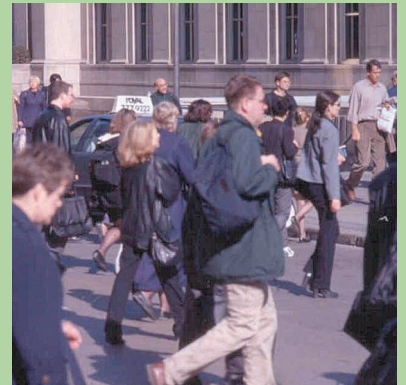


**A Collaborative Proposal of the Greater Toronto Area and
Hamilton to the Urban Transportation Showcase Program**



**S M A R T
C O M M U T E
I N I T I A T I V E**



May 16, 2003

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Summary

Over the next twenty years the population of the Greater Toronto Area including the City of Hamilton (GTA) is expected to grow by approximately two million to a total of over seven million people. Disturbingly, trends indicate that the growth in vehicle travel over this period will be even greater as the population continues to suburbanize, own more cars and make more trips over longer average distances. The Ministry of Transportation Ontario predicts a 55% increase in vehicle travel in the GTA by 2021. The region's transportation system is already not keeping pace with growth and, unless measures can be undertaken to curb the demand for vehicular travel, the situation will only become more unsustainable.

This proposal, the *Smart Commute Initiative*, is the product of several months of collaboration between municipal governments and private interests in the GTA. The Initiative recognizes that:

- Creating a sustainable transportation system must not only include the supply of transportation systems, but also manage the demand for these systems to maximize efficiency while minimizing the impact on the environment;
- Government alone cannot solve growing traffic congestion and air quality problems. The solutions must include the participation of employers, developers, the public and others.

The *Smart Commute Initiative* is a public-private partnership in the GTA to manage the demand for transportation through the use of innovative strategies to create more travel choices, offer incentives for shared forms of travel and reduce the dependency on single occupant vehicle travel. The *Smart Commute Initiative* would establish a GTA-wide, non-governmental organization – known as the **Smart Commute Association**. The Smart Commute Association will develop an array of Transportation Demand Management (TDM) strategies including: ride-matching for carpooling and guaranteed ride home; program modules such as employer vanpools; TDM in development review, and a regional marketing and education campaign. Additionally, the Smart Commute Association will coordinate efforts to form local networks of employers, developers and others in promoting transportation choices and offering TDM services. These networks, referred to as Transportation Management Associations (TMAs), will generate local funding for transportation improvements and share information with government agencies about transportation needs and concerns. This two-tiered approach to service delivery centralizes service development, ensures regional coordination and creates a common branding for services, while allowing local stakeholders to tailor TDM measures to their specific area needs.

Based on a conservative assessment of the TMA level strategy, the program will provide direct services to approximately 150,000 travelers in the GTA, resulting in an estimated annual 20,000 tonnes reduction in carbon dioxide emissions. A rigorous tracking and evaluation component will measure the effectiveness of the *Smart Commute Initiative* services and enhance the knowledge base of TDM measures in Canada.

SECTION 2 Showcase Overview

2.1 Location

With a current population of 5.6 million and an employment base of 2.75 million jobs, the Greater Toronto Area (GTA), including the City of Hamilton, comprises the largest metropolitan area in Canada. The participating partners of this proposal are the Region of York, Region of Peel, Region of Halton, the Region of Durham, the City of Toronto, the City of Hamilton, the Town of Markham, the Town of Richmond Hill, the City of Mississauga, the City of Vaughan, the City of Newmarket and the City of Brampton, City of Burlington and possible other GTA municipalities.

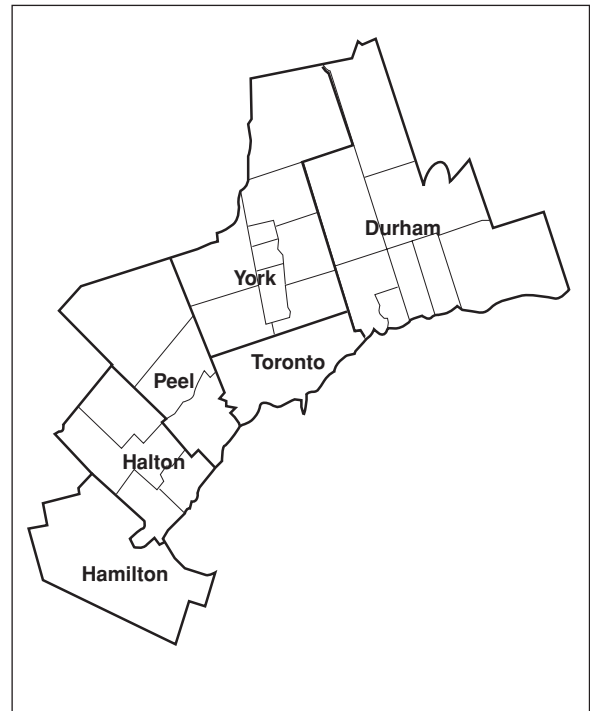


Figure 2.1 The Greater Toronto Area (GTA)

2.2 Major Showcase Initiatives

The partner municipalities in the GTA have explored the potential for a regional TDM program by researching best practices in TDM from Montreal, Vancouver, and communities in the United States and Europe, and by testing the TMA concept with the formation of the Black Creek Regional (BCR) TMA. The success of the BCR TMA and results from other areas, encouraged a collaborative effort between regional and local governments and private interests to develop a broad-based, TDM-focused Urban Transportation Showcase Program – the *Smart Commute Initiative*. Recognizing that the GTA’s goal of creating a sustainable transportation system must not only address the supply of transportation infrastructure but must also manage the demand on the transportation system, the *Smart Commute Initiative* integrates a range of strategies that will maximize the efficiency of the existing system and reduce the impact of transportation on both air quality and the built environment. The results will

produce measurable air quality and community benefits as well as produce specific TDM strategies that may be replicated throughout Canada at the regional and the local levels.

The *Smart Commute Initiative* is unique. It not only represents a collaborative proposal from both regional and local governmental agencies, but it recognizes the important opportunity to integrate the private sector and others as integral partners in addressing the GTA's increasing transportation and air quality problems. Employers, property managers, developers, educational institutions and others have an enormous impact on the demand for transportation, and the performance of the transportation system has a tremendous impact on their day-to-day operations and their bottom line. By forging a partnership between public and private organizations – at both the regional and local levels – the *Smart Commute Initiative* will support the larger goals of reducing greenhouse gas emissions, reducing traffic congestion and increasing mobility options, while producing benefits for businesses and others.

To provide a programmatic framework for the *Smart Commute Initiative*, the development of a two-tiered organizational structure for the coordinated development of a regional-local TDM program will be employed. The two key elements are:

- Creation of a regional, non-governmental organization (Smart Commute Association)
- Formation of up to ten local-based Transportation Management Associations (TMAs)

Recognizing that the success of TDM is often tied to the way in which strategies are developed and implemented, the *Smart Commute Initiative* focuses on the involvement of both local and regional partners, and is designed to build ownership in the program from the beginning, from the public and private groups that will ultimately be responsible for implementation.

The organizational structure allows for the development and implementation of various TDM strategies at the most appropriate geographic scale. Some TDM strategies can be most efficiently provided at the regional level while other strategies are more effective when tailored to fit local interests and needs.

Smart Commute Initiative

The *Smart Commute Initiative* hinges on the development and implementation of coordinated TDM goals, objectives and strategies at the regional and the local levels. The program's three main **goals** are:

1. **Reduce greenhouse gas and other emissions**
2. **Reduce the severity and duration of traffic congestion**
3. **Enhance accessibility and mobility options**

In order to achieve the program goals, the *Smart Commute Initiative* objectives include:

- Increasing the use of non-single occupant vehicle (SOV) travel alternatives
- Maximizing the use of less-congested travel times and travel routes
- Reducing trip frequency and distance, and eliminating some trips altogether

To achieve these goals and objectives, the *Smart Commute Initiative* will design, implement and evaluate a variety of core and support TDM strategies, tailored to the GTA. Core TDM strategies include carpool, vanpool, transit, bicycling, walking and telecommuting. Support strategies include marketing and education, ridematching, incentives and subsidies and parking management. More details about the proposed TDM strategies are included in Section 3.1 - TDM Strategies.

2.3 Showcase Governance and Accountability Structure

In undertaking this project, the GTA proposal team reviewed other TDM programs throughout Canada and the United States for an appropriate governing and accountability structure that would forge the partnerships necessary to design and implement an innovative and effective TDM program at both the regional and local levels. The team also had regard for the Ontario context, where in contrast to other Canadian and U.S. models, the GTA generally does not have the benefit of regional integration or stable funding support for TDM, transit and sustainable transportation initiatives. The team decided on an innovative two-tiered organizational structure with regional and local components, to ensure that TDM services were provided efficiently throughout the GTA, creating economies of scale where possible and tailoring local strategies to local conditions where needed. The governance and accountability structure described below ensures the integration of regional/local and private/public interests in the pursuit of TDM objectives.

GTA Smart Commute Association

The GTA Smart Commute Association is proposed as a newly constituted, non-governmental organization (NGO) with by-laws that will govern its operation. The Smart Commute Association will be designed as the central coordinating body that oversees the development and implementation of TDM programs and services at the regional level. The Association will proceed with the legal process required to be designated as a charitable entity. This designation will enable the Association to undertake funding campaigns to help prepare for the period beyond the Showcase Program when public sector funding may be reduced.

The Smart Commute Association's mandate to oversee the implementation of TDM in the GTA will be established through a Memorandum of Understanding (MOU) with the Region of York (or the City of Toronto), the designated recipient of the Urban Transportation Showcase (UTS) funds.

Through this MOU, the Smart Commute Association will have the overall responsibility for establishing, directing and implementing the *Smart Commute Initiative*, including the allocation of resources. Accountability by the Smart Commute Association will be spelled out in detail in the MOU to ensure that all of the Federal Government's Urban Transportation Showcase Program requirements are met.

Smart Commute Association Board of Directors

A Board of Directors will govern both the Smart Commute Association and each of the TMAs. The Board of Directors of the Smart Commute Association will consist of the senior staff representatives from each of the contributing regional and municipal partners. Each member of the Board of Directors will have a weighted voting authority based on the financial and in-kind contribution to the project. The main role of the Board is to oversee the operations of the Association, offer expertise and broad direction on Smart Commute programming and support the formation of local TMAs. The Board of Directors will also be responsible for hiring the key staff of the Association, including its Executive Director and Program Manager. The Board of Directors will liaise on a regular basis with the Executive Director and the Advisory Committee.

Smart Commute Association Advisory Committee

The Smart Commute Association Board of Directors will be supported by an Advisory Committee with members representing the *Smart Commute Initiative* partners including transit agencies, NGOs such as Pollution Probe and the GTA Clean Air Council, private businesses and the chair of each TMA Board of Directors. The Advisory Committee will be able to offer a broad range of expertise and guidance to the Board of Directors and the Executive Director of the Smart Commute Association, including the following:

- Consultation on particular issues being addressed by the *Smart Commute Initiative*,
- Feedback, information and input,
- Assistance with anchor recruitment,
- Assistance with transit service initiatives, and
- Assistance with program module development

Municipal Working Group

The Municipal Working Group membership includes the Executive Director of the Smart Commute Association, the Executive Directors of all the TMAs and municipal support staff.

As such, this is a technical staff working group involved in the day-to-day administration and delivery of TDM initiatives. The Municipal Working Group will provide ongoing technical input and support to the work programs of both the Smart Commute Association and the TMAs.

The TMAs

The local element of the two-tiered program will be represented by up to ten TMAs, distributed throughout the GTA. The local-based TMAs will be respon-

sible for directing and implementing TDM programs, generating local funding, and sharing information with local government on transportation services in areas with a concentration of employment, residents, students, and/or visitors. With the leadership of the Smart Commute Association, the TMAs will monitor and evaluate their accomplishments on an on-going basis. The Board of Directors for each TMA will include key employers, property managers, and other stakeholders within each TMA service area.

Benefits of Governance Structure

The governance structure for the *Smart Commute Initiative* provides key benefits, including:

- Fostering both a regional and local partnership to address the air quality and transportation problems in the GTA. These problems do not respect municipal boundaries and require both local and regional solutions.
- Regional involvement allows for best practices and resources to be shared across the GTA, while recognizing the need for transportation alternatives to fit the local situation.
- Avoiding duplication, competition and optimizing resources will allow the *Smart Commute Initiative* governance approach to achieve an economy of scale that will ensure government and private funds are spent effectively and wisely.

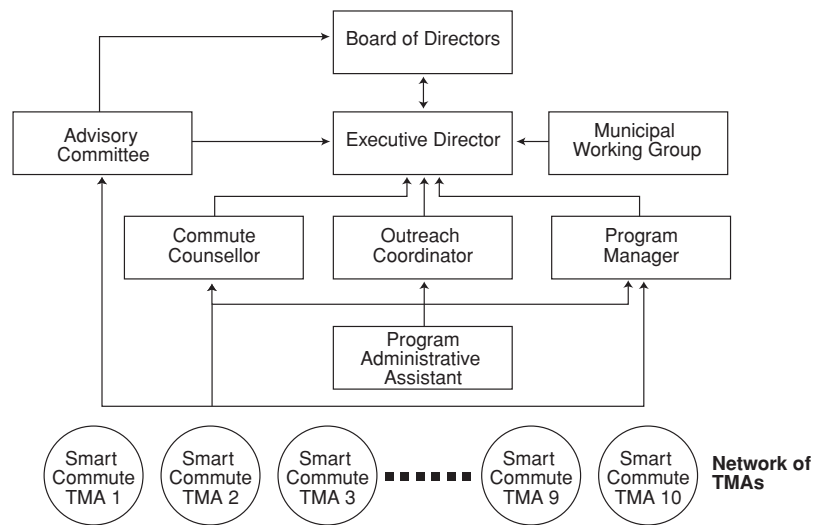


Figure 2.2 Smart Commute Initiative Governance Structure

2.4 Reducing Greenhouse Gas Emissions

Fuel consumption and vehicle kilometres traveled (VKT) are two large factors influencing the quantity of greenhouse gases produced and emitted in Canada. According to Environment Canada, on-road transportation is contributing to over 25% of Canada’s total emissions. Since all partners recognize the direct link

between vehicle use and greenhouse gas emissions, this proposal focuses on better managing our current urban transportation infrastructure by creating programs and services that reduce the number of vehicles on the road and lower total fuel consumption – in turn, creating a more sustainable transportation system.

The integrated local and regional program structure leverages the impact of what are otherwise small, individual changes in travel behaviour upon the greater Toronto area. Through the encouragement of carpooling, vanpooling and transit usage, individual travel choices will impact the amount of CO₂ emitted, reduce PM10, and decrease overall emissions. According to estimates developed by the City of Toronto's Air Quality Improvement Branch, one bus with 40 passengers emits 40.27 CO₂ grams per passenger kilometre, while a single occupancy vehicle emits 231.28 CO₂ grams per passenger kilometre. Furthermore, a carpool consisting of 3 persons emits 77.09 CO₂ grams per passenger kilometre. Focusing on reducing the number of single occupancy vehicles by providing TDM programs and incentives aimed at increasing the usage of alternative modes of transportation can dramatically assist in reducing overall greenhouse gas emissions.

2.5 Innovative Approach to Reducing Emissions

This proposal relies on the application of new, innovative TDM concepts within the GTA. From the creation of a state-of-the-art regional ridematching program to the development of a network of 10 newly formed TMAs, this proposal reflects a fresh way of confronting the connected issues of urban transportation and greenhouse gas emissions by involving the public and private sectors in demand management. The following bullet points outline key innovations of this proposal:

- **Recognition of local and regional role.** The development of the two-tiered, regional-local TDM program in a unified, coordinated process is unique and allows the joint development of complementary regional and local organizations to plan, implement and evaluate TDM measures.
- **Inclusion of the private sector in reducing emissions.** The private sector is often overlooked as a key partner in reducing greenhouse gas emissions. This proposal understands the critical importance of not only providing appropriate programs and services to businesses but of also gaining their support. As the TMAs will be working one-on-one with a variety of private sector businesses, they will be responsible for not only brokering TDM programs and services, but for facilitating communication between businesses, local leaders and regional staff.
- **Governmental partnerships throughout the region.** The organizational structure of the *Smart Commute Initiative* relies on partnerships between governmental organizations throughout the region. This is an unprecedented regional partnership between governmental organizations with a joint desire to

improve transportation conditions and address air quality and greenhouse gas emissions.

- **Focus on transportation demand management versus supply.** Although it has been recognized for some time that transportation demand management is part of the solution to greenhouse gas emissions, the GTA has generally been slow to adopt TDM measures in a coherent systematic manner. By focusing on utilizing the current transportation infrastructure more efficiently, rewarding those who forgo the solo use of their vehicle, and providing flexible, user-friendly TDM programs and services to employers and employees on a large scale, this proposal provides a unique opportunity to create a model for the reduction of greenhouse gas emissions for other urban areas in Canada.

2.6 Other Major Benefits

While reductions in greenhouse gas emissions are a key benefit of the *Smart Commute Initiative*, the efforts to better manage travel demand through innovative partnerships with the private sector produce a wide array of additional transportation, environmental, economic, and community benefits, including:

- **Reduced Congestion and Travel Delay.** The *Smart Commute Initiative* is designed to maximize the operational efficiency of existing transportation networks – reducing congestion and travel delay – by better balancing the demand for transportation with the capacity of the transportation system. With a focus on person-moving capacity, rather than vehicle-moving capacity, the TDM strategies outlined in this proposal seek to reduce the frequency and distance of trips, facilitate the use of non-SOV modal options, increase vehicle occupancy, and maximize the use of underutilized travel routes and travel times. These measures can reduce the severity and duration of congested conditions, reducing the overall hours of delay.
- **Enhanced Use of Transit and HOV Systems.** Forging innovative public and private partnerships, TDM programs develop the information, incentives and marketing programs that are often critical to the full success of transit and HOV systems. From employer-based ridematching to preferential parking for car-poolers and vanpoolers – and from employer-provided transit passes to dissemination of transit route/schedule information to employees – TDM programs enhance the use of transit and HOV systems.
- **Expanded Mobility Options.** TDM strategies are designed to help improve mobility options for all citizens – for those with reduced mobility due to age or physical disability and for those without access to an automobile. TDM programs are designed to forge partnerships that augment the services offered by transit agencies with other mobility services, such as regional vanpooling services, employer shuttle services and improved bicycle/pedestrian infrastructure.

- **Business Benefits.** TDM programs offer a wide range of benefits to employers, property owners, developers and others. These groups benefit from the improved access for employers, shoppers and residents that TDM measures bring. These benefits can include: improved employee recruitment and retention, enhanced employee productivity, and lower on-site transportation facility costs (e.g., parking facilities). In addition, reductions in regional and/or site-specific traffic congestion can improve the efficiency of freight operations and goods movement.
- **Reduced Energy Consumption.** Reducing the frequency and length of trips, promoting human-powered bicycle and pedestrian options and increasing vehicle occupancy all foster reductions in the demand for energy consumption from the personal transportation sector.
- **Support for Community Development.** By promoting enhanced mobility options and higher vehicle-occupancy, TDM programs enhance access for more people with fewer vehicles. Reducing the number of vehicles required per-person to access an area allows for more efficient land use development and reduces transportation infrastructure costs (for access to the area and for on-site circulation and parking).

2.7 Relationship of Showcase to Current Planning Framework

The *Smart Commute Initiative* sets out to promote, facilitate and implement TDM throughout the GTA. In so doing it supports the transportation policies as set out in the Official Plans of all the regions and municipalities. There is recognition among all municipal partners that current congestion and projected transportation growth cannot be dealt with by road construction alone but requires reducing auto dependency by using available road space more efficiently and reducing the demand for vehicular travel. This is exactly what the *Smart Commute Initiative* is setting out to accomplish.

Durham Region

The Durham Regional Official Plan (ROP), which was approved by the Ministry of Municipal Affairs on November 24, 1993, promotes the development of “an integrated, safe and efficient transportation system facilitating the movement of people and goods within the Region and between the Region and other areas”. The ROP not only considers the needs of automobile users but other modes as well (e.g., transit, pedestrians and cyclists).

The Region is in the midst of reviewing its Official Plan. On April 5, 2000, the Durham Regional Council endorsed a two-phase approach to the review of the ROP. Phase 1 identified a variety of strategic issues as a first step in the review process. Transportation was identified as a key strategic issue. Phase 2 focuses on the analysis of strategic issues identified in Phase 1, and ultimately, consideration of amendments to the Official Plan.

In September of 2001, the Region released its draft Transportation Master Plan (TMP). The draft TMP is being coordinated with the Official Plan review and provides valuable and timely input into this process. A key element of the draft TMP is providing more travel choices. The draft TMP identifies four areas that the Region could focus on to enhance travel choices in the Region, including TDM measures. The draft TMP recommends that Durham begin with incentive-based measures and builds upon existing measures that are already underway.

Stemming from the draft TMP, the Region also initiated a Transit Improvement Plan in December of 2001. The Transit Improvement Plan will be a blueprint for the implementation of region-wide transit services delivered through the existing local operators and GO Transit. The Transit Improvement Plan examines both conventional transit services as well as non-traditional services including the role of taxis, paratransit, and shuttles. At present, the Region is working closely with Durham College/University of Ontario Institute of Technology and the local transit operators, to develop new transit – shuttle services for the College/University.

Halton Region

The Council of the Corporation of the Regional Municipality of Halton approved the Halton Regional Official Plan on March 30, 1994. The Minister of Municipal Affairs and Housing on November 27, 1995 subsequently approved the Official Plan. The transportation component was developed “to respond to Halton Residents’ issues and concerns about congestion in the Region’s transportation systems and to pursue their resolution as a priority.”

The Regional Council supports the notion of sustainable development which “meets the need of the present without compromising the ability of future generations to meet their own need.” Halton Region views its role within the GTA as one of involving partnership with the other regions and the Province to promote understanding of issues, to exchange openly information and views, and to seek solutions to common problems.

The Official Plan lists objectives for a balanced transportation system that integrates all modes of travel, provides a safe and economic means of mobility, and promotion of land use patterns and densities that can be effectively served by transit.

It is the policy of the Region to support programs and facilities that maximize the utilization of highway capacities through implementation of transportation management, including ride-sharing and high occupancy vehicle lanes. Other policies include the coordination with local and provincial transit systems and which give encouragement and support local municipalities to develop transit-supportive land uses and parking policies.

The Transportation Master Plan is currently under review, and will include the promotion of TDM measures.

City of Hamilton

In 1992, the citizens of the City of Hamilton together with municipal staff and Councillors developed Vision 2020. The Vision describes Hamilton as a “sustainable community”, a place where economic, environmental and social issues are jointly considered in decision making. Through its various goals and strategies, Vision 2020 supports the activities proposed in the *Smart Commute Initiative*. Both the *Vision* and the *Initiative* encourage:

- The development of an integrated sustainable transportation system for people, goods and services which is environmentally friendly, affordable, efficient, convenient, safe and accessible;
- A shift in personal lifestyle and behaviour towards transportation choices that enhance personal health and fitness, save money and have the lowest environmental cost;
- The use of alternative modes of movement such as, walking, bicycling and public transit everyday;
- The increase in the number of businesses and organizations that are non-polluting and those that actually produce quality of life products and services that control, reduce and prevent pollution.

Other initiatives undertaken by groups and organizations in Hamilton include activities which also complement the strategies proposed in the *Smart Commute Initiative* (such as Clean Air Hamilton and the Commuter Challenge).

Peel Region

Peel Region recognizes that TDM is an important component in achieving a convenient and efficient movement of people and goods in the GTA. Therefore, the Region of Peel Official Plan includes the following policies to encourage TDM:

- Encourage the Provincial government and neighbouring municipalities to increase public transit usage and ridesharing as well as other travel demand management programs.
- Encourage the area municipalities and the Ministry of Transportation of Ontario to implement travel demand management strategies including car-pooling or van pooling and ride-share programs.

In 2002, the Planning Department also received direction from Peel Region Council to undertake the Regional Official Plan Strategic Update (ROPSU). One major component of ROPSU is to undertake a long-range transportation planning exercise, and one important task is to review the current TDM/HOV programs and to recommend appropriate updated policies.

The *Smart Commute Initiative* supports Peel's Official Plan policies and will expedite Peel Region's TDM program from its planning stage to the implementation phase.

City of Toronto

The City of Toronto Official Plan identifies the implementation of TDM as follows:

“Travel demand management (TDM) measures will be introduced to reduce car dependency and rush-hour congestion by:

- a) increasing the proportion of trips made by transit, walking and cycling;
- b) increasing the average car occupancy rate;
- c) reducing the demand for vehicular travel; and
- d) shifting travel times from peak to off-peak periods (2.4.1)”

The City of Toronto Official Plan includes a detailed description of TDM measures citing many of the strategies included in this project including carpool/van-pool, bicycle and pedestrian programs, promotion of public transit, establishment of TMAs and promoting flexible working hours/telecommuting. A further close parallel between the City of Toronto Official Plan and the project is the recognition of the close relationship between land use and auto dependency. The Official plan includes the introduction of appropriate TDM measures as mitigation measures to accommodate travel generated by the new development and the *Smart Commute Initiative* addresses this component as well.

York Region

York Region's Transportation Master Plan (TMP), *On the Move... Toward Sustainable Transportation – Transportation Master Plan* was completed in January 2002 and endorsed by Regional Council in June 2002. Among many of the TMP's recommendations is the establishment of policies and programs to support the use of alternative modes of transportation such as transit, walking and cycling, carpooling and setting up of Transportation Management Associations (TMA) in “urban-York”. York Region's Transportation Master Plan was awarded the Transportation Association of Canada's (TAC) 2001 Sustainable Urban Transportation Award as co-winners with Whistler, BC. TAC established the Sustainable Urban Transportation Award to promote the importance of sustainable urban transportation and projects or activities that support TAC's “New Vision for Urban Transportation in Canada”.

York Region is very supportive of initiatives in the area of transportation demand management (TDM). It was instrumental in assisting the creation of the Black Creek Regional (BCR) TMA, the first, and currently the only, TMA in Ontario.

The York Region Official Plan is undergoing the mandated five-year review. Part of the current review will examine the inclusion of the TMP policies into the Official Plan.

Municipal and Regional Transit Plans

The *Smart Commute Initiative* will also support both municipal and regional transit plans by complementing and strengthening existing shuttle and transit services. TDM measures will make more efficient and effective use of existing transit infrastructure. Transit interests will be represented on the Smart Commute Association's Advisory Committee and transit representatives will contribute to the work of the local TMAs.

2.8 Public Outreach within Proposal Development

The development of this proposal involved an extensive public outreach process.

Working Group Retreat

The proposal is a joint submission involving collaboration among all the Regions and many of the local municipalities in the GTA and private-sector representatives. The development of the proposal itself was an inclusive, consensus-based process. To facilitate the process, a one-day retreat was held to present research, brainstorm and gather feedback on the proposal direction from all of the participants. See Annex 3A for agenda and participant list.

TMA Roundtable Stakeholder Breakfast

A TMA Roundtable Stakeholder Breakfast was held on April 23rd to introduce local politicians, major employers and area stakeholders to the showcase proposal, obtain feedback to strengthen the proposal, fine-tune partnerships, and identify links to potential partners. The model for the meeting was the 1999 TMA Roundtable Breakfast, which successfully introduced the TMA concept to the GTA and led to the creation of the BCR TMA. Speakers and panelists at the recent breakfast included York Regional Chairman Bill Fisch, City of Toronto Councillor David Miller, Halton Hills Mayor Kathy Gastle, the Executive Director of the Association of Commuter Transportation, as well as representatives from the GTA Clean Air Council, the TMA Steering Committee and the private sector.

The breakfast was well attended and participants represented diverse sectors of the GTA including business, government, NGOs and private citizens. Feedback was obtained not only during the facilitated discussion but also through feedback forms. The feedback forms allowed participants to give their general reaction to the proposal, as well as to provide specific input on opportunities and challenges that they envisioned the project would face. Participants could indicate their interest in becoming involved in the project. The feedback form also invited the breakfast attendees to help name the *Smart Commute Initiative*. (See Annex 3B for details on the event.)

The existing GTA TMA Steering Committee, with a membership comprising a broad cross-section from the public and private sectors, guided the establishment of the first TMA in Ontario, the BCR TMA. The TMA Steering Committee has provided support, input and review for this proposal on an

ongoing basis, beginning with the submission of the original expression of interest in the Showcase Program.

2.9 Benefits/Transferability of Showcase to Other Municipalities

The *Smart Commute Initiative* is specifically designed to develop and implement TDM programs at both the regional and local levels in the GTA. At the same time, however, the development and evaluation of these programs will provide a considerable benefit to other municipalities throughout Canada. Fully-formed TDM programs and collateral materials will be easily transferable for use in other areas, and many materials will be available online. In addition, the strong evaluation component described in this proposal (see Section 4) will provide valuable information on program costs and effectiveness, as well as implementation lessons learned.

Specific transferable elements and tools can be summarized into two main categories:

1. Package of TDM strategies
2. Planning and implementation mechanisms

TDM Strategies

- TDM strategies will be developed and evaluated at both the local and regional level. As the *Smart Commute Initiative* matures, a variety of important lessons learned will emerge. The Smart Commute Association will be able to identify which TDM strategies are most cost-effective and successful at the local level and which are more cost-effective and successful at the regional level. This information will be useful for other Canadian municipalities. In addition, each TMA will be unique and will in essence become a case study for future TMAs in Canada.
- The Smart Commute Association will develop a wide array of TDM tools available for use at the local level. As most of the tools, products and collateral materials will be developed and available electronically, those outside the GTA will be able to locate, adapt and utilise these products. Thus, other Canadian municipalities will be able to leverage the marketing, education and collateral materials within their jurisdictions.
- The analytical TDM evaluation tools developed to track the costs and benefits of the program can serve as a model for evaluation of regional and local TDM programs in other urban areas.
- TDM applications that may prove among the most valuable could be those related the development of complementary mobility alternatives at the regional level to support planned initiatives such as HOV and Bus Rapid Transit. These initiatives, in turn, could augment traditional transit systems and support suburb-to-suburb mobility.

Planning and Implementation Mechanisms

- The development of the two-tiered, regional-local TDM program in a unified, coordinated process is unique. The process will certainly reveal the strengths and weaknesses of this approach and provide valuable lessons learned for other metropolitan areas.
- The development of a regional NGO as the principal delivery mechanism provides a particular model for fostering private-sector involvement in the development and implementation of TDM programs. Other regions will benefit from learning the strengths and weaknesses of this approach to involving the private sector in transportation solutions.

SECTION 3 Detailed Description

3.1 TDM Strategies

As previously outlined in Section 2, responding to today's urban transportation problems not only includes expanding the capacity of the transportation system but also includes managing the demand for travel on the system. TDM is a term that has been applied to a wide range of actions directed at encouraging the use of alternative travel options such as carpooling, vanpooling, public transit, bicycling, walking and telecommuting. In addition to strategies designed to reduce SOV use, TDM measures also include the development of programs designed to encourage the use of off-peak travel times and less-congested travel routes.

TDM Strategies Overview

Both core and support TDM strategies are necessary to create a successful TDM program. Core strategies present a variety of travel and alternative work schedule opportunities, while the support strategies are ways to improve the effectiveness of the core strategies.

Core TDM Strategies

- **Transit:** Transit focused strategies often include employer sponsored transit fare subsidies. Transit fare subsidies make transit more competitive with driving alone because it reduces the employee's out-of pocket cost.
- **Carpool, Vanpool and Ridematching:** Ridesharing is predominantly applied to work trips, However, ridematching software can be used to connect parents who drive children to and from similar neighbourhoods and schools. Carpooling for taking children to school can reduce the number of cars traveling similar routes, decrease the need for busing and provides better school access in rural areas.
- **Bicycling and Walking:** A variety of programs and initiatives can be developed to increase the attractiveness of cycling and walking through such improvements to cycling and pedestrian environments as bicycle trails, bicycle parking, better sidewalk conditions and improved safety.
- **Alternative Work Hours:** Staggered employee start and stop times at local businesses can significantly reduce congestion at key intersections throughout the community and reduce peak loads on transit.
- **Telecommuting:** Encouraging employees to work from home one or two days

per week helps reduce traffic and has been found to increase productivity by more than 12 percent. Compressed work weeks offer similar advantages.

TDM Support Strategies

- **Parking Management:** Preferential parking for carpools and vanpools can reduce the demand for employee parking and help local businesses open up more spaces for patrons. Many regions and/or TMAs couple preferential parking with an easy-to-use computerized rideshare matching system or an employer sponsored incentive, resulting in high participation. Reduced demand for employee parking may increase the availability of parking for customers
- **Incentives and Subsidies:** cash, prizes, recognition awards and other positive incentives given to those who chose to participate in alternative transportation travel.
- **Marketing, Education and Promotions:** Information and educational TDM materials and tools targeted to specific audiences.
- **Guaranteed Ride Home:** a free or subsidized ride home by taxi or rental car for car-poolers, vanpoolers and other alternative mode travellers in the case of an emergency or the need to work late.
- **Intelligent Transportation Systems:** tripplanning information helps commuter, students and tourists get around without a car, use of information technology to enhance travel options and system efficiency.
- **Vehicle-Sharing:** convenient access to a car during the day for those who travel using alternative modes. Company cars, fleet cars and/or car sharing programs are examples.
- **On-site Amenities and TDM-friendly Site Design:** includes the provision of lockers, showers for bike and walk commuters as well as the consideration of structural and physical landscape design changes to make travel by alternative modes more convenient, safe and appealing.

Regional Program Services

Several strategies are best provided in a regional program format, to achieve the benefits outlined in Section 2. The Smart Commute Association will develop and monitor the regional ridematching database, develop a regional marketing and education campaign, research and develop program modules, and coordinate TMA efforts to form networks of employers and developers in promoting transportation choices and offering localized TDM services.

- **Ridematching:** Carpooling is the most common and flexible way for commuters to share a ride and is an effective strategy to increase auto occupancy rates. An effective ridematching program is instrumental to supporting and encouraging carpooling. Ridematching is a service, usually provided through a

computerized matching system that identifies people that live and work close to each other. As ridematching is most effective when offered region-wide, this is an appropriate strategy for the Smart Commute Association to manage. There are numerous examples of excellent ridematching databases and trip planning options to choose from. The Smart Commute Association will work with all interested parties to ensure that the most efficient and cost effective on-line, real time ridematch database is employed. This will be supported through marketing and promotions and a customer service 1-800 number.

- **Education and Marketing:** Education and marketing programs are the foundation of any successful TDM effort. Education is essential in influencing travel choices. Marketing raises people's awareness of the options and motivates them to try them out. Marketing tools should be developed for a variety of markets including employers, employees and commuters. The TMAs will utilize marketing and education tools to recruit members and promote options and programs to employers. Employers then use marketing and educational tools to promote available options and specific programs to their employees. Core marketing materials and approaches will be developed by the Smart Commute Association to provide one clear consistent message across GTA that includes education on the environmental impacts of driving.

Marketing will be used to: advertise the regional rideshare program; encourage employers to promote available commute options and specific TDM strategies; educate the public at large on commute options; and educate drivers on the environmental impacts of driving alone. This will be coupled with incentive programs, TMA forums, TMA Roundtable Breakfasts, workshops, and commuter clinics for employers, developers, and other interested parties. The TMA Roundtable Breakfasts, originally developed during the 1999 Federation of Canadian Municipalities TMA Pilot Project, have been very effective in publicizing the TMA concept and bringing the public and private sectors together to support the implementation of TMAs. Each TMA will also be encouraged to undertake a supporting marketing and education program specifically geared to its clients and the local community.

Establishment of TMAs throughout the GTA

The establishment of TMAs throughout the GTA is a key element of the proposal. TMAs bring together the partnerships necessary for the effective implementation of local TDM strategies. Delivery of TDM strategies through the TMAs enables each of the TMAs to customise Smart Commute Association programs to fit local needs. As the broker of local TDM strategies, TMAs invite local municipalities to join them in designing and delivering appropriate transportation solutions.

Based on preliminary assessment and local interest, the following locations (see Annex 2) are being considered for TMA development as part of the *Smart Commute Initiative*:

- Consumers Road Business Park (Toronto)
- Downtown Toronto

- Markham-Richmond Hill
- Newmarket-Aurora
- Mississauga
- Brampton
- Durham Region
- Halton Region
- Hamilton
- Expansion of the Black Creek Regional TMA
- Pearson Airport area

The Smart Commute Association will develop a set of feasibility criteria, based on employment and population density, traffic congestion, accessibility issues and stakeholder commitment, to determine the best location for TMAs. The Smart Commute Association will assist with TMA start-up costs and resources needs.

The following table outlines examples of Smart Commute Association and TMA responsibilities:

Smart Commute Association (GTA-wide) Services

Delivery of ridematching program GTA-wide (marketing/promotion, contract operator, customer service 1-800 and web-based application coupled with the Guaranteed Ride Home program)

Marketing and Promotion (Smart Commute Branding, Commuter Service Package, Incentive Programs)

Education (GTA-wide forums, workshops, commuter clinics for employers, planners, developers, residents)

TMA Feasibility Analysis and On-going Support and Marketing

Research (TDM Best Practices) and Program Modules

Monitoring – Evaluation and Survey Development

TMA (local level) Services

Delivery and promotion of Smart Commute Association branding and customer service at local level

Private sector outreach including site auditing and workplace surveying

Education, including local events in support of GTA wide menu of commuter options

Delivery of Incentive Programs within member businesses

Parking management

Advocacy for area on service needs

Liaison with staff of Smart Commute Association

Coordinate with local municipalities on transportation needs and TDM strategies

Development of Program Modules

The Smart Commute Association will research, develop, and “test” TDM programs, that, if successful, may be replicated throughout the GTA.

The development of specific program modules by the Smart Commute Association will assist in avoiding duplication of effort at the local level and will leverage economies of scale. There will be several TDM strategies that meet *Smart Commute Initiative* objectives but for which there is little actual GTA experience or where the GTA, Canadian legislative or funding context make it more challenging to implement the strategy. The Smart Commute Association will undertake the additional research and product development that is required to implement such strategies successfully.

Some of the program modules will be developed jointly by the staff of the Smart Commute Association with input and contribution from the TMAs and the Advisory Committee. Other projects will be developed through a partnership between the Smart Commute Association and another body such as the GTA Clean Air Council. It is also anticipated that several projects may require consultant assistance.

The amount of work required to develop each program module will vary. However, each module will set out a detailed plan that shows how the particular TDM program would be implemented. The plan will include a description of the program and its implementation and which proposal objectives the program will help meet. The module will also distinguish between the role of the GTA Smart Commute Association and the role of the TMA. Each module will include a monitoring protocol that will be used to evaluate effectiveness in meeting the program objectives including the greenhouse gases reduction that will be achieved.

TDM program modules will be developed for the Employer Transit Fare Strategy (in conjunction with the GTA Clean Air Council) TDM in Development Review, TDM friendly site design, Alternative Work Hours, Telecommuting, Cycling, Parking Management, Carsharing, Shuttles and Vanpools.

Below, for example, is a framework for the development of a vanpool program module, developed at the regional level and tested at the local level. Vanpools are currently not widely used in the GTA due to legislative constraints and unfamiliarity with how such programs operate.

Vanpool Program Module Example

TDM Objective

Decrease Greenhouse Gases, Improve Air Quality, Increase Auto occupancy

Description

A vanpool program will be designed to provide commuters with a choice as an alternative to driving alone for routes/areas not well served by transit or for commuters who for various reasons are not able to take transit (e.g., personal considerations such as child care, transit schedule does not match work requirements, transit trip would be too long etc.).

The van will be owned, leased or contracted by an employer and the vanpool picks up its passengers at predetermined locations, which can include the passengers' home, and then proceeds to the workplace or to a rapid transit station (therefore the term origin to destination vanpool). The vanpool program will be in full compliance with all existing applicable provincial and federal legislation.

The Regional Component

The role of the Smart Commute Association will be to develop a Vanpool Program Module that can be transferred to the member TMAs. The development of the program will follow the process outlined below.

Program Development

- Identify broad preliminary service areas not well served by transit, where vanpools would increase commuter choice and address commuting deficiencies.
- Ensure that the vanpool program does not compete with or “cherry pick” existing established transit routes or proposed GO service bus route expansions.
- Develop a set of vanpool implementation guidelines to ensure that vanpools are developed in accordance with the *Smart Commute Initiative* objectives and meet budget parameters.
- Determine potential routes/areas for vanpools to be a viable alternative to driving alone. This will be accomplished through a detailed feasibility analysis, which will include a review of the base employer/employee surveys (particularly their origin data).
- Identify criteria for ranking potential for vanpooling.
- Select the top vanpool candidates.
- Undertake a review of various vendor product options and rank the vans based on the following factors:
 - greenhouse gas reduction,
 - procurement cost,
 - safety,
 - operations and maintenance cost, and
 - rider comfort.
- Investigate and cost a range of alternative options relating to acquiring the vanpool vehicles, including:
 - leasing of the vehicle by the employer,
 - contracting through private vanpool companies, and

- purchase of the vanpool by the employer.
- Set out the advantages and disadvantages of each option and determine the preferred option(s)
- Review alternative driver/operator options including:
 - designated vanpool member,
 - contract with transit agency, and
 - contract with private contractor
- Undertake a review of issues related to liability insurance.
- Undertake a detailed cost assessment for the entire vanpool package including cost of vehicle, operations, maintenance and liability insurance.
- Develop the monitoring component in accordance with Section 4.
- Investigate/develop Smart Commute Association Vanpool Branding
- Undertake pilot testing/market research of some or all elements, if it is concluded during the product development that this would be beneficial.
- Design a “turn-key” vanpool package(s) where all issues related to owning/leasing/contracting, maintenance, operation, liability insurance, and the options for allocating the cost between the employer and vanpool commuters are laid out.

Local Component

The role of the TMA will be to offer the vanpool package as one of the commuter choice options to its members. In addition, the TMA would review the information from the workplace audits/employee surveys and in consultation with Smart Commute Association staff identify potential employers where vanpools could be the solution to address the needs of the employer and employees. Upon this determination, the TMA would offer the vanpool option and customize the vanpool package to the employer's needs and requirements.

Monitoring

The TMA will track the changes in vehicle occupancy or modal shift associated with the vanpools and include this data in their monitoring programs and provide the data to the Smart Commute.

3.2 Integrated Strategy

As noted above, the implementation of TDM strategies is based on an integrated strategy that combines local and regional components. Based on the organizing principle that both the local and regional components are important to successfully implementing TDM in the GTA, this project distinguishes between the regional and local functions/tasks associated with each TDM strategy. Specific functions/tasks in the implementation of each strategy are undertaken by the GTA Smart Commute Association (the regional component), while others are undertaken by the TMAs (the local component).

As previously noted, the Smart Commute Association will develop program modules and make these programs and tools available to the TMAs. The TMA will then customize the project to fit specific local needs. Not all TDM pro-

grams will be equally applicable across the GTA; thus TMAs can select those projects or programs that will best suit their area.

The advantage of this approach is that it is more efficient to develop one set of core programs and then customize as necessary, rather than have each TMA design separate programs. Relying on each TMA to develop its programs individually could result in unnecessary duplication of effort.

3.3 Relationship to Existing Initiatives

The development of this proposal was coordinated with the Black Creek Regional (BCR) TMA, to ensure that their experience and support was infused throughout the *Smart Commute Initiative*. The BCR TMA recognizes the need for a supporting regional agency and their success has been a catalyst for area municipalities and regions to encourage formation of TMAs in their area.

The BCR TMA's mission is to work with the public and private sectors to improve mobility and to establish sustainable transportation within and around northwest Toronto and Vaughan by managing transportation demand; promoting the environmental and financial gains of using alternative modes of transportation; and advocating the transportation needs of the area. Its overall goal is to reduce SOVs within the region to reduce air pollution, greenhouse gas (GHG) emissions, and the associated environmental, health and economic costs of traffic gridlock and climate change.

The current BCR TMA's service area includes northwest Toronto and Vaughan, where there are 100,000 employees, 86% of whom drive to work everyday. This area is unique in that it crosses the boundary of two burgeoning cities: 1) City of Toronto, the nation's largest employment center with one sixth of Canada's jobs, and 2) City of Vaughan, which is part of the Region of York, identified as Canada's fastest growing municipality. The traffic situation in the BCR TMA service area is critical, given the forecasted travel trends for the GTA.

In 2001-2002 the BCR TMA established three important services to assist its members:

- Advocacy for improved transit service (i.e., frequency and routes) and transportation infrastructure, including cycling and pedestrian paths and policies;
- Education and promotion of sustainable modes of transportation within the region, including transit, ride-sharing, cycling and walking; and
- Site-specific transportation management solutions for members, including assistance with launching commuter programs, ride-matching, telework policies, developing a shuttle service, parking management and cycling facilities.

The BCR TMA has achieved the following:

- Organized a core group of committed champions from the public and private sectors, including major area employers, business leaders and government entities, such as: Knoll North America (a global furniture manufacturer), Bombardier, Seneca College, York University, North York and Vaughan Chambers of Commerce, GO Transit, Region of York, City of Toronto and City of Vaughan.
- Facilitated a reduction of 3,000 vehicle trips in 2001 at York University (down from 36,000 peak period vehicle trips to 33,000) In 2002, the University's population grew by 10%, but vehicle trips were contained to less than 1% which is a major accomplishment. An estimated total of 4,000 vehicle trips were reduced in 2002, resulting in an estimated reduction of 12,307 tonnes in emissions/year.
- Represent over 60,000 commuters
- Achieved 46 media mentions reaching around 3 million people in southern Ontario
- Distributed approximately 18,000 brochures by mail and through events
- Created a website that receives approximately 6,500 website visitors/year
- Successfully lobbied for the building of a York University-GO Train station which opened Sept. 2002 and the introduction of mid-day service around 27,000 trips per year
- Developed a successful carpool and ridematch program featuring 616 carpool permit holders (people who are carpooling) and 300 people seeking ride matches
- Advocated for GO Bus Service on Highway 407 which now carries 5,000 riders per day or roughly, 900,000 rider per year
- Liaised with York Region Transit for improved bus service on two heavily used routes.

The Smart Commute Association will work in partnership with other ongoing initiatives to improve coordinated TDM efforts in the GTA and build on these programs' strengths. Two of these existing initiatives include the 20/20 The Way to Clean Air and the Markham TDM Program.

The City of Toronto Public Health Department, in collaboration with the Regional Public Health Units of York, Peel, Halton, and Durham, has partnered with leading non-governmental organizations to offer an initiative called **20/20 The Way to Clean Air**. Since its launch in June 2002, 20/20 has created an

important link to many innovative, environmental programs serving the five million people that make up the GTA.

The 20/20 campaign assists GTA residents in reducing greenhouse gas emissions by helping them reduce their home energy and vehicle use by 20 per cent. Pollution Probe is an official partner of the 20/20 program and delivers the transportation element of the program through its S-M-A-R-T Movement Trip Reduction Programme (Save Money and the Air by Reducing Trips).

S-M-A-R-T is a simple, easy to follow trip reduction programme designed to guide organizations in reducing employee drive-alone car trips. The program was planned to be flexible to best meet the needs of individual companies. The S-M-A-R-T transportation alternatives include: group commuting (public transit, carpool); schedule changes (telework, flex time) and active commuting (walking, cycling).

The Markham TDM program arose from the 2002 Markham Transportation Planning Study and in October 2002 Council endorsed the TDM Strategic Plan. This decision has allowed the Town to develop in-house TDM expertise which is required to design, implement and manage various TDM initiatives and programs.

The Markham program is in the formative stages and to date has raised awareness in the community about the role of TDM in long term transportation planning. On February 12, 2003 staff introduced the Town to the employee trip reduction S-M-A-R-T Program. Through this program, Markham has engaged the business community in a process that will allow the private sector to discover the benefits of offering similar commuter travel services to their respective employees. The final stage of the Markham TDM initiative will be the establishment of local TMA.

3.4 Nature and Magnitude of Impacts

Greenhouse Gas and Other Pollutant Emissions

Reductions in greenhouse gas emissions and other pollutants will be achieved through those TDM strategies that are aimed at encouraging increased use of alternative modes and reductions of SOV travel.

As outlined in Section 4 of this proposal, quantifiable estimates of the *Smart Commute Initiative's* impacts on air quality will be provided. For example, the BCR TMA estimates that the introduction of TDM strategies at York University alone resulted in an annual reduction in emissions (of carbon dioxide, carbon monoxide, nitrous oxides and hydrocarbons) of 12,300 tonnes. This was the result of having saved 4,000 vehicle trips per day with an average round trip length of 70km. The *Smart Commute Initiative* proposes to monitor pollution emissions over a wider range of pollutants and across all relevant TDM strategies as applied to either the GTA-wide or TMA level.

Traffic Congestion and Delay

Traffic congestion and delay can be reduced not only by reductions in VKT but also through the spreading of peak-period travel and maximizing the use of underused travel routes. The benefits of reduced travel time are not restricted to just those participating in a particular TDM initiatives but extend to all other users of the system. However, translating reduced traffic volumes into lower levels of congestion and putting a value on the savings in travel time that result is a complex task. Only approximate estimates of travel time savings attributable to TDM initiatives can be provided.

Public Safety

By promoting transit, walking and cycling, the *Smart Commute Initiative* will encourage trips to be made by inherently safer modes. However, to maintain the appeal of walking and cycling, complementary land use development, legislation and safety education strategies have to be undertaken. In particular, greater consideration has to be given to cyclists and pedestrians in roadway design and traffic management.

Accident rates increase with traffic density, though their severity increases with vehicle speeds. Overall, accidents increase with total annual vehicle mileage. It has been estimated that a 1.0% reduction in vehicle-miles reduces accident costs by 1.6%. (Aaron Edlin, *Per-Mile Premiums for Auto Insurance*, University of California at Berkeley, 1998).

Other safety benefits that can flow from the widespread adoption of TDM strategies include health improvements as a result of better air quality and improved personal security resulting from more safely designed pedestrian and cycling facilities allied with the fact that there are “more eyes on the street”. Walking and cycling are also important types of physical activity that can bring health/safety benefits to individuals and society as a whole.

Many of these safety benefits will be difficult to measure and to separate out when they are attributable to the introduction of TDM strategies or the result of other factors or trends. Nevertheless, safety improvements represent a major class of benefits that should not be ignored in the assessment of TDM impacts.

Public and Private Costs

Savings in travel time can sometimes be transferred to others through higher land values. In the case of lowering peak demand by shifting travel to off-peak periods, there may be considerable infrastructure savings to both the public and private sectors. The design capacities of transportation systems are largely determined by their need to accommodate peak flows and reducing or slowing the growth in these peak flows may avoid or delay the need for costly infrastructure such as a bridge widening or the acquisition of additional transit vehicles.

For individual trip-makers, TDM strategies present a greater range of travel options that can be translated into reduced travel times, expenses, frustration and stress. As an example, the household of a commuter who joins a vanpool or switches to transit may discover there is no longer a need for a second or addi-

tional vehicle which could easily result in annual savings of \$6,000 to \$9,000. Employers and property owners who are members of a TMA may feel, for example, that they benefit from being better able to recruit and retain valuable employees or by reducing parking needs. It has been estimated that it can cost 150% of the base salary to replace a “lost” employee. In Toronto, where the creation of a parking space typically costs around \$25,000, the trip reduction strategies introduced at York University with the support of the BCR TMA are estimated to have brought savings of \$25 million in parking needs.

Other Contributions to Quality of Life

The *Smart Commute Initiative* represents a quantum leap in the whole region’s efforts to achieve a more sustainable pattern of growth and development. The project is consistent with and supportive of the land use and transportation planning objectives of municipalities throughout the GTA and provides the opportunity for both the public and private sectors to demonstrate their commitment to implementing TDM strategies. An important quality of the Smart Commute Initiative is its ability to empower greater private sector and public involvement in tackling urban transportation problems at a social as well as technical level. People are encouraged to recognize that their individual travel choices influence larger transportation outcomes and by changing their travel behaviour they can and do make a difference. A major achievement of the *Smart Commute Initiative* will be to firmly establish the value of TDM strategies in the public mind to the extent that there will continue to be widespread municipal and private sector support to maintain and expand these programs beyond the timeframe of the Showcase Program. Fostering the self-realization that the transportation problem and reduction of greenhouse gas emissions is everyone’s responsibility is a major step in the process of enhancing the quality of life.

3.5 Public Outreach

All sectors of the community, from the government to employers, developers, educational institutions and the general public must be involved in solving the region’s growing traffic congestion and air quality problems. The *Smart Commute Initiative* achieves both a regional, cost effective method for providing a unified marketing theme and provides each TMA the opportunity to tailor public outreach and education to their specific community, whether it is commuters, students or visitors. The following outlines some general outreach strategies.

Stakeholder Outreach

GTA stakeholder outreach will include the following:

- TMA Roundtable Breakfasts
- incentives and awards, such as ‘TDM Best Practice Business Award’ or ‘Employee Commuter of the Month’
- face-to-face discussion to promote programs and explore appropriate commute options

- presentations to larger potential stakeholder groups

Commuter Outreach

A key strategy of the commuter outreach will be to develop a communications plan specifically targeted to commuters and to create an easily identifiable branding, recognized by both employers and commuters. In addition the following strategies will be used:

- Commuter clinics
- Lunch and learn sessions on commuter options
- Promotional events that target alternative modes of transportation – cycling week, clean air commute
- Training assistance
- Produce newsletter for members
- Development of guides, flyers, posters, displays

General Public

The Smart Commute Association will develop an instantly recognisable brand and introduce the Association to the community through a launch program. The launch program will target a wide audience including; the public sector, developers, property owners, residents, community groups, and private industry. The launch will be widely advertised with well-known public figures and will include information about the program and how to get involved.

Local forums with local businesses, property owners and developers will be conducted. During these forums, participants will learn how to implement trip reduction programs at the workplace and how to become involved in their local TMA.

Other outreach opportunities include:

- On-going contacts with local and regional media sources to promote TDM/TMA programs, services and stories through news stories, radio spots and other formats
- Press releases to announce local and regional transportation events, fairs, champions and/or news
- Connect with local, regional, national and international opportunities for press and outreach

School Outreach

Students and parents are part of the regional transportation profile, as car travel to and from school sites impacts peak-hour congestion. There is a great need to engage this segment in the community in a dialogue about alternatives to driving children to and from school, including trip chaining and carpooling with a group of parents (ridematching program for parents who are taking their children to the same school could be a component of the GTA ridematching program or as a member of a TMA; the school could customise this service.)

Components of school outreach could include:

- Sponsor programs at schools to inform students of alternative modes of transportation
- Support existing programs e.g., Walking School Bus, Kids on the Move
- Initiate other promotional events based on sustainable transportation and commuter choice.
- Link with the School Board or local school representative to encourage the school to join the local TMA

The following chart gives an overview of regional and local based public outreach.

Smart Commute Association Public Outreach

GTA wide forum/launch of program

Presentations to school, community groups, GTA business stakeholders

Presentations to those involved in TDM – planners, municipal representatives, and developers. (Promote TDM best practices)

Commuter clinics – general public

Promotional events focussing on GTA commuter programs

Linking with sustainable transportation events

“Smart Commute” Branding

Guides, flyers, posters, displays promoting GTA-wide commuter programs

Media attention

Training assistance to TMA

Customer support of commute programs (1-800 number, website)

TMA Outreach

Lunch and learn commuter sessions

Workplace commuter clinics/face to face commuting advice

Promotional Events and Incentive Programs

Local Forums/Breakfast – attract local TMA stakeholders

Training assistance to local businesses

Workplace commuter surveys/site audits – address commuting concerns

Measuring Public Reaction to the Showcase

There are a number of ways to measure public reaction to the showcase. They include:

- GTA wide attitudinal survey
- website feedback
- public event feedback forms
- employer/employee survey feedback at the TMA level
- feedback on ridematching with 1-800 helpline

3.6 Participation in the National Information Network

A key objective of the *Smart Commute Initiative* is to act as a catalyst or support to a number of activities/initiatives which promote alternatives to SOV commuting and that extend beyond the three year life of the project. Ensuring that there is opportunity to share our experiences nationally is an important component and will be addressed in number of ways such as:

- Smart Commute Association staff will be assigned as part of the workplan to coordinate all TDM/TMA best practices materials and provide templates for the program modules developed. This information will be available on the Smart Commute Association website and through participation in a National Information Network.
- Funding support for Smart Commute Association staff as well as in-kind municipal staff support to participate in national forums/workshops.
- Coordination with and building on the developing “Canadian TDM Network” to ensure that all information from this project will be available nationally and that Canadian best practices are administered.
- GTA-wide forums on TDM/TMAs could include participants nationwide.
- Larger private partners involved in local TMA development will be able to provide their national branch offices with information, guidance, and an incentive to participate in employee trip reduction initiatives.

SECTION 4 Impact Assessment and Reporting

The importance of identifying and measuring the direct and indirect benefits of the *Smart Commute Initiative* cannot be overstated. This section includes a comprehensive impact-assessment plan designed to establish baseline conditions, and to develop tools to monitor and report impacts of the comprehensive GTA program as well as individual TDM strategies.

The monitoring and evaluation component is based on the following key concepts:

- TDM activities represent the inputs to the program, while impacts reflect the outcomes or results of the program. It is necessary to have accurate information about both to define program effectiveness and support decisions on future program direction or, if necessary, refinement in mid-course. Therefore, the impact assessment will accurately track and document both activities and impacts.
- Evaluation approaches that are consistent with best practices in the TDM industry, using recognized data collection and analysis techniques, ensures acceptance within and outside of the GTA. This will allow for comparisons among and between national and international program services and assist in identifying other strategies that could be implemented to address congestion and air quality concerns.
- A strong evaluation and monitoring component allows for the opportunity for each TMA program and the Smart Commute Association to continually evaluate their progress, highlight areas of success and identify areas of weakness.

4.1 Approach

Program accomplishments will be measured against pre-determined baseline conditions, enabling the Smart Commute Association to conduct a comprehensive monitoring and evaluation program that will report the full impacts of each TDM measure described in Section 3. Impact assessment and reporting reflects the two tier approach of the *Smart Commute Initiative*. Each tier will include a variety of performance and activity measures as well as identification of key data sources and tracking methods.

I: Impact Assessment and Reporting for the Smart Commute Association

- Develop performance indicators
- Identify baseline data using existing sources
- Create assessment tracking tool

II: Impact Assessment and Reporting for the individual TMA Programs

- Develop performance indicators
- Identify baseline data using existing sources
- Create assessment tracking tool
- Partner with service providers to design reporting procedures

Staff of the Smart Commute Association, with the assistance of TMA staff, will be responsible for establishing GTA-wide baseline conditions, performance measures and directly monitoring the impacts of the GTA-wide TDM measures. With the baseline conditions established, every TMA will be responsible for assessing the individual impacts of their TDM strategies. The Smart Commute Association will also compile data on TDM measures from the individual TMAs to build the overall picture of the effectiveness of the *Smart Commute Initiative*.

4.2 Performance Indicators

Performance measures are indicators of a program's success or, in other words, how well the program is meeting its goals. Measures are useful to assess and improve success in attracting commuter clients to the program, the ability of the program to meet client travel information and assistance needs and, most importantly, by facilitating shifts to alternative non-SOV modes.

Four categories of measures are defined:

- **Awareness** – measures exposure to and awareness of program services.
- **Participation** – measures participation in services that will facilitate use of alternative modes or development of worksite programs.
- **Satisfaction** – measures commuters' and employers' satisfaction with program services
- **Program Impacts** – measures commuters' shifts to alternative modes with TMA or Smart Commute Association assistance and the contribution of program services to meeting regional travel and air quality goals

The first three categories of measures, Awareness, Participation and Satisfaction, document trends in target populations' understanding and acceptance of alternative modes and participation in the program services offered by the Smart Commute Association and the TMAs. These measures are useful for tracking

the day-to-day operations, including resource allocation and operating efficiency, and identifying areas for program improvements. It is important to track various program activities such as advertising, outreach activities and the number of on-site promotions at worksites. Although these are “activity measures,” rather than performance measures, these data are necessary to define the level of outreach and education necessary to increase awareness and participation in the project. Program impacts measure the primary goals of the Smart Commute Association program. The impact assessment and reporting component is primarily concerned with identifying and measuring primary impacts of the TDM program. Impacts can be measured in a variety of ways including: VKT reductions, estimates of emissions reductions and measures of progress towards achieving the transportation objectives of the Official Plans of the municipal partners. Measures in each category are described below.

Awareness Measures

- a) Percentage of commuting population aware of program services
- b) Percentage of commuting population aware of how to reach program (e.g., 1-800 number, website)
- c) Number of commuters directly exposed to program information by direct outreach efforts
- d) Percentage of information requests received through various referral sources
- e) Percentage of regional and local commuters who currently use alternative modes for commuting
- f) Percentage of regional and local commuters who would be willing to try alternative modes for commuting
- g) Percentage of regional employers that are aware of Smart Commute Association services; percentage of local employers that are aware of TMA services

Participation Measures

Commuters:

- a) Number of commuter requests for various services offered/supported by Smart Commute Association or the individual TMA.
- b) Number of participants in Smart Commute Association’s program or the TMAs services.
- c) Number of ridematch applicants and number per 1,000 commuters
- d) Percentage of applicants who use ridematch information sent to them.

Employers:

- a) Number of employer requests for information and assistance
- b) Number of employer clients participating in Smart Commute Association’s services (e.g., transportation fairs)
- c) Number of regional employers implementing worksite TDM measures (parking spaces saved, bike storage and shower/change facilities added, site design)

Satisfaction Measures

Commuters:

- a) Percentage of users who rate various program services as “excellent” or “very good” overall

- b) Percentage of users who request improvements in program services
- c) Percentage of ridematch applicants who receive ridematches.
- d) Commuter ratings on service quality features (e.g., time to obtain assistance, convenience of service access/availability, accuracy/quality of information provided)

Employers:

- a) Percentage of employers that rate various Smart Commute Association or TMA services as “excellent” or “very good” overall
- b) Employer ratings on service quality features (e.g., time to obtain assistance, usefulness of information and products provided, knowledge and expertise of outreach staff)

Program Impact Measures

- a) Percentage and number of applicants placed in rideshare modes after receiving Smart Commute Association or TMA services or information (continued and temporary/trial placements)
- b) Average vehicle trips reduced per placement
- c) Number of daily vehicle trips reduced by commuters who received Smart Commute Association or local TMA services
- d) Number of daily VKT reduced by commuters who received Smart Commute Association or local TMA services
- e) Number of daily tonnes of emissions reduced by commuters who received Smart Commute Association or local TMA services (also reported by mode)

Data Sources

Much of the data needed to assess the performance measures described above will be available from two basic types of sources. Data on program participation will be available from ongoing monitoring activities performed by Smart Commute Association staff. These items include, for example, application records and GRH registration forms. The other basic source of information, primarily on awareness, satisfaction and impacts, necessarily comes from surveys of program users or members of target markets.

There are several on-going surveys in the GTA that will assist with baseline and on-going data collection. There are two particularly important existing data sources from which to construct GTA-wide baseline measurements for the transportation sector. The first is the Transportation Tomorrow Survey (TTS) which is a large, comprehensive telephone survey of the travel habits of households across the GTA. TTS data are collected every five years and are available for 1986, 1991, 1996 and 2001.

These surveys provide valuable information on trends in the number of trips by: place of origin and destination; purpose; mode; time of day, and household characteristics. The second data source is the Cordon Count Program which yields information on traffic flows by vehicle and person counts for each mode at key screenlines across the GTA. Cordon Count Data is collected every two and three years alternatively, the last in 2001 and the next in 2004.

TTS and Cordon Count Data combine to provide an impressive, comprehensive and reliable body of transportation data against which to assess the impacts of the *Smart Commute Initiative* in such critical areas as: VKT reduction; changes in average trip lengths; changes in the number and percentage of SOV usage, transit, bicycle and walk trips; changes in the auto-occupancy rate, and shifts in peak-period travel. The baseline data can be used to assess the extent to which those areas in which TDM measures have been implemented are producing favourable results on certain, key indicators as measured against GTA-wide average trends.

Given the primary focus of the Showcase Program on CO₂ reduction and improved air quality, every effort will be made to provide quantifiable estimates of impacts on these criteria for the relevant TDM measure or set of measures. To this end, estimates of VKT reduction will be converted to reductions in the absolute amount of pollution emissions by mode. This conversion will be achieved by applying the modal transportation emission coefficients developed by the Air Quality Improvement Branch (AQIB) of the City of Toronto's Works and Emergency Services Department (see Annex 4). Coefficients are based on a 1999 Transport Canada reporting of 1995 emission estimates relating to transportation data for all of the GTA (as reported in Delcan's study "Strategies to Reduce Greenhouse Gas Emissions from Passenger Transportation in Three Large Cities", 1999). Similar tabulations of emission estimates by mode of travel will be developed as required in keeping with TMA specific travel pattern changes by the AQIB. The combination of TTS and Cordon Count Data in concert with the table of emission coefficients will be used to establish baseline emission inventories for each specific TMA and to measure the improvements achieved to CO₂ and air quality for each TMA over time.

In addition to the quantifiable measures outlined above, it is proposed that regional attitude surveys be conducted as part of the *Smart Commute Initiative* to help assess the indirect impacts of the TDM measures. A key aim of the project is to change individual travel behaviour by making commuters aware of the environmental and other impacts their travel choices produce and to demonstrate that there are more sustainable trip-making options. Consequently, it is important to undertake properly designed attitudinal surveys to measure the extent to which the project's messages are successfully getting out and positively influencing commuter travel choices.

Each TMA will be responsible for establishing baseline measurements from which to monitor future progress. Typically, these measurements are derived from detailed, individual work site analyses and employee travel surveys that are conducted at the time a member joins the TMA. Travel surveys gather basic data on employees' commuting patterns and attitudes. In this way key data on where employees live, which mode(s) they travel by and why can be collected. Important baseline attitudinal data can also be collected on such factors as environmental awareness, interest in sustainable travel choices and the types of incentives which might work best to encourage these choices.

The *Smart Commute Initiative* will also combine the best of the TMA baseline survey practices based on the experiences of the Black Creek Regional TMA, Pollution Probe's SMART Movement program and the Town of Markham's TDM program to provide a single tool that all TMAs in the *Smart Commute Initiative* can consistently apply. The surveys will be conducted annually to update the baseline conditions, assess progress to date and identify where there may be the need to make adjustments in program delivery.

Finally, the following activities will be measured by each individual TMA:

- a) Regional advertising placements and advertising exposure (market coverage)
- b) Press coverage (e.g., press releases produced, media articles written)
- c) Direct mail pieces produced and distribution size/scope
- d) Outreach activities conducted (e.g., worksite promotions, participation in community events)
- e) Website hits
- f) Outreach contacts with employers (e.g., calls, visits, direct mail and group presentations)

4.3 Synergy between Measures

For each TDM measure total benefits can be assessed or, for each impact, the total benefit of all TDM measures can be summed. The monitoring and evaluation data will be used to assess cost effectiveness and to help identify where synergies and cross-effects between TDM measure arise and to indicate where certain of these measures should be packaged or bundled for maximum effectiveness.

4.4 Reporting

A major legacy to which the *Smart Commute Initiative* aspires is to firmly establish the value of TDM measures in the public's mind and travel culture to such an extent that there will continue to be widespread municipal and private sector support to maintain and expand these programs beyond the timeframe of the Showcase Program. Reporting accomplishments on an annual basis provides the *Smart Commute Initiative* the opportunity to measure its success at reaching this major goal. Therefore, the goals of the reporting element of the program will be to:

- Produce evaluation results on a timely schedule to inform resource allocation decision-making.
- Ensure that evaluation results are understandable and meaningful to program staff, Transport Canada and other interested parties. This means presenting results in a straightforward manner and in terms that reflect expectations for the program and that allow relative assessments of program components.

- Allow for periodic activity reporting as a program management tool. While impact assessment is an important component of the evaluation, the process must also provide information to direct and enhance day-to-day program operation.

The Smart Commute Association will assemble and maintain an information bank against which to assess the extent to which the objectives of the Showcase Program are being met and to provide timely updates, annual reports and the final report on the effectiveness of the *Smart Commute Initiative*.

SECTION 5 Financial Plan

5.1 Introduction

A detailed financial plan was prepared as part of the *Smart Commute Initiative*. It identifies the various sources of funding for each of the nine program activity areas of the proposal. The financial plan for the *Smart Commute Initiative* was prepared on the following basis:

- That 3 years of funding from Federal government would be available;
- That funding partnerships can and will be established between the Federal government, municipal governments and private sector partners;
- That the Federal component over the 3-year period will not exceed one-third of the total project budget; and
- Funding from the municipal governments and private sector groups could be in the form of in-kind and financial support.

5.2 Budget Breakdown

Table 5.1 presents the year-by-year budget breakdown of the nine program activities. The overall budget requirement is estimated to increase from \$1.9 million in the first year to approximately \$2.5 million in the second year and finally to \$3.3 million in the third year. The total budget for the three-year program is estimated at approximately \$7.7 million.

Table 5.1 Year-by-Year Financial Plan

Program Activities	Total Costs \$			Program Total \$
	Year 1	Year 2	Year 3	
1. Smart Commute Association staff and administration	514,400	463,200	463,200	1,440,800
2. Baseline and on-going surveys	99,500	50,000	50,000	199,500
3. Marketing, Education and Outreach	99,720	48,720	48,720	197,160
4. Acquire and maintain ride-matching database	100,000	50,000	50,000	200,000

5. Develop and maintain guaranteed-ride-home program	4,000	4,000	4,000	12,000
6. Assessment and Development of TMA	228,500	182,800	–	411,300
7. TMA operation	480,000	1,320,000	2,280,000	4,080,000
8. Develop vanpool module	314,500	310,000	340,000	964,500
9. Develop additional modules (car sharing, shuttle, bike, pedestrian)	84,500	65,000	70,000	219,500
TOTAL	1,925,120	2,493,720	3,305,920	7,724,760

TMA operation represents the largest budget activity area for the second and third years of the program due to the increasing number of TMAs in operation after the first year. The total three-year cost of TMA operation is approximately \$4.1 million or 53% of the total budget. Establishing and then staffing up the Smart Commute Association (SCA) resulted in it being the largest budget item in the first year of the program. Over the three-year period, these two program activities also represent the two largest cost areas of the total budget, with the SCA and TMA operations together taking up 71% of the total budget of \$7.7 million.

The breakdown of yearly program cost by partner groups, the Federal government, municipal governments and private sector, are presented in Table 5.2. The same data are also charted in Figure 5.1. Totalled over the three-year period, the private sector will bear the largest cost burden of the program at \$3.2 million (42%), followed by the Federal government at \$2.6 million (34%) and the municipal governments at \$1.8 million (24%). On an annual basis, the private sector share of the annual program budget increases from 32% in Year 1 to 43% in Year 2 and finally to 47% in Year 3. Correspondingly, the annual budget share of the municipal governments decreases from 32% in Year 1 to 22% in Year 2 and finally to 21% in Year 3. The Federal government's annual budget share stays relatively constant across the three years, ranging from 36% in Year 1 to 32% in Year 3.

Table 5.2 Cost Breakdown by Partner Group

	Federal	Municipal	Private	Total
Year 1	694,000	618,620	612,500	1,925,120
Year 2	877,000	537,720	1,079,000	2,493,720
Year 3	1,070,000	682,920	1,553,000	3,305,920
TOTAL	2,641,000	1,839,260	3,244,500	7,724,760

Figure 5.1 Distribution of Budget by Partner Group

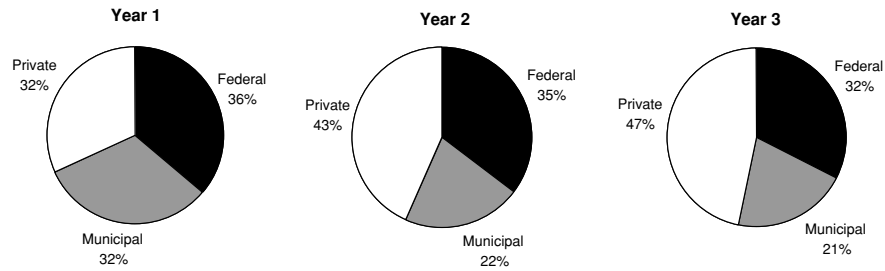


Table 5.3 presents a further breakdown of the *Smart Commute Initiative* budget in terms of the in-kind and financial support by partner groups. In-kind support amounts to \$2.2 million, or 28% of the total budget over the three-year period. The split of in-kind support between the municipal governments and private sector groups is 45% to 55% over the three-year period. Conversely, the financial support component represents 72% of the three-year program budget, with the Federal government providing close to half of it at 48%, followed by the private sector at 37% and the municipal governments at 15%.

Table 5.3 In-Kind and Financial Contributions of Partner Groups

	In-Kind			Financial			
	Municipal	Private	Total	Federal	Municipal	Private	Total
Year 1	498,620	190,000	688,620	694,000	120,000	422,500	1,236,500
Year 2	286,720	407,000	693,720	877,000	251,000	672,000	1,800,000
Year 3	191,920	623,000	814,920	1,070,000	491,000	930,000	2,491,000
Total	977,260	1,220,000	2,197,260	2,641,000	862,000	2,024,500	5,527,500

Built into the operations budget of the SCA is a provision of up to \$5,000 per year to permit SCA staff to actively participate in the national information network for the promotion of dialogue and sharing of best practices in sustainable transportation among municipal and provincial stakeholders across Canada.

5.3 Financial Commitments

Every municipal partner of the *Smart Commute Initiative* has formally indicated support for this initiative. The documentation of this support is provided in Annex 6. In addition, the Region of York has committed up to \$120,000 in Year 1 and \$230,000 in Years 2 and 3, the City of Toronto has committed up to \$180,000 each year and the Region of Durham has committed \$85,000 over the life of the project. These are financial commitments, **not** in-kind contributions. Documentation of these financial commitments is also contained in Annex 6. As well, formal commitments from the remaining municipal partners are forth coming.

SECTION 6 Showcase Schedule

The schedule for implementing the nine program activities is presented in Figure 6.1. In order to meet the schedule of the other program activities, the Smart Commute Association must be established and staffed within the first and second quarters of the first year.

In tandem, ride-matching and guaranteed-ride-home programs will be the first services to be offered by the SCA across the GTA. These two programs are to be launched by the fourth quarter of the first year of this initiative. Program modules will be developed next, starting with the vanpool module.

Because municipal and private sector staff will be available from the very beginning of the program, the assessment and development of TMAs will proceed from the get-go. It is expected that five potential new TMAs will be assessed and developed during the first year of this initiative. However, only two of them are anticipated to be established by the end of the first year, in addition to the expansion of the Black Creek Regional TMA. During the second year, the other three TMAs assessed in the first year would be established and another four potential new TMAs will be assessed and developed. By the third year, those four new TMAs would be established so that a total of ten TMAs would be operating in the GTA by the end of the third year of this initiative.

On-going marketing, education and outreach programs promoting the TDM services of the SCA and TMAs across the GTA would be offered throughout the three-year period, starting from the second quarter of the first year. The impact and success over time of these services will be measured on an on-going basis over the three years and beyond, with an initial measurement early in the first year to establish a baseline.

Figure 6.1 Schedule of Activities

	Year 1				Year 2				Year 3			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1 Smart Commute Association												
Board/Advisory Committee Formation												
Regular Board/Advisory Committee Meetings												
Hire Executive Director												
Office Setup												
Hire Supporting Staff												
2 Baseline and on-going surveys												
3 Marketing, Education and Outreach												
4 Ride-matching program												
Acquire ride-matching program												
Maintenance & support												
5 Guaranteed ride home program												
Formation of program												
On-going administration												
6 Assessment and Development of TMA												
7 TMA operation assistance												
8 Develop vanpool module												
Development												
On-going promotion												
9 Develop additional modules (carsharing, shuttle, bike, pedestrian)												
Development												
On-going promotion												

SECTION 7 Showcase Staffing

7.1 Smart Commute Association

The Smart Commute Association staff comprise five personnel: an Executive Director, Program Manager, Commute Counsellor, Outreach Coordinator, and an Administrative Assistant. The staff of the Smart Commute Association are given direction from a Board of Directors and an Advisory Committee and a Municipal Working Group.

Outlined below are the time commitment, roles and experience of each of the Smart Commute Association staff.

Executive Director

Role:

- Reports to Board of Directors
 - Administers and manages GTA-TDM program
 - Staffing, operations and financial components of Smart Commute
 - Coordinates all partners involved in the project, both at GTA-TDM level and the local TMA
 - Involved in initial TMA set-up and coordination
 - Spokesperson/media and public relations
 - Leads research and product development and pilots commuter initiatives within program
-

Experience:

- Marketing and business development
 - Experience with media
 - Excellent communication and interpersonal skills
 - Skills and sensitivity in working with employers and public agencies
 - Familiarity with transportation demand management (TDM) programs or interest and willingness to learn
 - Proven ability to develop and manage an employee transportation program (or related experience)
 - Ability to monitor and evaluate employee programs
 - Budget management skills
 - Experience with or ability to work with a voluntary Board of Directors and Committee members
 - Experience in grant writing and fundraising
 - BA or BSc in a related field (e.g., Commerce, Marketing, Transportation Planning, Environmental Studies)
-

Time Commitment:

- Full-time contract position
-

Program Manager

Role:

- Reports to Executive Director
 - Assists Executive Director with coordinating TMAs
 - Responsible for development of TDM program modules
 - Responsible for impact assessment and reporting including survey tools for site assessment at TMA level and monitoring of the program for Transport Canada evaluation needs
-

Experience:

- Excellent research skills and proven written ability
 - Project/Program Management experience
 - Familiarity with commuter services options (TDM strategies) and Transportation Management Associates (TMAs)
 - Familiar with quantitative analysis, survey analysis, environmental monitoring and assessment
 - Up-to-date on latest environmental initiatives in the field of transportation
 - BA or BSc in a related field (e.g., Commerce, Marketing, Transportation Planning, Environmental Studies, Graduate work is a plus)
-

Time Commitment:

- Full-time contract position
-

Commute Counsellor

Role:

- Reports to Executive Director
 - Administers ridematching program, coordinates with operator for GTA-wide program delivery and directly assists with public on ride-matching, transit and other options
 - Sets up and manages of 1-800-ridematching number and web based information
 - Develops and delivers training for transportation coordinators
 - Attends and assists with commuter clinics (business, community groups, government) – public information on commuter options and how to best meet their needs.
 - Liaises with transit/ridematching on customer/user feedback-surveys
-

Experience:

- Experience with trip reduction programs and familiarity with ridematching applications
 - Solid training/teaching skills, preferably in the delivery of trip reduction programs or similar
 - Knowledge of web-based applications associated with trip reduction
 - Excellent customer service skills and solid communication skills
 - Ability to deal with multiple stakeholders in the delivery of the project
 - BA or BSc in a related field (e.g., Commerce, Marketing, Transportation Planning, Environmental Studies)
 - Familiarity with the operations of commute service programs
 - Proven ability in an instructor role
-

Time Commitment:

- Full-time contract position
-

Outreach Coordinator

Role:

- Reports to Executive Director
- Organizes public outreach for GTA-wide commuter service programs
- Involved in the marketing of the program which includes organization of: materials, media, advertising, posters, displays
- Provision of a uniform package of marketing/educational material for TMAs to use and tailor to needs
- Organizes public outreach events such as: commuter clinics, lunch and learn sessions, forums this could also include outsourcing to other contractors for their service (such as Canbike) – larger GTA-wide audience
- Promotional organization such as incentive programs, sponsorships, prizes
- Commute contests/Best TDM business awards
- Develops roster of speakers for events and coordinates a menu of events for public outreach for TMAs in addition to the GTA-wide programming

Experience:

- Proven experience with media interaction.
 - Background in marketing and promotion
 - Familiarity with employee commuter services (TDM programs)
 - Proven ability to organize public outreach programming and events.
 - Ability to deal with multiple stakeholders
 - Excellent organizational and interpersonal skills
 - BA or BSc in a related field (e.g., Commerce, Marketing, Transportation Planning, Environmental Studies)
-

Time Commitment:

- Full-time contract position
-

Administrative Support

- Support role: provides assistance to all staff, as needed
 - Assists in marketing, public outreach, research and development and TDM module development
 - Part-time contract position
-

7.2 TMA

Staffing for the TMA operations within the *Smart Commute Initiative* is based on the Black Creek TMA model, which includes a one and a half-staffing requirement. There will be close coordination between TMA staff and that of the Smart Commute Association.

Each TMA will function with a Board of Directors made-up of representatives from its membership. The Board offers advice and direction to the TMA staffing in terms of TMA ongoing operations, growth, and future direction.

The following outlines the roles, experience, and time commitment of TMA staff for the *Smart Commute Initiative*.

Executive Director

Role:

- Significantly increasing the number of member employers
 - Developing, coordinating and implementing transportation programs/services to provide travel options for commuters
 - Liaises with elected officials and management staff from both the private and public sectors to increase their awareness of economic and other benefits of supporting sustainable transportation options
 - Day-to-day operations of the organization
 - Assisting the BCRTMA board with developing organizational policies, procedures and programs
 - Acting as chief media and public spokesperson for the organization and its members and serves as its voice on relevant transportation advocacy issues
-

Experience:

- Marketing and business development
- Experience with media
- Excellent communication and interpersonal skills
- Skills and sensitivity in working with employers and public agencies
- Familiarity with transportation demand management (TDM) programs or interest and willingness to learn
- Proven ability to develop and manage an employee transportation program (or related experience)

- Ability to monitor and evaluate employee programs
 - Budget management skills
 - Experience with or ability to work with a voluntary Board of Directors and Committee members
 - BA or BSc in a related field (e.g., Commerce, Marketing, Transportation Planning, Environmental Studies)
-

Time Commitment:

- Full-time position
-

Sustainable Transportation Coordinator

Role:

- Helps develop and conduct surveys to monitor and improve TMA services and programs
 - Develops information for addition to BCRTMA web-site
 - Assists with outreach to students, employees, and potential members including preparing communications (e.g., letters, bulletins, brochures)
 - Assists with development of funding proposals
 - Performs Internet searches on relevant topics
 - Monitors news reports for transportation articles
 - Helps organize and coordinate events (e.g., by liaising with appropriate people, making necessary logistical arrangements, assisting with securing sponsorships)
 - Assists with financial tasks (including processing invoices, making deposits, etc.)
 - Provides administrative support (arrange meetings, prepare and send correspondence, develop mailing lists, file, data entry into Quick Books and Excel, take meeting minutes)
-

Experience:

- Strong communications skills and a good phone manner
 - Excellent administrative and organizational skills
 - Experience/skills in assisting with marketing and event promotion
 - Skills and sensitivity in working with employers and public agencies
 - Good computer skills (experience with Quickbooks an asset)
 - Ability to work in a relatively independent setting
 - Adaptability
 - Ideally, a familiarity and interest in sustainable transportation or transportation demand management (TDM) programs
-

Time Commitment:

- Part-time
-

Partner Roles and Responsibilities

Municipal Partnerships

The principle partners are the regional and local municipalities that are making cash and/or in-kind contributions to the *Smart Commute Initiative*.

These contributing municipal partners comprise the Board of Directors of the proposed Smart Commute Association which has the overall responsibility for establishing, directing and implementing the project, including the allocation of funds and resources.

As noted above, the *Smart Commute Initiative* provides commuter services that are offered GTA-wide and others that are related to the programs of area-specific TMA's within the GTA. As explained in Section 5 regarding the Financial Plan, the municipal cost of GTA-wide services will be apportioned among the regional municipalities on the basis of their shares of total GTA population, while the municipal cost component of local TMA's will be borne by the region in which they fall and may include contributions from impacted local municipalities. For example, York Region (see attached report dated April 2, 2003), which has 15% of the total population and a proposal for two new TMA's, estimates its total cost contribution over the three year life of the project to be \$490,000.

The participation of municipal staff in the *Smart Commute Initiative* will also be a major contribution. Municipal staff will play a key and ongoing role in both the establishment of the Smart Commute Association and the development and marketing of local TMA's. Much of the monitoring and establishment of baseline conditions will be conducted by municipal staff who will also be largely responsible for impact assessment and reporting. In addition, municipal staff play an important role in the education, promotion and public outreach components of the *Smart Commute Initiative*.

TMA Partnerships

The other major partners are those contributing members of the individual TMA's that are to be established as public/private initiatives throughout parts of the GTA. Based on the BCR TMA experience the bulk of the contributing members are anticipated to be major private and public sector employers as well as, possibly, developers, property managers and other government and non-government organizations and agencies. Selected representatives from each of the TMA's will serve on the Advisory Committee of the Smart Commute Association to ensure that the full spectrum of interests, including those responsible for the grass roots delivery of commuter services, is given voice in the overall direction of the *Smart Commute Initiative*.

With a guaranteed base level of funding and technical support provided through the Smart Commute Association, each TMA will be responsible for leveraging this base support into the development of a tailored program of measures for reducing auto demand in the specific area it serves. This leveraging is achieved through attracting further funding and in-kind contributions by building up TMA membership and funding partnerships. Critical aspects of TMA administration are the recruitment of new members, the development of partnerships and fundraising activities. As noted above, municipal staff, particularly in the planning and economic development fields, can play a vital role in the marketing of the TMA concept and the recruitment of new members and partners at the individual TMA level. The attached latest progress report of the Black Creek Regional TMA (see Annex 5) illustrates the range of responsibilities and activities that a typical TMA can be expected to take on in the areas of administration, education, advocacy and service delivery.

An important role of the TMA Board is to determine site-specific needs for particular services and to assess the need to outsource or broker these services. Each TMA will be strongly linked to the overall work of the Smart Commute Association through participation on the Association's Advisory Committee, by liaising with Association's executive director on the overall direction and progress of the *Smart Commute Initiative*, and by drawing upon the Association's capacity to provide technical support in the areas of outreach, marketing, product development and TDM training.

At this stage, the commitment to creating TMAs has come largely from regional and local municipal governments. This to be expected since experience shows that the creation of TMAs is typically led by the public sector and it usually takes time for TMAs to achieve more self-sustaining membership levels and attract other non-government funding sources. A stakeholder breakfast on the *Smart Commute Initiative* was held on April 23, 2003 to assess the level of interest in the creation of a network of TMAs across the GTA and the response of private sector representatives in attendance was very positive. However, the private sector generally needs to know a lot more of the details (many of which can only be known after this application has been evaluated) before volunteering precise contributions. The Black Creek Regional TMA experience has shown that within the GTA context it is possible to attract private sector members and associated funding. However, maintaining private sector support is an ongoing challenge. The creation of the Smart Commute Association will provide a strong framework in which to develop TMAs and attract private sector partners.

Program Partnerships

The *Smart Commute Initiative* will work closely and coordinate its activities with other related programs and initiatives that could support the functioning of either the Smart Commute Association or the individual TMAs. For example, the TMAs might seek funding partnerships through such programs as Moving on Sustainable Transportation, the Climate Change Action Fund or the Federation of Canadian Municipalities Green Municipal Enabling Fund. The Smart Commute Association will bring together such leading TDM initiatives as Pollution Probe's S-M-A-R-T Movement program and related activities such

as the 20/20 Ways to Save Energy on the Road, to ensure that best practices and resources are shared across the GTA while competition and duplication are minimized. NGOs, such as Pollution Probe, and the existing and emerging TMAs would be represented on the Advisory Board of the Smart Commute Association. The relationships between the *Smart Commute Initiative* and these other related programs and initiatives could be that of contributing partner, active participant or client.

Potential Partnerships

Staff of the Provincial Ministry of Transportation provided a letter of support (dated October 31, 2001) for the initial expression of interest that led to this *Smart Commute Initiative* proposal. The writing group of the GTA municipal representatives that developed this detailed submission have continued to maintain contact with Ministry staff and it is recognized that the *Smart Commute Initiative* is founded on the same sustainability principles that underlay the Province's "Smart Growth" objectives for future development in the urbanized areas of Ontario. The *Smart Commute Initiative* supports such provincial initiatives as the introduction of HOV-lanes on 400-series highways, the implementation of bus rapid transit services and the promotion of more transit-oriented, pedestrian and cycling friendly development. Consequently, it can be reasonably expected that the Province will give its support to many of the Smart Commute Association's initiatives though no formal commitment has yet been received.

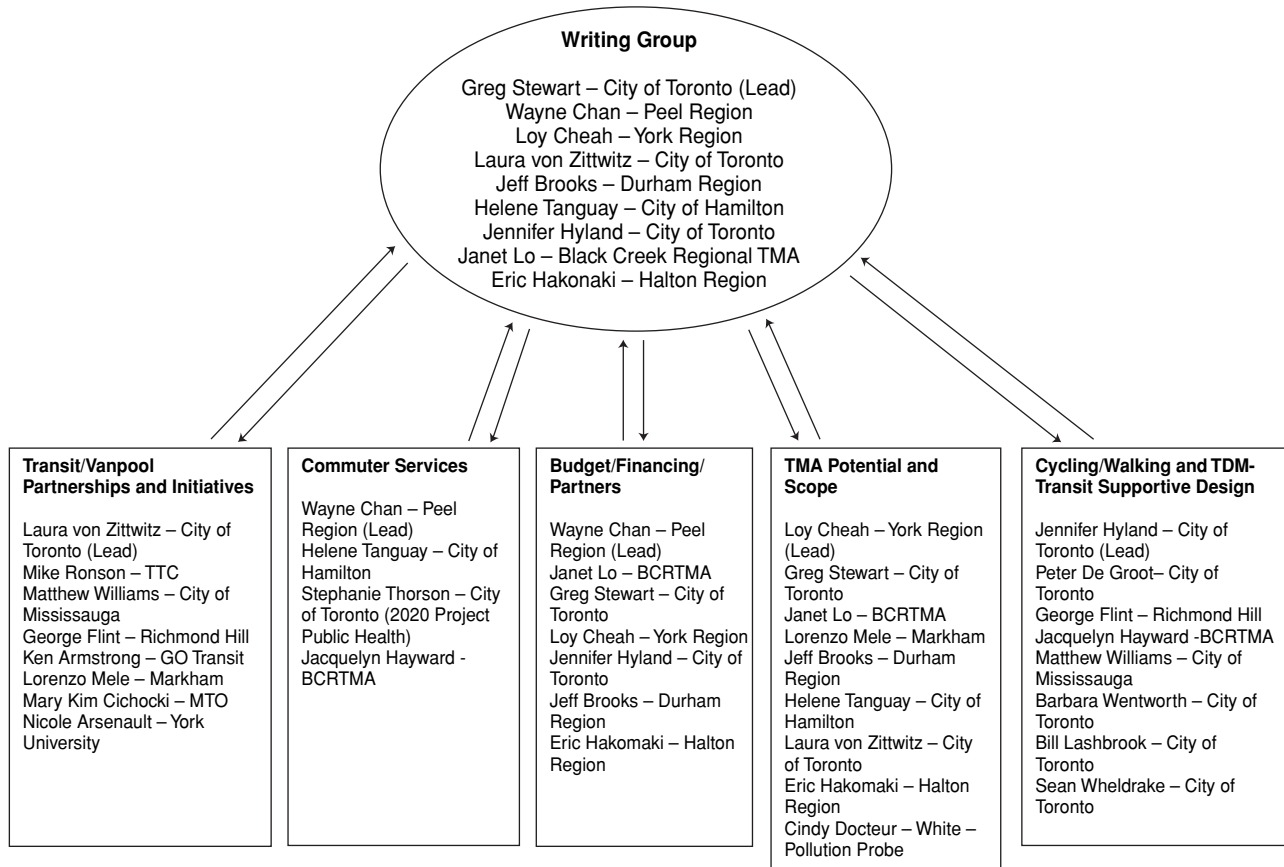
SECTION 9 Contact Information

Greg Stewart
Program Manager
Urban Development Services Department
City of Toronto
22nd Floor, Metro Hall
55 John Street
Toronto, ON M5V 3C6

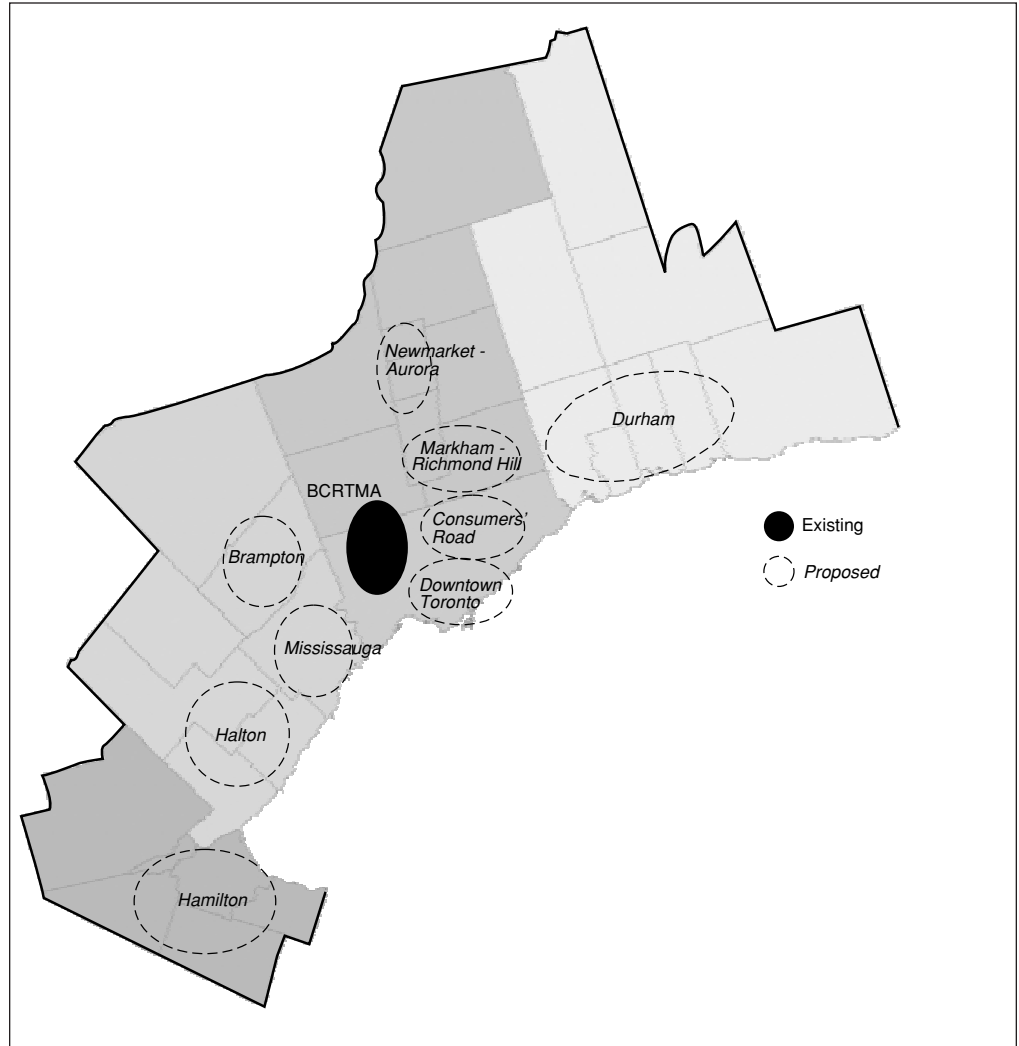
tel: 416-392-2691
fax: 416-392-3821
e-mail: gstewart@toronto.ca

SECTION 10 Annexes and Additional Information

Annex 1: Proposal Working Group



Annex 2: Map of TMA Potential



Annex 3: Public Outreach Within Proposal Development

A: WORKING GROUP RETREAT AGENDA AND PARTICIPANT LIST

City of Toronto
Urban Transportation Showcase Program
Proposal-Writing Team Retreat
Thursday, April 3, 2003
St. Lawrence Hall, 157 King Street East

Purpose:

- To share ideas developed to date for Toronto's UTSP proposal;
- To identify and explore opportunities to refine, shape, build-on, and link these ideas; and
- To identify key elements of a winning proposal for Toronto.

Agenda:

9:00 a.m. Introductions and Agenda Review
Nicole Swerhun, Facilitator
9:10 a.m. Overview of Proposal Framework
Greg Stewart, Writing Group Lead
9:20 a.m. Working Group Presentations
9:20 a.m. Commuter Services
9:35 a.m. Transit/Vanpool Partnerships and Initiatives
9:50 a.m. Cycling/Walking and TDM-Transit Supportive Design
10:05 a.m. TMA Potential and Scope
10:20 a.m. Partners/Budgeting/Financing

- Presentations will focus on the highlights of ideas developed to date.
- Presentations should aim to be 10-12 minutes long, leaving 3-5 minutes for questions of clarification immediately following each presentation.

10:35 a.m. Break
10:45 a.m. Facilitated Discussion

Questions to Guide Discussion:

- What did you hear in the presentations that you think will work especially well?
- Did the presentations spark any new ideas or opportunities that could be explored? What are they?
- Do you have any concerns or see any challenges with the ideas presented? What are they? What suggestions do you have about how to address/resolve the concern?
- What needs to happen in order to successfully link/integrate these initiatives?

12:00 p.m. Lunch (provided)
1:00 p.m. Facilitated Discussion continued...

Questions to Guide Discussion:

Focusing on the overall proposal framework, do you have any ideas/feedback on:

- The framework as a whole?
- The key proposal requirements (see below)

Key Proposal Requirements:

- Potential to reduce GHG emissions
- Innovative approach
- Build on existing initiatives
- Range of strategies
- Measurable results (quantitative, qualitative)
- Other benefits (e.g., air quality, congestion, safety, infrastructure and/or operational costs)
- Relevance to other municipalities
- Partnership opportunities
- Financial Plan
- Strength of governance and accountability structure

1:45 p.m. Review Retreat Results

1:55 p.m. Next Steps – Greg Stewart

Participant List:

- | | |
|------------------------|--------------------------------|
| 1. Ken Armstrong | GO Transit |
| 2. Nicole Arsenault | York University |
| 3. Jeff Brooks | Durham Region |
| 4. Wayne Chan | Peel Region |
| 5. Cindy Docteur-White | Pollution Probe |
| 6. George Flint | Richmond Hill |
| 7. Eric Hakomaki | Halton Region |
| 8. Jacquelyn Hayward | BCRTMA |
| 9. Jennifer Hyland | City of Toronto |
| 10. Bill Lashbrook | City of Toronto |
| 11. Janet Lo | Black Creek Regional TMA |
| 12. Lorenze Mele | Markham |
| 13. Mike Ronson | TTC |
| 14. Ed Soldo | Halton Region |
| 15. Greg Stewart | City of Toronto (Lead) |
| 16. Helene Tanguay | City of Hamilton |
| 17. Stephanie Thorson | City of Toronto, Public Health |
| 18. Sean Wheldrake | City of Toronto |
| 19. Mathew Williams | City of Mississauga |
| 20. Laura von Zittwitz | City of Toronto |
| 21. Loy Cheah | York Region |

Facilitators/Notetakers:

- Nicole Swerhun, Lura Consulting
- Laura Anderson, Lura Consulting
- Noreen Braithwaite, City of Toronto

B. STAKEHOLDER BREAKFAST

GTA TMA Roundtable Breakfast
Wednesday, April 23, 2003
Novotel North York, 3 Park Home Avenue
8:00-10:30 a.m.

Meeting Record:

This meeting record was prepared by Lura Consulting. It presents the key discussion points from the meeting and is not intended to provide a verbatim transcript. A total of 31 written comment forms were also completed by participants, and the results are also summarized in this report.

Over 75 people attended the GTA TMA Breakfast Roundtable, representing a range of public and private sector interests from across the region. A list of those attending the breakfast is included in Appendix A, while the agenda for the meeting is included in Appendix B.

1. Welcome and Opening Remarks

Councillor David Miller, City of Toronto welcomed participants to the meeting.

2. Introduction to the GTA TMA Opportunity & the UTSP Proposal

Regional Chair Bill Fisch, York Region reviewed some of the transportation challenges in the GTA and outlined the approach being proposed to address some of those challenges in the Urban Transportation Showcase Program proposal. Highlights of his remarks are included here:

The Challenge:

- There will be 7.5 million people in the GTA plus Hamilton area by 2021
- Getting around right now is hard, and it will get harder
- Supply solutions aren't enough
- Even if the money was there, all the transit in the world isn't enough
- We know that all the roads in the world won't cut it

The Opportunity:

- Travel demand management is the critical third success factor. By managing car trips, by reducing single occupancy vehicle use, by providing an attractive menu of options we can collectively make a huge impact.

Concerns if we don't embrace TDM:

- Without travel demand management I think we will fail to make transportation sustainable here in the economic engine of Canada
- We will witness declining quality of life
- We will lose our competitive edge in the global economy
- Investors and employees will go somewhere else

The GTA TMA Proposal:

The GTA travel demand management program is a joint project of the cities, regions and local municipalities across the GTA and Hamilton region. It is a

confederacy of those who believe that we can build quality of life through better choices in transportation. The proposal has two components:

1. Creation of a GTA organization to provide GTA-wide commuter travel options
2. Development of a network of 10 TMAs across the GTA and Hamilton region

The GTA commuter association would be a charitable organization dedicated to developing and implementing GTA-wide TDM programs and services that are promoted to the public. These TDM programs and services would include:

- ride-matching (carpooling) tools
- staging promotional events
- TDM training and support for employers
- creating marketing materials in support of TMAs

Equally important, the GTA commuter association would also provide financial and administrative support in the development and expansion of TMAs across the GTA and Hamilton region.

The second element of the program is the network of TMAs. TMAs are non-profit, member-controlled organizations. Private sector engagement is critical to their success because they provide a framework by which travel demand management programs are promoted, applied and managed.

Ten TMAs Proposed:

1. Consumers Road Business Park in Toronto
2. Downtown Toronto
3. Markham-Richmond Hill
4. Newmarket-Aurora
5. Mississauga
6. Brampton
7. Durham Region
8. Halton Region
9. Hamilton
10. Expansion of the black creek regional TMA

Travel demand management is clearly an idea whose time has come (for employers, for employees, for residents, for the GTA. We invite you to show your support and commitment for this program.

3. Key Note Address

Stuart Anderson, Principal, Urban & Transportation Consulting delivered a presentation on Building Partnerships for Better Mobility: Transportation Demand Management and Transportation Management Associations. Mr. Anderson has a long history of work with Toronto on TDM and was instrumental in enabling the creation of Toronto's first TMA, the Black Creek Regional TMA. Highlights from the presentation are included here (a copy of the

Powerpoint presentation can be requested by contact Nicole Swerhun from Lura Consulting at 416-536-0184).

Congestion takes a toll:

- Over one-third of Canadian drivers spend more than an hour on their commute
- Downtown Toronto car trips increased by 150% in the last 15 years
- Over 25% of Canada's total emissions are from transportation
- Congestion costs the US \$78 billion per year in wasted time and fuel

Impacts of congestion on business:

- Employee recruitment
- Job satisfaction
- Employee retention and turnover
- Productivity
- Land and facility costs

What now? Put choice back in the commute:

- Give travelers real choices
- Provide incentives and information
- Focus on partnerships

What is Transportation Demand Management?

- Carpooling, vanpooling, public transit, walking, biking
- Alternative work arrangements
- Real-time information systems
- Incentives
- Parking management
- Site-design and amenities
- Partnerships

What is a Transportation Management Association?

- Initiated by the private sector
- Network for employers, property managers, developers and public agencies – occasionally resident groups
- Funded through membership dues, assessments and/or public grants
- Maintain a small staff

What's in it for employers?

- Save money
- Improved access for employees, patrons and visitors
- Assist with employee recruitment and retention
- Help manage limited parking
- Shape public policy
- Enhance public image
- Help improve the economic vitality and quality of the community
- Assist in meeting climate change (global warming) and clean air commitments

4. Panel Presentations

The following four panelists briefly described their experiences with TDM and TMAs:

- **Kathy Gastle, Mayor of Halton Hills.** Mayor Gastle highlighted the important role that municipalities have to play in addressing transportation challenges, and emphasized that their role can be strengthened through regional cooperation. She also emphasized the value of the TMA approach in that it enables transportation alternatives to be customized to fit local needs.
- **Tom Arnold, York University.** Mr. Arnold spoke as a representative of the first TMA in Ontario and one of the first in all of Canada – the Black Creek Regional TMA. He provided extensive insight into the how public and private partners have come together to proactively address traffic congestion.
- **Chris Gates, Enbridge Gas.** Mr. Gates reviewed the initiatives that Enbridge has implemented to make green links between the company, transportation and their employees. He presented results from a recent employee commuting survey Enbridge conducted, and also focused on the value of natural gas vehicles as part of the transportation solution (a copy of the accompanying Powerpoint presentation can be requested by contact Nicole Swerhun from Lura Consulting at 416-536-0184)
- **Eva Ligeti, GTA Clean Air Council.** Ms. Ligeti focused on the important link between transportation and air quality. She reviewed the air quality challenges the GTA faces, and the contribution that TDM and TMAs can make to air quality improvements.

5. Discussion

This discussion portion of the agenda enabled participants to ask questions and/or make comments regarding the GTA TMA opportunity. Key issues raised included:

- The importance of looking at how to integrate children's transportation into the UTSP proposal;
- The need to consider the legal framework within which different initiatives operate, and particularly the need to address liability issues.
- The opportunity to engage the labour sector in these initiatives – given that many of the goals of the UTSP proposal match the priorities of many employees across the region.

A number of comments were also received on individual feedback forms. These results are included in Appendix C.

6. Closing Remarks

Ed Levy, Co-chair, TMA Steering Committee shared closing remarks with participants, focusing on the importance of the opportunity at hand, while also recognizing the many challenges still ahead. He closed by thanking participants for their interest, and expressing his desire to see the collaboration continue.

Appendix A: Registered Participants

A number of organizations were invited to attend the Breakfast Roundtable, representing a range of private and public sector organizations and governments from across the GTA. Over 75 participated, with the names of those people listed below.

Organization	Representative
Ajax-Pickering Board of Trade	Joan Wideman
Autoshare	Kevin McLaughlin
BA Consulting Group Ltd.	Edward Levy
Black Creek Regional TMA	Jacquelyn Heyward
Black Creek Regional TMA	Janet Lo
CAA Central Ontario	Faye Lyons
Canadian Urban Transit Association	Michael Roschlau
Centre for Sustainable Transportation	Richard Gilbert
City of Brampton	Henrik Zbogar
City of Burlington	Lynn Robichaud
City of Burlington	Vito Tolone
City of Hamilton	Betty Matthews-Malone
City of Hamilton	Helene Tanguay
City of Hamilton	Mary Lou Tanner
City of Hamilton, Transit Division	Andy McLaughlin
City of Mississauga	Matthew Williams
City of Toronto	Jennifer Hyland
City of Toronto	Bill Lashbrook
City of Toronto	Tim Laspa
City of Toronto	Rod McPhail
City of Toronto	Joanna Musters
City of Toronto	Warren Poole
City of Toronto	Marta Roais
City of Toronto	Greg Stewart
City of Toronto	Laura Vonzittwitz
City of Toronto	Sean Wheldrake
Cusitar Associates	Frances Laming
Dillon Consulting Limited	Alvaro Almuina
Durham Region	Jeff Brooks
Enbridge Gas	Larry Hutzul
Enbridge Gas	Brian Maher
Enrg.	Martin Armstrong
Enrg.	Arnando Ramirez
Exhibition Place, SMART Coordinator	Nancy Grieveson
Giffels Associates Limited	Joseph Arcaro
GO Transit	Ken Armstrong
GO Transit	Marion Denney
Goodyear Canada Inc.	Wally Hicks
Grand and Toy	Steven Leonoff
Greater Toronto Airports Authority	Naren Doshi

IBI Group	Dave Roberts
James Dick Construction Limited	Greg Sweetnam
Locus Systems	Richard Blais
Lura Consulting	Laura Anderson
Lura Consulting	Nicole Swerhun
McDonald's Restaurants of Canada Ltd.	Victor Labreche
McMillan Binch	John Fox
Ministry of Transportation of Ontario	Ataur Bacchus
Moving the Economy	Beth Jones
Newmarket Chamber of Commerce	Petra Chrisophes
Noranco Manufacturing	Fred Sztabinski
Pinpoint Careers	Mary-Ann Gunn
Pollution Probe	Dr. Quentin Chiotti
Pollution Probe	Cindy Docteur-White
Rail Ways to Future/Transport 2000 Ontario	Ross Snetsinger
Region of Durham	Ramesh Jagannathan
Region of Halton	Eric Hakomaki
Region of Halton	Edward Soldo
Region of Peel	Wayne Chan
Regional Municipality of York	Susan Taylor
Richmond Hill Chamber of Commerce	Michael Manett
Richmond Hill Chamber of Commerce	Leslie Walker
Toronto & York Region Labour Council	John Cartwright
Toronto Public Health	Stephanie Thorson
Toronto Transit Commission	Mike Ronson
Town of Aurora	Brent Jefferson
Town of Richmond Hill	Councillor Dave Barrow
Town of Richmond Hill	George Flint
Town of Richmond Hill	Marcel Lantergie
TTC	Bill Dawson
University of Toronto	Eric Miller
Urban Projects	Judy Matthews
Whitchurch-Stouffville Chamber of Commerce	Helene M. Johnson
York Region	John Barnes
York Region	Loy Cheah
York Region	Ellen Ma
York University	Tom Arnold
York University	Nicole Arsenault
York University	Andy Wickens

Appendix B: Agenda

8:00-8:30 a.m.	Registration, Continental Breakfast
8:30	Welcome and Opening Remarks Councillor David Miller, City of Toronto

8:35	Introduction to the GTA TMA Opportunity and the Urban Transportation Showcase Program (UTSP) Proposal Regional Chair Bill Fisch, York Region
8:45	Key Note Address Stuart Anderson, Principal, Urban & Transportation Consulting
9:05	Discussion Facilitated by Nicole Swerhun, Lura Consulting Panel: Kathy Gastle, Mayor of Halton Hills Tom Arnold, York University Chris Gates, Enbridge Gas Eva Ligeti, GTA Clean Air Council
10:20 a.m.	Closing Remarks Ed Levy, Co-chair, TMA Steering Committee

Appendix C: Feedback Received on 31 Comment Forms

1. What are your general reactions to the GTA TMA opportunity?

With no exception, the reaction to the GTA TMA opportunity was overwhelmingly positive. Terms mentioned include: excellent, positive approach, long overdue, and a great opportunity. Other comments included:

- Choices are partnerships are the key selling points;
- Great opportunity for public and private sectors to work together – which is key to economic growth and improving quality of life for everyone in the GTA;
- Remember that “one size doesn’t fit all” and that TMAs do not suit everyone’s needs;
- Long overdue! The potential of TMAs in the GTA is great, and a concerted effort has to be made to educate and inform the public and political representatives;
- Solutions are long lasting – and have impacts on people’s behaviours and values; and
- Excitement at the opportunities and vision – interest as a Board of Trade in a Durham Region TMA.

2. Are there specific opportunities that you suggest be included/considered in the proposal? What are they?

A number of opportunities were suggested, including:

- Public transit, bike paths, minimizing conflict of interest around transportation, improve opportunities for multi-modal transportation.
- Children’s commuting, links between commuting and shopping.

- Funding the appropriate champion will be the key to the success of this initiative.
- Get tax/legal/insurance people involved to help promote changes such as tax-free transit employee dollars.
- Car pooling to/from GO stations. Large Oakville employers involved: Ford, Sheridan College.
- Consideration of 'takeaways' for every category of stakeholders.
- Labour involvement in advocacy analysis, with employees built into the program. Green-fleeting of public-private sector employers in the GTA. Combine with TDM with other energy DSM initiatives in the workplaces.
- Bicycle commuting. Integrate cycling and transit trips. Bike racks on buses, lockers, pay cyclists.
- Include case studies of success. Develop a business sales package as part of the proposal. Include Nortel/York U./Enbridge experiences.
- Environmental auditing. Promote businesses that participate in transit initiatives.
- Bussing-only to schools both private and public should be mandated.
- Act as an information base to local TMA's to coordinate.
- Public transit pass subsidies to employers. Involve academic/student community from local colleges/universities. Specific problem solving could be proposed as projects by urban geography/planning students.
- Best potentials for GTA-wide TMA are to facilitate GTA-wide travel coordination.
- Need the transit section on web to allow employees to review transit options to get to work. Would have routes, schedules, transfer schedules. Also a network of carpool lots that would be in combination with transit services and ride share.
- Must concentrate on big problems and get big and early wins. Connections to the huge employment area by the Pearson Airport should be a priority.
- Suggest human service providers be considered as partners/participants – large scale employers, share quality of life goals.

3. Are there specific challenges that you envision? If so, what are they? What suggestions, if any, do you have on how to address those challenges?

Both challenges and solutions in some cases were identified, including:

- The importance of getting various transit providers to work together (form a group, e.g., Verkehrsverbunde in Germany). Corporate bus passes. Tax exemptions for bus passes, car pooling. Designated transportation staff persons in companies that can take time to think about/discuss alternative transportation issues. Funding?
- Getting business and industry buy-in. They already feel their transit taxes are disappearing into a "black hole".
- The key to making this work is private sector participation. This may be a challenge that could be overcome with education and communication.
- Government roadblocks/territorial problems. Providing new services. Clear communication of idea is crucial (your focus on new name is important).
- Funding.

- General social attitude of Oakville residents who LOVE their vehicles and expect to be able to use them. Strong resistance to use public transportation and shared rides. Unpredictable work hours from day-to-day make it difficult to rely on others for rides.
- Initiative could be potentially ‘orphaned’ unless all levels of government buy in.
- Getting sufficient investment in public transit from senior levels of government. Protecting integrity of public transit system.
- Lack of incentives for businesses to join – no government leadership in requiring business involvement, as exists in U.S. and Europe. Free parking!
- Speaking for Durham Region staff, we have yet to see a good “business case” for large scale TDM/TMA implementation in Durham. As a transportation planner/engineer, I agree that TDM is a vital tool to confront congestion and ensure sustainable transportation, at this time I do not have quantitative justification that is needed to sell this to my political masters.
- Risk management, insurance. I would invite major insurance companies to the table.
- Affluence has created a “SOV” mentality. Obviously, to make “MOV” and transit and bicycling fashionable, to the affluent is a marketable challenge.
- Understanding of employers of the positive impact TMA’s can have on their employees and costs. Involvement by Chambers of Commerce can draw business to the table.
- Liability Issues- individual, corporate. Matching smoker and nonsmoker travelers. Significant number of car users are smokers who can’t smoke anywhere else.
- Provincial legislation: concerning the collection of development charges and the ability to fund/plan for increased public transit services and infrastructure.
- Subsidize purchase of fuel efficient vehicles. This will also help stimulate this segment of the vehicle market.
- Involve business and private sector.
- Politicians have to put the monies in the budget to get it to happen and get the staff assigned to the program.
- Getting people to accept change- leaving their vehicles at home will be the biggest challenge. Need to get employers involved to offer incentives.
- Key will be a strong and broad governance structure for TMA.
- Tax policies must be changed from primitive to encouraging. Getting through to business leaders – they already feel overburdened by taxes and development changes.
- The challenge is that TMA’s remain too ‘grass-roots’, viewed as unrealistic. Mitigate challenge by recruitment of champions, scope and credibility of partner participants.

4. **Are you and/or your company interested in getting involved? Please check (√) one of the boxes below:**

- Please have someone **contact me** to discuss opportunities for me/my company or organization to be involved in the GTA TMA proposal.
 - 11 participants asked to be contacted.

- Please continue to **keep me informed** of opportunities to be involved with the GTA TMA initiative.
 - 20 noted that they would like to be kept informed on the progress.
- 5. **Help us name the GTA TMA initiative. Which of the following names appeals to you? Rank your preferences from 1-3, with #1 being your first choice.**

Is there another name you suggest? If so, please share your ideas with us!

Suggested names of the GTA TMA Initiative:

GTA Smart Commute	40% picked as first choice.
GTA Green Commute	6% picked as first choice.
GTA Commuter Services	20% picked as first choice.
GTA Clean Air Commuter Services	10% picked as first choice.

Other suggestions:

- a. GTA TMA
- b. GTA Anti-Gridlock Association
- c. GTA Travel Smart Association
- d. GTA Sustrans Group
- e. GTA People Commute Association
- f. START: Sustainable Transportation Association for the Region of Toronto
- g. S.M.A.R.T.A.S: Sustainable Management Association, Regional Toronto Area Services

Annex 4: Transportation Emission Co-efficients

Emissions per Passenger Kilometre by Vehicle Type and Occupancy Rate

Vehicle Type	Occupancy	Emission (g/passenger km)									
		CO ₂	CH ₄	N ₂ O	TPM	PM ₁₀	PM _{2.5}	SO _x	NO _x	VOC	CO
Cars (gasoline)	1	231.28	0.04	0.04	0.023	0.023	0.016	0.07	1.46	1.97	19.69
	2	115.64	0.02	0.02	0.012	0.012	0.008	0.04	0.73	0.99	9.85
	4	57.82	0.01	0.01	0.006	0.006	0.004	0.02	0.37	0.49	4.92
Minivans, SUVs and light duty trucks (gasoline)	1	316.24	0.05	0.10	0.031	0.030	0.022	0.09	1.52	1.79	19.16
	2	158.12	0.03	0.05	0.016	0.015	0.011	0.04	0.76	0.89	9.58
	3	105.41	0.02	0.03	0.010	0.010	0.007	0.03	0.51	0.60	6.39
	4	79.06	0.01	0.03	0.008	0.008	0.006	0.02	0.38	0.45	4.79
Motorcycles (gasoline)	1	165.20	0.13	0.004	0.019	0.018	0.015	0.05	0.69	2.01	12.38
	2	82.60	0.07	0.002	0.010	0.009	0.008	0.03	0.34	1.01	6.19
TTC Bus (assumed average 40 passengers)	40	40.27	0.002	0.001	0.0167	0.0167	0.0154	0.03	0.20	0.03	0.12
Average GO Bus (diesel)	0.03	87.73	0.004	0.003	0.0364	0.0364	0.0336	0.06	0.44	0.06	0.26
Average GO Train (diesel)	0.02	58.59	0.003	0.024	0.0380	nd	nd	nd	1.53	0.06	0.15
Streetcar (electric) (assumed average 40 passengers)	40	19.13	nd	nd	0.0050	nd	nd	0.08	0.03	nd	0.014
Subway train (electric) (assumed average 500 passengers)	500	1.53	nd	nd	0.0004	nd	nd	0.006	0.002	nd	0.0011

Notes:

For diesel GO Trains, VOC represents the HC value, and TPM represents the PM value.

For electric street cars and subway trains, SO_x represents the SO₂ value, VOC represents the HC value, and TPM represents the PM value.

Shaded cells indicated information pending from the TTC. Assumed average passengers per vehicle type is from AQIB and is subject to change.

For GO Bus and GO Train, the figure in the Occupancy column represents the Litres of fuel per passenger/km consumed based on 2002 passenger and fuel consumption data obtained from GO Transit.

nd = no data currently available.

ANNEX 5: Letters of Support and Council Resolutions

This is to be attached and was sent via courier and faxed to the Urban Transportation Showcase team.