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**REPORT TO:** Planning & Strategic Initiatives Committee  
**DATE OF MEETING:** February 7, 2011  
**SUBMITTED BY:** John McBride, Director Transportation Services, 741-2374  
**PREPARED BY:** John McBride, Director Transportation Services, 741-2374  
**WARD(S) INVOLVED:** All Wards  
**DATE OF REPORT:** February 1, 2011  
**REPORT NO.:** INS-11-016  
**SUBJECT:** TRANSPORTATION DEMAND MANAGEMENT PLAN

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#### **RECOMMENDATIONS:**

**That the Transportation Demand Management Plan attached to report INS-11-016, be approved in principle and referred to the 2011 Budget Review; and further;**

**That one (1) Transportation Demand Management Coordinator position, (full-time) be approved in principle and referred to the 2011 Budget Review.**

#### **BACKGROUND:**

The City of Kitchener, like many municipalities, recognizes that growth can not continue unabated. This not only applies to the development of new residential subdivisions, but also to the supporting infrastructure of roads, parking facilities, and the associated impact on the environment. While the single occupant vehicle has been the norm, changes must be implemented that promote sustainable modes of transport. Numerous initiatives need to be developed, both incentives and disincentives, to encourage and give the community the opportunity to modify their travel choices.

Transportation Demand Management (TDM) is a wide range of policies, programs, services and products that influence how, when, where and why people and goods are moved. TDM programs and strategies are meant to encourage greater use of sustainable modes of transportation and trip decision making that reduces, combines or shortens vehicle trips.

#### **REPORT:**

Council has made a commitment to support a dynamic and more intensified Downtown. The adoption of Transportation Demand Management initiatives will support this commitment by allowing Council to maintain a fine balance between parking supply and pricing and various initiatives to encourage people not to use single occupant vehicles. Many of these initiatives will require a paradigm shift and may take many years to fully implement.

The Long Term Parking Strategy, CAO-11-001, which was approved in principle on Jan 24, 2011, concludes that the control of parking supply and rates, while having a significant impact on parking demand, will not in itself provide the total shift in travel mode choice that is required

in order to deter single occupant vehicles traveling to the core. Alternatives to parking must be clearly developed, promoted and managed if we are to truly shift the public's attitude towards commuting to the core in single occupant vehicles.

If the City fails to reduce the demand for parking, three scenarios are likely to occur.

- The lack of parking supply could prevent employment growth
- The City could continue to build parking to satisfy demand at great expense
- The City could transfer some of the responsibility for providing parking to the private sector.

In recognition of the benefits to the Corporation as well as the community, UrbanTrans Consultants have been retained to assist in the development of a complete TDM program that will provide the basis for the City of Kitchener to positively influence travel mode choices, initially to and from the Downtown, but eventually city wide.

The Transportation Demand Management Plan will form a key component of the Transportation Master Plan. Many of the TDM initiatives are dependant and positively influenced by parking policy, pricing and availability and will benefit from the interrelationship between traffic, parking, walking, cycling, transit and the broader transportation network.

Ultimately, the City must balance downtown employment growth with environmental sustainability, an effective transportation network and fiscal responsibility. To do so, in addition to controlling parking demand and cost, the City needs to develop TDM programs which can assist downtown employees in shifting away from auto dependency.

### Resource Requirements

Critical to the success of implementing the TDM Plan as well as the Cycling Master Plan is sufficient staff resources to develop, implement and support both plans. Provision has been made in the TDM budget to fully fund one Transportation Demand Management Coordinator position. This position would share their time equally between the Cycling Master Plan and the TDM Plan.

Key elements that the TDM Coordinator would be addressing in the Cycling Master Plan and TDM Plan include:

#### Cycling Master Plan

- Implement the cycling network over time
- Develop and implement a cycling way finding signage strategy
- Update zoning bylaws to include bicycle parking
- Develop program to assist property owners in retrofitting for bike parking
- Develop and communicate design guidelines and review of site plans
- Integrate cycling infrastructure in every new road and road reconstruction
- Consider needs of cyclists in transportation projects and services
- Work with Region to integrate cycling with GRT and rapid transit
- Provide staff training on cycling needs and infrastructure
- Partner with Region, School Boards and Public Health to provide education and cycling programs

- Develop marketing program to promote cycling
- Provide support to events that promote cycling
- Provide support to the Cycling Advisory Committee

#### Transportation Demand Management

- Subsidized corporate GRT passes
- Carpool matching
- Guaranteed ride home program
- Conduct promotional events
- Develop and distribute promotional materials
- Pilot telework program
- Carbon tracking tools
- Employer stakeholder support
- TDM friendly site design
- Outreach to large employers city wide
- Outreach to downtown residents and employers
- Individualized marketing campaigns

The implementation of both the Cycling Master Plan and the Transportation Demand Management Plan are essential if we expect to start to shift people to travel modes other than the single occupant vehicle. The only way to implement these plans is to provide sufficient staff resources dedicated to their program development and implementation.

#### **ALIGNMENT WITH CITY OF KITCHENER STRATEGIC PLAN:**

The implementation of a Transportation Demand Management Program will address a number of strategic goals including;

- Continue with innovative economic development strategies, including a focus on cluster development, urban vitality and employment lands;
- Continue with economic strategies as a solid approach to redeveloping the Downtown's economic health and well-being;
- Manage growth and development relative to the Province's "Places to Grow", the "Regional Growth Management Strategy" and the "City of Kitchener's Official Plan" with a view to the critical elements of a healthy community;
- Maintain a balanced approach to replacing and/or expanding existing infrastructure and building new infrastructure;
- Show leadership in the development of an environmentally sustainable community; and
- **Develop a Transportation Demand Management Strategy**

#### **FINANCIAL IMPLICATIONS:**

The TDM Plan clearly identifies a five year program of initiatives that will help to encourage and provide an opportunity for people to choose alternate modes of travel. Funding will be provided from revenues generated within the Parking Enterprise and will ensure a consistent and sustainable program. The cost of these initiatives will start at approximately \$137,000 in 2011

and increase as additional programs are added as outlined in section 4.1 of the attached report. Partnerships with various levels of governments and private organizations will actively be sought to reduce City costs whenever possible.

**COMMUNITY ENGAGEMENT:**

Extensive web based surveys were conducted with Downtown employees. Major employers were invited to participate in the survey and staff visited small retailers throughout downtown to encourage them to participate in the survey.

In addition, 13 major downtown employers and a sampling of smaller retailers were asked to participate in a survey about their transportation needs. A total of 14 employers representing approximately 12,000 employees completed the survey.

Public outreach was achieved through the development of a web site that members of the community could visit to learn more about the study and provide their comments.

A public meeting was also held on May 22, 2008 to allow community members to learn about and comment on general TDM programs and the specific strategies being proposed.

**CONCLUSION:**

The Transportation Demand Management Plan has identified key issues and strategies to enable people to choose travel modes other than just the single occupant vehicle. A specific five year plan has been outlined along with a secure funding source.

Key to the implementation of this plan, is the approval of a full time Transportation Demand Management Coordinator to develop and implement both the TDM Plan and the Cycling Master Plan.

<b>ACKNOWLEDGED BY:</b> Pauline Houston, Deputy CAO Infrastructure Services Department
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Attachments:  
Transportation Demand Management Plan

# CITY OF KITCHENER TDM PLAN



DEVELOPED BY: URBANTRANS NORTH AMERICA AND IBI GROUP

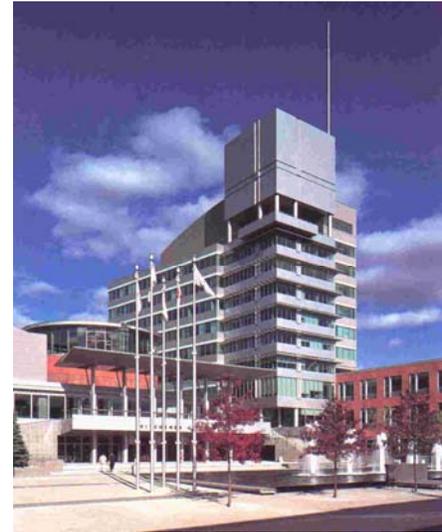
**Table of Contents**

1.0 Background.....3  
    1.1 Public Involvement .....3  
    1.2 Goals .....4  
    1.3 Program Recommendations.....4  
2.0 Study Results.....5  
    2.1 Existing Conditions Review .....5  
    2.2 Employee Survey .....7  
    2.3 Employer Survey .....11  
    2.4 Stakeholder Interviews .....13  
3.0 Program Recommendations .....14  
    3.1 Phase One .....14  
    3.2 Phase Two .....19  
    3.3 Phase Three.....22  
    3.4 Phase Four.....23  
    3.5 Optional Programs .....24  
4.0 Program Budget and Timeline .....26  
    4.1 Budget.....26  
    4.2 Other Funding Opportunities .....27  
    4.3 Timeline.....29  
    4.4 Staffing Requirements.....30  
5.0 Program Impacts.....31  
    5.1 Phase One Benefits .....31  
    5.2 Phase Two Benefits .....31  
    5.3 Phase Three Benefits.....32  
    5.4 Phase Four Benefits.....32  
    5.5 Additional Benefits.....32  
    5.6 Potential Risks.....33  
Appendix A.....34  
Appendix B.....38

## 1.0 Background

The City of Kitchener conducted a study to develop a functional transportation demand management (TDM) plan with specific steps, recommendations, and implementation guidelines to form a comprehensive TDM strategy. This document details that study and the associated recommended TDM program.

TDM is defined as a wide range of policies, programs, services, and products that affect whether, why, when, where, and how people travel. TDM programs and strategies are meant to encourage greater use of sustainable modes of transportation and trip decision making that reduces, combines, or shortens vehicle trips. The implementation of successful TDM strategies in the City of Kitchener will contribute to improved air quality, reduced greenhouse gas emissions, reduced parking demand, and improved public health.



The City of Kitchener hired UrbanTrans Consultants and IBI Group to assist with this study and development of the TDM program. UrbanTrans specializes in multi-modal transportation planning, demand management programs, market-based policies, stakeholder outreach, strategic planning, and marketing services that encourage the use of sustainable transportation. IBI Group is a multi-disciplinary organization offering services in four areas of practice: urban land, facilities, transportation, and systems.

Development of the plan involved the review of transportation data, existing planning documents and conditions; surveys and interviews with area businesses, workers, and decision makers; a review of international TDM programs; and public outreach efforts.

### 1.1 Public Involvement

The study and plan development were led by a committee consisting of staff members from the City of Kitchener and Region of Waterloo. Community and stakeholder input were achieved through a variety of methods.

Employers in and near downtown Kitchener were surveyed to learn more about the transportation issues that affect their businesses and employees and the types of transportation programs they offer or would be willing to offer to their employees.

Employees in and near downtown Kitchener were surveyed to determine how they commute, what programs could be implemented to encourage them to use sustainable transportation modes, and whether they perceive the existing transportation system to have any deficiencies.

Interviews were conducted with elected officials, business leaders, and individuals interested in transportation to determine what transportation issues they perceive as most impacting the City of Kitchener, what the City and community should be doing to address these issues, and what role TDM strategies can play in addressing existing transportation issues.

Additional public outreach was performed through the development of a Web site that members of the community could visit to learn more about the study and provide their comments. In addition, a public meeting was held on May 22, 2008 at which community members were able to learn about and comment on general TDM programs and the specific strategies being proposed for the City of Kitchener.

Data and results from all of the public involvement activities are presented and discussed in Section 2.0 of this document.

## 1.2 Goals

The TDM recommendations presented in this document are meant to achieve the following goals:

- Establish the City of Kitchener as a leading example within the Region of Waterloo for sustainable commute programs
- Reduce the demand for parking in downtown Kitchener by encouraging travel by other modes
- Reduce the use of single-occupancy vehicle (SOV) travel
- Increase the non-SOV modal split to downtown Kitchener
- Increase community use of active transportation modes such as biking and walking
- Provide leadership and expertise to area businesses to encourage them to develop TDM programs
- Support active and sustainable modes of transportation and associated infrastructure
- Improve the quality of life of Kitchener residents and workers
- Effectively measure the benefits associated with TDM programs
- Effectively communicate the need and benefits of TDM to staff, Council, and the public

## 1.3 Program Recommendations

The TDM program recommendations that resulted from this study are contained in Section 3.0. They were developed based on the data collected during the study, professional knowledge of the UrbanTrans team, input from the study committee, a review of successful national and International TDM programs, and public comments.

The recommendations provided in this report are divided into five phases. The first four phases contain programs that should be implemented. The fifth phase contains programs that are recommended, but the implementation of which can be optional and based on the availability of sufficient resources.

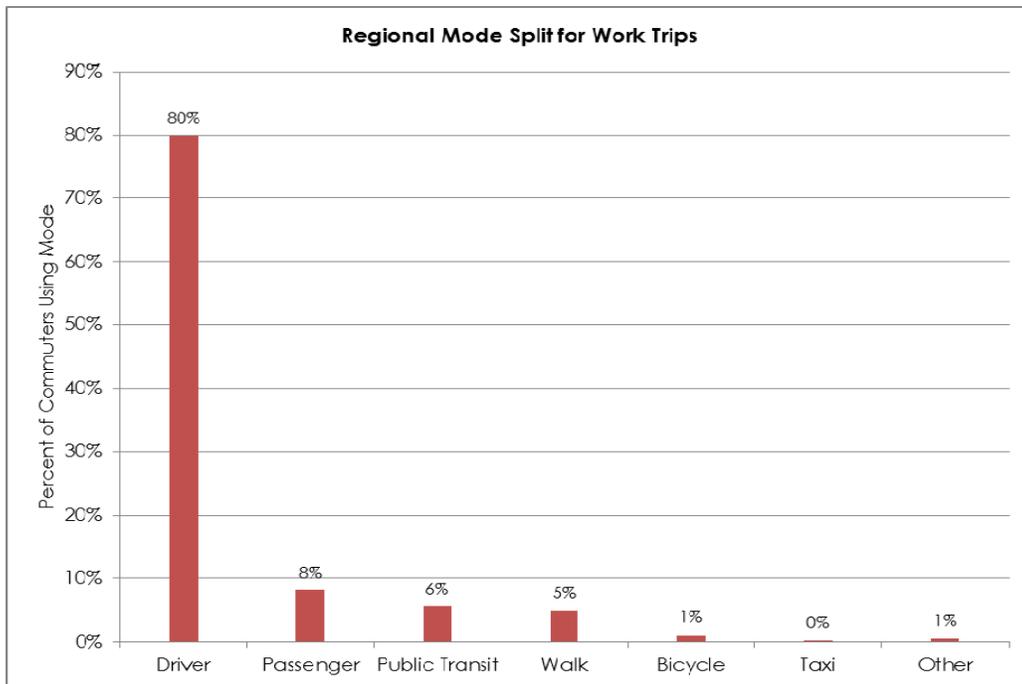
## 2.0 Study Results

Development of the TDM plan involved data collection and public outreach. The data that resulted from the efforts along with a discussion of the methodology used to collect it is included in the following sections.

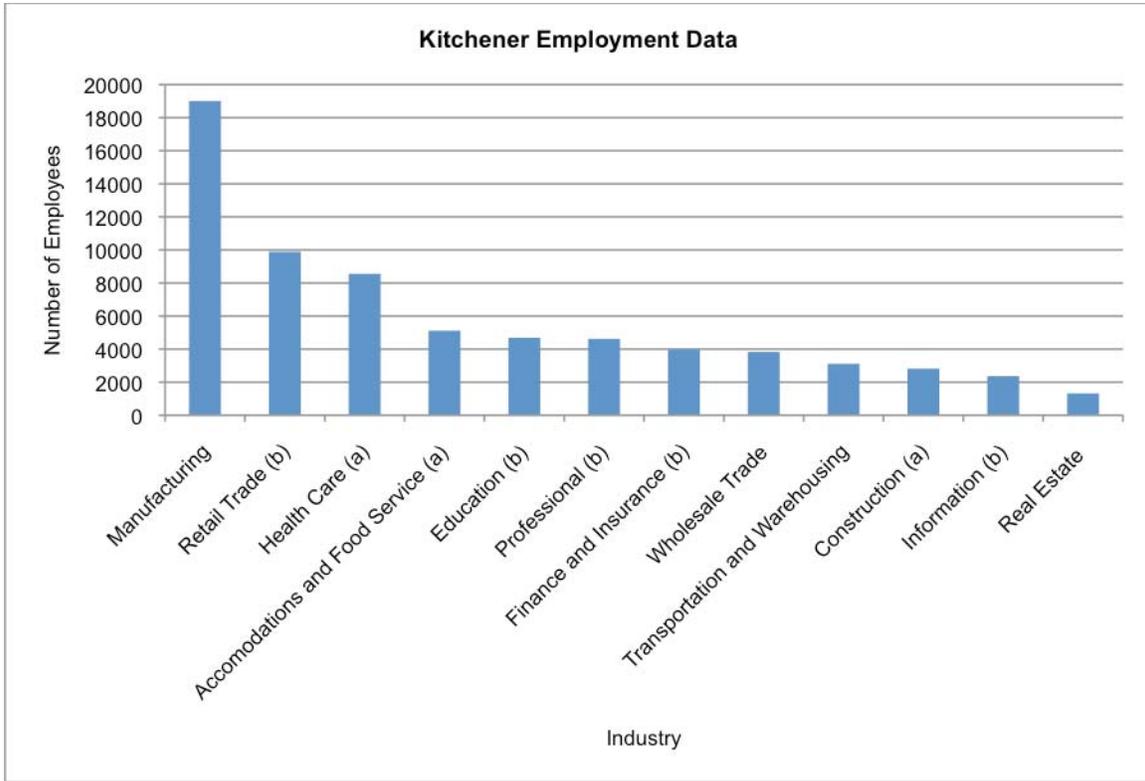
### 2.1 Existing Conditions Review

The current population of the City of Kitchener is 204,700 according to the 2006 Census. The Region of Waterloo, through the population allocations contained in its *2031 Population Forecast*, predicts that the City population will increase to 311,500 by 2031, an increase of more than 100,000 new residents. This population growth rate speaks to the importance of planning for a transportation system that will meet the needs of a significant number of new residents.

Approximately 80 percent of workers in the Region of Waterloo drive to work. Full mode split data from the Transportation Tomorrow survey for the Region are shown in the figure below and indicate that significant opportunities exist to expand the number of individuals who use sustainable modes of transportation.



Analysis of commute behaviour has shown that individuals in certain occupations are either more likely or more able to use sustainable modes of transportation. The figure below shows the number of individuals employed in various occupations within the City of Kitchener as of 2001. Individuals in occupations followed by an “(a)” have been found to use sustainable modes of transportation at rates greater than the population as a whole. Individuals in occupations followed by a “(b)” can be relatively easily motivated to increase their use of sustainable modes of transportation.



The largest employment sector within the city is manufacturing. Employees in this field can be difficult to shift to sustainable modes of transportation; however, a significant number of employees within the city are employed in the construction, health care, and accommodation and food service fields, which are fields in which employees are more likely to use sustainable modes of transportation.

**Recent studies by the city have found strong citizen support for sustainable transportation. A *Plan for a Healthy Kitchener: A Strategic Plan for the City of Kitchener* found that 89 percent of Kitchener residents want the city to focus significant resources on becoming more environmentally friendly through investments in bike trails, transit, environmental laws, and growth management policies.**

The city currently supports sustainable transportation through a variety of policies that include design guidelines that support walking, biking, and transit; development of mixed-use corridors; charged parking in downtown; and efforts to improve the bikeway system. An analysis of current City of Kitchener land use policies and their implication for the implementation of effective TDM strategies is discussed in Appendix A.

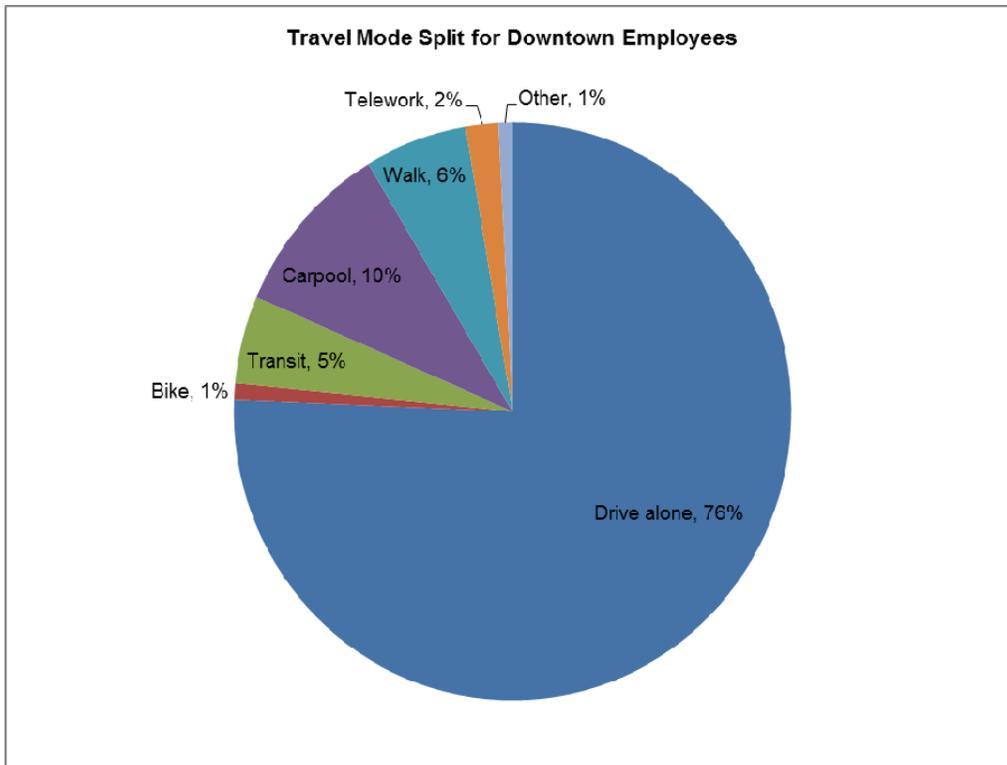
On a regional level there is a TDM planner, TDM outreach to large employers, online carpool matching, car-sharing programs, and efforts to encourage telework.

## 2.2 Employee Survey

A survey was distributed to learn more about the travel behaviour and needs of Downtown Kitchener workers. Employers in Downtown Kitchener were contacted via phone and in person and asked to participate in the survey. The UrbanTrans team, the Kitchener Business Improvement Area, and staff at the City of Kitchener and Region of Waterloo conducted employer outreach. Employers were provided with a Web address to which they could send their employees to complete the survey. Significant effort was made to assure that all major employers were invited to participate in the survey and staff visited small retailers throughout downtown to encourage them to participate in the survey.

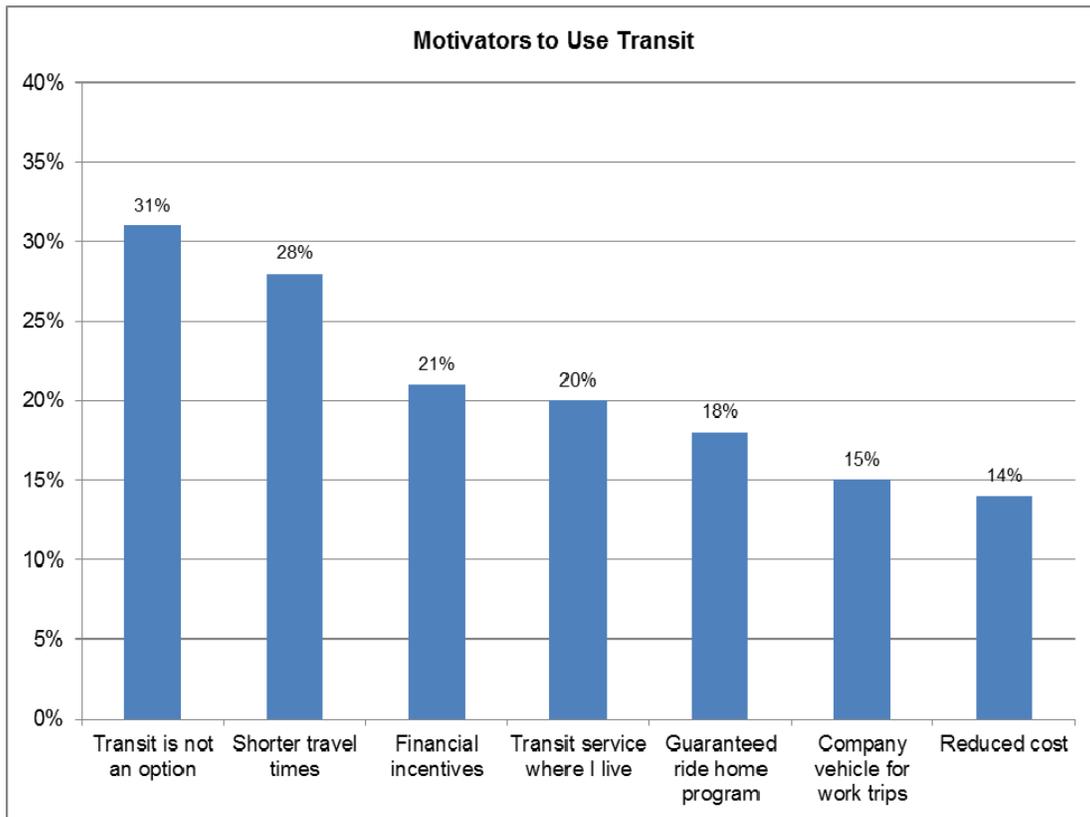
Some data included within the analysis was collected independently by the Region of Waterloo through a unique but similar survey that it conducted of its employees in May 2006. Data from the Region of Waterloo survey was analyzed to assure that only information from employees working within Downtown Kitchener was considered. A total of 728 responses, including those from the Region of Waterloo, were received and a summary of the collected data is shown below.

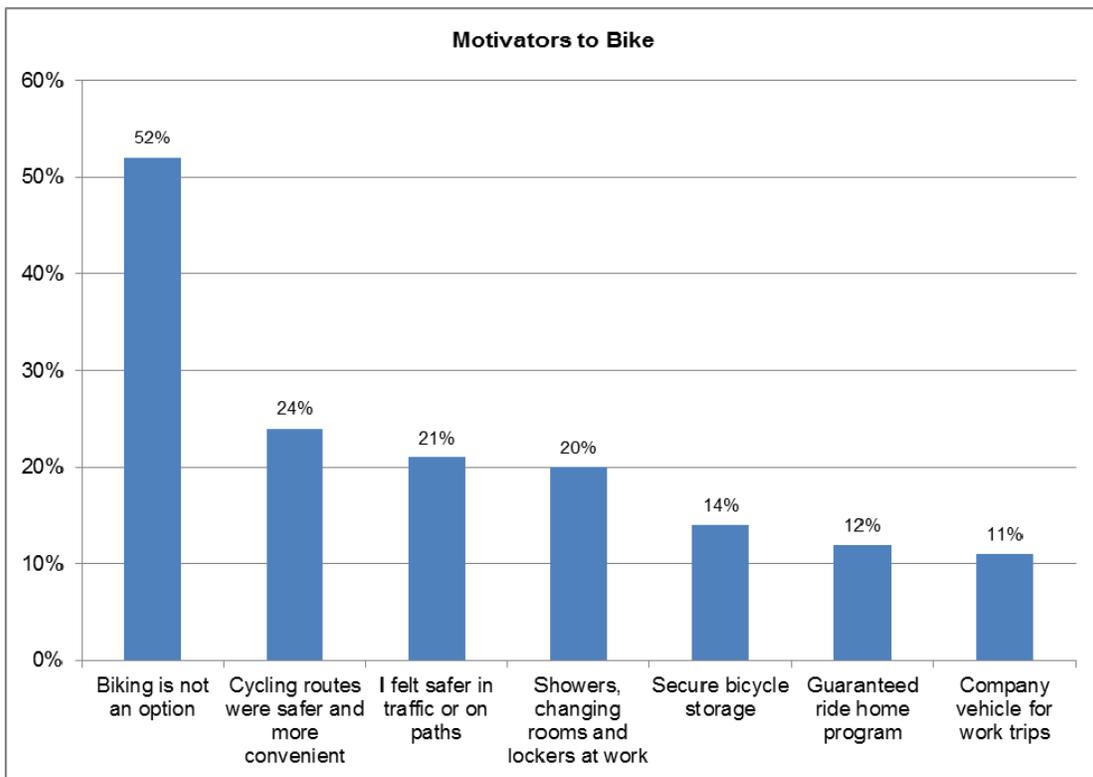
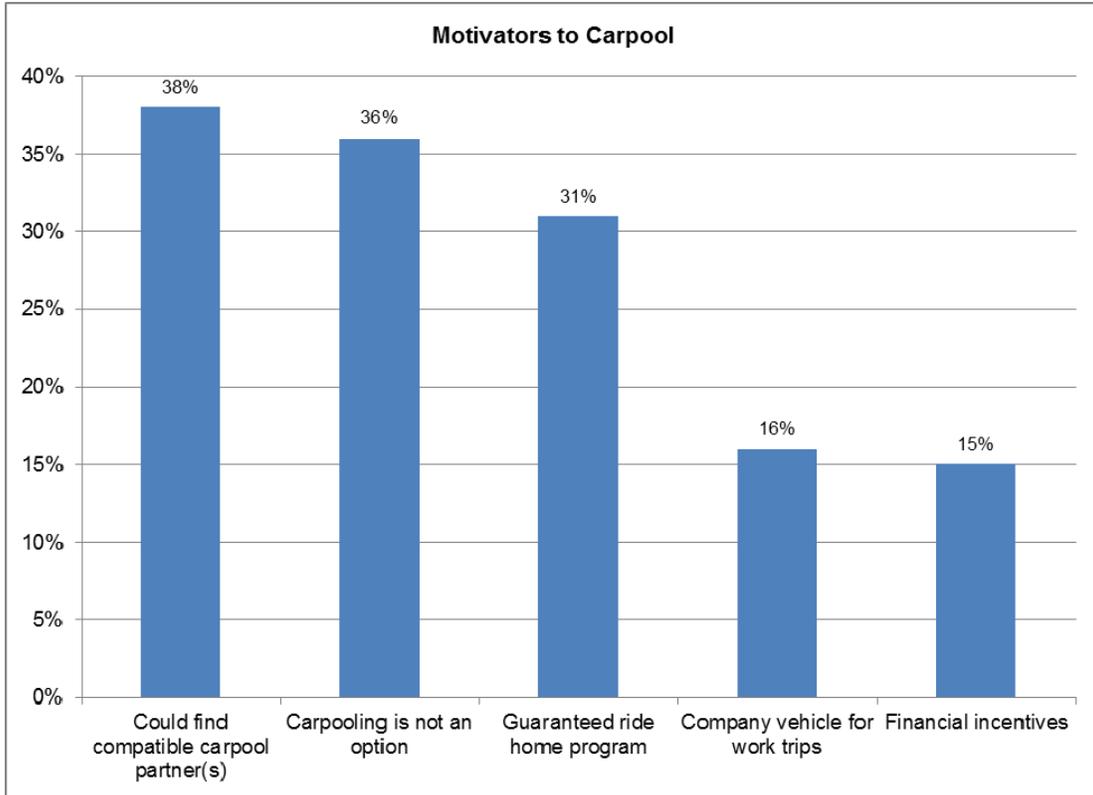
Mode split data for Downtown Kitchener employees who responded to the survey is shown in the following figure and indicates a relatively high drive-alone rate for a downtown area. The results are likely skewed by the large response rates received from City of Kitchener and Region of Waterloo employees, many of whom were eligible for subsidized parking rates at the time of the survey. Use of sustainable modes of transportation by all employees working downtown is likely higher.



Survey respondents were asked a series of questions to determine what programs and incentives would be likely to encourage them to use transit, carpool, or bike to work. Results for each mode are shown below and indicate,

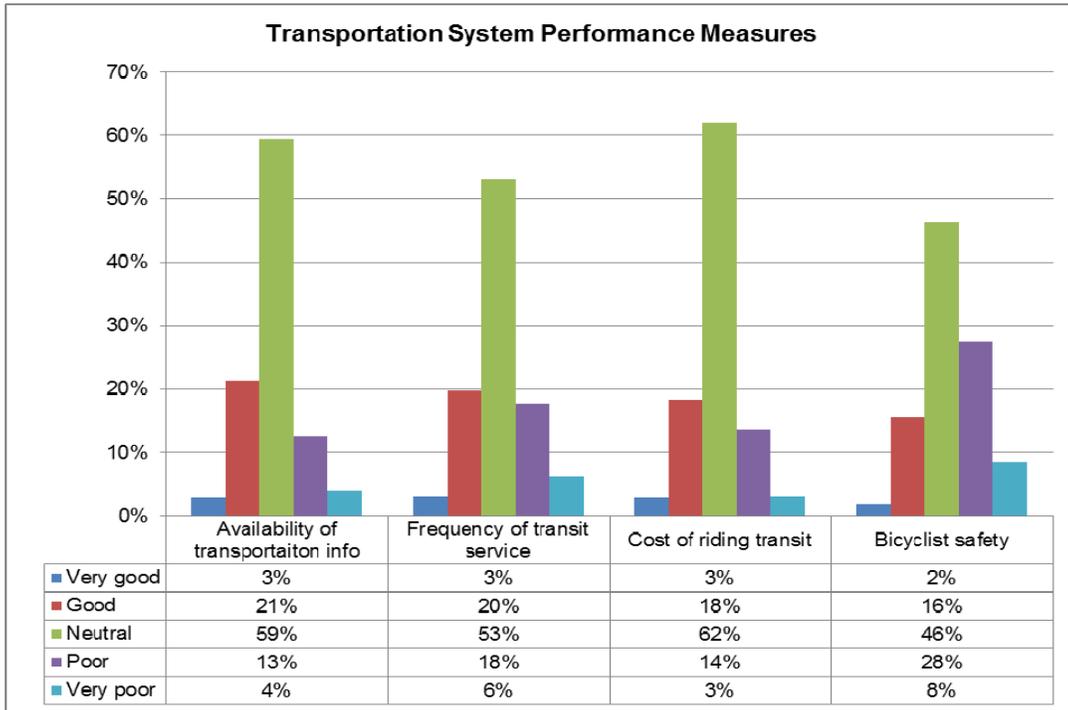
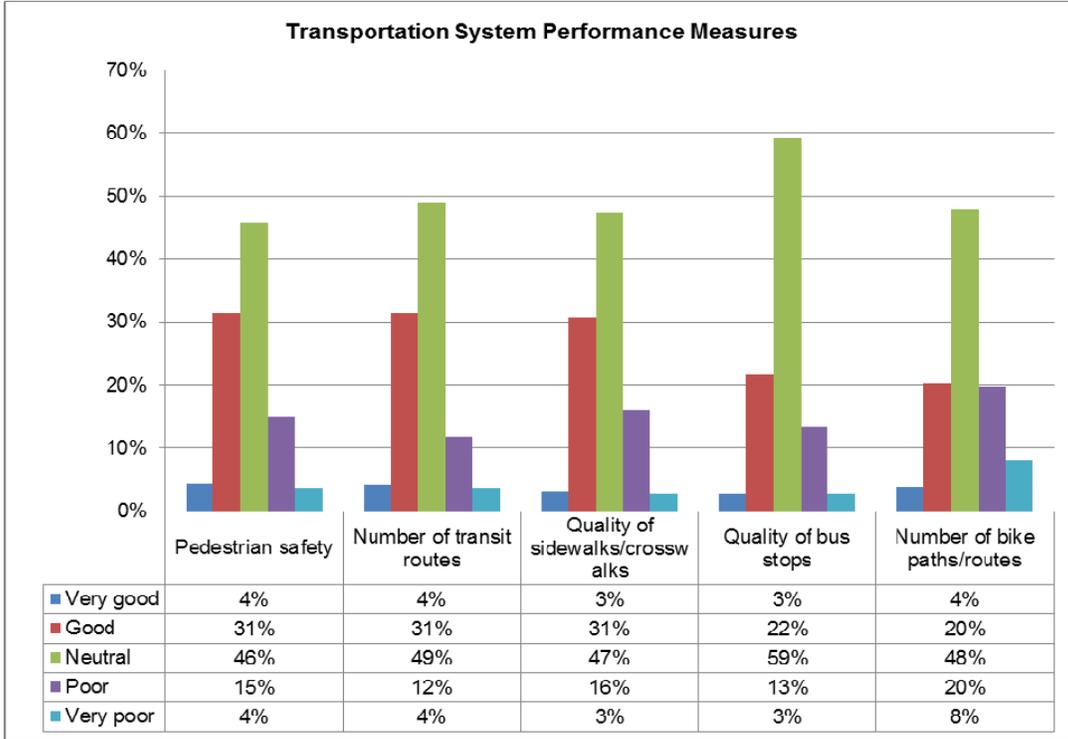
- There is strong demand for a guaranteed ride home program (GRH), which would provide people with a free taxi ride home in case of an emergency if they used a sustainable mode of transportation to get to work;
- Workers who use sustainable modes of transportation to get to work want access to cars for mid-day trips and errands;
- Workers would like transit trips to be shorter; and
- A concern over safety prevents many people from riding a bike from their home to Downtown Kitchener.





Employees were also asked to rank the performance of various facets of the transportation system. The results are shown in the following two figures and indicate that employees are

generally happy with or ambivalent about the quality of transit service in Downtown Kitchener. The high percentage of “neutral” responses likely indicates a lack of familiarity with the transit system. Survey respondents were relatively happy with the quality of the pedestrian environment, but showed concern with the availability of information about sustainable transportation.



### 2.3 Employer Survey

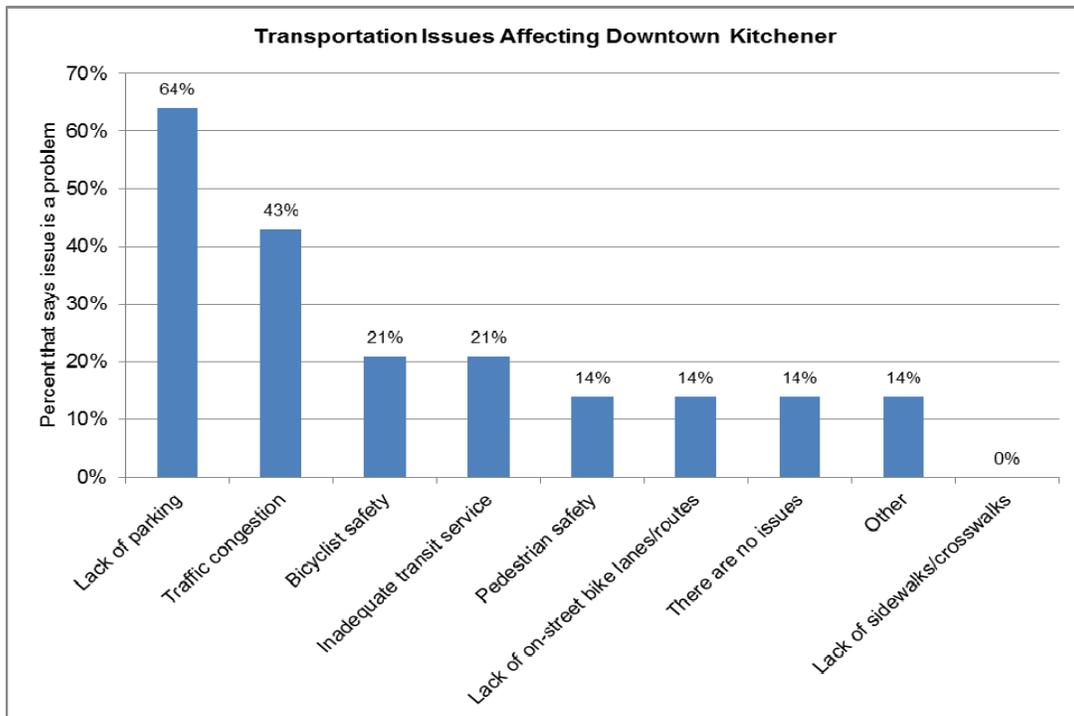
A survey was distributed to learn more about the transportation needs of downtown employers. The following major employers within the downtown were contacted by members of the UrbanTrans team and asked to have either an individual within their HR department or a high-ranking manager complete a Web-based survey.

- Manulife Financial
- Rogers Communications
- Canada Revenue Agency
- City of Kitchener
- Region of Waterloo
- The Record
- Wilfrid Laurier University
- Bell Canada
- University of Waterloo
- Sunlife Financial
- Grand River Hospital
- Stantec Consulting
- Arvato Digital Services

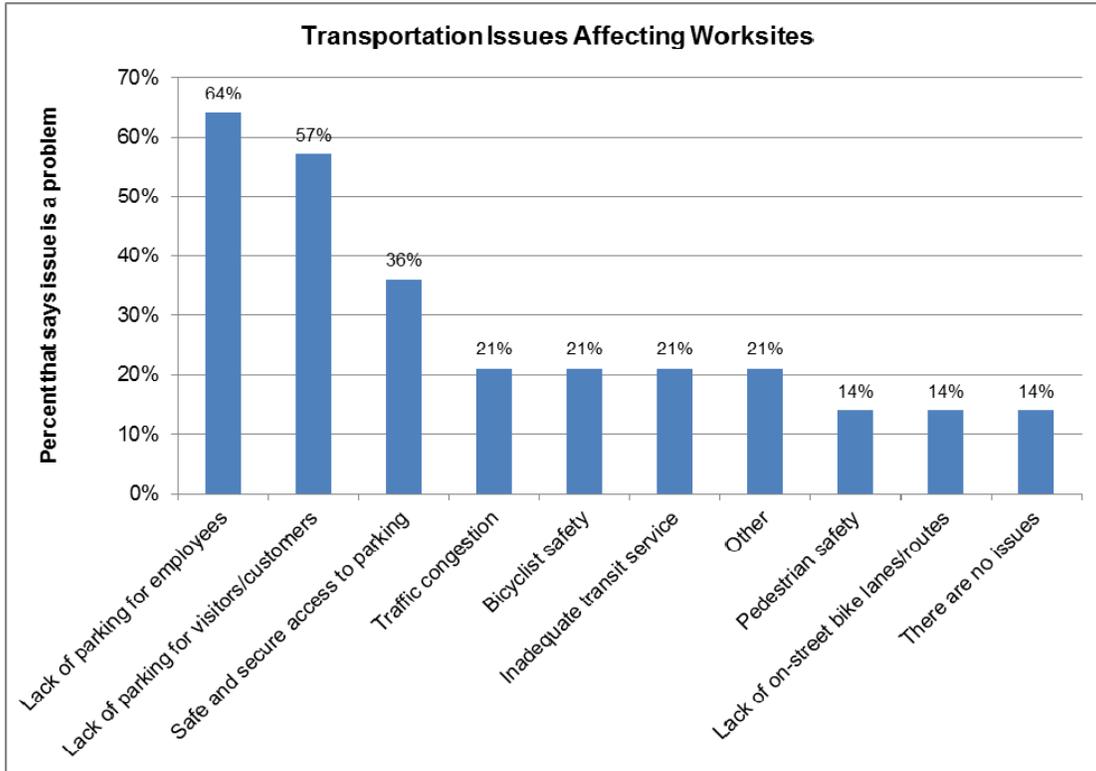
In addition to the above businesses, a sampling of smaller retailers throughout the downtown was contacted. Not all businesses that were asked to participate in the survey did so.

The same methodology used to secure participation in the employee survey was used with the employer survey. A total of 14 employers representing approximately 12,000 employees completed the survey.

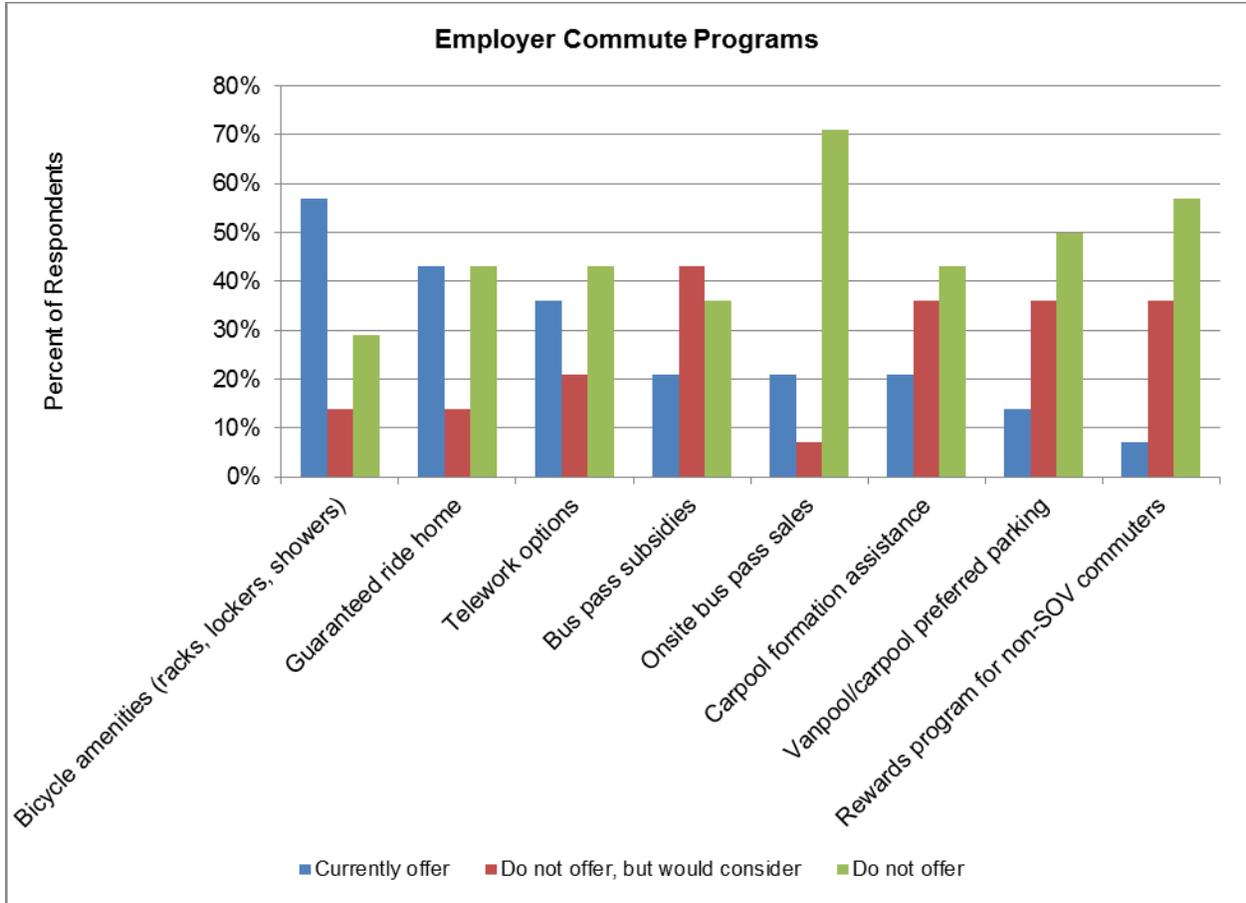
The following figure shows the key transportation issues affecting Downtown Kitchener as perceived by the employer survey respondents. There are major concerns about parking availability and traffic congestion, both of which can be addressed with an effective TDM program.



The following figure shows the key transportation issues that employer survey respondents believe affect their worksites. At this level the primary concerns are with parking, which can be addressed through the implementation of an effective TDM program.



The next figure presents information on the commute programs that employers currently offer or would consider offering. Employees indicated a strong desire for a guaranteed ride home program, but that program is offered by less than half of the companies that responded to the survey. Subsidies and rewards programs, which have been found to effectively encourage the use of sustainable modes of transportation, are not offered by many employers. The data indicate, however, that there is relatively strong support for subsidy and reward programs.



## 2.4 Stakeholder Interviews

Stakeholder interviews were conducted in April and May of 2008 to develop a deeper understanding of the transportation issues that affect citizens and downtown businesses. A questionnaire was developed by the study group and interviews were conducted by the UrbanTrans team. Interviewees were identified by the stakeholder group based on their knowledge of transportation issues and community and employer needs. A full report of the interviews can be found in Appendix B. A summary of the results follows:

- All interviewees felt that parking is a significant issue in the downtown area
- Interviewees generally felt that transit service needs to be improved
- The city and the region must work together to address the issues associated with population growth
- The city needs to be a leader in TDM and can play a role in providing citizens and businesses with information about their travel options
- Safety while using transit, walking, and biking was a concern for many interviewees
- The automobile is perceived as being the best option for accessing downtown

These responses show that there is strong support for the implementation of a TDM program in which both the city and region are participants. Interviewees worry, however, that insufficient transit and bike infrastructure will impact the effectiveness of a TDM program.

### 3.0 Program Recommendations

A series of TDM program recommendations have been developed based on the data reviewed in Section 2.0, professional knowledge of the UrbanTrans team, input from the study committee, a review of successful national and international TDM programs, and public comments. The recommendations are divided into four phases. The program recommendations contained in Phase One lay the groundwork for a long-term and successful TDM program. The implementation of these recommendations will provide the City with a solid foundation for the implementation of internal and external TDM programs. The recommendations contained in Phase Two require the foundational programs, services, and resources outlined in Phase One. Phase Three recommendations utilize the programs and resources developed in Phases One and Two, while Phase Four recommendations represent advanced TDM programs that are ideally implemented with established staff and services.



The recommended TDM program calls on the City of Kitchener to lead by example and develop a broad TDM program that encourages its staff to utilize sustainable modes of transportation. In addition the City and Region should coordinate on the implementation of TDM activities to assure that all available resources are utilized and no activities unnecessarily overlap.

The TDM program outlined below is focused on Downtown Kitchener. The downtown area offers infrastructure and services that will compliment the TDM program, is immediately in need of the parking reductions that are associated with TDM, and has employers who are supportive of TDM goals. In future years opportunities may exist to expand the program beyond the downtown area.

#### 3.1 Phase One

In Phase One the city will develop a TDM program for its staff. The creation of the program will allow the city to serve as an example to other employers and will provide City staff with TDM program implementation experience that can be shared with other employers. Phase One consists of seven recommendations that are described below.

##### 3.1.1 Hire TDM Specialist

A TDM specialist should be hired by the City to lead the implementation of the City's TDM program, provide subsequent outreach to area employers, implement the Cycling Master Plan, and advocate for TDM supportive programs and policies. During this phase the TDM specialist's outreach activities will focus on City employees; however, in subsequent phases the specialist

will coordinate with the region on outreach to employers within the downtown area with the ultimate goal of developing programming City-wide.

Experience in other regions indicates that a full-time staff person will be the minimum amount of staffing necessary to implement an effective TDM program and implement the Cycling Master Plan. The City of Boulder, Colorado, known for having one of the most effective city-run TDM programs in North America, has eight staff members assigned to TDM activities. One staff member is devoted solely to outreach to City of Boulder employees. The remaining staff members handle outreach to businesses and residents, planning, program implementation, marketing, and coordination of city TDM plans and services. The City of Boulder has a population of approximately 95,000 and employment of 91,000.

More locally, the Smart Commute Mississauga program is staffed by two individuals who provide outreach to large employers within the city. The program does not offer services directly to city staff or residents.

Limited TDM support is currently available from the Region of Waterloo; however, those staff positions do not have the necessary time available to provide the level of support the City would need to implement a broad and effective TDM program for the City's staff, businesses, and residents.

A full analysis of the staff time required to implement the TDM recommendations in this plan and the Cycling Master Plan is provided in Section 4.4. Those estimates show that the minimum staffing required is 1.0 FTE. Staffing needs are expected to exceed that amount in outlying years of the plan's implementation.

### *3.1.2 Provide Subsidized Corporate GRT Pass*

Studies have shown that employees who have access to free transit passes are more likely to use transit than their peers. The City should provide employees who pledge to commute by transit 12 or more days per month with a 40 per cent subsidy for the purchase of a Corporate GRT Pass. The Corporate GRT pass is a discounted transit pass offered by Grand River Transit that costs about \$51.05 per month, which is a 15 per cent discount over the cost of a regular monthly pass. The pass is issued in the form of an ID card, which means it does not need to be replaced every month like a typical transit pass, a significant convenience.

The City's cost to subsidize 40 per cent of a pass's purchase price would be approximately \$20.42 per participating employee per month plus any additional overhead expenses associated with distribution of the passes. Overhead expenses can be limited by assigning pass distribution to the TDM Specialist. In addition to the City subsidy, employees will be eligible for a tax credit created by the Canadian government in 2006. The credit allows employees to deduct from their taxes an amount equal to the lowest personal income tax rate for the year multiplied by the amount spent on transit. In 2010 the lowest personal income tax rate is 15 per cent, yielding a 15 per cent reduction in transit costs. Accounting for this credit and the City subsidy, the cost of a \$51.05 monthly pass is reduced to \$26.03. The TDM Specialist should include information about this tax credit in marketing materials.

Based on results from the 2008 employee travel survey updated using the Environmental Protection Agency's COMMUTER Model and case study data, it is estimated that approximately 100 employees will immediately qualify for the pass. Implementation of the subsidy is likely to increase transit ridership by approximately 20 percent, increasing the number of employees who

qualify for the subsidy to 120. This represents a cost to the City of slightly less than \$30,000 per year.

Employees wishing to participate in the program should be required to sign a pledge that they will use transit 12 or more times per month to get to work. In addition, employee participation in the program can be tracked by requiring participants to report their commute behaviour through the trip tracking tool described in Section 3.2.2.

Implementation of the pass program will place the City in a strong leadership role within the community. The program can also help address employee concerns over the City's discontinuation of providing free parking to a large contingent of employees.

Should enrolment in the program exceed projections or available funding, new participants can be placed on a wait list until space is available or the amount of the subsidy can be reduced.

### *3.1.3 Provide Carpool Matching*

The employee survey showed that many workers in the downtown area are willing to carpool to work. Carpooling is a viable commute option for many individuals for whom transit service is inadequate. The city should implement a carpool matching program for its staff. The Region of Waterloo has purchased access to an online carpool matching Web site, [carpoolzone.ca](http://carpoolzone.ca), that the City of Kitchener can use for what is likely to be a minimal fee or no fee. The TDM Specialist can work with the Region of Waterloo to allow access for City employees.

Effective carpool matching tools like [carpoolzone.ca](http://carpoolzone.ca), allow commuters to enter information about their home and work locations and commute times and receive a list of recommended carpool partners. One common failing of these programs is that many commuters will not follow up with the individuals recommended to them by the carpool matching tool. To address this issue, the TDM specialist should follow up with any city staff members who seek carpool partners, offer to set up a meeting with any appropriate carpool partners, and provide the individuals with coupons for free coffee or lunch if they arrange to meet.

A special phone number, email, and Intranet contact should be designated for city staff to use if they are interested in carpooling or would like other commute information. Having these three options will assure that employees are able to obtain commute information and register for carpools via the method most convenient to them.

The TDM specialist should assure that data contained within the carpool matching database is updated on a regular basis; registrant contact information should be updated and individuals who are no longer interested in participating in the program should be removed from the database. This will assure that only high-quality matches are provided to registrants.

### *3.1.4 Implement a Guaranteed Ride Home (GRH) Program*

The employee survey showed that workers have a strong interest in a guaranteed ride home (GRH) program. These programs encourage the use of sustainable transportation modes by assuring individuals that they will not be stranded at work if an emergency arises. Employees who take the bus, walk, bike, or carpool to work and need to leave in an emergency can contact the designated GRH representative who will arrange for a ride home for the employee. Employees typically use the program when they become sick, their child becomes sick, or their

carpool partner needs to leave early for his or her own emergency. Program eligibility can be expanded to included employees who must work unscheduled overtime or late hours.

The service can be contracted with a local taxi company, fleet vehicles can be used, and arrangements can be made with rental car companies. When using taxi services or rental companies agreements are typical made in advance specifying the process for payment, requesting a vehicle, and response time.

Internally, GRH programs are often operated through human resources departments. Employees in need of a GRH contact the human resources department or other designated department or individual to request the GRH. The individual is provided with a voucher if using a taxi or given access to a rental car or fleet vehicle.

However the program is operated, it is important that someone be available throughout the day to respond to any requests for service. Newer technologies allow programs to be operated online without the need for a designated contact.

While very few GRH programs suffer abuse, participation can be limited to cover only a set number of incidents per year. Typical limits allow commuters to take advantage of the program three to five times per calendar year.

The Region of Waterloo has already implemented a GRH program for its employees. If deemed necessary, the City can look to the Region for guidance on program implementation, management, lessons learned, and best practices.

### *3.1.5 Identify Options for Moving Employees Between the Central Maintenance Facility and City Hall*

With the completion of the new Central Maintenance Facility (CMF) there is a need for employees to move between the CMF and City Hall. The TDM Specialist should work with appropriate staff to identify options for moving employees between the two facilities in a convenient and sustainable manner. The TDM Specialist should contact other government agencies and private companies to determine how they move employees between facilities, the success of the programs, problems associated with the programs, and the programs' applicability to the City of Kitchener. This information, in combination with available funding and resources, can be used to identify an appropriate solution for the City of Kitchener.

Options to consider should include a shuttle service, online carpool matching, use of fleet vehicles, a bike share program, and Web conferencing tools to avoid the need to move between facilities.

### *3.1.6 Conduct Promotional Events*

TDM program success relies on connecting individuals with appropriate transportation information and encouraging travel behavior change. Promotional



events are an effective and efficient way to inform individuals about sustainable transportation options and should be conducted throughout the year. Events should utilize the existing tools and services identified in this study as they become available.

To garner increased awareness of services, events should coincide with well known and widely-celebrated dates such as Bike to Work Day, Earth Day, Commuter Challenge, Green Gears, and all regional campaigns. Promotional events can also use themes that announce new programs, services, or tools for travellers. Events will be planned and conducted by the TDM specialist and should be regularly updated to assure they are fresh and timely. Events can be held in building lobbies, meeting rooms, courtyards, or other places where employees can congregate and learn about their travel options.

Effective promotional events could include:

More Parks Less Parking: Using guerrilla marketing techniques this event converts a parking space into a “park.” Grass is placed over a parking space and seating, games, or other features are added to attract attention. Information on sustainable transportation is distributed to interested individuals. This event can also be used to launch a TDM program at a worksite.

Recommend a Friend Program: This approach takes the most effective form of marketing (word of mouth) and applies it to TDM products and services. Uses:

- Increase participation in Carpoolzone.ca and other available services
- Encourage current walkers, bikers, carpoolers, and transit riders to get their friends and family to do the same

Go Green Campaign: Theme would revolve around the monetary and environmental benefits of sustainable modes.

- Create incentives for commuters to enrol in Carpoolzone.ca
- Environmental incentives and monetary incentives would be distributed and match the campaign theme

Commuter Challenge: Partnering with larger campaigns ([www.commuterchallenge.ca](http://www.commuterchallenge.ca)) not only brings more prizes and incentives to travellers, but it also reinforces messages commuters are being exposed to elsewhere.

### *3.1.7 Distribute Promotional Materials*

Promotional materials should be developed and delivered to City employees on either a monthly or quarterly basis. The materials should inform staff of their travel options, make them aware of TDM programs and services, and otherwise encourage sustainable travel behaviour. The promotional materials should be developed by the TDM specialist who can receive assistance from other appropriate City staff as applicable. Potential materials include print and e-newsletters, posters, table tents, pamphlets, reusable shopping bags with promotional materials inside, etc.

## 3.2 Phase Two

In Phase Two the city should test new TDM concepts and programs that will allow it to expand its TDM services and provide it with tools that can be offered to outside companies and agencies interested in TDM.

### 3.2.1 *Build Stakeholder Support*

The TDM specialist will need to develop a network of stakeholders who will support TDM programs and goals in the community and assist with their implementation. Development of this network will be important to the successful implementation of TDM programs within the City of Kitchener. Without community support it will be difficult to successfully expand TDM programs beyond City employees. The TDM specialist should:

- Identify opportunities to include the new policy and direction outlined in this document in the City of Kitchener Official Plan. The TDM plan is a key component of the Transportation Master Plan, which is currently being developed and will provide input for the Official Plan.
- Make contacts at local businesses that will assist with the development of an employee transportation coordinator (ETC) network. ETC networks consist of employees that assist TDM implementers, in this case the TDM specialist, with the distribution of materials and information at worksites. The Region of Waterloo has developed contacts at larger employers within the city and the TDM specialist should focus on building contacts at smaller businesses within the downtown area.
- Develop a close relationship with the Kitchener Business Improvement Area (KBIA). The KBIA should be made aware of TDM goals for the downtown area and consulted when TDM materials and programs are developed for the downtown area. A positive relationship with the KBIA will provide the TDM specialist with improved access to downtown businesses, higher regard with business owners, and a better understanding of issues affecting downtown merchants.
- Identify employee groups at private organizations that may be interested in TDM policies and programs. These groups can aid in the successful implementation of TDM programs at their employment sites.
- Identify community groups with aligned goals. Examples include community bicycle organizations, neighbourhood groups, and non-profits that support improved mobility as part of their mission. These groups can help build community support for TDM, assist with the implementation of TDM campaigns, and provide free marketing opportunities.
- Identify large employers and other organizations that may be willing to sponsor TDM events and campaigns. These organizations' potential sponsorship can offset future TDM program implementation costs.

### 3.2.2 *Support the Existing Carshare Program*

The City has an established carshare program managed by Grand River CarShare that allows individuals to rent cars for as little as 30 minutes or as long as needed. Rental fees include gas, insurance, and vehicle maintenance. The City should support the Grand River CarShare program.

Carshare programs allow participants to eliminate the need to own an automobile, which has been shown to reduce single occupancy vehicle travel and increase the use of sustainable transportation. Their existence also helps car-free households avoid purchasing vehicles, which has also been shown to decrease the use of sustainable modes of transportation.

Community awareness of the existing carshare program is limited. The City should help increase awareness of the program by advertising it through its TDM outreach events, programming, and marketing. The city should also explore opportunities to provide visible, parking spaces where cars can be stored. This will provide free advertising to the program and reduce program overhead.

### *3.2.3 Implement a Pilot Telework Program*

Telework programs allow employees to work from home, which in turn allows them to avoid commute trips. The City currently allows employees to telework on an ad hoc basis. Telework should be formalized through the institution of a formal pilot telework program. The formal program should be designed with input from the City's information technology and human resources departments, the TDM specialist, and interested management. If successful, the program should be implemented on a permanent basis and expanded to include additional employees.

Lessons learned and materials developed in the implementation of the pilot program can be used to assist other businesses within the City that are interested in implementing their own telework programs. The TDM specialist can encourage companies to implement telework programs through the following:

1. Conduct semi-annual telework training workshops. The workshops should provide attendees with information on overcoming management resistance, how to write a telework proposal for management, technology considerations, and cost/benefit data associated with the implementation of telework programs.
2. Develop sample materials. Sample telework policies that cover rules of telework and eligibility considerations should be developed for distribution to interested employers.
3. Provide technical assistance. The TDM specialist should provide technical assistance to companies interested in implementing telework programs.
4. Publish a telework newsletter. The newsletter can be distributed electronically to companies that have implemented or are interested in implementing telework programs. The newsletter should provide specific tips and recommendations that address questions commonly associated with telework programs. In addition, the newsletter should provide stories that detail the benefits associated with telework and encourage companies to maintain and expand their existing programs.

### *3.2.4 Implement a Carbon Tracking Tool*

Concern for the environment can motivate workers to use sustainable modes of transportation. Carbon reduction goals and Leadership in Energy and Environmental Design (LEED) certification requirements can encourage companies and developers to implement programs that encourage sustainable transportation. A travel tracking tool that calculates carbon reductions should be developed to help residents, workers, and companies track the carbon reductions associated with their efforts and programs. The tool would allow travellers to record

information about their trips, such as distance and mode used. Based on the information provided, the tool would calculate greenhouse gas emissions savings associated with travel decisions.

Trip tracking tools can play an important role in TDM campaigns. Yahoo! uses a trip tracking tool to encourage its employees to drive less. Employees earn points that can be exchanged for rewards when they report commuting to work via sustainable transportation modes. In the Denver, Colorado region the council of governments sponsors a trip tracking tool that is used by various organizations and business to encourage and reward the use of sustainable modes of transportation. Each business or organization is able to develop a unique program and use the trip tracking tool to track registration, participation, and to drive participants to carpool and vanpool matching tools and other travel information. A carbon tracking tool can be used for similar purposes within the City of Kitchener. TDM campaigns can use the tool to track registration, participation, and as another outlet to provide travel information to employees and residents.

Users should be able to access the tool online. The tool can initially be developed for use by City employees. Random prize drawings can be conducted to reward employees who track their trips. In later phases of the TDM program the tool can be used at large and small employers (see Sections 3.3.1 and 3.3.2), to allow employees to track their trips, and, like City employees, be rewarded for using sustainable modes of transportation. The tool can also be used to implement challenge campaigns in which employees in one department of a company compete against employees in another department to see who can use sustainable travel modes the most. Similar challenge programs can also be conducted between schools, companies, and buildings.

The tool's ability to show the environmental benefits associated with employee commute decisions can help motivate travellers to use sustainable modes of transportation. The tool can also be designed to estimate fuel, vehicle maintenance, and parking savings associated with the use of sustainable transportation modes.

There have been recent and significant advancements in trip tracking tools. Hosted options from third party vendors exist and start at approximately \$100 per month, making hosting and maintaining a trip tracking tool easy and affordable. Providers include, but are not limited to, Base Technologies, Goose Networks, and Pathway Intelligence.

Once the trip tracking tool has been tested with City employees it should be made available to interested companies and developers. The tool can also play a role in any TDM campaigns implemented by the City.

### *3.2.5 Provide Guidance on TDM-Friendly Site Design*

The TDM specialist should attend appropriate planning meetings to promote TDM-friendly site design within the City. The specialist can educate City staff, elected officials, residents, and businesses on the benefits associated with TDM and TDM's ability to help buildings achieve Leadership in Energy and Environmental Design (LEED) certification. Community trainings can occur through informational breakfasts or lunches and with sponsored speakers. In addition, the TDM specialist should make recommendations to assure that development site plans will support TDM activities and environmental sustainability and assure that these recommendations are addressed at site plan review.

The City, in partnership with the Region of Waterloo, is conducting a study of the potential trip and parking reductions that can be achieved through TDM. This study is entering a pilot phase and should have final recommendations in early 2011. The TDM Specialist should monitor this study and identify opportunities for involvement.

### 3.3 Phase Three

In Phase Three it is recommended that the City expand its outreach efforts to include downtown employers and residents and implement policies and regulations that support TDM.

#### *3.3.1 Assist Region with Outreach to Large Employers*

The Region of Waterloo currently provides TDM outreach to large employers within its jurisdiction, a number of which are located within Downtown Kitchener. It is recommended that the TDM specialist assist the region's TDM staff with outreach to downtown businesses. Activities with which the TDM specialist can provide assistance include employee meetings, employer trainings, implementation of regional programs, and employer recruitment.

The initial phase of shared outreach will serve as a training opportunity for the TDM specialist and will help assure that any TDM programs implemented by the City are made available to large employers located within its downtown.

#### *3.3.2 Provide Outreach to Downtown Residents, Smaller Businesses, and Commercial Property Owners*



Downtown Kitchener has many small employers and residential complexes that would benefit from TDM outreach activities based on the existing infrastructure and target markets. The Region of Waterloo does not currently provide outreach services to small employers or residential property owners. The City's TDM specialist should provide this service to assure that residents, smaller companies, and commercial property owners are aware of the TDM programs and sustainable transportation options available to them. The TDM specialist would also make any applicable tools developed in Phases One and Two available to interested businesses.

The City's TDM specialist should develop relationships with small employers through a strategic partnership with the Kitchener Business Improvement Area (KBIA). The City's TDM specialist should offer program information, services, updates, and outreach at appropriate venues and events with the KBIA.

The TDM specialist should also create a network of relationships with downtown residential complexes. By gaining access to downtown residents, home-based marketing messages and strategies can be used to emphasize increased quality of life and environmental sustainability.

Specific programs and outreach activities to be conducted by the TDM specialist include:

- Recruitment of employers to participate in TDM programs, distribute TDM related information to their employees, and allow direct access to employees.
- Development of an employee transportation coordinator (ETC) network. ETC networks consist of employees from various businesses who learn about TDM and available transportation resources at community breakfasts and other meetings. These employees are then provide transportation information to their coworkers and encourage them to use sustainable transportation modes.
- Encourage employee participation in transportation events such as Bike to Work Day and World Car Free Day.
- Assist employers with the creation and implementation of telework programs.
- Encourage employers to develop or participate in a guaranteed ride home program.
- Conduct promotional events with employers and employees as outlined in Section 3.1.6.

### **3.4 Phase Four**

In Phase Four it is recommended that the city establish a commuter store and further expand its TDM outreach efforts.

#### *3.4.1 Conduct Individualized Marketing to Downtown Residents*

The City should implement an individualized marketing (IM) program to encourage downtown residents to use sustainable modes of transportation. IM programs use a unique outreach technique to segment targeted populations based on their willingness to use sustainable modes of transportation. Outreach efforts are targeted toward members of the population who are considered most likely to increase their use of sustainable modes of transportation.

Implementing and evaluating an IM program is a five-step process that involves a before survey, segmentation, information distribution, motivation, and evaluation. Each step of the process is described below.

##### Before Survey

A Web or paper-based survey is distributed to households for the purpose of segmenting the household population into three groups that are: (1) interested in using sustainable transportation modes; (2) regular users of sustainable transportation; and (3) not interested in using sustainable transportation. Households are offered incentives to participate in the survey and reminder letters and other prompts are used to further encourage survey participation.

##### Segmentation

Survey respondents are segmented into the three groups listed above based on their responses to specific questions within the survey instrument. Households that are classified as not interested in using sustainable transportation are excluded from further marketing efforts.

### Information Distribution

Order forms for transportation related marketing materials are sent out to households that are identified as interested and regular users of sustainable transportation modes. The order forms are returned to the project manager and customized marketing materials are returned to households based on their unique interests. An incentive is offered in order to achieve a high response rate.

### Motivation

In addition to information, households are offered incentives to use sustainable transportation modes. Incentives can include free and reduced cost transit passes, gas cards for individuals who form carpools, bike locks, bike helmets, and commuter bags. Promotional events such as transportation fairs are also held to further push the message of sustainable transportation use and to offer an additional medium for the distribution of transportation-related information.

### Evaluation

A post-program survey is distributed to households. All households are asked to participate in the survey and the collected information is used to determine the mode split change, number of trips reduced, and number of vehicle kilometres of travel reduced as a result of the program.

The Region of Waterloo has experience implementing IM programs and can provide support to the TDM Specialist as he or she works to implement a program in Downtown Kitchener and surrounding areas.

## **3.5 Optional Programs**

The programs listed within this section are optional and should be implemented based on the availability of funding, other resources, and community support. The programs are meant to enhance the benefits associated with the other TDM programs contained within this document.

### *3.5.1 Establish Commuter Store*

A commuter store should be established by the City. The store would be located in a retail location in Downtown Kitchener and provide area residents, visitors, and employees with personalized information on sustainable modes of transportation. In addition to providing information, the store would sell transit passes and other commute needs.

The opportunity to include a bike station within the commuter store should be explored. The bike station would provide cyclists with a free and secure location where they could leave their bikes during the day and change into and out of work clothes.

Opportunities to locate the commute store within a new parking garage and/or bundling of the service with another City service such as parking services or customer service should be explored. This bundling of services would allow for the sharing of staff members, potential enhancement of other City programs and increase the number of visitors to the commuter store.

### *3.5.2 Implement Recommendations from TDM Regulations Study*

The feasibility of implementing regulations that require large employers to implement TDM programs should be studied. The study should consider the legal ability, benefits, and costs associated with requiring employers with approximately 250 or more employees to do the following:

- Assign a transportation coordinator to provide employees with information on sustainable transportation options. The time commitment would likely be equal to one hour per week per 100 employees. The business would be required to provide the city with the name and contact information of the transportation coordinator.
- Post information on transit, rideshare opportunities and other modes of sustainable transportation in employee break rooms.
- Provide new employees with information on sustainable transportation options.

Implementation of such regulations would assure that employees at major employers receive information on sustainable transportation modes. In addition, the TDM specialist would have a list of employee contacts he or she can use when working with area businesses. Many TDM programs experience significant difficulty locating appropriate business contacts; implementation of these regulations would eliminate that issue.

If it is determined that the City does not have legal authority to implement the regulations, it should advocate at the Provincial level for statutes that would allow the creation and enforcement of TDM regulations. Another alternative would be to identify options to encourage voluntary participation in the program.

Implementation of Task 3.5.2 should occur in either Phase 1 or 2, depending on the availability of funding and resources. The study results should recommend an implementation timeline if it is determined that TDM regulations can be implemented in the City of Kitchener.

## 4.0 Program Budget and Timeline

This section of the plan contains an estimate of costs associated with the implementation of the recommended TDM plan. All estimates are based on 2010 dollars and increased by approximately 2.5 percent per year. The majority of the funding for the TDM program is anticipated to come from the Parking Enterprise. That funding source, along with others, is described in Section 4.2.

### 4.1 Budget

	2011	2012	2013	2014	2015
<b>Phase 1</b>					
Hire TDM Specialist <sup>1</sup>	\$100,000	\$102,000	\$104,000	\$106,000	\$108,000
Provide Subsidized Corporate GRT Pass	\$30,000	\$30,750	\$31,500	\$32,300	\$33,100
Provide Carpool Matching	\$0	\$0	\$0	\$0	\$0
Implement & Operate Guaranteed Ride Home Program	\$3,500	\$3,590	\$3,675	\$3,770	\$3,865
Transportation Between City Hall and CMF (Study)	\$0	\$0	\$0	\$0	\$0
Conduct Promotional Events	\$2,000	\$2,050	\$2,100	\$2,150	\$2,200
Distribute Promotional Materials	\$1,200	\$1,225	\$1,250	\$1,275	\$1,300
<b>Phase 2</b>					
Implement a Pilot Telework Program	---	\$10,000	---	---	---
Support the Existing Car-share Program		\$1,000	\$1,000	\$1,000	\$1,000
Implement Carbon Tracking Tool	---	\$1,200	\$1,845	\$1,890	\$1,940
Build Stakeholder Support	---	\$0	\$0	\$0	\$0
Provide Guidance on TDM-friendly Site Design	---	\$2,500	\$2,600	\$2,700	\$2,800
<b>Phase 3</b>					
Assist Region with Outreach to Large Employers	---	---	\$0	\$0	\$0
Outreach to Downtown Residents and Commercial Properties	---	---	\$20,000	\$20,500	\$21,000
<b>Phase 4</b>					
Individualized Marketing to Downtown Residents	---	---	---	\$60,000	\$20,000
<b>Total</b>	<b>\$136,700</b>	<b>\$154,315</b>	<b>\$167,970</b>	<b>\$231,585</b>	<b>\$195,205</b>
<b>Optional Programs</b>					
Establish Commuter Store	---	---	---	\$60,000	\$0
Implement TDM Regulations	---	\$0	\$0	\$0	\$0
<b>Total with Optional Program</b>	<b>\$136,700</b>	<b>\$154,315</b>	<b>\$167,970</b>	<b>\$291,585</b>	<b>\$195,205</b>

All costs increase by 2.5 per cent each year to account for inflation, where applicable

(1) Fully burdened rate based on Grade 9 with full benefits. This position will also assist with implementation of the Cycling Master Plan.

## 4.2 Other Funding Opportunities

A number of opportunities exist to secure additional funds to study and implement TDM strategies within the City. Funding opportunities can be found at the local, provincial, and federal level. A description of those TDM funding opportunities follows.

### 4.2.1 *Parking Enterprise*

The Parking Enterprise model has recently been approved, in principle, by Council and will be ratified at budget time. It is defined as a self-funded and sustainable parking operation that will cover all operating, structural, maintenance and future expansion requirements of the municipal parking operation. The Parking Enterprise will remain under Council's control and will pay an annual dividend to the City. It is intended to fund the development and implementation of the City's Cycling Master Plan and TDM initiatives.

The implementation of TDM will help assure the stability of the Parking Enterprise over time. Recent above ground parking constructed by the City cost \$32,000 per space. The cost of a new underground garage is \$58,000 per space. These costs do not include annual maintenance. Implementation of only the Phase 1 recommendations is anticipated to reduce parking demand by 55 spaces yielding construction savings of \$1.9 million to \$3.5 million. Additional parking reductions will be achieved in later phases of the project. By avoiding construction of additional parking the Parking Enterprise will be able to avoid significant construction costs and assure its long-term profitability.

### 4.2.2 *ecoMOBILITY*

The ecoMOBILITY program is funded through Transport Canada and provides funds to municipalities and regional transportation authorities for the implementation of TDM strategies that "reduce emissions by shifting personal automobile travel to other modes, reducing the number and length of car trips, and shifting trips to less congested times and routes." Qualifying entities can submit requests for up to 50 percent of a project's total eligible costs to a maximum of \$800,000. Eligible costs include those that are "directly attributable to community TDM initiative implementation, monitoring, and reporting." Projects can seek funds for a maximum period of three years.

The City of Kitchener, in partnership with the Region of Waterloo, secured ecoMOBILITY funding previously to support the study of TDM regulations and impacts on parking. The next call for funding has not been announced but the funding source should be monitored.

### 4.2.3 *Ontario Ministry of Transportation TDM Grant*

The Ontario Ministry of Transportation has made a grant program available to Ontario municipalities for the design and implementation of TDM programs and policies. The Transportation Demand Management Municipal Grant Program provides up to \$50,000 in funds. All grants must be matched dollar for dollar by the applying municipality on a cash or in-kind basis and spent during the fiscal year. Funding for the grant program beyond fiscal year 2009-2010 has not yet been announced. Funds may be spent on:

- The development of municipal plans to encourage sustainable modes of transportation and reduce vehicle kilometres traveled
- The development of tools that encourage the use of sustainable modes of transportation
- Projects that reduced vehicle kilometres of travelled such as the implementation of TDM strategies and establishment of local transportation management associations
- Education and outreach programs for both the general public and school children
- Workshops and conferences that allow for the promotion of TDM best practices, tools, and implementation strategies

TDM funds received through the grant program cannot be used to replace existing funding. Funding must be used for new initiatives or initiatives that are incremental to existing ones.

The City of Kitchener submitted an application for fiscal year 2008-2009 to help partially fund the Cycling Master Plan and should consider submitting additional applications if the grant program is continued in future years.

#### *4.2.4 Federation of Canadian Municipalities Green Municipal Fund*

The Government of Canada endowed the Federation of Canadian Municipalities (FCM) with \$550 million to establish the Green Municipal Fund (GMF). The fund provides below-market loans and grants to support municipal initiatives that improve air, water and soil quality and protect the environment. Capital projects, the funding area most applicable to items within this plan, are eligible for loans, usually in combination with grants. Capital funding is available for transportation infrastructure projects that encourage a modal shift. Grants and loans from the GMF could potential be used to cover the costs associated with creating a commuter store. Applications for funding are currently being accepted.

#### *4.2.5 Private Grants*

Private grants can be used to fund TDM activities. The Heart and Stoke Foundation has identified obesity as a key area of research and strategic focus and has funded programs around healthy eating and active living encompassing schools, workplaces, the built environment, and public policy. Funding may also be sought from the Ontario Trillium Foundation (OTF), which provides grants for operations, projects, and capital. OTF grants are not available to the City directly. Any grant would need to be sought by a not-for-profit without share capital in a Canadian jurisdiction, a charitable organization or foundation registered as a charity by the Canadian Revenue Agency, or an unincorporated branch or chapter of a registered charity or incorporated not-for-profit organization.

#### *4.2.6 Partnerships*

The opportunity to seek funds through partnerships with businesses, school boards, universities, public health partners, and other governments should not be overlooked. Businesses, schools, and public health organizations have a tradition of supporting programs such as Bike to Work Day events and Go Green campaigns. If provided with recognition, businesses will often provide incentives, advertising, logistical support, or cash payments to offset the costs associated with the implementation of TDM programs.

Other local governments may also be interested in sharing costs associated with some TDM programs and campaigns. Many campaigns implemented by the City of Kitchener may influence the travel decisions of residents and workers in the City of Waterloo. It would not be unreasonable for the City of Kitchener to seek funding participation from cities that benefit from its TDM programs.

### 4.3 Timeline

	2011	2012	2013	2014	2015
<b>Phase 1</b>					
Hire TDM Specialist	■				
Provide Subsidized Corporate GRT Pass	■				
Provide Carpool Matching	■	■	■	■	■
Implement & Operate Guaranteed Ride Home Program	■	■	■	■	■
Transportation Between City Hall and CMF (Study)	■				
Conduct Promotional Events	■	■	■	■	■
Distribute Promotional Materials	■	■	■	■	■
<b>Phase 2</b>					
Implement a Pilot Telework Program		■			
Implement a Carbon Tracking Tool		■			
Build Stakeholder Support		■	■	■	■
Provide Guidance on TDM-Friendly Site Design		■	■	■	■
<b>Phase 3</b>					
Assist Region with Outreach to Large Employers			■	■	■
Outreach to Downtown Residents and Commercial Properties			■	■	■
<b>Phase 4</b>					
Individualized Marketing to Downtown Residents				■	■
Support the Existing Car-share Program				■	■

The first two tasks shown in Phase One are noted in Year One only, however, they are represented as such to represent them as start-up activities. Once the TDM specialist is hired he or she will remain on staff. In addition, it is assumed that once the subsidized Corporate GRT Pass is in place the City will continue to support it.

#### 4.4 Staffing Requirements

The following table shows an estimate of the staff time that will be required to implement the recommended TDM programs in full-time equivalents (FTEs). Actual time spent per activity may vary based on the skill set of the hired TDM Specialist. The estimate assumes that 0.5 FTE will be required for implementation of the Cycling Master Plan. That plan states, “The implementation of the recommended cycling-supportive policies is contingent on a staff leader charged with the responsibility for the cycling plan. Thus, the top policy priority is to establish a cycling co-ordinator. The position can be combined with the Transportation Demand Management (TDM) specialist position recommended in the City of Kitchener TDM Plan, consisting of 0.5 full-time equivalent (FTE) for the Cycling Master Plan responsibilities.”

The staffing requirements anticipate that more than one FTE will be required by 2013. The amount of time required to implement certain tasks may have decreased by that year due to improved procedures and increased staff familiarity. If additional assistance is needed, the time devoted to Phase 3 and 4 activities can be scaled back or assistance can be sought from other staff members within the City.

	2011	2012	2013	2014	2015
<b>Phase 1</b>					
Implement Cycling Master Plan	.50	.50	.50	.50	.50
Provide Subsidized Corporate GRT Pass	.10	.05	.05	.05	.05
Provide Carpool Matching	.10	.05	.05	.05	.05
Implement & Operate Guaranteed Ride Home Program	.10	.01	.01	.01	.01
Transportation Between City Hall and CMF (Study)	.10				
Conduct Promotional Events	.10	.10	.10	.10	.10
Distribute Promotional Materials	.05	.05	.05	.05	.05
<b>Phase 2</b>					
Implement a Pilot Telework Program		.10			
Implement/maintain a Carbon Tracking Tool		.075	.05	.05	.05
Build Stakeholder Support		.05	.05	.05	.05
Provide Guidance on TDM-Friendly Site Design		.05	.05	.05	.05
<b>Phase 3</b>					
Assist Region with Outreach to Large Employers			.10	.10	.10
Outreach to Downtown Residents and Commercial Properties			.125	.05	.05
<b>Phase 4</b>					
Individualized Marketing to Downtown Residents				.15	.15
Support the Existing Car-share Program				.025	.025
<b>Total FTE Requirement</b>	<b>1.0</b>	<b>1.04</b>	<b>1.14</b>	<b>1.24</b>	<b>1.24</b>

## 5.0 Program Impacts

Implementation of the TDM plan will result in significant benefits to the city and downtown community. Estimates of potential reductions in vehicle travel are shown below and calculated by phase. Program impacts were determined using COMMUTER, a tool developed by the United States Environmental Protection Agency to estimate how TDM programs can impact travel; case study data from *Transportation Cooperative Research Program Report 95: Employer and Institutional TDM Strategies, Traveler Response to Transportation System Changes* published by the Transportation Research Board in 2010; review of cost data from similar programs implemented in the Greater Toronto Hamilton Area; review of survey data collected from City of Kitchener employees; and data from the Canadian Automobile Association.

### 5.1 Phase One Benefits

Implementation of the City focused TDM program aims to reduce the single-occupancy vehicle (SOV) mode split approximately 6.5 percentage points over the initial five-year horizon of the TDM plan. This reduction is based on the assumption that all TDM strategies described in this document and applicable to City staff will be implemented. The recommended TDM strategies work in combination with one another and the success of one strategy is often dependent on the existence of another.

The City currently employs approximately 1,100 individuals. According to the employee survey conducted as part of this study, the average City employee commutes 27.5 km per day. Based on these assumptions, attainment of this goal will reduce vehicle travel by approximately 427,000 kilometres per year. This assumes a 6.5 percentage point drop in the SOV rate. The drop is anticipated to come from a 1.5 percentage point increase in transit use, a 4 percentage point increase in telework, and a 1 percentage point increase in carpooling. Benefits resulting from increased walking and biking are not estimated.

The reduction in trips will also result in reduced demand for parking spaces. The total demand reduction is difficult to compute as employees are spread across the City and their work schedules differ.

### 5.2 Phase Two Benefits

The long-term vehicle travel reductions estimated for Phase One assume the implementation of a telework program that is made available to staff members. If the telework program is not implemented, the reductions assumed in Phase One will be more difficult to achieve. Overall mode shift for City staff would be decreased by approximately 4 percentage points.

Implementation of the carbon tracking tool is meant to strengthen TDM programs and encourage positive commute behaviour. The benefits associated with its implementation are included in the travel reduction estimates for Phase One.

### 5.3 Phase Three Benefits

Activities implemented in Phase Three will extend newly developed services to community members and businesses. Review of successful TDM programs in North America indicates that general TDM programs are often able to reduce one kilometre of travel for every \$0.12 in spending. Assuming that 25 percent of the TDM specialist's time is spent on general outreach efforts and outreach activities are fully funded as recommended in the program budget, the associated reduction in vehicle travel will be equal to approximately 375,000 km per year.

Implementation of TDM friendly site design and regulations at large employers has the potential to reduce the drive alone rate at affected businesses by 2 to 3 percentage points. Additional data regarding the number of employees and residents who will be impacted by such regulations is necessary before vehicle travel reductions can be fully estimated.

### 5.4 Phase Four Benefits

Effective individualized marketing programs have been found to reduce vehicle travel by 5 to 15 percent within a targeted population. The five-year program budget will allow for outreach to approximately 2,000 households. Assuming a conservative vehicle travel reduction of 10 percent and average annual household vehicle travel of 30,000 kilometres, the program has the potential to reduce vehicle travel by 9 million kilometres during the five-year plan. This reduction assumes that 1,000 households will participate in year 4 of the TDM Plan and reduce their vehicle travel an average of 10 percent in that year and year 5. The reduction assumes that an additional 1,000 households will participate in year 5 of the TDM plan and reduce their vehicle travel an average of 10 percent in that year.

Benefits associated with individualized marketing programs are tracked through before and after surveys. Participants are asked to report on their travel behaviour prior to participation in the program and then again after participation. This reporting allows for accurate before and after mode splits to be computed.

### 5.5 Additional Benefits

The estimated quantifiable vehicle travel reductions associated with the Five-Year TDM plan are approximately 11.8 million kilometres. This assumes that the benefits associated with Phase One accrue over four years, the benefits associated with Phase Three accrue over three years, and the benefits associated with Phase Four accrue as described in Section 5.4. The Canadian Automobile Association estimates that annual vehicle operating costs for 2009 are \$0.107 per kilometre for a typical four-door sedan. This cost excludes vehicle financing, depreciation, insurance, taxes, and registration fees. These costs are excluded as they can only be recouped if a vehicle is sold. At a cost of \$0.107 per kilometre, the implementation of the Five-Year TDM Plan will generate a savings to the public of approximately \$1,260,000 in 2009 dollars, which exceeds the plan's implementation costs by a factor of 1.4.

Because the programs recommended within the Five-Year TDM Plan will encourage active transportation, the plan's implementation is likely to result in more walk and bike trips, which will have a direct benefit on public health. In addition, the reduction in vehicle travel will result in fewer carbon monoxide, volatile organic compound, nitrous oxide, and greenhouse gas

emissions. All of these emissions are closely correlated with poor health outcomes or global warming.

City employees are likely to view the implementation of most TDM strategies as an expansion of their current benefits and respond positively. Telework programs have been found to increase employee productivity and moral while decreasing turn-over rates. Improvements in these areas should lead to tangible cost savings for the City.

As noted in Section 5.1, implementation of the TDM program will also reduce employee parking demand. The reduction in parking demand will increase as the program is expanded to include employees at smaller businesses within the downtown area.

## 5.6 Potential Risks

Program costs associated with implementation of the TDM program have been estimated using information from other TDM programs, current City staff costs, and professional judgement. Actual implementation costs may differ from those proposed. Strategies for which costs could potentially exceed budgeted amounts are:

TDM specialist: Costs associated with the TDM specialist will be affected by any changes to the City's salary and benefits structure.

Free corporate GRT pass: Cost estimates associated with this program are based on 11 per cent of City employees requesting a subsidized Corporate GRT pass. This is based on an estimate that approximately 8 per cent of employees currently use transit and transit use will increase by two percentage points. To help avoid underestimating program costs a final transit mode share of 11 per cent was used to calculate costs. If more than 11 per cent of staff request a subsidized transit pass, program costs associated with this strategy will be higher than anticipated.

Guaranteed Ride Home (GRH): It is currently assumed that the GRH program will cost \$3 per employee per year. Experience at the Region of Waterloo indicates that program costs are likely to be lower than this amount. However, if employee usage is higher than anticipated, program costs could exceed \$3 per employee per year. Program costs can be controlled by limiting the number of times per year that an employee can use the program.

Budgets for the remaining recommended strategies can be easily controlled. The programs can be scaled back to maintain the budget if costs increase unexpectedly.

## Appendix A

### TDM and Land Use

This appendix first describes a number of industry-accepted TDM strategies relating generally to land use management and municipal planning policies taken in part from the Victoria Transport Policy Institute. The second part provides some specific references to current TDM-related zoning standards and land use policies in Kitchener.

### TDM-SUPPORTIVE LAND USE MANAGEMENT

**Car-Free Planning** - involves designing particular areas of a city for minimal automobile use by:

- Developing urban districts (such as a downtown or residential neighborhood) where personal automobiles are unnecessary and automobile traffic is restricted. Such restrictions can be part or full-time, and often include exceptions for delivery vehicles, taxis, and vehicles for people with disabilities. The pedestrian-first theme for the new King Street streetscape improvements in Kitchener is an example of an approach moving towards car-free planning, but overall downtown Kitchener planning is not based on a car-free approach.
- Providing the choice of housing developments where residents are discouraged from owning private cars by limiting or restricting resident parking facilities and spaces.
- Providing pedestrian-oriented commercial streets where driving is discouraged or prohibited.
- Holding car-free days and car-free events.

Car-Free Planning can be implemented through municipal planning or through development of a particular project (such as an urban housing complex). Car-free commercial centres are often part of a downtown plan or redevelopment project. Major barriers to car-free planning include resistance from public officials, businesses, residents and motorists who dislike restrictions on driving and are skeptical of benefits.<sup>1</sup> Many people are unfamiliar with successful car-free planning projects.

**Strong Downtowns** - contain a concentration of business, civic and cultural activities that create conditions that facilitate interaction and exchange and that encourage TDM. This increases overall accessibility by alternative modes of transportation. Vibrant downtowns generally have the following attributes, most of which can currently be found in downtown Kitchener:

- **Density and Clustering:** Downtowns are medium- to high-density, with multi-story buildings. As much as possible the ground floor of buildings should have activities and services that involve frequent public interaction (such as retail, professional services, civic offices, etc.), with office or residential activities above, which creates an attractive street environment while accommodating dense employment.
- **Diversity:** Downtowns contain a diverse mix of office, retail, cultural, entertainment and food and beverage space, banks, law offices and public institutions (such as city hall,

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<sup>1</sup> Victoria Transport Policy Institute, Online TDM Encyclopaedia, July 2008

courthouses, and other government offices). Increasingly, downtowns also have residential buildings, either within or nearby.

- Local and Regional Importance. Local and Regional Importance: Downtowns should contain a significant portion of total regional employment and business activity.
- Walkability: Most smaller city downtowns offer all destinations that are within about a 10-15 minute walk, with good sidewalks and pathways, pedestrian shortcuts, attractive streetscapes, pedestrian scale and orientation, relatively narrow streets (4 lanes or less), relatively slow vehicle traffic (i.e. 20 km/h) and a high degree of pedestrian security.
- Transportation Diversity. Downtowns are accessible by walking, cycling, taxi, automobile, and public transit.
- Parking Management. In order to avoid the need to devote a large portion of land to parking, the downtown parking supply is usually managed primarily for efficiency, such as using the free 2-hour on-street parking limit in downtown Kitchener. It is often appropriate to use structured or underground parking, and to limit the total amount of parking in a commercial center.
- Transit Oriented Development. This refers to districts designed with features that facilitate transit accessibility, with maximum development within convenient walking distance of attractive multi-use transit stations such as those being planned in proximity to future rapid transit stations in Kitchener.

**Density and Clustering** - are somewhat different concepts. *Density* refers to the number of people or jobs in an area, while *Clustering* refers to the location and mix of activities in an area. Clustering is more effective at reducing automobile use if it includes other TDM strategies. For example, automobile commuting tends to decline if employment centers are clustered with shops, restaurants and daycare centers (destinations that employees want to visit during their breaks), and if such areas are pedestrian-friendly, include rideshare programs and offer transit services. TDM strategies are more effective when implemented in environments with clustering, which is the case with downtown Kitchener.

Density and clustering can occur at various scales and in many different ways. Office buildings, campuses, shopping malls, commercial districts and municipal administration buildings are examples of clustering.

**Parking Management** - can reduce the number of parking spaces needed without creating significant parking problems. Parking management uses more accurate and flexible parking requirements that reflect the actual parking demand and costs at a particular location, taking into account geographic, demographic, economic and management factors. In some downtowns, this is accomplished through the use of different parking zones with different costs and/or durations for parking. Parking requirements can also be reduced in exchange for implementation of specific parking and mobility management strategies, such as shared parking provisions, regulations that encourage more efficient parking facility use and overflow parking plans to deal with occasional peaks.

Some communities also now limit the maximum amount of parking capacity allowed at particular sites or within a particular area. This can be in addition to, or instead of, minimum parking requirements that are commonly imposed. In downtown Kitchener, the off-street parking

provisions in the Zoning Bylaw stipulate the minimum quantity of off-street parking for various types of downtown land uses, not the maximum quantity of parking.<sup>2</sup>

**Municipal Plans and Policies** – can support TDM implementation. This involves expanding the range of options considered in transport planning to include demand management strategies, and changing the methods used to define problems and evaluate solutions.

Municipal transportation departments that are managed to build and maintain roads are not well structured to support alternatives, particularly those that rely on “soft” programs that are often part of TDM planning (e.g. Guaranteed Ride Home or ridesharing). Transportation planning and funding practices can also be biased toward capacity expansion, away from demand management alternatives. As a result, some planning organizations often overlook or undervalue TDM solutions, and so fail to implement TDM strategies as much as is justified.

In such cases, the role of TDM in the municipal transportation planning process can be enhanced if TDM becomes part of the transportation planning. Most cities use a Transportation Master Plan as the basis and rationale for various transportation initiatives, including TDM. While not a statutory planning document, there are strategic recommendations made in a Transportation Master Plan that can be implemented through Official Plan policies. The City of Kitchener does not have a Transportation Master Plan on which to base these types of Official Plan provisions, which is seen as a disadvantage in promoting and implementing TDM in the downtown.

Implementing TDM also often requires the coordination of transportation and land use decision-making, innovative public-private partnerships, and funding for non-traditional transportation programs. This may require new inter-organizational relationships.

**CITY OF KITCHENER ZONING STANDARDS AND LAND USE POLICIES**

As noted previously under Parking Management, the fact that the downtown off-street parking provisions of the Kitchener Zoning Bylaw 85-1 are minimum requirements means that more parking can be provided by a developer if desired. Requiring a minimum amount of parking is generally not considered to be supportive of TDM initiatives if it risks the provision of an over-supply of off-street parking.

In terms of Kitchener’s off-street parking requirements, they compare favourably with other smaller Ontario cities as summarized below from a TDM-supportive perspective. The Kitchener Zoning Bylaw requires a comparatively low amount of off-street parking for some basic types of downtown land uses:

	Kitchener	Guelph	London	Hamilton	Kingston	ITE Average
Multiple Dwelling Unit	1/unit	1/unit	1/unit	1.5/unit	1/unit	1/unit midrise
Retail General	1.05/100m2	6.1	4-5	3.2	1.2	3.5
Office	1.05/100m2	3.0	1.25	3.2	1.45	3.0

<sup>2</sup> City of Kitchener Zoning Bylaw 85-1, Section 6, Off-Street Parking and Off-Street Loading

The transportation policies of the Kitchener Official Plan (November 2005) are generally supportive of multi-modal transportation systems needed to support TDM, and of the role of integrated transportation and land use planning in shaping the form and character of the city. Parking policy 8.5.4 also provides the City with flexibility to regulate off-street parking requirements in the downtown to provide a minimal level of all-day parking. Section 9.6 of the Plan (June 6, 2007) includes downtown policies that are also generally supportive of TDM and the use of alternative transportation modes and service.

What is missing from the current Official Plan is any policy reference to TDM either generally, or specifically in the downtown. One option for the City is to consider using the Downtown TDM Study as the basis for either an Official Plan amendment to include references and policies supporting TDM, or to include this new policy direction in the next mandatory five-year Official Plan review.

## Appendix B

### Stakeholder Interview Summary

During the past 20 years the City of Kitchener's population has grown by approximately 50,000 and continue to grow and be one of the higher ranked cities to house new immigrants to the Country. Growth in the City of Kitchener through the past twenty years has been mainly towards the suburbs with the development of former agricultural land into an abundant amount of residential subdivisions. The population forecast for 2031, is for a population approximately 304,655 in size<sup>3</sup>. In June of 2006, the Province of Ontario introduced the Places to Grow Act which is a 25 year plan that aims to do the following: (taken from Places to Grow website<sup>4</sup>)

- Revitalize downtowns to become vibrant and convenient centres.
- Create complete communities that offer more options for living, working, learning, shopping and playing.
- Provide housing options to meet the needs of people at any age.
- Curb sprawl and protect farmland and green spaces.
- Reduce traffic gridlock by improving access to a greater range of transportation options.

By the year 2015, 40 percent of all residential development to accommodate growth in Urban Growth Centres designated by Places To Grow within the Greater Golden Horseshoe is required to be within existing built-up area. This includes Downtown Kitchener. More specifically for Downtown Kitchener, the Places to Grow Plan stipulate that a total of 200 residents and jobs per hectare combined are required. The City of Kitchener and Region of Waterloo have recognized the need to accommodate for the forecasted growth and foresee potential problems with accommodating this type of demand. One major problem in an Urban Growth Centre is to decrease reliance on the automobile and provide those living and working in the Urban Centre with mobility alternatives. The City of Kitchener has initiated a study with UrbanTrans in conjunction with IBI Group to understand the current needs of its Urban Growth Centre to identify the current transportation trends and understand the issues and provide effective recommendations for promoting alternative transportation methods through a Transportation Demand Management Study.

This section of the Transportation Demand Management Study was a Stakeholder Interview Process. The Transportation Demand Management Working Group identified a number of Key Stakeholders located within the Urban Growth Centre of the City of Kitchener, which UrbanTrans/IBI Group would specifically interview to fully understand the current issues that the Urban Centre of Downtown Kitchener faces. These stakeholders were interviewed as advocates and representatives of their business, population and ward. The following Stakeholders agreed to sit down and respond directly to a series of questions proposed by the UrbanTrans team.

- Carl Zehr, Mayor, City of Kitchener
- Berry Vrbanovic, Councillor, Chicopee Grand River Ward (2), City of Kitchener
- Christina M. Weylie, Councillor, West Victoria-Park Ward (6), City of Kitchener
- Graham Vincent P. Eng., Director, Transportation Planning, Region of Waterloo
- Mark Garner, Executive Director, Kitchener Business Improvement Area
- Debbie Thayer, Administrative Manager, Wilfrid Laurier Faculty of Social Work
- Sandy Delamere, Vice President, Human Resources, Sunlife Financial Canada

<sup>3</sup> Population Statistics, City of Kitchener, "Demographic Profile, Labour Force Profile - Fast Facts"

<sup>4</sup> Places to Grow Website - <http://www.placestogrow.ca/images/pdfs/FPLAN-ENG-WEB-ALL.pdf>

- Lou Khoubesserian, Project Director, Health Sciences Campus, University of Waterloo – School of Pharmacy

Stakeholders, acting as advocates for their businesses, were initially asked to identify the three major transportation issues which currently face Downtown Kitchener.

**NOTE:** the following is a record of comments offered during the stakeholder interviews, and have not been interpreted or edited by the interviewers.

### Interview #1

Identified **Parking vs. Transit, Public Transit** and the **Road Network** as the three major issues in the downtown core. Described the battle between providing a better transit system as opposed to providing more parking in the core. Said that with the planned Light Rail Transit System, once in place, will provide more efficient and convenient services, but until the system is up and running smoothly, the City will need to accommodate other forms of transit in the mean time (for the next 20 years). **Parking** is a huge issue and the City will need to provide adequate parking in the interim or people will not utilize the core to its full potential.

The **public transit system** is run on a ‘hub and spoke’ system, which creates complicated routes that are not direct and resulting in longer trips and less transit usage. The positive to this transportation issue is that every route leads to the ‘hub’ which is the terminal that is located in the core of the City of Kitchener. Believes that once the LRT system is in place it will change the dynamic of those who use public transit and will allow routes to be run on more of a grid system.

The third major transportation issue is the **road network**. Described the problem of signal synchronization in the core. Traffic along King Street is meant to be slow and a lot of people use King Street as a way to get from Downtown Kitchener to Uptown Waterloo. The streets that run parallel to King (Duke and Charles) were once one way but for the past twelve years have been two way. Signal synchronization along these streets is essential to keep those using the parallel streets moving at a moderately fast speed. Changing the one-way streets into two directional streets did not slow down traffic as was anticipated.

These three major issues identified impact the successful function of the City of Kitchener because there is not adequate parking in the core to attract larger businesses and large crowds of people. There is not enough parking as it is to provide for those already working in the core on a day-to-day basis. The parking problem is driving the larger businesses out of the core.

When asked what the community and government should be doing to address the issues, the respondent offered up many ideas. Said that the way that the fuel costs are rising, it will drive people out of their cars and make them more environmentally conscious. Suggested the idea of increasing parking costs and putting parking meters on King Street. Said the regional and city plans have identified more intense development in the core. The only problem with this is that it is not a quick solution. Each planned development in the core takes about 5 years to complete (beginning until finished product).

Then asked what the City of Kitchener or Region of Waterloo was doing to address the transportation issues. The City has planned to intensify the core, but with the intensification, a demand for more parking will result. Strong support for the goals of the Grand River Transit system but would like them to increase the frequency and have more direct routes (on a grid

system). The GRT must also determine who their key markets are and price accordingly (for example, if it is operated as a social service then reduce the price).

Believes that it is very important for the government to provide information, education and services to support different modes of transportation, and noted that the City of Kitchener has supported these various modes. Believes that the different levels of government should promote TDM by encouraging employees to purchase hybrid cars or to carpool. The City can do its part by providing more facilities to accommodate other modes of transportation, such as providing more bike racks and shower facilities. Felt that TDM will be driven by certain age groups, for example, those who are able and willing to cycle to work or to carpool.

TDM is a viable option for the City of Kitchener employees. When it comes to the downtown itself, the core needs to be identified as a destination and provide a reason for people to use the different forms of TDM. The goal of the core is to provide more 'boutique' like shopping as opposed to retail. The intent is to offer unique products that people will want to come from all over the region to purchase.

The City of Kitchener needs to act as an advocate and leader to support TDM for it to be effective. Believes that TDM should be implemented at a regional level and is not sure if having a full time TDM employee at the City is justified. There may be room, but the position will need to be warranted. The City should do more to support the different uses of transportation and create some incentives for employees to get excited about using different methods.

## **Interview #2**

Identified the three main transportation issues in Downtown Kitchener as **Parking, Transit and Intensification**.

**Parking** is limited in the downtown core and people do not want to pay to park. There is a high demand for parking because the people who come to the core do not understand what transportation alternatives are available to them.

**Transit** is an issue because the system currently does not convince the residents in the region to use it. Many believe that the transit system is not efficient and find the car too convenient and accessible to give up.

Although it is a provincial requirement to **intensify** the core, it could create a negative effect on how the core operates, especially the road system. There is a concern that with more residents in the core will generate more if better transit is not provided.

These three issues affect the operation of the City of Kitchener because there are high costs to operate a parking lot and there are not enough parking spots to accommodate the current employees. Transit is not efficient enough to get employees to and from work, and not enough people who work at City Hall live in the core and can walk to work.

Believes that the City of Kitchener should support the implementation of the TDM strategies. Expressed that governments and businesses should support a greener culture and should look at ways to encourage people to take transit through incentives. The City and Region definitely need to do more encouraging to get the employees to carpool, walk, bike or offer alternatives

like shuttling from different parking lots located away from the core and offer discounted transit passes. It is important for the individual businesses to inform their employees and customers about the various parking options in the core. Businesses should offer more facilities to those who decide to bike or walk to work (including secure bike racks, showering facilities, locker rooms etc.)

Suggested that as part of this study, all responses gathered from the stakeholders and surveys, along with the study recommendations be presented to the Environmental Committee before the study is finalized and presented to Council.

### **Interview #3**

Three major transportation issues identified are **Parking, Transit, and Lack of Bicycling Facilities**. For each of these three issues raised, the concern was the **safety** aspect of each.

Parking is a major issue in the core and some people prefer more accessible parking because it is closer to their destination point and is safer. Transit has its own safety issues because of waiting for long period of times at the bus as well as various social issues that may arise. Believes that some GRT riders make other riders, and potential riders uncomfortable using public transit. For those who commute to the core regularly, they will notice that it is much more efficient and affordable to drive their car than take transit into the core. There are no current incentives to change the automobile users' perceptions. The key to changing these perceptions to change the demographic in the core (part of the intensification process). More people will be on the street and thus making the core a safer place.

The issue of safety affects the core because many people have a negative impression of the downtown, and therefore avoid the core as much as possible. This creates problems for businesses to attract employees and nightlife, as well as creating a successful transportation system. The core will not be seen as a safe place until the population increases and the demographic changes.

The Region and City should promote the density in the core, as well as attracting businesses that will make the core a 'destination place'. Increase fees to park in the core will not only deter people from driving to the core, but also from visiting the core period.

The TDM strategy does make sense for the City of Kitchener. With more people moving to the core, more people will be willing to use other forms of transportation, and those coming from other areas in the Region will feel safer with the changing demographic.

### **Interview #4**

Believes that the Region should continue to offer transportation choices for its employers, employees and visitors. Also believes that parking can be hard to find and that additional signage could be used to direct visitors to public parking.

The Region of Waterloo has implemented a TDM program for its employees including reduced bus passes, preferred parking for carpoolers, a ride matching website, bike racks, access to

showers and an emergency ride home program. The Region is also looking into a car-sharing program for its employees.

When asked about what the Region of Waterloo and City of Kitchener are doing to address the transportation issues, the City of Kitchener is conducting this study and that the Region of Waterloo is working on improving the transit system through improving frequencies, faster travel times (iXpress) and providing additional service. The Region is also developing a network of cycling lanes and has added bicycle racks on all buses.

Thinks that it is very important for the government to provide information, education and services to support walking, biking, carpooling and transit use. The information needs to be easy to understand and accessible (through a website as an example). It is important that the Region and the City work together to implement TDM initiatives, and education and coordinate these efforts so the information is not duplicated at the different levels of government. The City and Region should make TDM recommendations as part of a challenge or social commitment, and act as a leader in the community to get their employees involved and then others will follow.

Significant progress has been made with improving transit service but recognizes the need for more transit service to accommodate the demand.

The Region of Waterloo does support the TDM Study and will do its part to participate. It has already done a lot in the area of TDM including hiring a full time Transportation Demand Manager, creating Educational programs for Grade 3 students (You Can Clear the Air), implementation of UPASS programs with the two universities, assisting corporations with implementation of TDM programs, transit and cycling as discussed above, customized social marketing programs and community education through programs such as Walk 21 as examples.

## **Interview #5**

Identified four major transportation issues facing the city core. **Parking, Public Transportation, Pedestrian ways and Transit connecting other cities.**

Parking in the downtown core is not adequate or accessible to the businesses. Compared to a major shopping centre such as a mall, the downtown core provides a minimal amount of parking that is not convenient as opposed to the sea of available and free parking at suburban malls. The current GRT system is very time consuming and not accessible. The transit system is currently run on a hub and spoke system which is not efficient, and more of a grid system will be required especially with the proposed LRT system. To get people to use transit, there will need to be some type of incentive to encourage people to do so.

Respondent is a downtown Kitchener resident and avid walker, and constantly uses the trail system and pedestrian routes to access the core. Believes that free maps should be given out with accessible information, so people know where the pedestrian routes and green links lead. While walking on the trails, more signage is needed to guide pedestrians to the downtown core and links to other trails. Safety is also an issue on these trails. More policing and appropriate lighting are needed.

To get people from other cities to Kitchener's core for employment and to bring business, a quick reliable transit system is required between cities (iExpress or Go Train).

The affect that the four identified transportation issues have had on the downtown core have really impacted the successful function of the downtown business community. The transit system is very slow and does not work at a pace that gets people from point A to point B fast enough. Alternative modes, other than the automobile are just not accessible. Example include a slow transit system, lack of biking facilities, bike lanes, pedestrian routes that do not connect.

The forecasted growth in downtown populations resulting from intensification will bring young professional ages 25-30. It is important that the downtown core caters to the needs of this demographic. Amenities are required for those living in the core who can walk or bike, but destination retail is required as well to get others from the surrounding city and region to visit the core. Those coming to a destination will pay for the parking, because these businesses offer a product and service that is unique to the community and is worth paying the additional costs to visit.

Proper marketing needs to be done to get people to come to the core, especially if the government and consultants want to gain input from the public for studies specific to the community. Getting the word out is a very important factor to make the core successful. Advises that the government should market to those already living in the core and work its way out into the community.

To encourage people to get out of their cars and use other forms of 'green transportation' such as walking or biking, strong connections to the core will need to be established and safe bike lanes and racks will need to be set in place.

Alternative travel options should be given to employees working in the core, so more parking is available for visitors.

Believes that there is more that the government and community can do to address this issue. At a Regional level the government should be planning on how to efficiently link all the communities with "more money = more action". If the government is willing to put forth more funding then a more successful TDM system can be put in place and less people will rely on the automobile. This money can be put towards incentives for employees and will therefore open more parking for visitors in the core.

For large events in the core, the City/Region should offer shuttle services from free parking areas (such as the Aud).

Thinks that the Region and City need to communicate more to enhance the overall success of TDM. The Region and City should keep the information flowing down the hierarchy, continuing on to the business owners and public. The notifications in the local newspaper are not effective anymore. Marketing and downtown information should be easy to access (online) and studies should be advertised on bright coloured glossy postcards delivered to all residents. Overall, the government needs to learn how to communicate these issues and be proactive in implementing the studies as opposed to doing long lengthy studies that don't go anywhere.

TDM does make sense for the City of Kitchener. The Kitchener Business Improvement Area (KBIA) would encourage TDM initiatives, and the KBIA would market to businesses in the core to describe how TDM would have a positive economic effect on their businesses.

## Interview #6

Identified three main transportation issues currently facing Downtown Kitchener – **Parking, Transit and Pedestrian Safety** – especially during evenings and weekends.

These three main issues have had an impact on the success of the downtown school (Wilfrid Laurier faculty of Social Work) as most of the students are not local and come from different cities. For these people who travel by car, there is not enough parking. For those using the iExpress transit service from Cambridge, it takes about an hour to get to downtown Kitchener, which is not efficient. Taking this extra time to use a different form of transit takes time out of people's social/family lives, which is valuable and people are not willing to give that up. The safety issue has an effect as to when the University can offer courses at the School of Social Work. The majority of the people attending the school come alone and do not feel safe walking to their cars after the evening classes.

As part of the incentive to locate the School of Social Work in downtown Kitchener, the City ensured more available and accessible parking. The School of Social Work would like to see more parking to accommodate its staff and students. For the students and staff who take transit, the regional government needs to provide a transit system that is more efficient to connect different cities (not just Waterloo, Kitchener and Cambridge – Toronto as well – Go Train/Bus). It would be a great idea to include wireless internet connections on the bus so people can get work done on their commute to and from work. The Regional and City governments need to promote transit more for people to want to ride and to use the alternative.

Aware that the only project the City and Region are working on is the Rapid Transit Service, and unsure how well this will service the School of Social Work.

It is vital to promote transportation, and thinks that there should be a new and innovative way of getting the message out and making these TDM strategies a growing trend. Issues such as these are only heard through the news. A new positive spin needs to be put on these initiatives.

TDM is important for the City of Kitchener as long as the government can figure out a way to make people willing to change. The School of Social Work is willing to support TDM. The School is willing to promote other forms of transportation such as the transit service, carpooling and biking. The main campus in Waterloo offers various services that they should offer at the downtown campus. Wilfrid Laurier University has the UPASS built into their fees for GRT service, but that is only for the undergrads. The School of Social Work is for graduate students only and therefore the students attending the School must pay for transit. Laurier also has a 'Foot Patrol' which walks students home and to their cars in various parking lots. It acts as a buddy system and increases safety on campus. The School of Social Work could definitely benefit from this service.

## Interview #7

The three major transportation issues downtown Kitchener currently faces are **Limited Parking, Sustainability** and **Transit**. These three major issues affect the business of Sunlife Financial as it is difficult to attract employees when the accessible parking is not available. Sunlife tries to compensate for the shortfall of parking by offering a shuttle service from a parking lot that is farther away from the office (ex. The Uniroyal lot).

Believes that the government should be offering rewards or reductions of cost to businesses if their employees use transit. Brought up the issue of the Go Train service, where there is currently no service coming to the KW area and it would be very ideal for their business because they have employees coming from the Toronto area who currently depend on their automobiles. Overall the government needs to provide more incentives for people to rely less on their automobiles. The government also has to be a leader when promoting the ideas. They need to take the initiative and utilize them so that other businesses can see the positive effects.

Was involved with employee interviews at Sunlife for this study as well as the Telework Study. These are the only studies that the respondent is aware of that the City and Region have conducted. Would like to know how the studies are intertwined and if the information collected from both are used cohesively to develop strategies to better the core and transportation issues.

It is important for the City and Region to act as leaders and participate as a leader of the TDM Study. Feels that people learn by example, and there is no better way of learning than seeing the change in personal behaviour. The Province, Region and City need to develop a program through a tiered approach. The Province should develop the guidelines; the Region should implement the guidelines on a regional wide approach, for regional networks and sub communities and the City should prepare and implement more detailed guidelines and work with them on a neighbourhood basis to get them to all function together.

Programs such as the TDM program will work in Kitchener as well as the larger employers (like Sunlife Financial). Sunlife Financial already offers shuttle systems from different parking lots. Their TDM program works with the following:

- There is a transportation department responsible for strategic transportation ideas. Their ideas and programs consist of:
  - a. Carpooling and reduction of parking costs
  - b. Bike racks and fitness facilities
  - c. Offering the sale of transit passes in the coffee shops
  - d. A world-wide sustainability program – hold competitions to get people to walk, cycle, recycle etc.
  - e. The programs offer incentives to the employees like team building, prizes and employee events.

Would be more than happy to talk to other businesses to describe how they implement their current TDM program, and would like to stay informed with the results of the Stakeholder interviews and the recommendations provided by the TDM study.

## Interview #8

Identified two major transportation issues in the core – **Parking** and **Transit**. These issues are foreseen as future problems for the following reasons. Parking could be an issue if many university students do not plan to live in the downtown core. They would depend more on their cars and create a high demand for parking. The School of Pharmacy only has a limited amount of spaces they can provide. There will be a cost to them and parking will be sold on a lottery or first come first serve basis. If transit is not efficient or affordable, there will be an issue for those students commuting between the Pharmaceutical Campus and main campus for student related activities.

The Region of Waterloo should increase the quality of service if they would like their Transit ridership to increase. The government, both Regional and City, should provide incentives for employees to decrease the use of their car and depend more on other forms of transportation.

Only familiar with the Region's LRT study, and this TDM study as being part of the ways that the City of Kitchener and Region of Waterloo are addressing the transportation issue.

When asked how important it is for the government to provide information, education or services for TDM, the respondent came up with an interesting point, stating that the services need to be efficient before they can be part of education.. People already know what carpooling is and what taking the bus is, but they will not go out of their way to do so, unless the service benefits them in a positive way. People already know what the alternatives are. Their attitudes will change with rising costs for gas.

The University of Waterloo already supports the TDM strategies. It promotes biking, carpooling and shuttle services from different areas of the main campus. Most of this is run by the Federation of Students for the students.