
Appendix C: Mobility Programs and Special Projects Workplans

- C1.1: Transportation Demand Management (TDM)
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C1.1 Transportation Demand Management

Context and Purpose

The TDM program implements the recommendations of the Transportation Master Plan, to establish a transportation system and infrastructure that is efficient and balanced in terms of infrastructure use and modal choice. It comprises a set of tools, policies and programs that aims to reduce the travel demand associated with single occupancy vehicles (SOVs) and encourage a shift to other modes including: walking, cycling, transit, carpooling, carsharing, bikesharing, telework and work-shifting.

Responsibility

Director, Transportation, Manager, Mobility Programs & Special Projects, Project Manager – Transportation Demand Management

Activities

The TDM program is comprised of tools, implementation policies and programs including:

- » Sustainable Infrastructure Installation
 - Secure bike parking installation and grants
 - School bike rack seed funding program
 - Pedestrian and Cycling facilities at workplaces
 - Carpool Parking development
- » Shared Infrastructure Development
 - Carsharing: support the growth of carsharing through corporate programs, parking policies and facilitation of partnerships and preferred parking
 - Bike sharing: develop a bike sharing program to be delivered through a public-private partnership with bike stations at strategic locations in the city for use by citizens and tourists
- » TDM and Land Use (see 2013 Work Plan A1.3)
- » Community-based Social Marketing and BIA Engagement Strategy
 - CBSM involves direct contact with community members and focuses on removing barriers that prevent people from changing their behaviour. Follow-up on the pilot with 1 to 2 additional communities.
 - Communications Plan and Social Media – the TDM program has leveraged the reach and demographic markets using social media and this will continue in 2013.
 - Sustainable Transportation Phone Application Development – with over 50% of internet use on the mobile web, delivering programs, way finding and customer interaction can be facilitated through the mobile engagement strategy.
 - BIA Engagement Strategy – assist BIA's in becoming more pedestrian, cycling and transit friendly by providing enhanced infrastructure and using targeted sustainable marketing and incentives.
- » School Travel Planning, Stepping It Up and Schools Certification Program
 - Partner with public health on TDM focused school programs under the Active and Safe Routes Committee and the establishment of school travel plans in all City schools.
 - Sustainable Schools Certification program: involves the piloting of a manual and checklist to encourage schools to develop travel plans, engage students and staff and certify their school as a Bronze, Silver or Gold Sustainable Transportation School.

Internal Linkages

- » Transportation Planning – Transportation Master Plan
- » Public Health Services – built environment research, programs and policies
- » Community Planning and Development Planning – development applications, nodes and corridors planning, secondary plans
- » Traffic Engineering – transportation impact studies and integration of TDM plans
- » Economic Development – complete streets and the associated economic uplift potential

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and **the associated transportation demand management (TDM) plan**

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A and B Line corridors

Timelines

- » Sustainable Infrastructure Installation
 - Status: on-going
- » Shared Infrastructure Development
 - Implement a two year corporate carsharing program from Nov. 2012 to November 2014
 - Bike sharing: develop a bike sharing program to be operational in Q3, 2013
- » TDM and Land Use
 - Develop a TDM checklist and points based evaluation system in by Q4, 2013

- » Community-based Social Marketing and BIA Engagement Strategy
 - Develop a sustained CBSM plan by Q1 2013 and implement a second project in Q2
 - Launch the Sustainable Transportation Phone Application in Q4 2012 as a two year pilot
 - BIA Engagement Strategy – launch a pilot BIA in Q2, 2013
- » School Travel Planning, Stepping It Up and Schools Certification Program
 - Sustainable Schools Certification: pilot complete in June 2013; full launch in fall 2013

Resources

Current: 1 FTE Project Manager – Transportation Demand Management, 1 FTE support (currently supplied by student, admin staff and a technician)

Budget Impact

\$75,000 City capital to fund BIA engagement strategy and community based social marketing programs.

Performance Criteria

- » Modal split change to more active and sustainable modes
- » Measured increase in bike parking, secure bike parking, hybrid and carpool parking, active transportation amenities, multi-modal transit stop amenities and other project-specific criteria
- » Increase in Carsharing vehicles from 5 cars to 8 cars by 2014
- » Increase to 35 bike sharing stations and 300 bikes by September 2013
- » Engage two communities in CBSM projects related to transit route changes in 2013
- » Establish 10 new school travel plans to complement the current 15 by Q4, 2013

C1.2 Smart Commute Hamilton

Context and Purpose

Smart Commute Hamilton is an association led by the City of Hamilton which works with local businesses and community organizations to provide programs, initiatives, site analysis and infrastructure that encourages the use of active and sustainable modes of transportation for improved employee health and wellness, cost savings and reduced environmental impact. This is a specific employer-based transportation demand management (TDM) strategy.

Responsibility

Director, Transportation, Manager, Mobility Programs & Special Projects, Project Manager – Transportation Demand Management

Activities

Smart Commute Hamilton works with corporate partners to provide them with a range of services to help manage their travel demand on a yearly basis:

1. Employer Engagement Process: each employer completes an employee survey (or follow-up survey) along with a site analysis, which evaluates the existing infrastructure and current travel flows. The data is analysed and a transportation demand management plan is developed to help reduce single occupancy vehicle use at the employer site – these plans are consistently updated every 2 years.
2. The employer also receives a customized set of services provided, in part, by Metrolinx which include:
 - » Carpoolzone.ca, employee ride matching service
 - » EmergencyRideHome.ca, commuter insurance in case of an emergency
 - » Commute Cost Savings Calculator and SmartCommute.ca, an integrated suite of online services

- » Smart Commute Expos and Events including Carpool Week (Feb. 2013), Bike to Work Day (May 2013), Clean Air Commute Week (June 2013), Open Streets Hamilton, Smart Commute Week (Sept. 2013), Car Free Day (Sept. 22, 2013), Transportation and Healthy Living Fair (June/Sept 2013), Rural Routes (summer 2013)
- » Each employer receives a baseline survey, or a follow up survey every two years, and a site analysis to help them determine the types of infrastructure improvements and program improvements that would have the best benefits for their employees. This includes:
 - Secure bike parking and bike parking planning and installation
 - Carpool parking planning, signage and zone development
 - Active transportation amenities planning and construction (showers, lockers, storage)
 - Corporate Carsharing programs and parking areas
 - Carpool and vanpool incentive programs
 - Transit route analysis, awareness, incentives and planning
 - Walking and cycling routes analysis, workshops, promotions and incentives
- 3. Discounted Transit Pass Program – it is expected that a total of 3 employers will participate in this program in 2013, with Mohawk College already on-line with a program that started in Q4 2012

Internal Linkages

- » Transportation Planning – Transportation Master Plan
- » Public Health Services – employer wellness and health programs
- » Community Planning and Development Planning – development applications, nodes and corridors

planning, secondary plans to integrate Smart Commute

- » Economic Development – offering Smart Commute as a services for employers
- » HSR – Smart Commute as a one stop, first contact for all employers who wish to perform transit, traffic and active transportation impact analysis and scheduling work

- » Assist Mohawk College with student influx from the Brantford Campus closure (Q1 2013)

Resources

Current: 1 FTE Project Manager – Transportation Demand Management & 1.0 FTE equivalent provided by consultant (Urban Trans, Green Venture)

Required: 1.0 FTE to eliminate consultant

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan.**

Smart Commute Hamilton also relates broadly to (a) Strategic Priority #1: A Prosperous & Healthy Community - Smart Commute works with employers and communities to enhance work commutes through transit, walking and cycling, improving livability and health; and (b) Strategic Priority #2: Valued & Sustainable Services - Smart Commute is a service provided by the City free of charge to employers, to help lower their costs and improve employee well-being.

Budget Impact

\$100,000 annual City capital, \$100,000 Metrolinx contribution. Program total of \$200,000. Consider increasing City 2014 contribution to \$150,000 and requesting a parallel increase in Metrolinx contribution, for a program total of \$300,000.

Performance Criteria

- » Improve modal split at each worksite by 5% to sustainable modes in 2013
- » Perform follow-up surveys at each employer site to measure program growth, depth and retention (Q1 – Q4, 2013)
- » Recruit 5 new employers for a total of 20 employers and 90,000 employees (Q4 2013) which include: Arcelor-Mittal Dofasco, Yale Properties, Good Shepherd Centres, Tim Hortons, Maple Leaf Foods, and Orlick Enterprises in addition to 14 employers that are already part of the network including: City of Hamilton, Hamilton Health Sciences, McMaster University, Mohawk College, St. Joseph's Healthcare, Horizon Utilities Corporation, McMaster Innovation Park, McMaster DTC, Canada Bread, CAA South Central Ontario, Hamilton Chamber of Commerce, Hamilton Wentworth Catholic District School Board, Redeemer University-College, and ILR Industries.

Timelines

- » Develop a business plan for all employers in the network (Q4, 2012)
- » Install sustainable infrastructure including carpool parking and bike parking (Q1-Q2, 2013)
- » Re-launch the Emergency Ride Home Program at all sites (Q1 2013)
- » Bring the Open Streets Hamilton program to 3 distinct BIAs in 2013
- » Pilot Corporate Carsharing programs at 2 sites in addition to the City of Hamilton (Q3 2013)

C1.3 Transportation Demand Management (TDM) and Land Use

Context and Purpose

TDM and land use guidelines help ensure that transportation demand management (TDM) and sustainable mobility policies, programs, strategies and tools are integrated into community planning, long-range planning, transportation planning, development applications, and infrastructure construction processes and projects.

This is critical to implementing the recommendations of the Transportation Master Plan and to increase modal share of cycling, walking, transit, carshare, bikeshare and carpool trips for work, school and leisure in new and existing commercial, industrial, institutional and residential developments and communities.

Responsibility

Director Transportation, Manager Mobility Programs & Special Projects, Project Manager – Transportation Demand Management

Activities

- 1. Require a TDM statement in Transportation Impact Studies for developments:** Traffic Impact Study guidelines should be updated to strengthen the requirement for an analysis of TDM measures to mitigate the impacts on traffic or transit resulting from new site-generated demand, and incorporate these into their site design.
- 2. Implement and enforce a TDM checklist for developments:** In addition to including TDM requirements in Transportation Impact Studies, a TDM checklist for all new developments should be adopted. There are numerous TDM strategies applicable to site developments, and new developments should be required to implement these at a minimum. A point-based TDM implementation checklist could be developed and enforced for new site developments in Hamilton, with a minimum score required to pass; otherwise, developers would be asked to implement additional TDM measures into the site. This would apply to private, public and institutional developments.
- 3. Initiate a parking pricing pilot project** with Sustainable Prosperity to introduce Environmental Pricing Reform measures in the City.
- 4. Broadly work to ensure that TMP and OP have emphasis on TDM initiatives** to improve AT modal splits, and other plans call for similar changes (i.e. Nodes and Corridors), this includes a review ongoing secondary plans to ensure they integrate TDM considerations.
- 5. Develop a Complete Streets Strategy** which encourages the incorporation of all modes into street designs (i.e. walking, cycling and transit in addition to vehicles), supporting the implementation of TDM initiatives.
- 6. Develop TDM performance indicators and monitoring program:** performance indicators would allow the City to track the impact and extent of TDM strategies in achieving TDM and sustainability goals. In conjunction with a monitoring program, tracking ensures TDM strategies would be ongoing, instead of one-time initiatives. This tracking system would also help the City identify where TDM has been successful and gather lessons learned for future implementation.
- 7. Emphasize TDM as an integral part of the TMP 5 year review,** the upcoming 5-year review of the Transportation Master Plan should incorporate the above considerations in order to elevate the importance of TDM and its potential for addressing future transportation needs and opportunities

Internal Linkages

- » Transportation Planning – Transportation Master Plan
- » Public Health Services – built environment research, programs and policies
- » Community Planning and Development Planning – development applications, nodes and corridors planning, secondary plans
- » Traffic Engineering – transportation impact studies and integration of TDM plans
- » Economic Development – complete streets and the associated economic uplift potential

City Strategic Plan Link:

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A and B Line corridors

Timelines

- » Develop a TDM checklist and points based evaluation system in by Q4, 2013
- » Community-based Social Marketing and BIA Engagement Strategy
 - Develop a sustained CBSM plan by Q1 2013 and implement a second project in Q2
 - Launch the Sustainable Transportation Phone Application in Q4 2012 as a two year pilot
 - BIA Engagement Strategy – launch a pilot BIA in Q2, 2013

Resources

Current: 1 FTE Project Manager – Transportation Demand Management

Required: N/A

Budget Impact

\$80,000 for consultant services to develop TDM guidelines and perform stakeholder consultations

Performance Criteria

- » Modal split change to more active and sustainable modes
- » Measured increase TDM supportive developments
- » A minimum of five (5) developments to implement the checklist

C1.4 Complete Streets Strategy

Context and Purpose

Complete Streets is an identified transportation demand management (TDM) strategy for improving infrastructure and making the transportation network more efficient for all users. It takes into account the needs of those with special needs, pedestrians, cyclists, transit users, automobiles, and goods movement and uses design principles to accommodate all these users in a given road allowance. Complete streets is a key TDM strategy aimed at increasing active and sustainable modes of travel.

Responsibility

Director, Transportation, Manager, Mobility Programs & Special Projects, Project Manager – Transportation Demand Management

Activities

In order to understand complete streets in the context of the City's current state of infrastructure and policy environment, it is important to take the following steps. These activities are complementary to the Transportation Master Plan 5 year review:

- » Policy and Procedure Inventory – summarize the existing policies and procedures that support or work against establishing complete streets from a policy and technical perspective
- » Physical Inventory – showcase current complete streets in Hamilton
- » Design Guidelines – work with Development Engineering who will be updating their design guidelines in 2013 to develop guidelines that incorporate complete streets design philosophies
 - Use the example of the City of Calgary that incorporated Complete Streets as part of their guidelines
 - Create Hamilton-specific Complete Streets additions to and/or guidelines

- » Complete Streets Research
 - Work with Public Health and the Social Planning and Research Council on a Complete Streets research piece which will help answer some of the question arising out of discussions on Complete Streets including the need for 1-way to 2-way street conversion
 - Work with stakeholders such as McMaster researchers to understand the impact of complete streets projects that have already taken place in terms of traffic flow, economic development, improved pedestrian activity and other variables
- » Complete Streets Transportation Summit Follow-up
 - Implement the recommendations of the summit held in April 2011
 - Use the feedback to summarize community concerns
 - Develop a community engagement strategy from the data collected
- » Continue projects with the Toronto Centre for Active Transportation (TCAT)
 - Work with TCAT to establish the Complete Streets for Canada resource centre
 - Summarize the TCAT national Complete Streets inventory and rank Hamilton's policies and implementation as compared to other cities.
 - Take a more active role in future TCAT Complete Street Forums
- » Transportation Master Plan 5 year review team support
 - Provide a support role for the TMP review
 - Contribute to the process all the previous work performed in 2011, 2012 and early 2013 that will contribute to a robust TMP
 - Assist with public engagement and TDM linkages

- » Investigate a complete streets demonstration project, to be coordinated with the roads capital budget process (e.g. choosing a road which is scheduled for road reconstruction) and other relevant programs

Internal Linkages

- » Transportation Planning – Transportation Master Plan review and implementation
- » Public Health Services – Complete streets research and health impacts
- » Community Planning and Development Planning – nodes and corridors planning, secondary plans to integrate Complete Streets
- » Development Engineering – input on guideline review
- » Economic Development – the economic uplift potential of complete streets
- » Other HSR departments – Using Complete Streets to benefit transit and increase ridership through walkability, bike share, and multi-modal transit stop integration.

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Strategy 1.3.6: Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's downtown core

Timelines

- » Policy Inventory – Q2, 2013
- » Complete Streets Guidelines – Q4 2012 and Q1 2013
- » Complete Streets Research
 - Social Planning and Research Council on a Complete Streets – Q3, 2013

- McMaster Research project – Q4, 2013
- » Complete Streets Transportation Summit Follow-up
 - Implement the recommendations of the summit held in April 2011 – Q2, 2013
 - Develop a community engagement strategy – Q3, 2013
- » Continue projects with the Toronto Centre for Active Transportation (TCAT) – Q1, 2013
- » Transportation Master Plan 5 year review team support – Q2 – Q4, 2013

Resources:

Current: 1 FTE Project Manager – Transportation Demand Management

Required: N/A

Budget Impact

\$20,000 for outreach and engagement

Performance Criteria

- » Develop a visual inventory of complete streets in Hamilton and mock ups
- » Develop the TMP 5 year review plan and changes to the document and EA components
- » Improve city design guidelines to include CS design principles and new sections for transit, cycling and pedestrian treatments
- » Publish two reports on complete streets for Hamilton
- » A complete streets demonstration project
- » Present at TCAT's Complete Streets Forum in 2013 on Hamilton's strategy
- » Develop a Hamilton Complete Streets Strategy Document summarizing the activities
- » Develop a Transportation Summit follow-up document and website on CS in Hamilton

C1.5 Mobility Corporate Working Team

Context and Purpose

The Mobility Corporate Working Team (MCWT) is a cross departmental advisory team which advises staff on all matters related to Public Transportation which fall under the Mobility Programs and Special Projects (MPSP) section of the Transit (HSR) division of Public Works including:

- Transit, Rapid Transit
- Cycling,
- TDM
- Pedestrian
- Inter-regional Transit
- Specialized Transit

The role of the MCWT is to provide input and advice to the MPSP team regarding the planning and development of mobility projects and related studies. The MCWT will meet at key points during various studies.

Responsibility

Director of Transportation, Manager of Mobility Programs & Special Projects, Senior Project Manager, Mobility Programs & Special Projects

Activities

- » Assist in the identification of current and potential issues relative to public transportation and land use, infrastructure, health, development, etc.
- » Assist the project team in moving all projects forward
- » Share information and knowledge of Transit, Rapid Transit, Cycling, TDM Pedestrian, Inter-regional Transit and Specialized Transit studies
- » Comment on technical studies, presentations and reports
- » Provide input on alternative solutions, strategies and plans
- » Provide information back to their respective departments/divisions

Internal Linkages

The MCWT will be comprised of representative staff from all sections of the corporation.

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A and B Line corridors

Strategy 1.3.6: Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's downtown core

Timelines

Meetings will be held quarterly or unless otherwise determined and the duration of the working team's mandate will depend upon the various projects going forward.

Resources

Current: Administration will be responsibility of Senior Project Manager, Mobility Programs & Special Projects. Support resources will include existing administrative and support technician.

Required: N/A

Budget Impact

N/A

Performance Criteria

The role of the MCWT is to provide input and advice to the MPSP team regarding the planning and development of mobility projects and related studies.

C1.6 Transportation Master Plan

Five Year Review

Context and Purpose

Access to jobs, school, recreation, health care and other destinations are critical in ensuring healthy communities. Enabling people to get to where they want to go when they want to go and providing appropriate choices is what mobility management is all about. It is the function that organizes their trip in the best way, whether single or multi-modal. Facilitating mobility choices through full integrated transportation modes will benefit all residents. The City must build a blueprint of mobility management to achieve seamless, convenient, customer focused journeys for the traveling public. The City's Transportation Master Plan was adopted in 2007. Best practices are to review a master plan every five years to examine conditions and trends, measure achievements and progress, determine if the plan goals and objectives are still valid and update the plan as necessary.

- » Identify appropriate level-of-service approach for all modes of travel
- » Review of Existing Performance Measures
- » Capital Project Implementation Progress (the confirmation and prioritization of projects and financial strategies)
- » Assumption Changes from 2007 (Growth #s, infrastructure plans)
 - review of the rapid transit studies undertaken to date in the context of the proposed transit network and in light of other plan elements including the road network (auto travel), active transportation (cycling and pedestrian networks), travel demand management, the identification of planned transportation infrastructure (road and transit) and the protection of transportation right of ways)
 - if there are additional projects (e.g. the S-Line), which should be prioritized, and could result in possible City requested adjustments to the Metrolinx Big Move Plan

Responsibility

Director of Transportation, Manager of Transportation Planning, Project Manager, TMP Implementation

- » Problem/Opportunity Statement Review
- » Emerging Travel Demand Management Trends
- » Model Calibration and network modifications
- » Operational Management
- » Update Transportation Model and network modifications
- » Revised Recommended Network Improvements
- » Develop revised Key Performance Indicators
 - the establishment of evaluation criteria as part of a transparent framework for assessing future transportation priorities, such as network connectivity, ridership, level of service, equity and accessibility, environmental sustainability, community impact, cost and constructability

Activities

Undertake a Master Plan review, which includes:

- » Development of the Terms of Reference through the MCWT
- » Policy Implementation Review
- » Development and Implementation of a Complete Streets Strategy/Policy
 - a network wide review of one-way and two-way traffic systems
 - incorporation of the Council approved Ward 1, Ward 2 and Ward 3 One-Way to Two-Way Street Study Group process as an integral component of the Five Year Review, including the investigation of a reverse flow model

- » Operational Strategy (Transportation Management Systems (ITS))
- » Recommended Implementation Policies and Tools
- » Develop funding alternatives

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A Line and B Line corridors

Strategy 1.6: Enhance Overall Sustainability (financial, economic, social and environmental)

Internal Linkages

- » MPSP, MPSP Corporate Working Team
- » SMT
- » Divisions/Departments as required to support program areas
- » City Council

Timelines

The review is scheduled to begin in Q2 2013. Anticipated completion is Q4 2015.

City Strategic Plan Link

Strategy 1.2: Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.

Strategy 1.3: Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.

Strategy 1.4: Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Strategy 1.4.4: Develop a Land Use Strategy, Urban Design Guidelines and implementation plans for the lands surrounding the James Street GO Station and along the A and B-line transit corridors

Resources

Current:

- Current Staff: staff person dedicated to managing the programs
- Regular assistance of Senior Project Manager, Project Manager and Technician Semi-regular assistance of MPSP Administration Assistant
- Occasional assistance of Student(s)

Required: External consultants for technical components

Budget Impact

A capital budget of \$250,000 has been approved to undertake the review.

Performance Criteria

- » Findings are consistent with City's Strategic Plan
- » Effective public consultation with internal and external stakeholders
- » Project completed in time and within budget

C1.7 Quick Wins Projects

Context and Purpose

In 2008, the City of Hamilton received \$29.8 million in capital funding from the Metrolinx Quick Wins initiative, to be used specifically for municipal capital expenditures related to the purchase of transit vehicles and the provision of infrastructure to support the HSR initiatives related to the A-Line and B-Line. A number of projects have been implemented and the following have been identified as the remaining outstanding Quick Wins projects/activities.

Mohawk College Transit Terminal: The proposed mixed-use/multi-modal building can be utilized to improve coordination of public transit needs and overall transit services and connections on the mountain.

Park-and-Ride Facility at the HSR Transit Centre: The park-and-ride would promote the use of public transit by permitting the commuter to park their vehicle in an area outside the urban core and not contribute to traffic congestion, while reducing parking demand and improving air quality. The outcome of providing the City's first Park-and-Ride facility will be to provide convenient parking for HSR passengers, with the goal of increasing ridership on not only the A-Line but other HSR routes.

Transit Priority – King Street Transit-Only Lane: This will consist of a dedicated Transit only lane that will improve schedule adherence and visually promote transit use.

MacNab Transit Terminal Customer Service Technology: This project includes the installation of Transit information screens that will encourage transit ridership and enhance the passengers experience.

A & B Line Amenities: This project is one way of encouraging transit ridership through the provision of improved facilities for passengers while they wait for public transit and to help build ridership. This will include, where space permits amenities, such as: shelters, benches, waste receptacles, bike locking facilities,

location maps and transit information at key strategic locations.

Responsibility

Director of Transportation, Manager Mobility Programs & Special Projects, Senior Project Manager, Mobility Programs & Special Projects, Project Manager, Mobility Programs & Special Projects

Activities

- » Mohawk College Transit Terminal:
 - Partnering with Mohawk College with the provision of public transit service to the campus through the planned development of the new mixed-use/multimodal building in the northwest corner of Fennell Avenue and West 5th Avenue.
 - Drafting a Licensing agreement for transportation service on the Mohawk College property to ensure the long term use of the property by the HSR, as well as ensure the development is to the City's satisfaction with respect to the funding commitments and timelines.
- » Park-and-Ride Facility at the HSR Transit Centre:
 - To obtain site plan approval, undertake detailed engineering design, tender and construction
- » Transit Priority – King Street Transit-Only Lane:
 - complete the design of the transit only lane
 - complete an inventory of all parking spots along the chosen corridor
 - engage the Councilors and community in the development and trial of the proposed transit only-lane
 - detailed design of the lane markings and signs required
 - implementation of the final design

- » MacNab Transit Terminal Customer Service Technology:
 - procurement and installation of this technology
- » A & B Line Amenities:
 - completing an inventory of all A and B line transit stations to determine their profile and property allocation with reference to the ridership data in order to determine a hierarchy of stop locations
 - designing and developing the amenity prototypes and prototypical scenarios
 - detailed design of the chosen prototype
 - procurement and installation

Internal Linkages

Transportation Planning, Public Health Services, Community Planning and Development Planning, Traffic Engineering, Economic Development, Legal, Construction, Procurement

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A and B Line corridors

Strategy 1.3.6: Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's downtown core

Timelines

- » Mohawk College Transit Terminal (Legal Agreement – Q4 2012; Detailed Design Plans – Q4 2013; Substantial Completion – Q3 2014)
- » Park-and-Ride Facility (Detailed Design – Q1 2013; Tenders – Q2 2013; Construction Q3 – 2013; Completion Q4 – 2013)
- » Transit Priority (Community engagement Q1- 2013; Detailed Design Q2 – 2013; Approvals Q2-2013; Implementation Q3 -2013; Completion Q4-2013)
- » MacNab Transit Terminal Customer Service Technology
- » A & B Line Amenities (Inventory and hierarchy Q4 – 2012; Prototype design Q4 – 2012; Detailed Design Q1 – 2013; Procurement/Tender Q2-2013; Construction Q3 -2013)

Resources

Current staff complement

Budget Impact

\$11.1 million (QuickWins Funds)

Performance Criteria

- » Completion of construction of the Mohawk College Transit Terminal
- » Installation and completion of Park-and-Ride facility at the Mountain Transit Terminal
- » Implementation of the transit priority (Transit Only Lane) measures
- » Installation of the customer service technology at the MacNab Transit Terminal
- » Installation and completion of at least 10 custom transit shelters with other amenities and signage at all the B and A line stops

C1.8 Public Bike Share System

Context and Purpose

The move towards complete streets, modal integration, sustainable infrastructure, liveable cities and transportation demand management strategies has necessitated a re-thinking of the services provided at a transit stop and station. This includes the provision of public bikes available on demand by registered users, students or those with a credit card for one time uses, such as a tourist.

Responsibility

Director of Transportation, Manager of Mobility Programs & Special Projects, Senior Project Manager, Mobility Programs & Special Projects

Activities

- » Complete an inventory of all transit stations to determine their (a) expandability, (b) classification as rapid or local transit, (c) state, (d) need for replacement and (e) ability to support multiple modes.
- » Research best practices that incorporate bike share stations, bike parking, public bike pumps and tools, passenger information systems, advanced maps (both transit, walking and cycling), pedestrian way finding, waste management, event promotions and connection to carshare parking locations.
- » Develop a public bike share system to eliminate first/last mile issues and improve active transportation access and amenities at transit stops.
- » Finalize bike share station locations and acquire space for those stations, primarily on City-owned property.

- » Initiate a Request for Proposals process to procure stations and bikes.
- » Initiate a Request for Proposals process for system operations and maintenance.

Internal Linkages

- » Transportation Planning – integrate multi-modal stop and station amenities into the plan
- » Public Health Services – built environment research, programs and policies
- » Community Planning and Development Planning – nodes and corridors planning, secondary plans to integrate bike share station/stop planning
- » Traffic Engineering – determining the ability to expand stations and stops into the road allowance
- » Economic Development – stations and stops are key components for the streetscape, street amenities, complete streets and the associated economic uplift potential

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A and B Line corridors

Strategy 1.3.6: Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's downtown core

Timelines

- » Station inventory and identification complete by Q1 2013
- » Best Practices research complete by Q2 2013
- » Station location finalized Q1 2013
- » Bikeshare RFP complete by Q2 2013
- » Community engagement to begin in Q2, 2013
- » Stations and bike installed in Q3 2013

Resources

Current: 0 FTE

Required: 3 FTE (project manager, maintenance, office manager – to be provided through a public-private partnership)

Budget Impact

\$1.6 million (Quick wins and Provincial Gas Tax funding)

Performance Criteria

- » Complete a 35 station, 350 bike, public bike share program to feed transit stops and provide additional amenities.
- » Develop a stop advertising program for City programs and projects
- » Measure before and after use at transit stops with bike share stations to monitor progress/success
- » Measure the effect on overall transit ridership and on non-SOV mode split through user surveys

C1.9 Cycling Master Plan

Administration and Implementation

Context & Purpose

The City of Hamilton's cycling infrastructure is guided by the Council approved cycling master plan **Shifting Gears 2009**. This plan, as envisioned in the Transportation Master Plan (2007), recommends a network of multi-use trails and bike lanes that are to be completed in order to achieve City goals that are strongly endorsed by the City's Strategic Plan; specifically, health, safety, and sustainability. Some of these projects are stand-alone retrofit projects, some are embedded in road reconstruction projects, some are part of new streets in new developments, and some are multi-use trail projects. Shifting Gears 2009 proposes approximately 550 km of bike lanes of which 150 km currently exist (~25%); and 190 km of major multi-use trails of which 140 km currently exist (~75%).

Responsibility

Director of Transportation, Manager of Mobility Programs & Special Projects, Project Manager, Mobility Programs & Special Projects

Activities

- » Manage construction of cycling infrastructure as retrofit projects
 - Two-way bike lanes on Hunter Street, and connections on Wellington St and Young St
 - Construct a multi-use trail along the north edge of Chedoke Golf Course, including connections along Aberdeen Ave to Longwood Rd and northerly on Longwood Rd
 - One-way bike lane on Herkimer St (Dundurn St to James St)
 - One-way bike lane on Charlton Ave (James St to Dundurn St)
 - Bike lanes on Mount Albion Rd (Greenhill Ave to escarpment)

- Bike lanes on Highland Rd (Winterberry Dr to Upper centennial Pkwy)
 - Bike lanes on Hatt St (Main St westerly)
 - Bike lanes on Beach Blvd under the QEW (Van Wagner's Rd to Woodward Ave)
 - Bike lanes on Cannon St/Britannia Ave/Melvin Ave (Kenilworth to Woodward Ave)
 - Bike lanes on Kentley Dr/Delawana Dr (Nash Rd to Lake Ave)
 - Bike lanes on Dewitt Rd (Hwy 8 to Ridge Rd)
 - Bike lanes on Limeridge Rd (Garth St to West 5th St)
 - Bike lanes on Dundas St (Hwy 6 to Hamilton St)
 - Install bike racks across the city
- » Coordinate with road construction/reconstruction projects that include cycling infrastructure, 2012-2013 projects include:
- Sanatorium Rd (Redfern Ave to Chedmac Dr)
 - West 5th St reconstruction (Marlowe Dr to the LINC)
 - Hwy 8 resurfacing (King St to Fruitland Rd)
 - Queensdale Ave (Upper Wentworth to Upper Sherman)
 - Assist in planning new streets that include cycling infrastructure
 - Provide expertise to Strategic Planning, Landscape Architecture Services, Parks Maintenance, and Road Operations regarding their activities related to infrastructure
 - Provide advice to Public Health Services and Community Services
 - Provide staff support and resources to the Hamilton Cycling Committee
 - Produce and disseminate cycling materials (promotional and educational)
 - Answer community and media inquiries

- Liaise with external agencies including the Ontario Traffic Council, Trans-Canada Trail Organization, Waterfront Regeneration Trust, and the Hamilton Conservation Authority.

Internal Linkages

The advancement of active (cycling, etc.) infrastructure in Hamilton requires coordination with an array of City staff relating to traffic signals, traffic operations road crews, planning, operations, finance, clerks, parking, data management, culture & recreation, enforcement, and community health.

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

The city-wide Transportation Master Plan (2007) states seven key objectives one of which is **Offer a choice of integrated travel modes, emphasizing active transportation (walking and cycling), public transit and carpooling**. Other key objectives also provide direction, albeit less directly, to advance cycling infrastructure by referring to compact urban form, minimizing impacts on the environment, safety, and liveability.

Timelines

The cycling specific projects listed above, 13 in total, will be rolled out at various times throughout the spring, summer and fall of 2013 provided sufficient City staff is made available for the projects. Administration and implementation of the program is ongoing.

Resources

Looking to resolve – hoping the additional staff in Design will help – if an arrangement could be made for this person to dedicate 33% of their time to projects initiated by the Mobility Office.

Budget Impact

- » Cycling specific projects listed above sum to a total cost of approximately \$490,000. Some of these projects will be funded by funds arranged for these projects in previous budgets.
- » Requested funding for these projects from the 2013 budget is \$300,000 and is identified in the capital budget as the Bicycle Route Improvements Program. \$300,000 value is the typical annual amount allocated to this item.
- » Consideration should be given to incrementally increasing the annual investment. An increase to \$500,000 is recommended by 2015. This could provide greater flexibility in funding and better align funding with the 5% of the network needed to be constructed annually to complete the cycling network.
- » Costs associated with the cycling elements of the larger road construction projects are a part of these individual projects. In the four projects cited, the total estimated cost for the cycling infrastructure is \$1.1 million, and the total cost of these four construction projects is \$6,265,000 thus the cycling component is estimated to be 15% of the total cost.

Performance Criteria

The City continues to increase the monitoring of cycling activity in bike lanes and on multi-use trails to track the, as of yet anecdotal, increase in cycling activity in Hamilton. Data is also monitored in larger data collection exercises including the Transportation Tomorrow Survey and Statistics Canada data.

C1.10 Pedestrian Mobility Plan

Administration and Implementation

Context and Purpose

Access to jobs, school, recreation, health care and other destinations are critical in ensuring healthy communities. Enabling people to get to where they want to go when they want to go and providing appropriate choices is what mobility management is all about. It is the function that organizes their trip in the best way, whether single or multi-modal. Facilitating mobility choices through full integrated transportation modes will benefit all residents. The City must build a blueprint of mobility management to achieve seamless, convenient, customer focused journeys for the traveling public. Establishing a Pedestrian Mobility Plan was a recommendation from the 2007 council approved City-wide Transportation Master Plan.

Responsibility

Director of Transportation, Manager of Mobility Programs and Special Projects, Senior Project Manager, Mobility Programs and Special Projects

Activities

1. Adoption of the Pedestrian Mobility Master Plan
2. Recommended Next Steps as shown in table below.

Recommendation	Department / Section Lead	Timeframe	Estimated Budget
1. Pedestrian Mobility Advisory Committee	Public Works Department, Transportation, Energy and Facilities, Mobility Programs and Special Projects	Short-term (2013-2014)	\$5,000 (annually)
2. Training	Public Works Department, Transportation, Energy and Facilities, Mobility Programs and Special Projects	Short-term (2013-2014)	\$15,000-\$20,000
3. 1 FTE (Pedestrian Coordinator)	Public Works Department, Transportation, Energy and Facilities, Mobility Programs and Special Projects	Short-term (2013-2014)	As per salary range identified under the current Collective Agreement. (+/- \$85,000)
4. Update Existing Development Engineering Guidelines	Planning & Economic, Development, Development Engineering	Short-Term (2013-2014)	\$90,000 (2013 – budget submission)
5. Other Design Guideline Updates <ul style="list-style-type: none"> • Site Plan Control Guidelines • Various Urban Design Guidelines 	Planning & Economic Development	Short-term (2013-2014)	a) \$15,000 b) \$15,000
6. City-wide Way Finding Strategy	Planning & Economic Development	Short-Term (2013) Medium-Term (2014-2018)	\$100,000 (2013 – budget submission) \$100,000
7. Coordinated Street-Furniture Strategy	Public Works Department, Operations & Waste Management	Short-Term (2012-2014)	Currently undergoing EOI process
8. Pedestrian & Cycling Activity Monitoring	Public Works Department, Transportation, Energy and Facilities, Mobility Programs and Special Projects	On-Going	\$25,000 (annually)

Internal Linkages

The Pedestrian Mobility Plan provides the opportunity to create a culture of walking in the City by normalizing pedestrian mobility tasks within routine daily activities. It is recognized that there are many coordinated efforts required to achieve a culture of walking within the built environment. Dedication of City staff required for implementation is not dissimilar to the structure and dedication required for other services provided by the City. The Mobility Corporate Working Team will be essential to coordination.

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Timelines

- » Adoption of the Pedestrian Mobility Plan Q1 2013
- » Recommended Next Steps, as per table above.

Resources

To ensure effective implementation of the Pedestrian Mobility Plan, consideration for 1.0 FTE in the near-term is recommended. This position would be integrated in the Mobility Programs & Special Projects office.

Budget Impact

- » Total Program capital \$340,000
- » 2013 Capital Budget Submission \$50,000 to begin items 1, 2 and 4.
- » Operating 1 additional FTE at \$85,000 annually
- » Annual capital costs of approx. \$30,000 for advisory committee and monitoring

Performance Criteria

- » Adoption of Plan by Q1 2013
- » Items 1, 2 and 4 underway by year end 2013
- » Ongoing Monitoring Plan to be developed

C1.11 Transit Shelter Rehabilitation, Multi-Modal Integration and Passenger Enhancement Program

Context and Purpose

An enhanced focus on customer service, complete streets, modal integration, sustainable infrastructure, liveable cities and transportation demand management strategies has necessitated an assessment of the services provided at transit stops. Issues around vandalism and graffiti also need to be addressed. Furthermore, the current shelter advertising contract will expire 2015.

Responsibility

Director of Transportation, Manager of Mobility Programs and Special Projects, Senior Project Manager, Mobility Programs and Special Projects, Project Manager – Transportation Demand Management

Activities

- » Review of existing shelter advertising contract.
- » Complete an inventory of all transit stations to determine their (a) expandability, (b) classification as rapid or local transit, (c) state, (d) need for replacement and (e) ability to support multiple modes.
- » Research best practices that incorporate amenities, such as bike infrastructure, passenger information systems, advanced maps (transit, walking and cycling), pedestrian way finding, waste management, event promotions and connection to carshare parking locations.
- » Develop a system to identify stations that need replacement and develop a list of options to rehabilitate shelters using adhesive treatments, community art, graffiti, full replacement with more robust materials and more.

- » Create a station and stop brand for rapid transit and local transit, which provides information, features rapid transit stops and identifies multi-modal nodes (in connection with marketing and branding projects)
- » Investigate use of stop advertising for City programs and TDM programs/events, as well as mapping and way-finding
- » Investigate the integration of branding, stop identification and passenger information systems into an online and mobile application to work with sms texting and smart phones.
- » Engage the community in the development of station and stop art and rehabilitation of stations
- » Investigate the integration of other amenities into stations and stops such as retail, vending machines, presto kiosks, interactive displays and other amenities that are have a high return and low capital investment.

Internal Linkages

- » Transportation Planning – integrate multi-modal stop and station amenities into the plan
- » Public Health Services – built environment research, programs and policies
- » Community Planning and Development Planning – nodes and corridors planning, secondary plans to integrate station/stop planning
- » Traffic Engineering – determining the ability to expand stations and stops into the road allowance
- » Economic Development – stations and stops are key components for the streetscape, street amenities, complete streets and the associated economic uplift potential

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the **associated transportation demand management (TDM) plan**

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A and B Line corridors

Strategy 1.3.6: Identify and implement high-priority actions to support the accelerated revitalization of Hamilton's downtown core

Timelines

- » Station inventory and identification complete by Q1 2013
- » Best Practices research complete by Q2 2013
- » Station/stop branding complete by Q1, 2013
- » Community engagement to begin in Q3, 2013

Resources

Current: 0 FTE

Required: 1 FTE (project manager [0.5 FTE] staff support [0.5 FTE]) (also to support Mobility Programs special projects such as quick wins, transit priority measures, etc.)

Budget Impact

- » Phase 1 Bus Shelter-Bench Repairs & Replacement existing capital budget \$255,000 (5301285905).
- » Phase 2 - Proposed 2013 expansion program of \$533,000 (submitted under separate cover report PW13XXXX). Proposed annual enhancement budget of \$235,000 2014 to 2017.

Performance Criteria

- » Identify 15 - 25 stops that are damaged and should be replaced or rehabilitated using community input and creative re-design
- » Identify 5 to 10 stops that need shelters or additional amenities
- » Establish a Rapid Transit brand and incorporate that branding into station design
- » Develop a stop advertising program for City programs and projects
- » Measure before and after use at rehabilitated transit stops to monitor progress/success

C1.12 Mobility Program

Branding and Marketing

Context and Purpose

Increasingly, transit agencies across North America are incorporating commercial marketing approaches and methods to both attract new users and to retain existing riders. Methods may include sophisticated market research and segmentation tactics, branding and identity programs, product positions, and individualized and targeted marketing. The use of these approaches has commonly involved newer express and rapid bus services; however, a broad approach encompassing the entire, seamless, mobility program will be investigated. Branding and marketing approaches collectively aim to create a positive brand awareness amongst the general public and have attracted new users to the services.

» An effective marketing, outreach and communications program should include the following activities:

- analyze existing market data, including customer feedback, to determine trends, strengths and weaknesses as they pertain to marketing;
- collect new data where required;
- reach out to the non-riding public to determine perceptions and opportunities;
- develop a brand which helps to elevate council, media and public opinion of transit;
- develop and focus efforts and resources upon specific target markets;
- minimize the distractions from competing media that target these specific markets;
- develop education programs and/or materials to help key decision-makers understand the complexities of running an efficient and trusted public transit system;
- partner with pertinent city departments, public, not-for-profit and private organizations to market to target audiences in common;
- develop mechanisms for regular and effective interactions with media, partners and supporters of transit;
- determine, on an on-going basis, which types of programs and projects are most efficiently carried out by staff and which are best carried out through contracted organizations or through partnership arrangements; and
- measure marketing efforts (e.g. through ridership and the complaints system).

Responsibility

Director, Transportation, Manager, Mobility Programs and Special Projects

Activities

- » A Marketing Plan is recommended which focuses on five essential strategies. They are:
 - Corporate renewal (Branding)
 - Current Customers
 - Prospective Customers
 - Public Relations including business and political leaders
 - Internal communications
- » The activities within the Corporate Renewal (Branding) strategy include:
 - Developing a new corporate image and identity (and possibly name) for the HSR. The image would include new logo, paint scheme and name.
 - Applying the new identity to all corporate materials and infrastructure (buses, stops, printed materials).

Internal Linkages

- » SMT
- » All Transportation Division sections
- » Corporate Services
- » Neighbourhood Development Strategies
- » Public Health & Community Services
- » Planning and Economic Development

City Strategic Plan Link

Strategy 1.4.3: Develop an integrated, multi-modal, public transportation program, including implementation of rapid transit, conventional transit, active transportation (e.g. pedestrian, cycling) and the associated transportation demand management (TDM) plan

Strategy 1.4.5: Development of a strategy to enhance conventional transit service levels within the A and B Line corridors

Timelines

- » Branding – 2013-2014
- » Marketing - Development of marketing plan in 2013-2014 and ongoing thereafter.

Resources

Current staff resources that may contribute to this initiative include:

- Transportation Demand Management Project Manager
- Marketing & Communications Co-ordinator
- Mobility Programs and Special Projects Support Technician

However, the staff time required to implement and continue the plan will exceed the available resources. Thus, additional resources would be required to accomplish all of the proposed tasks. It is proposed that, to begin, one additional FTE would be required.

Budget Impact

- » Branding - \$1.0 million to develop a new corporate identity with logo and colour scheme, as well as a further \$10.0 to \$12.0 million to apply the new identity to all physical assets (buses, stops, shelters, terminals, buildings, printed materials).
- » Marketing - A total budget of \$200,000 annually should be maintained with a major portion of the budget going to communications and customer relations.

Performance Criteria

- » Development of the branding and strategy by Q3 2014
- » Implementation to begin Q4 2014
- » Modal split change to more active and sustainable modes and increased transit ridership