



## Appendix A: Background and Data



April 2018

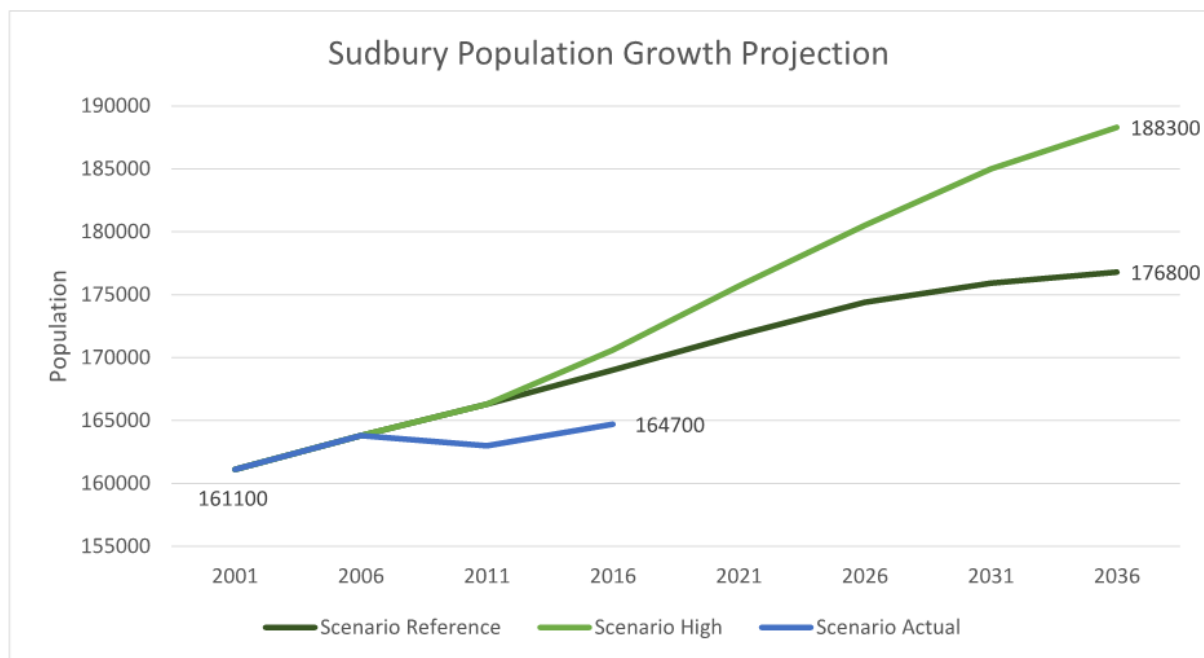


# 1.0 Community Profile

Understanding the composition of the community and how residents travel provided useful insights into how the TDM Plan should be developed and delivered. This section provides a profile of the community ranging from population and demographic characteristics, to housing and modes of travel.

## 1.1 Population Growth Scenarios

A population growth study report was undertaken in 2013 by Hemson Consulting. The report outlines positive immigration and economic opportunities which are expected to drive population growth in Greater Sudbury to 2036. Population is expected to grow by 6% over the next 20 years. This is in contrast to the census data which indicates a more modest rate of growth. However, the Places to Grow Plan (provincial) and immigration indicate that Greater Sudbury is due for an increase in its population. The graph below indicates the different growth rates (high and low based on the Hemson report and the actual historical rates based on the census data). In all three scenarios, the population is found to be increasing. This growth will require the development of a TDM Plan to accommodate additional trips and the economic opportunities that are expected to arise over time.

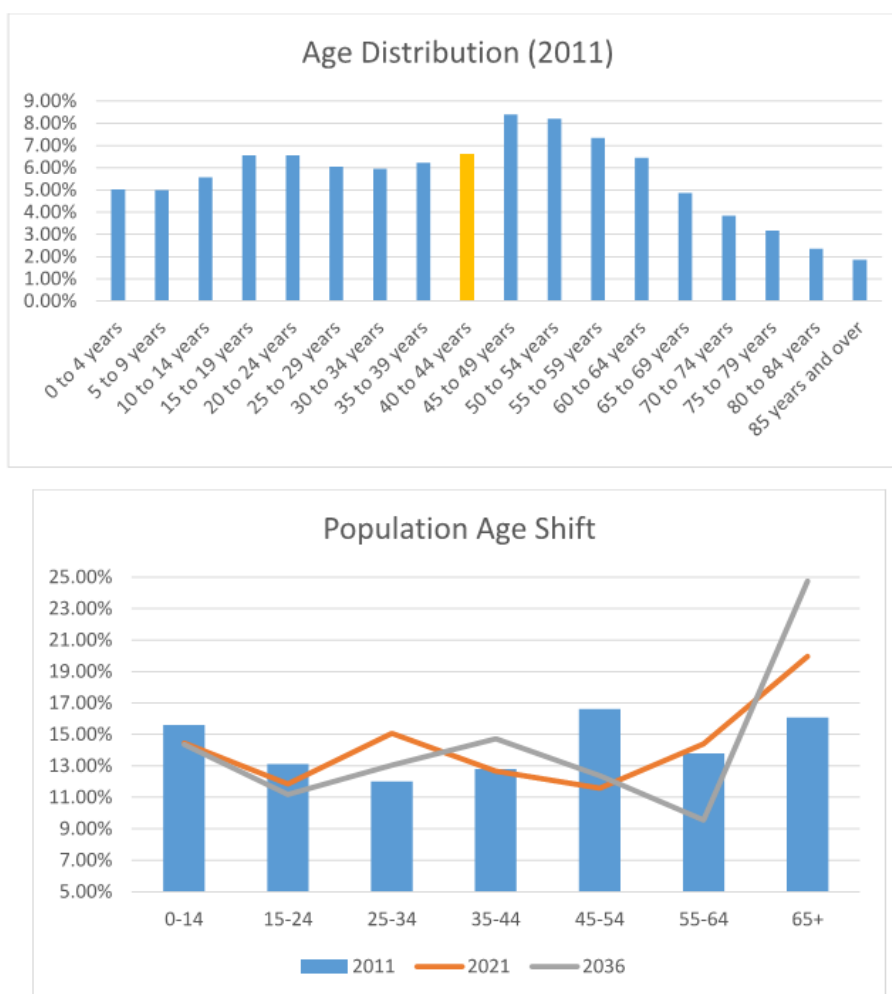


Sources: Reference and High Scenario: Hemson Consulting Ltd – Growth Outlook to 2036, City of Greater Sudbury, Actual: Statistics Canada – 2016 Census Profile

## 1.2 Greater Sudbury will have an increasing working age and senior populations

The average age of the population of Greater Sudbury was 42.3 years old compared to the Canadian national average of 40.6 years old from the National Household Survey 2011, indicating that Greater Sudbury's population is slightly older than the national average. The existing population distribution peaks at ages 45-54, and is expected to age over time. The Hemson report indicates that the population structure of Greater Sudbury will shift with bi-modal age peaks. There will be an increase in number of younger working age individuals primarily due to immigration and the existing aging population living longer into their senior years.

The current population and future projections indicate the types of activities that will be undertaken and that will impact the number of trips and the modes of transportation used. Below is a chart that outlines the projected age distribution within Greater Sudbury to 2036.



Source: Hemson Consulting Ltd – Growth Outlook to 2036, City of Greater Sudbury, Statistics Canada – 2011 Census Profile

### 1.3 Single Detached Houses are the primary dwelling type

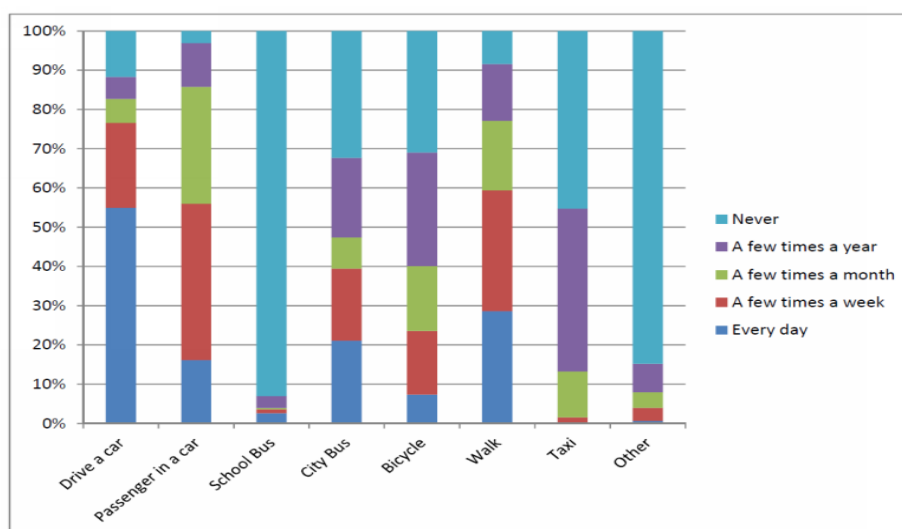
Greater Sudbury's land use structure is a mix of urban and rural communities and enterprise & industrial use. Residential density is generally low, meaning most households are single detached homes. In fact, 65% of households in Greater Sudbury are comprised of either 1 or 2 people, while larger families are less common. The dwelling preference and average household size of 2.6 can help explain the propensity for single occupancy vehicles as a main mode of transportation. According to Census Canada data, there are 42,215 single-detached residential units in Greater Sudbury, which represents 62.3% of all households in Greater Sudbury (the total number of dwellings are 67,770) Source: Statistics Canada – 2011 Census Profile

### 1.4 Greater Sudbury is well-educated and linguistically diverse

At least 78% of residents of Greater Sudbury have attained a minimum of high school education. 25% of the population has completed post-secondary education such as University, College or Trades school. 98.7% of residents have knowledge of English, and 65.9% indicated that English is their mother tongue.

### 1.5 Travel Patterns in Greater Sudbury

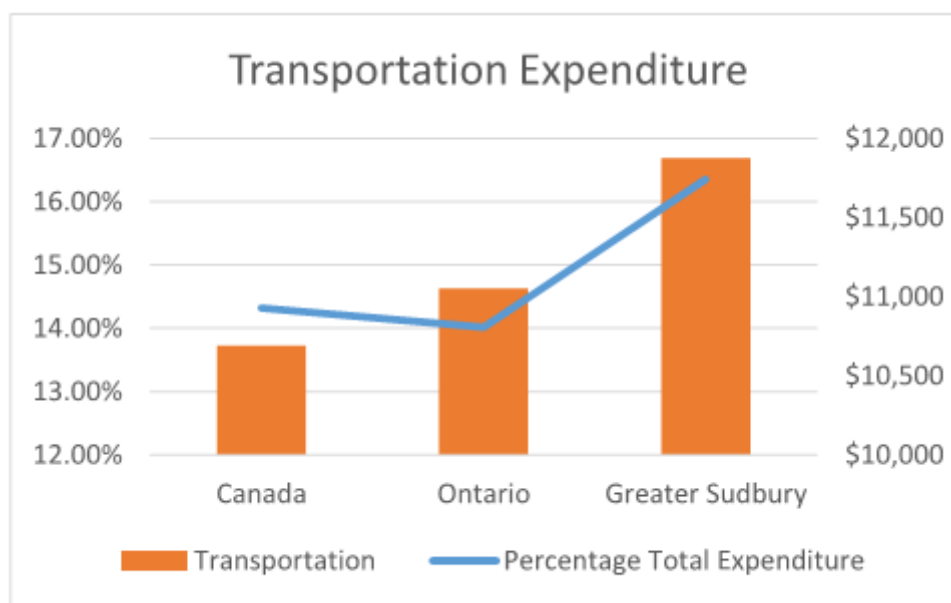
The 2017 Transportation Study Report determined that the typical number of PM peak trips for Greater Sudbury was approximately 27,000 in 2011. Transit ridership in 2013 was estimated at 11,800 trips per day. In 2012 there were 123,689 registered vehicles in Greater Sudbury which equates to a rate of 0.75 vehicles per capita. While transit has seen moderate growth in Greater Sudbury, the automobile remains the main form of transportation. In the Transportation Study Report, a survey was completed regarding modal usage. Unsurprisingly 75% of respondents said they made single occupant trips several times a week. Sustainable modes such as transit and cycling are either not used or used infrequently. There is opportunity to shift this behaviour.



Source: 2017 City of Greater Sudbury Transportation Study Report

## 1.6 Transportation Expenditures are high relative to Ontario and Canada

The average household in Greater Sudbury spends more money on transportation than the Canadian and Ontario Averages. The expenditure is greater based on an absolute dollar spend, and relative to total household expenditure. This may be due to geography and urban layout of Greater Sudbury resulting in longer commutes to school, residences and employment. An opportunity exists to leverage TDM to reduce transportation costs for individuals and for households in Greater Sudbury. Reduction in travel costs may make TDM programs and initiatives attractive to residents.

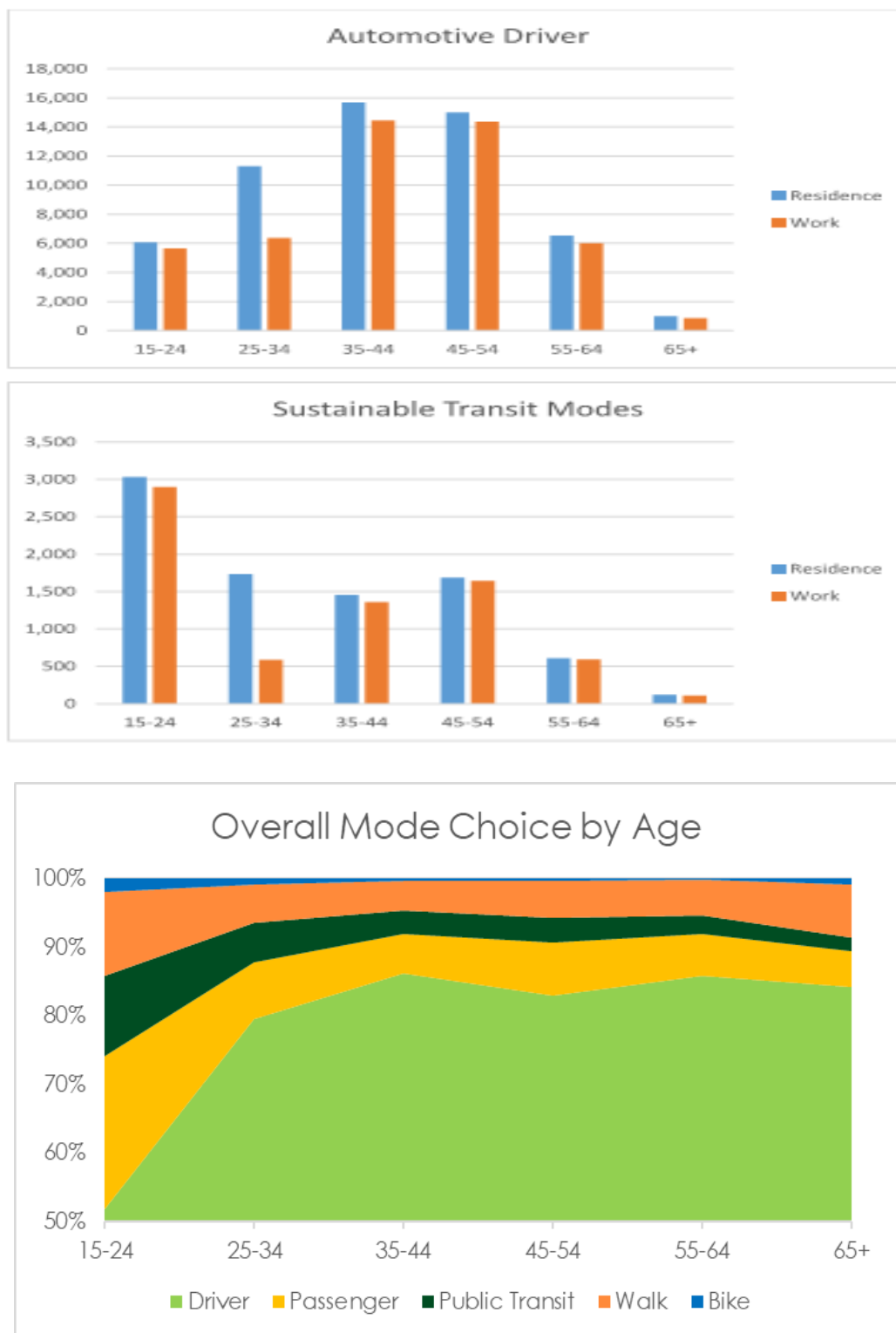


Source: Immigration Greater Sudbury – Greater Sudbury Statistics

## 1.7 Younger People have a higher tendency to use sustainable modes of transportation

The 2006 Census identified a number of transportation patterns in Canada. As indicated in the Travel Preferences Survey from the 2017 Transportation Study Report, single occupant automobile is the dominant mode. This is consistent with the 2006 Census finding. Throughout all age groups, single occupant vehicle usage had a larger mode share than all sustainable modes combined. The largest user base of sustainable modes of transportation are ages 15-24 with over 25% of the population using sustainable modes of transportation. This may be due to the financial costs of owning and operating an automobile and that age group only starts to enter the work force at that age. After age 25, the mode split is fairly uniform indicating that transportation habits tend to establish themselves during the working years. There may be opportunity to attract the increasing younger generation to try sustainable modes of transportation, and to sustain and extend these travel patterns later into their careers where

alternatives exist. At present, as shown below, the main mode of travel, regardless of age is still as a car driver.



Source: Statistics Canada – 2006 Census

## 2.0 Policy Review

Transportation Demand Management (TDM) in Greater Sudbury is supported by a wide range of policies at the federal, provincial and regional level. This framework provides the policy direction for the vision, goals and objectives of Greater Sudbury's TDM Plan. In this section, the most relevant policies at each level of government (and beyond) are reviewed and analyzed with regard for their relevance to the TDM plan.

The Federal Sustainable Development Act is a guiding policy that directs sustainable development and planning across Canada. The Province of Ontario builds on the Federal Sustainable Development Act through the Provincial Policy Statement highlighting land use goals specific to Ontario. Furthermore a specific land use plan for Northern Ontario was developed within Ontario's Places to Grow program. These documents acts as a broad land use framework from which the TDM plan can draw to ensure the goals and objectives are consistent with these policies.

A number of policy documents have been developed by the City of Greater Sudbury that have an impact on how people travel. The Official Plan outlines the land use policies for the City, and the Corporate Strategic Plan includes values that can be applied to the development of the TDM Plan. The Transportation Study Report highlights specific recommendations for TDM upon which this TDM plan will be built. Associated local policies will be drawn and referenced to ensure TDM is implemented in a way that is consistent with the strategic priorities of Greater Sudbury.

The full list of policies and documents are outlined in **Table 1**. Further detail about each policy and their specific impacts on active transportation policy recommendations are outlined in **Tables 2 - 4**.

*Table 1: Policies Relevant to the Greater Sudbury TDM*

Jurisdiction	Policy
<b>Government of Canada (Federal policy support)</b>	Federal Sustainable Development Act (2008)
<b>Province of Ontario (Provincial policy support)</b>	Provincial Policy Statement (2014)
	Ministry of Transportation Cycling Strategy (2013)
	Accessibility for Ontarians with Disabilities Act (2005)
	Transit Supportive Guidelines (2012)
	Places to Grow: Growth Plan for Northern Ontario (2011)
	French Language Services Act (1990)
<b>The City of Greater Sudbury (Local policy support)</b>	Official Plan (2014)
	Corporate Strategic Plan (2015)
	Healthy Community Strategic Plan (2010)
	The Greater Sudbury Transportation Study Report (2017)
	Downtown Master Plan (2012)
	Sustainable Mobility Advisory Plan Strategic Plan (2016)
	Strategic Parking Plan for the City of Greater Sudbury (2011)



Table 2: Federal Policy Support

Policy Document	Policy Description	Relevance to the Greater Sudbury TDM
<b>Federal Sustainable Development Act (2008)</b>	<p>The Federal Sustainable Development Act (FSDA) requires the Government of Canada to develop a sustainable development strategy, providing a framework through which to conduct sustainable planning and reporting within the federal public service. Its guiding principles focus on clean air and water, natural protection, and shrinking the environmental footprint of government. The strategy aims to produce:</p> <ul style="list-style-type: none"> <li>• An integrated view of federal actions and results to achieve environmental sustainability.</li> <li>• Effective measurement and monitoring of sustainability progress to Canadians.</li> <li>• Equal footing of environmental with economic and social considerations in federal decision-making.</li> </ul>	<p>While not binding on any other level of government, the FSDA sets a policy precedent at the federal level. It asks provincial and municipal governments to incorporate sustainability into their actions and policy development. The FSDA's guiding principles for upholding environmental integrity and considering the environmental costs of proposed actions will be strongly considered and reflected within Sudbury's TDM Plan.</p>

Table 3: Provincial Policy Support

Policy Document	Policy Description	Relevance to the Greater Sudbury TDM
<b>Provincial Policy Statement (2014)</b>	<p>The Provincial Policy Statement (PPS) lays the foundation for the regulation of land use and development within the province of Ontario. It provides policy support for appropriate and context-sensitive urban and rural development, environmental and resource protection, and social equity in planning matters. An overarching vision for Ontario's land use planning system is</p>	<p>The PPS promotes land use patterns that support "a mix of ... transportation choices that increase the use of active transportation and transit before other modes of travel". Specifically, the PPS requires the following:</p> <ul style="list-style-type: none"> <li>• Design of "healthy, active" communities that support active transportation and existing, planned, or future transit services (1.1.3.2; 1.5.1), and reduce lengths and numbers of vehicle trips (1.6.7.4).</li> <li>• Provision of facilities for people and goods that meet projected needs (1.6.7.1).</li> <li>• Use of transportation-demand management strategies to make efficient use of existing and planned infrastructure (1.6.7.2).</li> <li>• Connectivity within and among systems and</li> </ul>



Policy Document	Policy Description	Relevance to the Greater Sudbury TDM
	articulated in the PPS, stating that the “long-term prosperity and social well-being of Ontarians depend on maintaining strong communities, a clean, healthy environment and a strong economy.”	<p>modes (1.6.7.3).</p> <ul style="list-style-type: none"> <li>• Integration of transportation and land use considerations at all stages in the planning process (1.6.7.5)</li> <li>• Long-term corridor planning, and mitigation of their negative impacts (e.g. pollution, noise) (1.6.8).</li> <li>• The PPS provides direction for the development of policies that reflect provincial objectives.</li> </ul>
<b>Ministry of Transportation Cycling Strategy (2013)</b>	<p>In September 2013, the Ontario Ministry of Transportation (MTO) published #CycleON, Ontario’s Cycling Strategy. The strategy acknowledges the importance of developing cycling facilities to help reduce greenhouse gas (GHG) emissions, ease gridlock, benefit the economy, increase tourism, and increase the health and quality of life for all Ontarians. Key elements of the Province’s vision include:</p> <ul style="list-style-type: none"> <li>• Development of a safe cycling network that connects the entire province:</li> <li>• Continuing to reduce collision and injury rates and injuries;</li> <li>• Empowering everyone from occasional cyclists to daily commuters to feel safe when they get on a bicycle in Ontario.</li> </ul> <p>The strategy is intended as a guide to make sure this vision is achieved.</p>	<p>The Cycling Strategy outlines a 20-year vision for cycling in the province, with proposed cycling infrastructure, educational components, and legislation. This strategy, in concert with other provincial documents, aims to promote and strategically develop sustainable transportation infrastructure province-wide.</p> <p>The key directions of the policy promote active and healthy communities, improving cycling infrastructure and road safety and promoting cycling awareness. The strategic directions inform the active transportation portion of the TDM plan.</p>
<b>Accessibility for Ontarians with Disabilities Act (2005)</b>	<p>The Accessibility for Ontarians with Disabilities Act (AODA) was passed on June 13, 2005, and is a Provincially legislated policy that calls on the business community, public sector, not-for-profit sector and people with disabilities or</p>	<p>The TDM Plan recommendations will comply with the AODA for both hard and soft TDM measures.</p> <p>The “Built Environment” component is relevant towards the planning, design and construction of facilities and infrastructure that support TDM. The “Transportation Standards” section requirement incorporated through the planning and delivery of transportation services.</p>

Policy Document	Policy Description	Relevance to the Greater Sudbury TDM
	their representatives to develop, implement and enforce mandatory standards. This policy is a first of its kind in Canada to apply to both the private and public sectors. These accessibility standards are the rules that local governments, agencies and businesses in Ontario should follow to identify, remove and prevent barriers to accessibility.	Soft TDM measures such as outreach or consultation require actions to meet AODA policies. Due diligence is required to ensure outreach, communication and participation is accessible to all of the public.
<b>Ministry of Transportation Transit-Supportive Guidelines (2012)</b>	The Ministry of Transportation's Transit Supportive Guidelines encourage transit-friendly planning and design throughout the province. More specifically, the Guidelines provide direction on land-use planning, urban design and operational procedures that enhance connectivity to transit based on current best practices. The document is intended to be a guide for planners, developers, and others involved in developing more sustainable and transit-supportive communities in Ontario.	These Guidelines provide direction on how to integrate all modes of transportation when designing for transit to create more complete streets. The document provides guidelines for the improvement of transit facilities including design recommendations. The guidelines compliment the TDM plan which will incorporate physical measures in the guide with other strategies in Greater Sudbury.
<b>Places to Grow: Growth Plan for Northern Ontario (2011)</b>	<p>This Plan is a strategic framework that will guide decision-making and investment planning in Northern Ontario over the next 25 years.</p> <p>It contains policies to guide decision-making about growth to promote economic prosperity, sound environmental stewardship, and strong, sustainable communities that offer a high quality of life.</p>	<p>Greater Sudbury is identified in the plan as a strategic core area that will attract more investment and urban intensification. Strategic core areas are encouraged to use multi-use land use, accommodate higher densities</p> <p>The strategic framework for Infrastructure (Section 5.3) highlights investment areas that will improve both transportation and municipal systems. The goals for transportation systems can be found in Section 5.3.2 below:</p> <p>Section 5.3.2:  Optimize capacity, efficiency and safety of existing transportation systems  Meet the needs of existing and emerging priority economic sectors  Enhance connectivity among transportation modes  Reduce emissions and other environmental impacts associated with transportation</p>

Policy Document	Policy Description	Relevance to the Greater Sudbury TDM
<b>French Language Services Act (1990)</b>	<p>The purpose of the policy is to preserve and protect the rights of Francophones in Ontario.</p> <p>The act ensures that provincial government services are provided in the French. The act guarantees Francophones in 23 designated regional areas to be able to receive services and information in French.</p>	<p>The City of Greater Sudbury is one of the regional areas that guarantee the rights of Francophones.</p> <p>Municipalities may pass a by-law which designate that municipal services shall be offered in both French and English. Greater Sudbury has implemented this policy in By-law 2001-81A.</p>

## 2.1 Summary of Policy Highlights

TDM builds upon government policies for all levels. Transportation connectivity and effective urban land use planning are key themes that run through all the policies. The TDM Plan is a vital part of creating active and sustainable communities, and will help accommodate the intensification and changing urban landscape of the City of Greater Sudbury.

The Federal Sustainable Development Act (FSDA) asks that environment and sustainability be core considerations. Ontario's provincial policies build on the FSDA to promote integrated land use planning and improved transportation systems. The Provincial Policy Statement calls for healthy and active communities, better use of existing and planned infrastructure and improved connectivity province wide. These goals are reflected in the Ministry of Transportation's Cycling Strategy and Transit-Supportive Guidelines. Economic development features prominently in the Places to Grow plan for Northern Ontario. Intensification and investment in transportation systems is critical to accommodate sustainable environmental and economic development.

The Federal and Provincial policies have been incorporated into Greater Sudbury's policies and strategic plans. The City of Greater Sudbury will focus on intensification and densification of urban areas. To support intensification, Greater Sudbury will develop a multimodal transportation system that will increase connectivity and mobility from different communities. This will be achieved through investment in transit and active transit infrastructure and implementation of programs to reduce dependency on automobiles for basic transportation needs. The expected outcomes of the policies are to improve the sustainability of the local and regional economy, increase accessibility and connectivity of transit systems and to improve the health and quality of life for all residents and visitors of Greater Sudbury.

The Accessibility for Ontarians with Disabilities Act (AODA) and French Language Services Act (FLSA) are auxiliary policies that are not directly related to TDM. However, the AODA and FLSA need to be followed in the development and delivery of TDM programs.

## 3.0 Best Practices Review (Case Studies)

To create a TDM plan that will work for Greater Sudbury, ideas from other plans are required to provide a framework, but they also need to be analyzed in light of the profile established for the community and the policies within which the City operates. Each TDM plan is unique to the community, site, region or city for which it has been created.

### 3.1 Definitions

Transportation Demand Management, sometimes also known as Travel Demand Management or TDM has a wide variety of definitions. The Institute of Transportation Engineers (ITE 2016) recently reviewed a range of contemporary definitions and identified that there are a number of common themes which exist in TDM:

#### Strategy Development Process

A review of TDM strategies specifically related to regional cities demonstrated that TDM strategies are not confined to dense urban areas. Canadian mid-size cities and regions including Capital Region of BC, Halifax, Ajax, Waterloo and Kitchener all pursue some form of TDM strategy. Most TDM Strategies pursue the common planning approach of defining goals and objectives and identifying appropriate measures to achieve the goals and objectives. Some TDM plans include performance measures and a monitoring system. The role of the municipality and the individual initiatives differ, however the underlying goals and objective tend to remain the same.

The Capital Regional District of Vancouver Island (population 383,360) for instance noted the following in its Regional TDM Plan:

*The Sub-Committee recognized that the role of a Regional District in TDM was, potentially, quite different from the role of a municipality or business. The regional district can support TDM at different scales – from inter-regional network planning, to regional growth and sustainability strategies, to corporate commute programs. The recommendations in this report are arranged in terms of scale – from broad region-wide strategic initiatives to workplace program.'*

The BC Capital Region regional strategy identified that there is a need to 'clearly define focus area of application and scale Regional district can support TDM at different scale to city-based municipality'. The Town of Ajax used a gap analysis to gain a better understanding of why people were not adopting sustainable travel to the same extent as elsewhere in the GTHA.

There is an increasing trend to incorporate TDM considerations into the development approvals process. The City of Greater Bendigo in Australia (2016 population 110,562) has recently incorporated its Integrated Transport and Land Use Strategy into its existing land use bylaw and associated development regulations. This includes the requirement to consider the provision a

basic level of TDM infrastructure requirements in areas with greater accessibility in exchange for reduced minimum parking requirements.

In 2016, ITE found the following elements were common to most TDM strategies:

- ▶ Improve transportation options
- ▶ Incentives (policy that ‘pushes’ or ‘pulls’ travellers to alternative options or discourage travel altogether)
- ▶ Land Use Management
- ▶ Implementation Programs

## Policy Goals

Policy goals were reviewed to understand how regional municipalities express their TDM objectives in terms of policy goals.

Some regional municipalities pursue technical transportation network performance objectives such as peak load management, presumably as a traffic congestion measure. Others are focused more on ensuring greater consistency between TDM objectives and existing municipal policy.

The Town of Ajax’s TDM policy objectives are remarkable for their simplicity and for combining technical performance criteria with simple to understand concepts:

- ▶ Reduce [need for and impact of travel]
- ▶ Remode [change mode of travel]
- ▶ Re-time [change time of travel]
- ▶ Re-route [change route traveled]

Policy goals are typically overseen by a TDM Coordinator or a Transportation Management Association.

## Performance Measurement

Performance measurement uses measures to monitor the outcomes of a given TDM program. A combination of qualitative and quantitative measures is common.

The Regional Municipality of Halifax is a notable example as its measure of success is simply measured in terms of the number of users associated with each TDM measure. Other, more complex performance measures can be defined with the use of census data and other sources.

The City of Greater Bendigo’s Integrated Transport and Land Use Strategy adopts 15 transportation and land use targets around five categories: ‘*Connect, Health, Moving, Engaging, Inspiring*’. The simplicity and compactness of these targets makes them easier to understand, monitor and achieve.

Performance measurement is often dependent on the amount of resources that can be dedicated to collecting data associated with travel behaviour. TDM programs often rely on surveys to measure this.

### *Application to Greater Sudbury*

As noted at the beginning, contemporary TDM has now evolved to be understood as a means to achieve multiple community planning goals including sustainability, resource efficiency, road safety, reductions in vehicle costs to households and public health. The following benefits could be realized by Greater Sudbury upon adoption of a TDM plan:

- ▶ TDM can reduce the need for new roads in Greater Sudbury
- ▶ TDM helps to make personal travel decisions more efficient for residents
- ▶ TDM can maximises return on infrastructure spending and makes the most of existing assets in Greater Sudbury
- ▶ TDM is a versatile and dynamic management tool that can shape future travel in Greater Sudbury
- ▶ TDM initiatives have multimodal benefits for residents and the region
- ▶ TDM can works at scale of individual, but its benefits extend to whole community
- ▶ TDM strategies are relatively low cost and are comparatively cost effective in meeting policy objectives and generate good cost/benefit ratios

*Source: Adapted from Black and Schreffler (2010)*

The existing demographics, the relative compact nature of the urbanized part of Greater Sudbury demonstrate that TDM has the potential to translate into a more well-connected, healthy, active and prosperous Greater Sudbury for residents and visitors alike.

## **3.3 Development Review Process and TDM**

### **City of Hamilton, Ontario**

In June 2015, Hamilton developed a report outlining how to integrate TDM into development approvals and the Transportation Impact Studies (TIS). The report indicates that TDM is a necessary component of urban development as developers have influence over the urban form and community design over time. This in turn often impacts the modes of transportation chosen by residents and workers. To encourage developers to voluntarily incorporate TDM measures, a number of benefits to the developer are listed, such as by having more TDM measures, there will be a need for less parking and this will save developers money.

The report provided an outline of the types of uses and the TDM measures that should be considered as part of the development approvals process. These lists evolved into a checklist to be used in the evaluation of TDM initiatives for new developments. As well, the measures can be included in the development of TDM reports to be included in the TIS. The City of Hamilton has created three types of reports, which are outlined below:

1. **TDM Memo** – this report is used for developments that generate a low number of additional trips during the peak (between 20 and 50). It is generally about one page in



length and discusses existing “TDM” opportunities nearby as well as what can be provided on the site. It is primarily designed to indicate the services and supporting infrastructure that is and will be available.

2. **Standard TDM Report** – this report is used for developments that will generate at least 50 additional trips during the peak period. This can be a separate plan or a chapter in a TIS document. The applicant is required to provide the projected reductions in trips resulting from the TDM measures that are to be included on the site. It also includes a sample table of contents
3. **Detailed TDM Report** – this report is used for large developments such as new subdivision, shopping malls, and large employment areas. As its name suggests, this plan is much more detailed. It also includes an outline of the initiatives and the projected trip reduction targets and steps that should be included for future monitoring and evaluation of the TDM Plan.

The guidelines also include a tool and where to include information on each measure as well as the type of information needed and why it is required. Finally a checklist that is to be used with all development applications is included in the report.

### Town of Ajax, Ontario

The Town released its TDM Plan in 2015 and included an appendix for TDM and Development. This plan is remarkably similar to the Hamilton document discussed above. It provides an outline of the types of programs based on use and also delineates the type of TDM plan based on the number of trips generated. Rather than three options, the Town only has two, which are discussed below:

1. Memo – The memo will be requested for developments that generate less than 50 additional peak period trips. The memo will include listing existing nearby opportunities such as transit service or active transportation infrastructure and available information about them.
2. TDM Plan – This is for developments that will generate more than 50 additional trips during the peak travel period. It will also be used for development in special study areas, ones that could have a noticeable impact on the surrounding community and when a reduction in the amount of parking is requested by the applicant. The plan should include the following on and off site-related measures (which is essentially a check list) where appropriate:
  - a. Consideration of land use (density / compactness of the site, AT routes and parking located at the rear of the buildings);
  - b. Walking and cycling – sidewalks / walkways connect the site to transportation network; bicycle parking and end of trip facilities;
  - c. Transit – connections directly to transit and availability of weather protection
  - d. Parking – opportunities for reduced parking requirements, unbundling parking, paid parking along roadways, carpool parking and shared parking
  - e. Carshare and Bikeshare – accommodate parking for carshare and find opportunities for bikeshare

- f. Wayfinding – this includes the development of signage plans, travel planning tools, integrate with school travel planning
- g. Education, incentives and promotion – this includes providing opportunities in the development, requiring a Smart Commute membership (employers), transit passes, discounted carshare memberships, and so on
- h. Projected trip reduction study
- i. Site plan
- j. Monitoring and evaluation plan

### Halifax Regional Municipality (HRM), Nova Scotia

HRM took a different approach to the inclusion of TDM in the development process. The TDM Functional Plan outlined a methodology that involved a more regional approach to the inclusion of TDM in the development process and for it to be delivered in a coordinated and comprehensive manner rather than on an ad-hoc basis. The plan recommends that staff work with developers to augment additional TDM services with regional needs so that the regional municipality is the coordinator rather than individual developers. The developers are eligible to provide HRM with contributions toward a TDM program in return for parking variances, density bonusing, etc. The use of a collaborative approach enables stronger partnerships between HRM staff and the development community as well as addressing the larger issues surrounding transportation and traffic in the municipality.

### City of Whitehorse, Yukon

The City of Whitehorse, Yukon created a TDM Plan in 2014 in order to address the future potential for congestion as population continues to grow, and encourage sustainable transportation as a workable and affordable alternative. Whitehorse is unique in that the City has a very large network of trails and active transportation routes that connect the city and its neighbouring communities. The City recognizes that maintaining a vehicle-oriented city will result in significant increase in public investment for roads facilities, private expenditure in vehicles, a loss of opportunities to improve health and will create dependency on those who can drive to transport others.

Whitehorse is instead focused on a creating a city that is highly mobile, where people are well connected through the street network and increasingly choose to walk, bicycle, use transit, and carpool because of safety, convenience, and comfort.

The major issues that the TDM Plan seeks to address are public health and obesity in the City, GHG emissions, the increasing demand for parking in the downtown, the increased cost of vehicle ownership, an aging population as more residents are choosing to retire in Whitehorse, traffic congestion as the population of the City increases, and the increasing cost of infrastructure.

The City already has over 150 km of motorized trails and 700 km of multi-use trails, which is considered a very large network for similar sized northern towns. This provides the City with the unique opportunity to promote the facilities they already have, instead of focusing on building

more. The City is focusing on promotion of TDM options, improving transit, and supplying alternative modes for employees. The goals of the TDM Plan is to have a 50% mode share for single occupant vehicles by 2036.

It is noted throughout the Plan that increasing road facilities for vehicles is a costly option that is to be mitigated through the TDM Plan. With promotion and an increase of travel options within the town, there should be an increase of sustainable modes and decrease in single occupant drivers.

The plan is to be addressed through six strategies.

1. Coordinating TDM implementation and promotion options through hiring a TDM coordinator and creating travel plans for residents within the City.
2. Improving active transportation options within the City by increasing the amount of current facilities and maintaining what is already there.
3. Improving transit through a long-term transit plan, and expanding service and transit pass programs.
4. Supporting employees to use sustainable modes to travel to and from work through programs such as the guaranteed ride home program, and priority parking.
5. By maximizing existing vehicle infrastructure in order to increase capacity without increasing the need for new infrastructure,
6. Encouraging supportive land use by unbundling parking and having a LEED credit program.

These strategies are to be implemented by the City through a collaborative approach with the City at the forefront of the Plan.

### City of Thunder Bay, Ontario

Thunder Bay's TDM Plan focuses on transportation system efficiency and opportunity. The vision sets out that the TDM strategies will create a stronger and more diverse economy through broadening access to the downtown and removing travel barriers. It will create a higher quality of life through an increase in health, and expanding travel options for those who can't drive to meet their daily needs. The City will be cleaner, greener, and more beautiful through limiting the use of green space for roads ways and reducing environmental harm,, and will be a better-run city through being a role model to other communities and maximizing return on investment.

The main goal for Thunder Bay is to maximize efficiency of the current transportation system in order to create more opportunities for all residents. The benefits that the Plan has focused on are the improved mobility for the aging population, increases in health levels through active transportation, reduced pollution, attractiveness through tourism with an expanded AT network, and the reduced costs associated with vehicle ownership.

The City has the opportunity to improve active transportation as more than 50% of the population lives under 5 km from their place of work. This can allow for the city to focus on these shorter trips, and thus justify increasing their transit and active transportation networks in order to promote more sustainable work day travel.

The Plan was developed through input from the City staff and stakeholders and research of best practices in the TDM field. Meetings with stakeholders such as the City's Health Unit, EcoSuperior, and Transit and Planning started the consultation process, with representatives from education, health care, cultural and commercial agencies, and local representatives were considered next in order to ensure the TDM Plan was created for the needs of the community.

TDM will be prompted through four different strategies; leadership, outreach, marketing, and performance measurements. At each step these strategies involve the City, and focus on different aspects of the plan and the community. For the first strategy, the City will become a community leader in integrating TDM supportive concepts into their practices such as encouraging City Staff to use TDM programs provided. The second, the City will partner with those who can motivate residents and work with employees and businesses to encourage other work-place travel programs along with school and community organizations. The City's marketing strategy will focus on providing incentives to overcome barriers, and performance measurements will be used to assess how programs are changing behaviours and collecting results from the initiatives.

The City's overall focus is to promote a program that will result in a stronger community that is healthy and vibrant, and can create opportunities from the transportation challenges they face today.

### ***Application to Greater Sudbury***

There are two very different approaches to the integration of TDM measures into new developments. The first two examples, Hamilton and Ajax essentially use check lists for the integration of TDM into the new development process. While this can ensure that a number of measures are incorporated into a plan, there is a good chance that not all measures will be considered. TDM plans cannot be undertaken in a "cookie-cutter" manner. They need originality and thought to ensure that the appropriate program and related services and infrastructure are incorporated into the planning process to ensure that the targets for shifting travel behaviours are realized.

The identification of different types of reports will encourage developers to consider TDM measures as they will not feel they are burdened with having to develop an extensive plan for a small or single use site. However, the types of programs, measures and supportive infrastructure need to be determined through a collaborative approach using a tool kit of measures.

On the other hand, HRM developed a program that would give more control of the delivery of TDM programs and measures to the City. However, the development of supportive infrastructure is to be provided through the developer and included within development applications. HRM does not have a check list nor is it prescriptive in its approach to the requirements for a TDM plan. As stated above, the municipality wants to develop a positive partnership to ensure the overall transportation directions are met.

Based on the review of the above TDM plans, it is recommended that the development of a tool kit to provide information on the descriptions and applicability of TDM measures to sites within Greater Sudbury should be created.

A key disadvantage of a checklist is that it is considered that it will only serve to limit collaboration amongst the various parties and potentially result in TDM plans that do not meet the needs of a site or a larger community. As part of the TIS, the type of TDM plan requested and implement should be commensurate to the anticipated impact that the development will have on the road network and surrounding community. Furthermore, it is seen as the most promising opportunity to build upon the existing infrastructure, services and complement existing measures already available. Therefore, the TDM reports will be developed and scaled using a similar framework to those discussed in the Ajax and Hamilton reports.

## Appendix B: Consultation



April 2018

## 1.0 Introduction

The consultation program for the TDM Plan was divided into two phases. The first was the public survey which was available in May/June 2017 and second was the formal consultation sessions held in mid-September 2017. Both phases of the consultation process were considered very successful as the input received provided support for the development of the TDM Plan, enabling the creation of a Greater Sudbury-focused approach.

Below are summaries of both phases of the consultation program. The first section is a synopsis of the survey results and the second is a summary of the three consultation sessions held in September 2017.



## 2.0 Survey Analysis

The City of Greater Sudbury issued a survey to understand how residents travel, why they choose the modes they do and what could alter their travel behaviours. The survey was available in both French and English. While most results were the same, there were some differences. Many of the respondents to the French language survey indicated that they were teachers for instance.

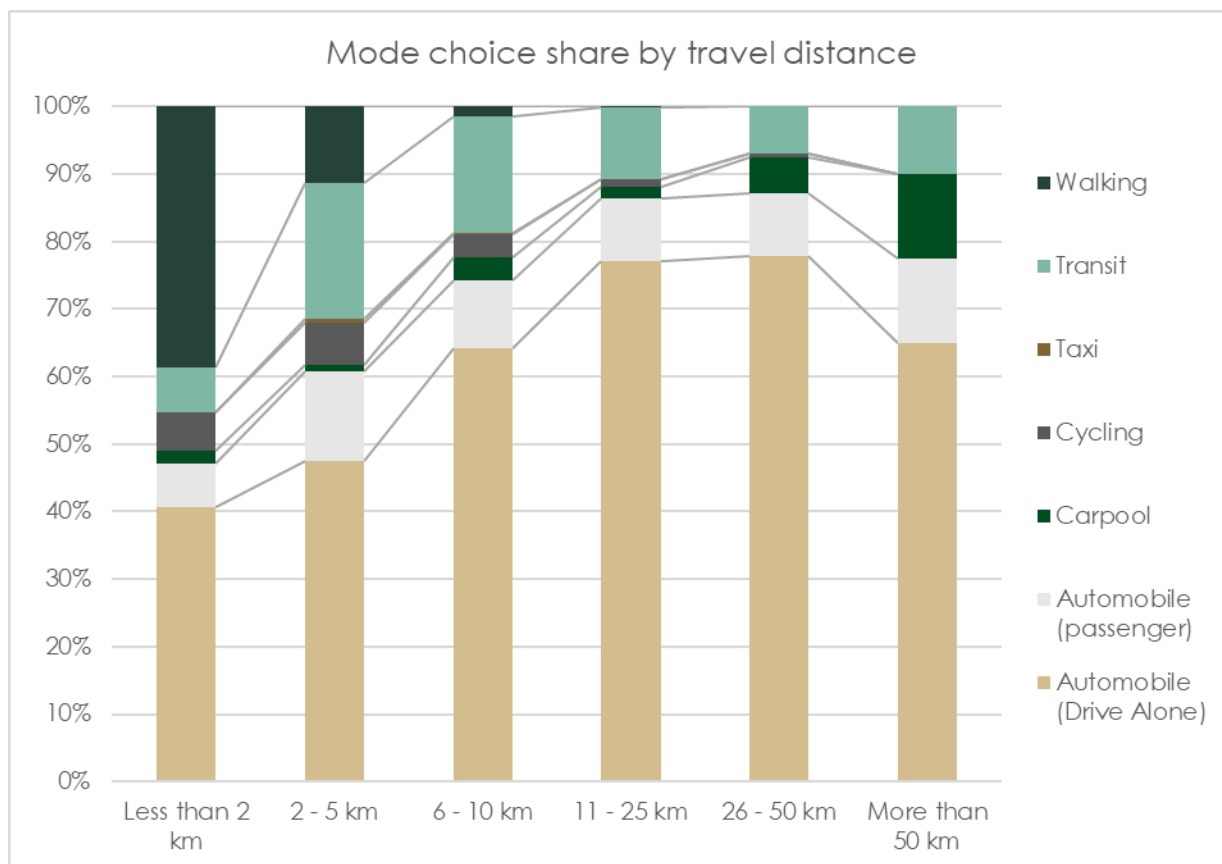
The survey had a total of 1477 respondents, of which 86% responded to the English language survey, and 14% answered the French language survey. The response rate for the survey was 0.9% of the total population of the City of Greater Sudbury, which is considered a high response rate for a TDM survey. However, as the survey was self-selecting, the responses cannot be considered to be statistically significant but they nonetheless do provide an overview of the current travel behaviours in the city. Below are highlights from the survey and an analysis of some of the results. The survey results have been used in the development of the TDM Plan for Greater Sudbury.

### 2.1 Mode Share and Travel Choice

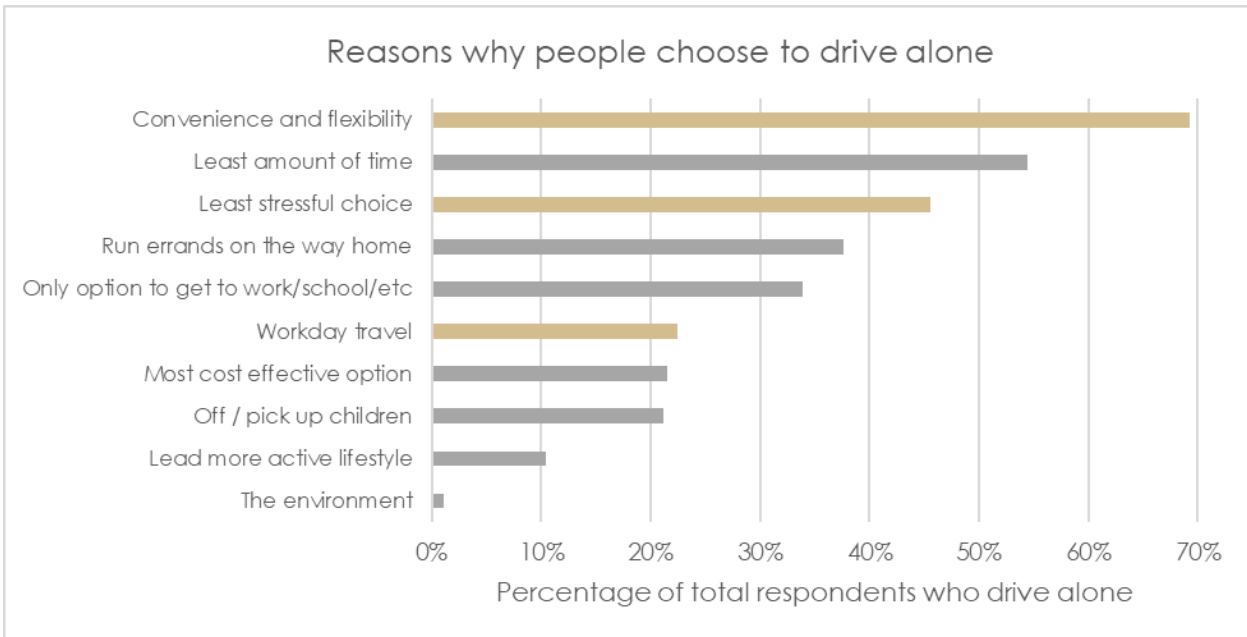
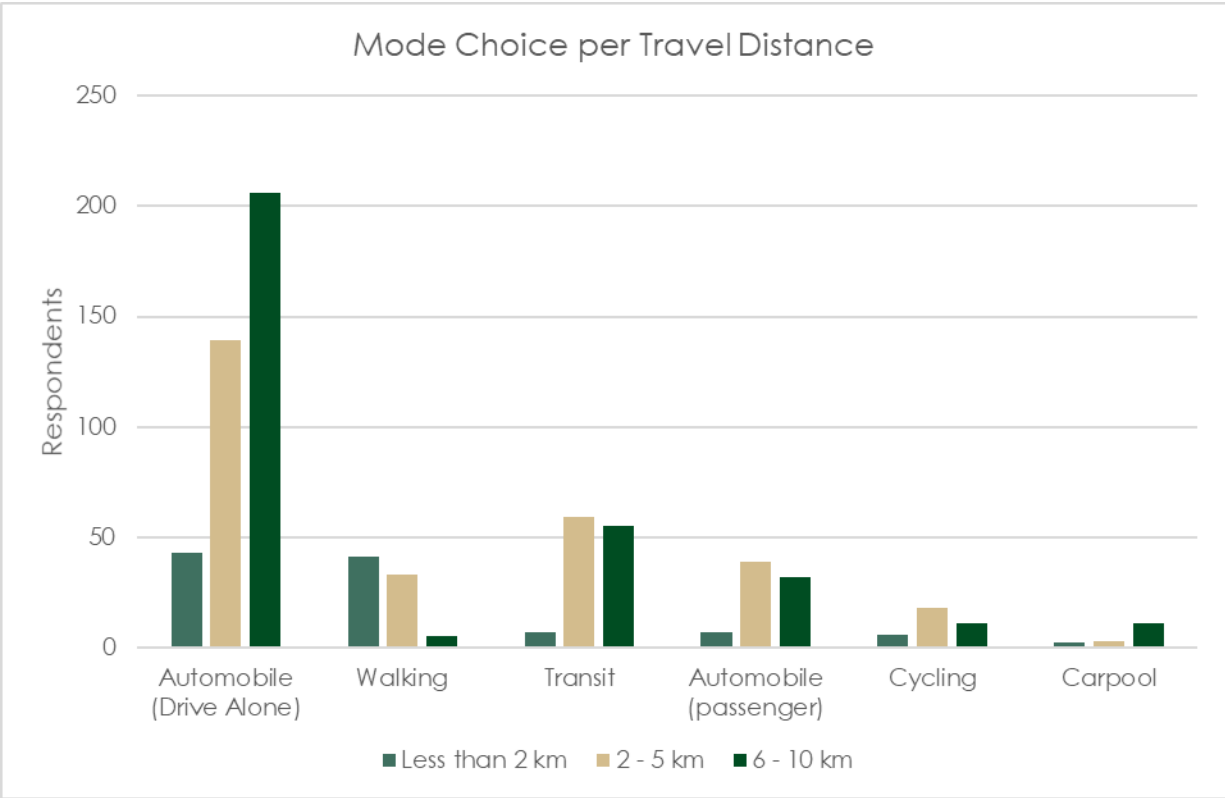
The first questions within the survey asked respondents about their commute, their primary travel choice and why they chose that particular mode. The review of the overall survey results indicated that 61% of respondents chose to drive alone (single occupant vehicle trips [SOV]) as their primary mode of travel. As well, 68% of the survey respondents own at least one vehicle per household, while 58% of households have access to at least one bicycle. The results are shown below:

	English language Survey	French language Survey	Average
<b>Car Ownership</b>	1.7 cars per respondent	2.1 cars per respondent	1.7 cars per respondent
<b>Bicycle Ownership</b>	1.6 bikes per respondent	2.3 bikes per respondent	1.7 bikes per respondent

The graph below indicates that single occupant vehicle trips are the dominant mode choice for residents of Greater Sudbury, except at distances of less than 2km where walking is equal to SOV travel. Single occupant vehicle travel is the largest mode for all distance categories (refer below) for travel in Greater Sudbury. Once travel distances exceed 5km, the SOV mode achieves a mode share of over 50%. At distances of less than 2km, the walking mode is almost equal to the SOV mode. This indicates that Greater Sudbury currently has a reasonable walkability. For medium distances transit maintains a mode share of over 20%.

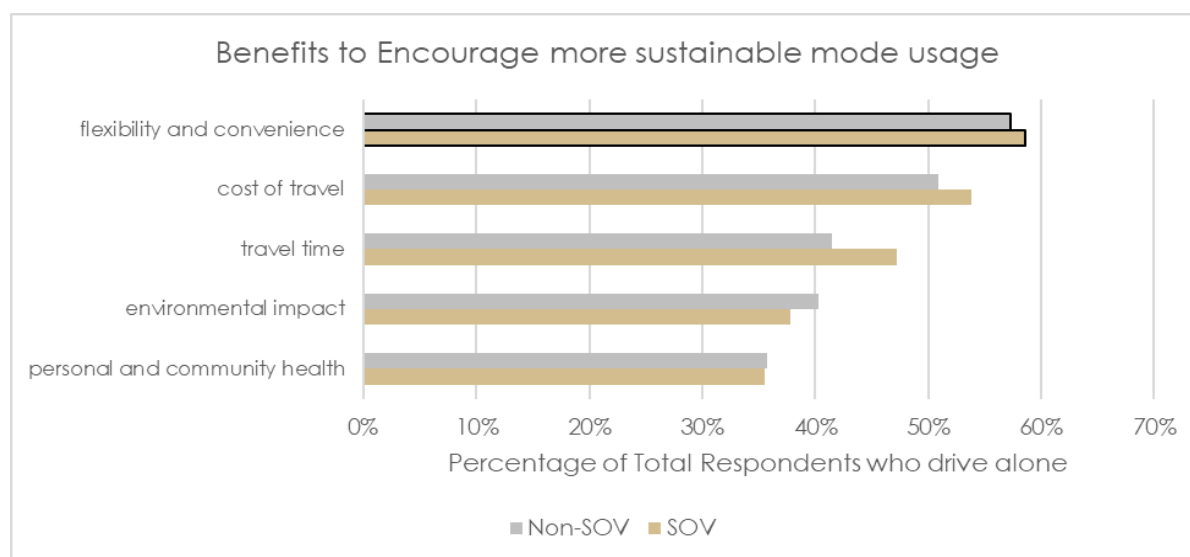


As shown below, the use of single occupant vehicles increases considerably as the distances get longer. There is an opportunity to shift shorter distance trips made by SOVs share to sustainable modes. Distances of less than 2km may be considered walkable, distances less than 5km may be considered as a reasonable cycling distance, and within 10km can potentially be achieved with a multi-modal combination of walking, cycling and transit. Understanding why people drive alone is important to changing travel behaviour. In Greater Sudbury people stated that they chose to drive alone due to time concerns and the flexibility that personal vehicles offer.



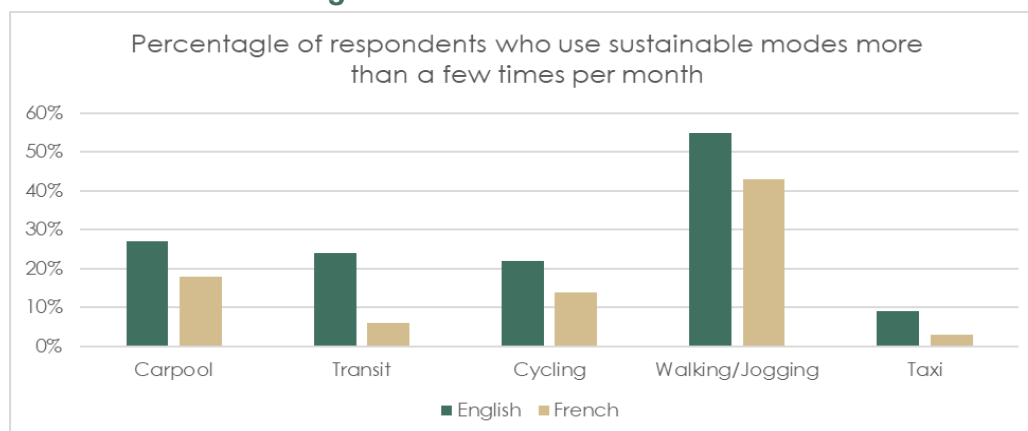
## 2.2 Encouraging Sustainable Travel Behaviours

Of the respondents who said that they primarily drive alone, most indicated that convenience & flexibility, time and stress were the three most common considerations. Private vehicles appear to offer significant benefit because they may provide freedom and flexibility. However less than 50% of respondents said that they chose to drive to run errands, pick-up or drop off children, or for workday travel. It is possible that the convenience and flexibility of travel may in some part refer to spontaneous or unplanned trips (i.e. run to the coffee shop, or to visit a friend).



The flexibility and convenience of travel is the most important factor to encourage residents to increase the usage of sustainable modes. This indicates that sustainable modes need to be able to provide a comparable level of flexibility and convenience that a car would provide in order to bring about a sizeable transportation shift. It is important to note that environmental impacts and health were seen as being greater benefits to using a sustainable mode over SOV trips.

***Respondents indicated that flexibility, and convenience and cost are major factors towards sustainable mode usage.***



The overall level of use of sustainable modes in Greater Sudbury is considered low. This is not surprising given the respective mode shares and the 61% of respondents whose primary mode is single occupant vehicle. Walking and jogging is the most prevalent sustainable mode that is used on more than a few times per month, i.e. on a non-incidental basis.

Other modes such as carpool, transit and cycling are fairly equally infrequently used. The nature of how the communities have developed and the topography of the area were also indicated as reasons for why sustainable modes were not used as frequency as private vehicles.

## 2.3 Transit

***Focusing on high quality navigation, customer service, and information can transform the transit experience:***



The chart shows the level of importance that various factors have on the public transit experience. The edges of the diagram are the different factors that survey respondents were asked to rate. Where the blue line approaches the edge (near 5), this indicates that the factor is considered very important. When the line is closer to the middle of the shape, it indicates that respondents did not think that factor was as important.

Improving public transit is considered important to residents. Of those who completed this question, most indicated that changes to scheduling and improvements to the customer experience were needed. Survey respondents also indicated that easy navigation, real time information and quality customer service would help to improve the transit experience. Information, service and maintaining transit facilities could be quick wins that elevate the transit

experience in Greater Sudbury. The most important factor that survey respondents indicated was that they would like to see more direct transit routes. More monitoring initiatives and understanding travel patterns could help Greater Sudbury plan more connected and utilized transit routes.

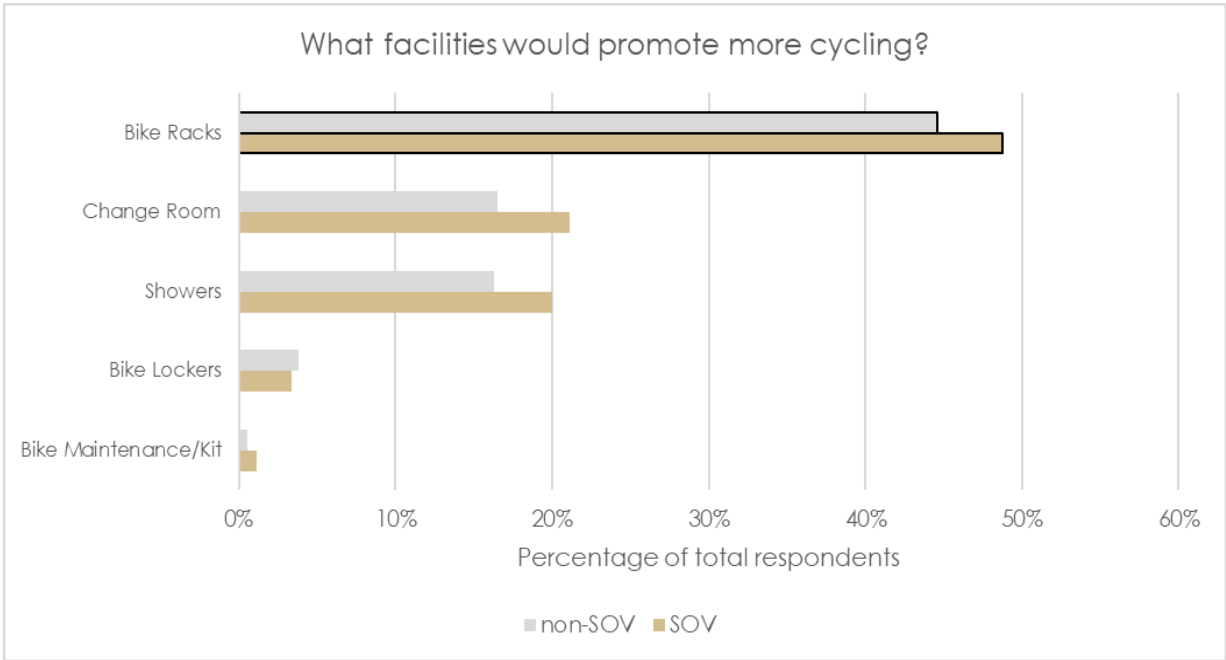
## 2.4 Cycling

### Residents of Greater Sudbury are not comfortable cycling

Cycle Comfort	Not at all	Somewhat uncomfortable	Neutral	Somewhat comfortable	Very comfortable	Score out of 10
English	50%	29%	9%	10%	3%	3.75
French	33%	37%	11%	11%	8%	4.51
Blended	47%	30%	9%	10%	4%	3.86

Respondents indicated that they are not generally comfortable cycling in Greater Sudbury. Only 14% of total respondents indicated that they were somewhat or very comfortable with cycling. This may point to a lack of cycling education and a perception that there is inadequate cycling infrastructure in Greater Sudbury. French language speakers are less likely to use sustainable modes of transportation; however those that do are slightly more comfortable with cycling.

### Bike racks are the preferred end of trip facility to promote cycling



The survey reveals that the installation of additional bike racks may be an effective way of encouraging cyclists and that it is a barrier towards cycling at present. Installation of bicycle parking facilities such as bike racks could be considered as part of a TDM Supportive Infrastructure for new developments policy. It should be noted that bike racks are overwhelmingly preferred to bike lockers. Change rooms and showers were rated fairly equally as supportive end of trip facilities.

## 2.5 Walking

### *Residents of Greater Sudbury more comfortable walking than cycling*

Walking Comfort	Not at all	Somewhat uncomfortable	Neutral	Somewhat comfortable	Very comfortable	Score out of 10
English	5%	13%	16%	35%	31%	7.51
French	5%	13%	14%	31%	38%	7.69
Blended	5%	13%	15%	35%	32%	7.53

Respondents indicated that they are much more comfortable walking in Greater Sudbury compared to cycling. The higher score is not surprising given that more respondents indicated that they walked as a transportation mode than they cycled. This may also indicate that the adequacy of existing active transportation infrastructure and the associated perceptions concerning that infrastructure are different for pedestrians and cyclists.

### *Respondents value facility improvements and increased connectivity to improve walkability in Greater Sudbury*

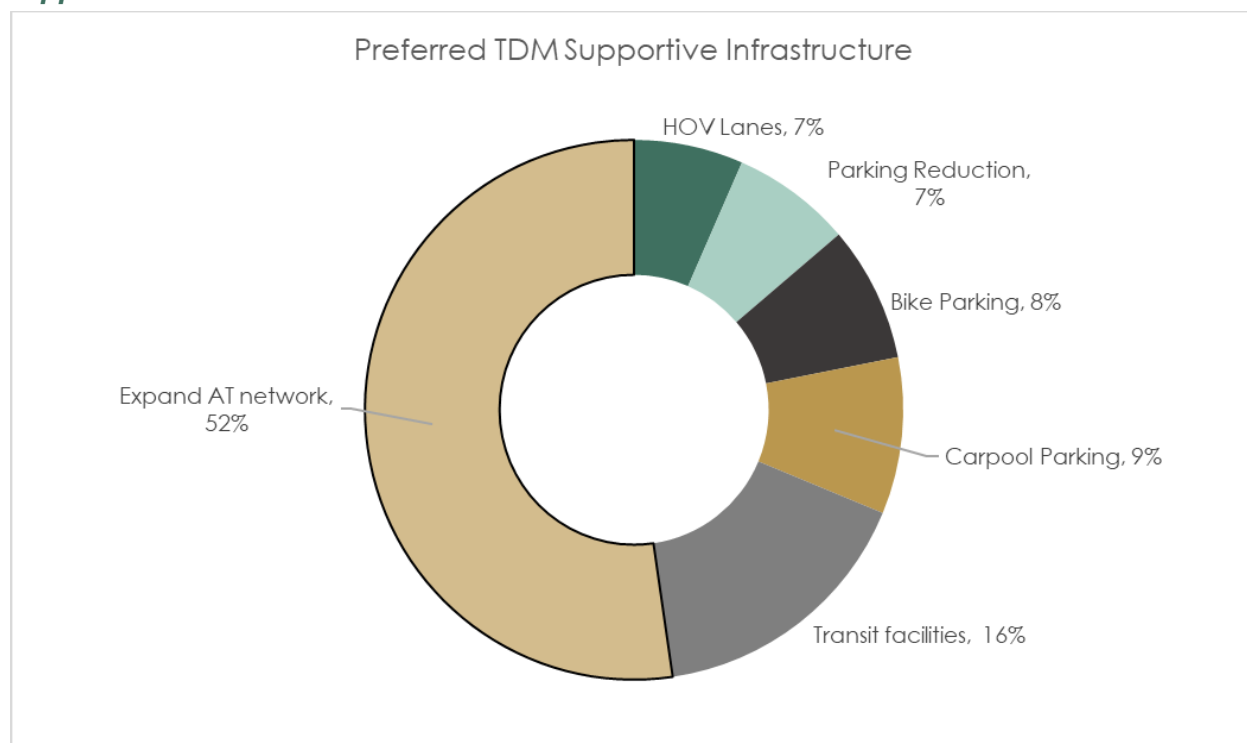


The chart shows the level of importance that various factors have on walkability in Greater Sudbury. The edges of the diagram are the different factors that survey respondents were asked to rate regarding what Greater Sudbury could do to improve the walking experience. Where the blue line approaches the edge (near 5) indicates that the factor is very important. When the line is closer to the middle of the shape, it indicates that respondents did not think that factor was as important.



Facilities and connections are the most important factor that respondents identified to improve the walkability of Greater Sudbury. Facilities and connections refers to more continuous trails and sidewalks that link destinations and attractions. Improved street lighting and crossing conditions will help improve the safety and usability of the pedestrian facilities and Greater Sudbury and further promote walking.

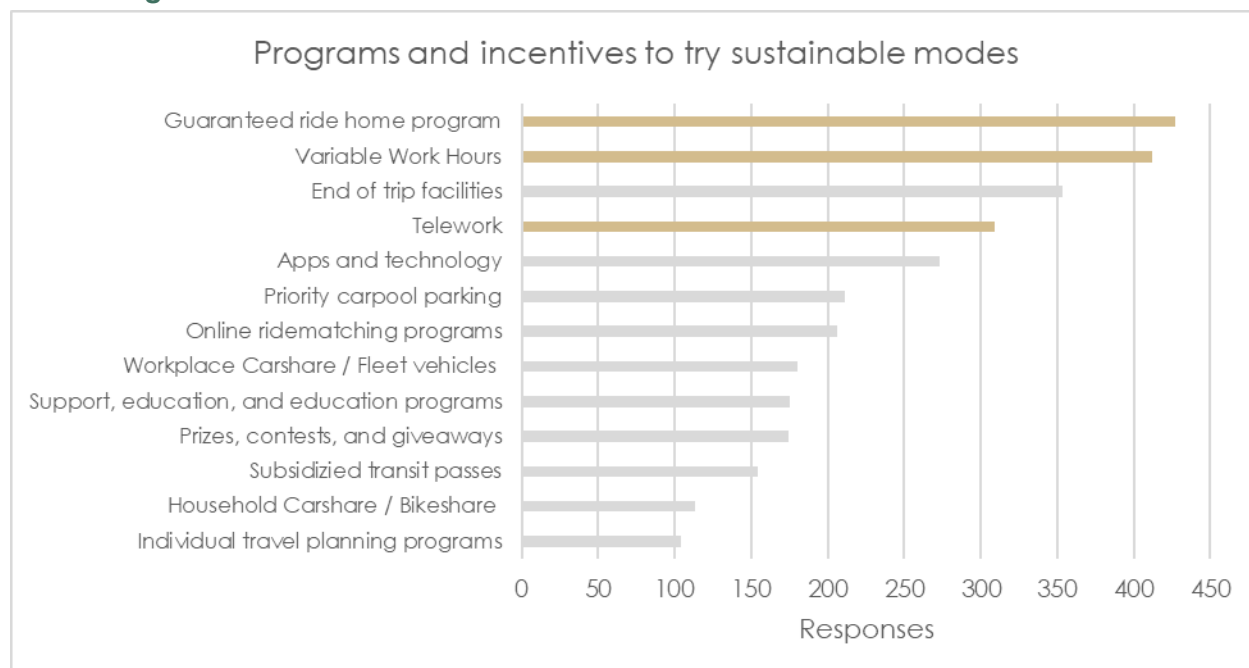
**Over 52% of responses indicated that AT network expansion is the most favourable TDM supportive infrastructure**



Improvements to the existing active transportation network and related facilities were by far the most preferred TDM supportive infrastructure that respondents indicated would be most likely to increase their usage of sustainable modes. Over three quarters of all respondents indicated that they wanted to see additional measures related active transportation and cycling. As noted earlier, improving the active transportation network may help bolster the walking share and promote cycling, particularly for low to medium distances.

## 2.6 Workplace Programs

*Workplace programs coupled with a guaranteed ride home program may be successful influencing travel choices*



The survey respondents indicated that workplace-related programs such as variable/flexible work hours accompanied with a guaranteed ride home program could encourage people to consider using sustainable modes. Carpool matching programs, incentives and bikeshare were considered not as attractive. Despite modest transit ridership and a desire to reduce cost of travel, subsidized travel passes are not considered popular. Improvements to the transit system may need to be made before transit passes become an effective TDM program.

English Survey	Does your workplace have flexible work hours	Does your workplace have a telecommute program	If your employer had telecommute and/or flexible work hours, would you take sustainable modes at least once a week?
Yes	33%	21%	58%
No	67%	79%	42%

French Survey	Does your workplace have flexible work hours	Does your workplace have a telecommute program	If your employer had telecommute and/or flexible work hours, would you take sustainable modes at least once a week?
Yes	10%	9%	48%
No	90%	91%	52%

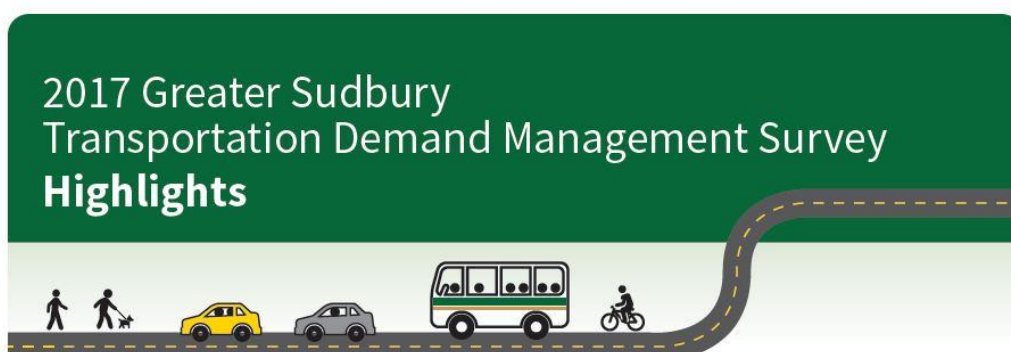
Survey results show that flexible work hours and telecommute programs are not common in Greater Sudbury. French language speakers are less likely to be able to access flex hours and

telecommuting. As shown below, if employers were to introduce a guaranteed ride home program, the results show that over 50% of respondents would be interested in participating.

Guaranteed Ride Home	English	French	Blended
Yes	65%	62%	64%
No	33%	35%	33%

The guaranteed ride home program received an equal level of positive response from English and French surveys. On the whole, the ride home program was received better than telecommute and variable work hours, which is consistent with the TDM programs and incentives that respondents were interested in. Interest may stem from the guaranteed ride home providing the user with additional convenience and flexibility where and when it is needed most.

## 2.7 Infographics



### What is this survey?

This survey was intended to help us understand in detail how Greater Sudbury's residents move around the community and what is behind their mobility choices.

### What is the TDM strategy?

Transportation Demand Management (TDM) is a set of tools that help encourage sustainable travel choices and increase the efficiency of the road network. We are preparing a **TDM Strategy for Greater Sudbury** that will help guide transportation planning for the future.

### Who responded?

**1475**

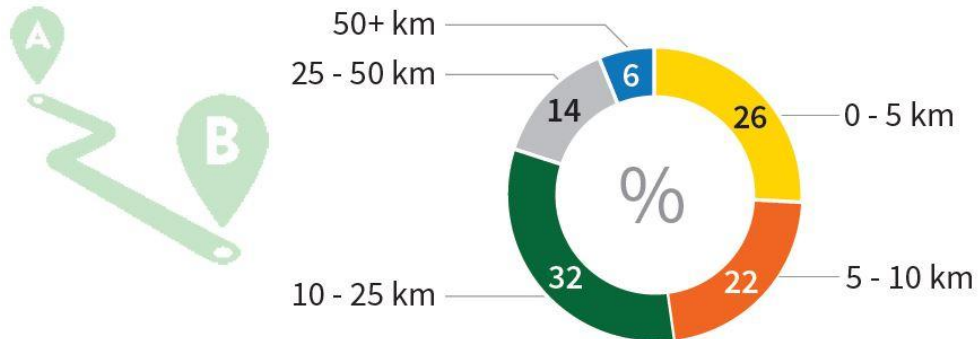
**people participated** in the survey.  
We thank the respondents for their participation.

**97%**

of survey respondents  
**live in Greater Sudbury**

## TRAVEL DISTANCE

### How far do people travel in Greater Sudbury?

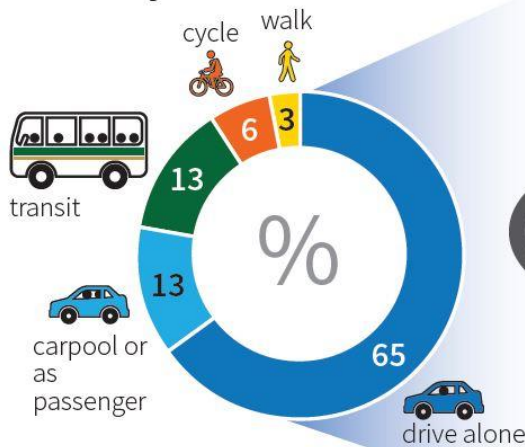


**54%** of survey respondents have a commute of **15 to 30 minutes**



## TRAVEL MODE

### What vehicle do people use to travel in Greater Sudbury?



### Why do most people drive alone?

**44%**

It's the only option

It's the fastest

**53%**

**58%**

It's the most convenient and flexible

## OTHER FINDINGS

**49%** do not cycle

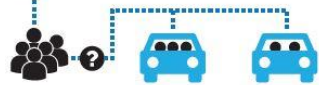
**68%** are not comfortable cycling in Greater Sudbury

**52%** would consider walking and cycling if the active transportation routes were improved and expanded



**66%** are comfortable walking in Greater Sudbury

**78%** do not use transit



**64%** do **not** have access to carpooling at work

**57%** would be willing to carpool with a colleague

**66%** would carpool if there was a Guaranteed Ride Home program



## 3.0 Survey Questions

1. Are you a resident of the City of Greater Sudbury?
2. What is your average one way commute distance?
3. How much time are you willing to spend on your commute?
4. What is your primary mode of transportation?
  - a. Drive alone
  - b. Passenger
  - c. Transit
  - d. Carpool
  - e. Cycling
  - f. Walking
  - g. Taxi
5. Why is this your preferred choice of transportation?
6. How frequently do you use the following sustainable modes of transportation?
7. What benefits would help you consider sustainable modes of transportation?
  - a. Reducing your daily travel time
  - b. Reducing the cost of travel
  - c. Reducing the environmental impact
  - d. Improving your personal and community health
  - e. Improving the flexibility and convenience of transportation
8. Do you have a flexible work schedule?
9. Does your current workplace permit employees to telecommute?
10. If your employer allowed for a flexible work schedule would you consider using an alternative mode of transportation at least one a week?
11. Do you currently take public transit?
12. If you do not currently use or are uncomfortable with public transit, can you explain why?
13. How long does it take to walk to the nearest transit stop from your place of residence?
14. How important are the following for using public transit?
  - a. Transit system is easy to navigate

- b. Transit vehicles are comfortable
  - c. Privacy is important during my commute
  - d. Weather is an important factor in choosing transit
  - e. Buying transit fares is convenient and easy
  - f. The transit facilities are well maintained and include shelters, benches, and other amenities
  - g. Availability of real-time transit information
  - h. Directness and length of the transit routes
  - i. Quality of customer service
15. Do you currently cycle?
16. Why do you cycle?
17. Which of the following end of trip facilities for cycling are available at your workplace or school?
- a. Bike racks
  - b. Bike lockers
  - c. Change room
  - d. Showers
  - e. Bike maintenance/shop/kit
18. Please indicate how comfortable you feel cycling in Sudbury.
19. What would make you consider cycling more often?
- a. Improved and expanded trail network
  - b. Dedicated bike lanes on road
  - c. More amenities
  - d. More parks/open space
  - e. Proximity to destinations
  - f. Improved way finding and signage
  - g. Improved lighting
  - h. Better road crossings
  - i. Cycling advocacy and safety outreach and programs
  - j. Cycling education at workplaces and schools
20. What purpose do you walk for?
- a. Health/fitness
  - b. Commute/school/work
  - c. To run errands
  - d. For recreation
  - e. To reduces environmental impacts
  - f. Other



21. Please indicate how comfortable you feel walking in Sudbury
22. What would make you consider walking more?
- a. More facilities
  - b. Better connections
  - c. More amenities
  - d. More parks/open space
  - e. Proximity to destinations
  - f. Improved way finding and signage
  - g. Better road crossings
  - h. Improved road lighting conditions
23. Does your workplace have a carpool matching program and/or carpool parking?
24. Who would you likely carpool with?
25. Carpooling can reduce the number of vehicles on the road, reduce commuting costs and stress. How do you feel about carpooling as an options for the journey to work, thinking of it in the context of the following statements? (Strongly agree - strongly disagree)
- a. It is convenient for the driver
  - b. It is convenient for the rider
  - c. Carpooling would disrupt my schedule
  - d. It is easy to find a carpool partner
  - e. Carpooling can reduce transportation costs
  - f. Carpoolers should receive additional perks
26. Would you consider carpooling if your employer offered a guaranteed ride home program that would provide you with a means to get home in an emergency?
27. What TDM supportive infrastructure would increase your likely hood of using sustainable modes?
- a. Expanded AT network and neighbourhood connection
  - b. Bicycle parking facilities
  - c. High occupancy vehicle lanes
  - d. Parking reduction
  - e. Transit facilities such as shelter, benches, lighting
28. What programs and incentives would encourage you to try sustainable modes of transcription such as transit, cycling, walking, carpooling, and variable work arrangements?
29. How should the City of Greater Sudbury deliver outreach for TDM initiatives?

30. Integrating sustainable transportation opportunities into new developments is becoming increasingly more common. What is your opinion about the following and how they can be part of the overall integration of sustainable transportation and land use planning?

31. What are the first three digits of your postal code?

32. What age demographic does your household fall into? (age)

33. How many vehicles does your household own or have access to?

34. How many bicycles does your household own or have access to?

The Greater Sudbury public and stakeholder consultation sessions took place on September 13 and 14, 2017. The purpose of these meetings was to provide stakeholders and the public with draft concepts for the TDM vision and principles, as well as potential programs and measures. Feedback was requested and various formats were used to assist the study team in gaining insight from participants.

# Household Programs

## What is a Household Program?

Household travel programs focus on getting the family where they need to go. Using modes other than the car for transportation will encourage children to continue this habit as they grow up.

Please comment on the measures below:

### Individualized/Community based Marketing & Travel Planning Programs

These programs provide information and resources to help change travel behaviours within the community. Individualized marketing consists of creating travel plans for each person or family, ensuring that their travel needs can be met through sustainable modes of transportation.

**Comments:**

- The idea of having the family create a travel plan is a good idea.
- More needs to be education for all travel users about all travel modes (especially public transit).
- It would be great if I could have the kids on the bus for part of the day. (I don't have a car, so it's important to have them do it).

### Community Events

Community events allow for more personal interactions with the residents to discuss travel options.

**Comments:**

- The idea of having the family create a travel plan is a good idea.
- **TRAVEL PLANS FOR EVERYONE!**

### Community App for Transportation Support

A smart phone application that will provide information about local modes of transportation, and real time information in a format that is user friendly and allows all mobility options to be available in one place.

**Comments:**

- Real-time information will help people plan their route - if there's an opportunity to make a transfer for someone, it would be possible to make it at the same time as the person's trip (e.g. 10:30 AM).
- Real-time info is important for people who are not used to public transit.

## Anything Else?

## 4.1 Stakeholder Workshop

An invitation and reminder was sent out to Stakeholder involved in the project to inform them of what the project was and why they were being asked to participate. Those who will be helping to run the program, sustainability groups, and organizations that will advocate for it were invited to participate in the Stakeholder Workshop. The invitations were also highlighted what would be asked at the meeting and provided contact information for any questions.

The reminder sent out to the stakeholders notified them of the meeting and encouraged organizations to send a representative where necessary. Below is the list of stakeholders who were invited to attend:

- ▶ Friends of Sudbury Transit
- ▶ Rainbow Routes Association
- ▶ Sudbury Cyclists Union
- ▶ Sudbury Cycles
- ▶ Sudbury and District Health Unit
- ▶ Greater Sudbury Police Services
- ▶ Sudbury Chapter of CARP (Canadian Association for Retired Persons)
- ▶ EarthCare Sudbury (partnership between Greater Sudbury and 150 community partners)
- ▶ Coalition for a Liveable Sudbury
- ▶ Greater Sudbury Chamber of Commerce
- ▶ Green Sudbury
- ▶ Major Employers
- ▶ Learning for a Sustainable Future
- ▶ Rainbow District School Board
- ▶ Rethink Green – Faith Commuter Challenge (between faith groups)
- ▶ Sudbury and District Health Unit
- ▶ Sudbury Catholic District School Board
- ▶ Conseil scolaire de district catholique du Nouvel-Ontario
- ▶ Downtown Sudbury BIA







Dear Stakeholder

The City of Greater Sudbury is developing a **Transportation Demand Management (TDM) Plan** to encourage the use of sustainable travel options by residents of Greater Sudbury. In April 2017, the City retained WSP Canada Group Limited to work with Greater Sudbury staff and residents to create a plan that supports the use of cycling, walking, transit, carpooling and shifting of work arrangements to reduce stress on the roads and improve the environment and quality of life for all who live, work and visit Sudbury.

A key component of the development of the TDM Plan is a consultation and engagement program to gather input from businesses, stakeholders and residents to ensure a collaborative process is undertaken in the development of the plan.

You have been identified as a **key stakeholder** whose input will help shape the delivery of sustainable transportation programs and services within the community. Staff from the City of Greater Sudbury and WSP would like to extend this invitation to you to participate in a 1.5 hour workshop to:

- Provide an overview of the project and the timelines for completion
- Discuss potential TDM programs and how they can be implemented
- Discuss collaboration and partnerships between you and the City of Greater Sudbury to effectively implement TDM initiatives

The meeting is scheduled to be held on **Thursday September 14, 2017** between **1:30 p.m. and 3:00 p.m.** It will be held at **St. Andrew's Place** (111 Larch Street, Sudbury, ON) in the 111 Lounge, located on the main floor. Please email **Marisa Talarico** ([marisa.talarico@greatersudbury.ca](mailto:marisa.talarico@greatersudbury.ca)), Active Transportation Coordinator by Sept 11, 2017 to confirm your attendance.

If you are unable to attend the Stakeholder Workshop, there are other options for your input into the TDM Plan:

- You can attend the Public Consultation Session on September 13, 2017 between 6:00 and 8:00 pm. This session will be held at St. Andrew's Place, Activity Hall ( Second Floor) 111 Larch Street and
- You can contact Marisa Talarico or Roxane MacInnis, Project Manager, WSP Canada Group Limited via the contact information below:

**Marisa Talarico**  
(Active Transportation Coordinator, City  
of Greater Sudbury)  
1800 Frobisher Street,  
P.O. Box 5000, Station A  
Sudbury, On P3A 5P3  
[marisa.talarico@greatersudbury.ca](mailto:marisa.talarico@greatersudbury.ca)  
705-674-4455 Ext. 3646

**Roxane MacInnis**  
(WSP Canada Group Limited Project  
Manager)  
1145 Hunt Club Road,  
Ottawa, ON, K1V 0Y3  
[roxane.macinnis@wsp.com](mailto:roxane.macinnis@wsp.com)  
613-690-1153

*Figure 1: Stakeholder Invitation*



## Stakeholder Workshop THIS Thursday!

### Final Reminder!

You have been identified as a key stakeholder whose input will help shape the delivery of programs and services to encourage more people to walk, cycle, take transit or carpool within our community.

If you are unable to attend the session yourself, we strongly encourage you to send a delegate, as your organization's participation in this session is invaluable to the success of this plan.

Join us at the 1.5 hour workshop, where we will:

- Provide an overview of the project and the timelines for completion
- Discuss potential TDM programs and how they can be implemented at your organization
- Discuss collaboration and partnerships between your organization and the City of Greater Sudbury to effectively implement TDM initiatives

**What:** Transportation Demand Management Plan Stakeholder Workshop

**When:** 1:30 - 3:00 pm on Thursday, September 14, 2017

**Where:** St. Andrew's Place, 111 Lounge (Main Floor)  
111 Larch Street

If you have not already done so, please email [Marisa Talarico](mailto:marisa.talarico@greatersudbury.ca) ([marisa.talarico@greatersudbury.ca](mailto:marisa.talarico@greatersudbury.ca)), Active Transportation Coordinator to confirm your attendance.

*Figure 2: Reminder to Stakeholders*

The purpose of the stakeholder workshop was to gain information from different organizations in the community that have an invested interest in the opportunity or may be important to promoting the program throughout the community. Having stakeholders is vital to the program as they have local knowledge and experience in their fields. This helps to grow the knowledge base and ensure that all groups are represented.

Stakeholders were asked two questions after their presentation. (1) Which programs should be recommended for Greater Sudbury and (2) how their organizations could help implement these programs. The following is a summary of the main themes brought up in discussion.

## QUESTION ONE

Question one asked which TDM programs recommended would be successful within Greater Sudbury. There were five main themes that came to light. Priorities were placed on: transit, cycling infrastructure, accessibility, parking, and programming.

### *Theme 1: Transit*

Under transit it was suggested that there should be incentives for people to try the bus. There are negative connotations with riding the bus in Greater Sudbury that need to be dealt with before more people will ride the bus. The experience should be enjoyable, not scary.

Comments centered on getting children and students to use the busses more. Putting an emphasis on those who are not able to drive yet. Getting youth to learn how to ride the bus may be able to encourage them as they grow to continue this trend. Giving school-age-children free passes for the month of September and encouraging them to take the bus instead of getting a ride was a common idea. It was also suggested that large employers in the area should either discount or provide free transit passes as it was noted that a transit pass is expensive for the service it provides.

### *Theme 2: Need for more cycling infrastructure*

The need for more cycling infrastructure was a reoccurring theme at the stakeholders meeting. From bike parking to safer routes it has been suggested that Greater Sudbury is currently not very cyclist friendly. Although there are trails, they do not go to destinations and are mostly used for recreation. There was interest for more secure bike parking at destinations, end-of-trip facilities such as showers and change rooms, bike shares available for those who may not own a bike, and the integration of the cycling system with others to become more multi-modal.

### *Theme 3: Accessibility*

Accessibility was of major concern to those in the stakeholder group. There are many seniors that live in Greater Sudbury that can be very isolated without the use of transit. Concerns were focused around seniors having to live further away from services or in an area not serviced by transit due to financial reasons. It was suggested that bus drivers should be expected to give assistance to those who are unable to board the bus by themselves. As well, providing information for those who are elderly or disabled on how to use the bus, where the stops are, and the benefits of taking the service was considered important.



#### ***Theme 4: Parking***

Parking was seen as an area for improvement to the stakeholders. It was suggested to have park and ride facilities placed at transit lines, and carpool parking lots to encourage more people to take sustainable modes of transportation. It was also suggested that priced parking would be a good alternative in the downtown where parking is abundant. Charging more for parking or requiring a “congestion tax” for those who drive could encourage more people to take transit instead of driving.

#### ***Theme 5: Programs***

There was positive response to programs suggested in all three categories (work, school, home). Less focus was placed on having the program; instead the emphasis was more on the promotion and awareness of programs. Programs encouraged were flexible work schedules, guaranteed ride home, carpooling initiatives, employee transit passes, car and bike share, and discounted parking. Most of the programs chosen were those in the work-programs section, with a focus on using transit for students to commute to school. Promotion focused on getting awareness out, offering programming and awareness for residents and clients in the area, and educating the residents on how to take transit.

## **QUESTION TWO**

Question two asked how the stakeholders organization could collaborate with the city to implement these TDM initiatives, and what other partnerships they thought were important in the implementation process. Priorities were placed on having a strong partnership with the City, the School Board, and recreational facilities.

#### ***School board***

It was noted that working with the school boards is important to get students involved in TDM. With the support of the board there can be more emphasis put on using transit, taking the school bus or active transportation to school instead of having students driven by parents. Having the principals and parents involved in these programs would also be helpful as they are likely the ones to carry out programs and will need support from the board to do so.

#### ***Government***

Working with the City will be a vital part of implementing these programs as they will be the ones implementing the TDM Plan. It will also be important to partner with other government agencies as well, such as Ministry of Transport Ontario and Health Services in Greater Sudbury. These organizations can continue to support and provide services for the programs with different options and education.

#### ***Recreational Facilities***

Partnering with recreational facilities in the area will be important as they can advertise for TDM and active transportation as well as providing a destination for people commuting. Having partners such as the YMCA Sudbury included in programs can help to expand advertising and awareness in the community. This could also be the same for local hockey rinks and recreation

centres. Having priority parking for carpoolers at arenas could help to manage parking problems and encourage more people to travel together.

### ***Coalition for a Liveable Sudbury***

The Coalition for a Liveable Sudbury (CLS) is an organization consisting of citizens and community groups who share the common vision of Greater Sudbury as a “green, health, and engaged community”. The goal of the coalition is to strive towards a sustainable, livable, and vibrant community through having a voice for citizens who want to help make change in the community. The coalition advocates, researches, raises awareness, and has a network for those who also believe in the principles of a Liveable Greater Sudbury.

The organization submitted feedback on the public meeting through the project email. Their main comments covered the topic of environmental sustainability, the potential to increase service and facilities for sustainable modes, the focus on school and work programs, the need to engage the community, and have measureable goals and priorities.

Within these topics they stressed that transportation should be safe, accessible, and convenient for all ages to use including youth and seniors. Influencing youth to use sustainable modes now will be able to influence their behaviours later in life. CLS stressed that this was another important aspect that should be a focus for school travel planning.

CLS also stressed that implementing a TDM Plan creates an opportunity to increase transit service and create more liable community that can access destinations without the use of the automobile. Having accessible sidewalks, bike lanes, and transit is important for these communities to change their travel habits.

## **4.2 Sustainable Mobility Advisory Panel (SMAP)**

SMAP is a panel that works with council and city staff in order to create and implement a vision for Greater Sudbury that includes having a multi-modal transportation system where any means of transportation can be used safely and efficiently to get to a destination. The primary objectives of the panel are to aid council and community partners in implementing recommendations to active transportation, advocating for pedestrians, cyclists, and transit uses, and other non-motorized modes of transportation, and develop recommendations to encourage sustainable transportation within the City.

As important advocate for sustainable transportation and mobility, SMAP was invited to participate in a workshop to discuss the creation of the new TDM Plan. At the workshop SMAP was given personas of different people who could live in Greater Sudbury and asked to define what their transportation challenges and needs are. The activity was used for the purpose of considering specific people within the transportation network and how their lifestyles can influence their different transportation needs and choices. Participants were asked to consider what the needs are for different types of travelers, and how travel fits into their lifestyles. By identifying the main transportation needs and challenges, this provided the basis to consider how the person can change their behaviour.

The following is a summary of what was suggested for the different types of travelers:

### **Recent Grad, 22**

For recent grads, challenges and needs discussed were that transit schedules should line up with events so it is easier for the public to participate in activities and festivals within the City. It was also discussed that there are many challenges for someone who wants to commute by bike as there is little infrastructure in Greater Sudbury for active transportation. Bike lanes and end-of-trip facilities would allow for more people to commute this way.

#### **Paul, Recent Grad, 22**



##### **Background:**

- I graduated from university 18 months ago.
- I enjoy going out with friends and taking part in cultural activities.
- I consider myself somewhat of an environmentalist.
- I have recently started working in my field.
- I live a 20 minute bike ride from work.
- Many of my friends have recently purchased cars and brag about how easy it is to travel around.

##### **My main transportation needs and challenges are....**

- Infrastructure
- winter maintenance.
- infrastructure

##### **Every day I must...**

- Travel to work.
- Meet up with friends.

##### **Every day I would like to...**

- Be sustainable.
- Take part in cultural activities.

##### **What I value in my life...**

- Being environmentally responsible.
- Social interaction with friends and others.
- Riding my bicycle around the city.

Schedule Cohesion Between Buses & Events  
AND  
Stop/Drop off points

## Senior, 68

As a senior in Greater Sudbury, there are many challenges when it comes to mobility. In order to be mobile and participate in the community the transit system is vital. Having discounted transit passes for seniors would allow them to travel more freely and continue to participate in the community. As accessibility is often an issue, there should be for information for how seniors can use the bus safely and conveniently. Winter conditions were discussed as there is often unsafe conditions in the winter. Addressing the issues of cleared sidewalks and roads would improve the quality of life for all those using active transportation for commuting.

### Malcolm, senior aged 68



#### Background:

- I live in Sudbury, in an area with poor access to local services.
- I have very poor health.
- I do not have many friends and family left where I live.
- I have very little personal capital.

#### Every day I must...

- Shop daily locally
- Access community centre/library
- Take my medication

#### Every day I would like to...

- Have social interaction and contact with family and friends.

#### What I value in my life...

- Access to healthcare and pharmacy.
- Support from people in a similar situation.
- Visits from my care worker.
- Technology.

#### My main transportation needs and challenges are....

- Transit Access (handi-transit) - provides social atmosphere/opportunity for connection to other passengers.
- provides access to shopping, healthcare + pharmacy.
- taxi - low cost door-to-door service
- Uber - emergencies

#### Challenges:

- distances; access; cost of transportation  
↳ monthly transit pass \$70.00.

### School aged pupil, 16

It was discussed that as a student having a multi-modal system is very important. Using active transportation and transit together can allow for more mobility and easier access to destinations. It was suggested that for students it is likely that the cost of a pass that would be a barrier and then knowledge of how to use the transit system. Schools should take care in supplying students with discounted or free passes and educate students on how to use the trail network and transit.

#### Peter, school pupil aged 16



##### Background:

- I live in the middle of town with my family (mom, dad, 2 brothers, a sister and 2 dogs).
- I enjoy sports most nights after school.
- Hockey is my favourite sport.
- I always come home for lunch
- I love technology.

##### Every day I must...

- Go to school and do my homework
- Use the internet/social media
- Eat

##### Every day I would like to...

- Hang out with my friends
- Go to Subway at lunch
- Play sports
- Watch TV/play video games and relax

##### What I value in my life...

- My smart phone
- My family, friends and pets
- Money
- Toronto Maple Leafs

##### My main transportation needs and challenges are....

Needs: multi-modal integration *provides app. for smartphone play*  
- transit for sports/hockey  
- cycling/walking  
↳ home or to subway or to school.

Carpool: to sports.

Challenges - time! Kid wants to do everything!  
- cost (ie transit)



### **Rural commuter, 42 mother with young family**

Living in rural Greater Sudbury and working in the City creates many transportation issues. Challenges consist of having to transport kids to activities, and having to spend a significant amount of time commuting. It was suggested to consider teleworking or asking for a flexible schedule if one lives far from work. One could also move close to work/children's school/activities in order to be able to use transit or active transportation to commute instead.

#### **Kate, rural commuter aged 42**



##### **Background:**

- I live in a rural area west of Sudbury with my husband Rob and our young family.
- I work for a large local employer.
- My husband has a full time job too.
- We both have average incomes and two cars.
- I occasionally have to work weekend shifts.

##### **Every day I must...**

- Keep track my children's school/activities
- Travel to and from work (leave on time)
- Have family time
- Share the housework with my husband

##### **Every day I would like to...**

- Spend more time with my family
- Find time for leisure activities
- Work more flexibly and have a day off
- Be closer to work

##### **What I value in my life...**

- My family and a work/life balance
- Health
- Broadband connection

##### **My main transportation needs and challengers are....**

###### Needs

- Telework/Flexi schedule/CWW
- Cycling with family for recreation or local errands, health+activity or hiking/walking/park playtime

###### Challenges

- need for flexibility; accommodating children's activities
- Consider moving to reduce travel demands overall and gain time.

### Young professional, 29

As a young professional one the biggest challenges is finding time for hobbies and socialising. Finding a balance taking transit or active transportation can help to cut down on time spent commuting, and can help to keep you active. Having an efficient transit app can also help people new to the system be more confident using it.

#### Jill, Young Professional age 29



##### Background:

- I live with my fiancé in downtown Sudbury.
- I work the Hospital
- I spend a lot of time at work
- I enjoy working out at the gym.
- I rely heavily on my smart phone.
- I don't have much time to socialize with my friends.

##### Every day I must...

- Travel to work.
- Go to the gym.

##### Every day I would like to...

- Have the opportunity to see my friends
- Do some fun things outside of work and exercise.

##### What I value in my life...

- Spending time with fiancé and friends.
- Employment security and a job I really enjoy.
- Technology

##### My main transportation needs and challenges are....

*N* *C*  
- bicycle + infrastructure - time  
- winter maintenance



### Young mother, suburban commuter, 31

There are many challenges that come with being a young mother in Greater Sudbury and transportation can greatly hinder the amount of time to spend with family. Having a flexible work schedule can allow you to commute to work on off-peak hours and avoid congestion. A discounted transit pass could provide a great incentive for those who are looking into other transportation options. Having safe active transportation connections to downtown from suburban neighbourhoods could also help those who would like to spend more time with family as this can provide valuable bonding time and allow children to have exercise at the same time.

#### Anne, young mother, aged 31



##### Background:

- I live in the suburbs but work downtown.
- I have to pick up my children by 5:00 at their suburban day care.
- I can work flexible hours with my job.
- I have been driving to work so I can pick up my children on time but the traffic is getting busier.

##### My main transportation needs and challenges are....

- move closer to work - long distances to travel so active transportation - moving many people possible
- CAR POOL NEAR HOME AND COMMUTE options between there and ~~home~~ work
- park & ride

##### Every day I must...

- Keep track my children's school/activities
- Travel to and from work (leave on time)
- Have family time

##### Every day I would like to...

- Spend more time with my family
- Find time for leisure activities
- Work more flexibly and have a day off
- Be closer to work

##### What I value in my life...

- My family and a work/life balance
- Health

## Vision and Principles

SMAP was also asked to comment on the Vision and Principles for the TDM Plan. Of the suggestions for Greater Sudbury's Vision, SMAP focused on the Plan being **Sustainable**, **Efficient**, and **Equitable**, along with **Accessible**, **Effective**, and **Affordable**.

The Principles focused on by SMAP were; **Safe**, **Shift Travel Behaviour**, **Integrated**, **Effective**, **Inclusive**, and **Equal Access**. Mobility as a Service, Support, Motivation, Urban Forma, and Promotion were also suggested but at less of a priority.

### Vision for Greater Sudbury's Transportation Demand Management Plan

#### Vision:

Below are some key words that could be used in the development of a vision for the TDM Plan. The vision will be a forward looking statement that will be positive and be in line with other visions related to transportation and sustainability in Greater Sudbury.

Please choose **three (3)** key words for the Vision.

#### RESULTS:

7	Sustainable
5	Efficient
5	Equitable
4	Accessible
2	Effective
1	Affordable

#### Principles:

To further define the vision and set out key guiding direction or principles, **five** of the words listed below (or others that may be added) should be used for the headings for each statement outlining a principle. The principles should reflect the vision statement and provide a framework for the delivery of TDM measures and sustainable transportation programs.

Please choose **five (5)** key words for the Principles.

#### RESULTS:

6	Safe
6	Shift Travel Behaviour
5	Integrated
5	Effective
4	Inclusive
4	Equal Access
2	Mobility as a Service
2	Support
2	Motivation
1	Urban Form
1	Promotion

## 4.3 Public Open House

Thirteen (13) members of the public attended the meetings on Wednesday, Sept 13, 2017. The boards were presented with draft ideas for Greater Sudbury's TDM Plan, and attendees were asked for feedback on the ideas: whether they were liked, disliked, or if there was anything the attendees wanted to add. Many comments suggested that people would like to spend less time travelling

The public was asked for feedback on their vision for Greater Sudbury, and what they thought could best improve transportation options in the area. Reoccurring themes were improvements to transit, infrastructure, education, and community partnerships.

The meeting was advertised on the City's website, Facebook page, via email and other venues using the notice shown below (Figure 4) Where the stakeholder and SMAP meetings were held during the day, the Public Consultation Session was held in the evening to have as much participation as possible, and was located in the downtown core, near City Hall, which is accessible by multiple modes of transportation. Efforts were made to ensure that meeting was made accessible to all, with comment sheets available for those who did not wish to speak at the consultation session, and a project email available to those who were unavailable to attend.



The City of Greater Sudbury is developing a **Transportation Demand Management (TDM) Plan** to encourage the use of sustainable travel options by residents of Greater Sudbury. In April 2017, the City retained WSP Canada Group Limited to work with Greater Sudbury staff and residents to create a plan that supports the use of cycling, walking, transit, carpooling and shifting of work arrangements to reduce stress on the roads and improve the environment and quality of life for all who live, work and visit Sudbury.

A key component of the development of the TDM Plan is a consultation and engagement program to gather input from stakeholders and residents to ensure a collaborative process is undertaken in the development of the plan.

Staff from Greater Sudbury and WSP will be hosting a **Public Consultation Session** to receive feedback on the proposed vision and programs for the TDM Plan. The session will begin at 6:00 and continue to 8:00 and **will be set up for drop in and casual discussions** with project team staff during that time.

The Public Consultation Session will be held at:

**St. Andrew's Place**  
Activity Hall (Second Floor)  
111 Larch Street  
**Wednesday September 13, 2017**  
**6:00 to 8:00 p.m.**

If you are unable to attend the Public Consultation Session, please feel free to contact the following project team members for further information:

<p><b>Marisa Talarico</b> (Active Transportation Coordinator, City of Greater Sudbury) 1800 Frobisher Street, P.O. Box 5000, Station A Sudbury, On P3A 5P3 <a href="mailto:marisa.talarico@greatersudbury.ca">marisa.talarico@greatersudbury.ca</a></p>	<p><b>Roxane MacInnis</b> (WSP Canada Group Limited Project Manager) 1145 Hunt Club Road, Ottawa, ON, K1V 0Y3 <a href="mailto:roxane.macinnis@wsp.com">roxane.macinnis@wsp.com</a> 613-690-1153</p>
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Figure 4: Public Notice

Below are the general themes that emerged from the comments provided by those who attended the Public Consultation Session. As indicated, the public was most concerned about transit, infrastructure, education on the programs, and community partnerships.

## Transit

The public had a vision for Greater Sudbury's transit system that included an efficient, safe system with frequent service. A more widespread network with express busses would make it easier for people to get to work on time and commute longer distances via transit. Having a safer system with help button at bus stops and more security at transit stations would increase feelings of safety with using the system. A transit app or portal with real time updates would allow riders to see if their bus is late and plan accordingly instead of being late for work or activities.

## Infrastructure

There is an obvious need for more sustainable transportation infrastructure in Greater Sudbury. It has been mentioned many times that there is a desire for an increase in sidewalks, bike lanes, streetlights, urban furniture, and bike storage. There is also a need for end-of-trip facilities so that those wanting to commute via active transportation can do so with ease. Currently many people do not feel safe biking or walking within Greater Sudbury and an increase in infrastructure and a more connected network could encourage more residence to get out and get on the move.

## Education

More education on how to use other modes of transportation could help increase the mode share for sustainable modes of transportation. Educating all road users on the rules of the road will make roads safer for cyclist and pedestrians. It was suggested that having programs on how to cycle on city streets could encourage more people to do so, particularly for those who are unsure about the rules of the road. A better digital platform for all modes of transportation could not only encourage those who are unaware of the facilities but also provide the ability to try a new mode of commuting.



## Community partnerships

Having more community partnerships can encourage more locally driven campaigns in neighbourhoods and create a more inclusive environment where residents want to use sustainable modes of transportation. Keeping the community up to date with new facilities and trails can act as advertisements for active transportation as residents will want to try out new facilities. Integrating rideshare program or uber into the public transit system could also help to encourage more people to use the system.

## Feedback

Seen below are the Public Consultation Session Boards, which were used interactively to show the public the direction the project is headed and initial ideas. The public was encouraged to comment directly on the boards, and to add any additional information they believed would be helpful. Examples of this are seen below in Figures 5, and 6. The complete sets of consultation boards are included at the end of Appendix B.

## 4.4 Other Input

Input received from individuals through the project email was mostly from seniors concerned with accessibility for those in wheelchairs. This includes having bus stops cleared during the winter and having audio visual messages on the busses to indicate stops. Having more service and a senior discounted or free day was also mentioned.



The vision and principles will guide the development of the TDM Plan.  
 The vision is one that all residents, employees, students, and visitors can be proud of, and which represents the wants and needs of the City.  
 Below are terms that could be used within the vision and as guiding principles. Please provide your comments or add other terms for the vision and / or principles if you wish.

## What Does TDM in Greater Sudbury Look Like to you?

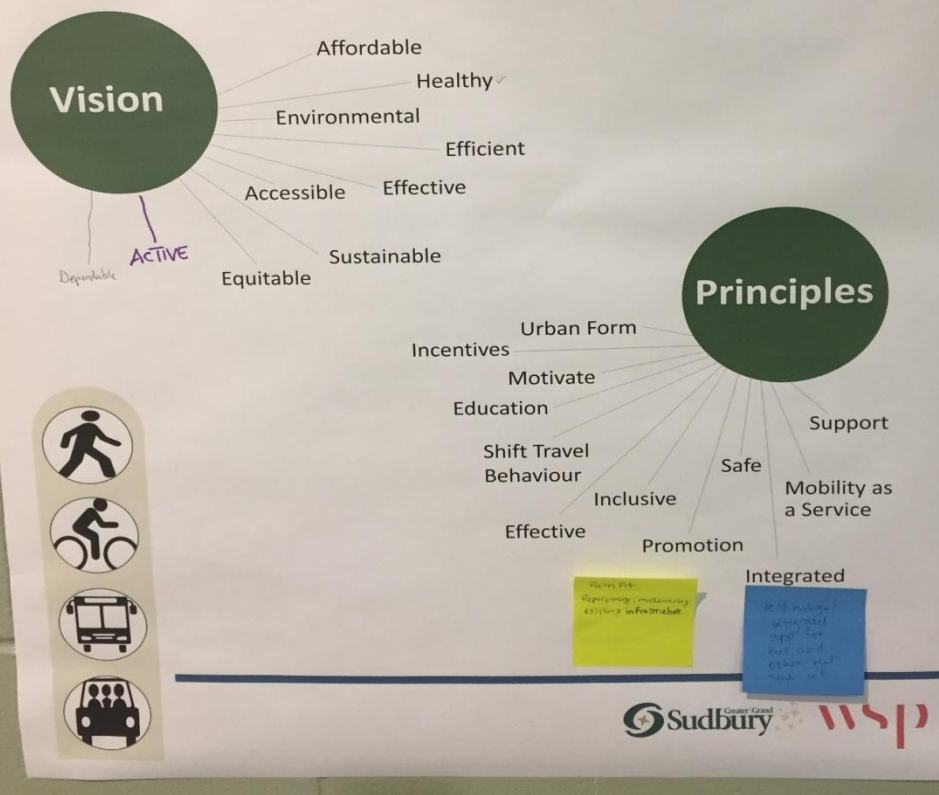


Figure 3: Feedback on Vision and Principles - Public Consultation Session

# Household Programs

## What is a Household Program?

Household travel programs focus on getting the family where they need to go. Using modes other than the car for transportation will encourage children to continue this habit as they grow up.



Please comment on the measures below:

### Individualized/Community based Marketing & Travel Planning Programs

These programs provide information and incentives to help change travel behaviours within the community. Individualized marketing consists of creating travel plans for each person or family, ensuring that their travel needs can be met through sustainable modes of transportation.

#### Comments:

- Yes, it is hard for some to accept to begin with from point A to B.
- There needs to be education to all road users about all road users (cyclists can't be that only one must know cyclist rules at the road).
- It would be great if I could take my kids on the bus for free with me. Can't leave them home alone - it's dangerous to leave them at all.

### Community Events

Community events allow for more personal interactions with the residents to discuss travel options.

#### Comments:

- The bus passes for the community event - is it?
- Yearly passes for everyone!

NOTICEABLE LIGHTS AT BUS STOPPERS  
BUS STOPPERS JUST DRIVERS BY NOT NOTICING A BUS PASSENGER!

BUS STOPPERS IN EAST AND WEST TOWNSHIPS  
SERVICES FOR A 11:30 AM TO 12:30 PM BUS STOPPERS  
TRIP RETURN

MCKIN AIDE AND SETS 012 BUS RIVER. BUSES LATE WHAT? SUDBURY BUS SERVICE THERE SET UP ON WEST SIDE OF RIVER TO BUS STOPPERS  
THANKS RECENT DO  
ON WESTERN SIDE AT BUS STOPPERS TO WEST TOWNSHIPS (11:30 AM)

### Community App for Transportation Support

A smart phone application that will provide information about local modes of transportation, and real time information in a format that is user friendly and allows all mobility options to be available in one place.

#### Comments:

- Real-time information will help people plan their travel - if there's an opportunity to take a bus to work, it may be possible to schedule it at a specific time (e.g. 5:30 pm).
- Real-time has to be reliable, it has to be dependable and not have an error.

A SET OF LIGHTS AT BUS STOPPERS WITH RED LIGHTS TO STOP BUS STOPPERS TO STOP BUS STOPPERS

## Anything Else?



Figure 4: Comments on Household Programs and Measures



## Appendix C: Partnerships



April 2018

## 1.0 Introduction

There are many opportunities for the City of Greater Sudbury to partner with organizations and different groups within the community in order to produce a successful TDM Plan. Without the support of the community, TDM is likely not to be successful, which makes it a vital part of developing the Plan.

In this appendix, five main organizations are discussed for their potential partnerships with the City. The organizations all have the overarching goal for environmental sustainability through a prosperous and vibrant community. In order to achieve this, many of these organizations have already implemented programs that are TDM focused and support the current plan to encourage more people to take sustainable modes of transportation.

There is a potential for the City to begin to take a role in the leadership of these programs and help promote and better coordinate what has already been established. There are some Workplace, Community, and School based programs that have been developed throughout the community organizations but they are not consistent and therefore not maximizing a full level of participation. Having the City's backing on these programs would help to increase the rate of participation and the level of funding that can be provided.

## 2.0 Rethink Green

Rethink Green is an organization that brings together ideas, partners and resources to build a more sustainable community in Greater Sudbury. With the vision for the community to continue striving towards sustainability through their well-being of the global and local environment, and health and happiness of the residents, the organization aims to empower members through capacity building events, resources, knowledge, collaboration, and community education opportunities.

As a registered non-profit, the organization is sustained through public and private grants, along with revenue from its social enterprise business incubator, The Forge. Bringing together the grass-roots community, non-profits, business, and the government to partner for a more sustainable Greater Sudbury. Rethink Green focuses on education workshops, engagement, and network working to create a dialogue on local and global environmental issues.

ReThink Green has developed a Strategic Plan that considers has a future plan called “Green is the new normal”. The Plan intends to normalize sustainability goals for businesses and organizations within Greater Sudbury over the next 5 years. Through the development process, ReThink Green established a large network of partners and resources that will be a valuable asset to the City’s TDM Plan as well. Partner networks include The CoLab Network, the Coalitional for a Liveable Sudbury, Green Communities Canada, and local NGO’s.

**RETHINK GREEN BRINGS TOGETHER IDEAS, PARTNERS, AND RESOURCES TO BUILD A MORE SUSTAINABLE COMMUNITY.**

### 1.1 Programs

ReThink Green has many programs through which they engage with the community to promote sustainable choices. This is a great opportunity for the city as there is already a network established in the community through the group. Programs offered by the organisation are; Green Economy North, Engagement Organizing, Commuter Challenge, The Forge, Shared Platforms, Green Connect.

#### Commuter Challenge

Within the Commuter Challenge reThink Green puts on three programs throughout the month of June to promote sustainable commuting. There is a Workplace Commuter Challenges (workplace program), Faith Commuter Challenge (community based program) and Walk and Wheel to School Challenge (school based program).



### Workplace:

The City could get more involved in encouraging staff and community members to participate in the commuter challenge during this week in June. RTG already takes most responsibility in signing up work places and providing education for those who need it. They also collect the data in order to assess how the City's traveling trends have changed from year to year. This is a great opportunity for the City as the program is already running. The City should consider partnering with the program to encourage more businesses to participate including city staff and clients.

### Community-based:

The Faith Commuter Challenge encourages faith groups to participate in sustainable transportation for a week in June. It encourages friendly competition among member of the various groups to see who can travel the most with sustainable modes. Having community based programs such as this is an opportunity for the City to encourage sustainable modes as local and day to day travel on top of workplace travel. Many people don't consider how easy it is to walk to the nearby church and tend to drive instead. This program should be considered as an investment for the City and a future partner in TDM.



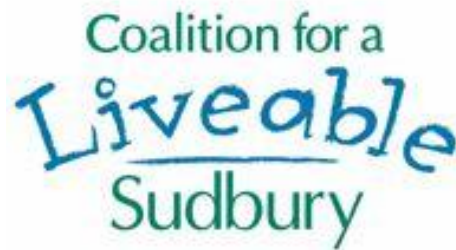
### School-based:

The Walk and Wheel to School Challenge encourages children across Greater Sudbury to take sustainable modes to school each day during the week of the program. Health Kids Greater Sudbury adds up the kilometres traveled to see improvements from year to year and continue to encourage the children to use these modes. Incentives are provided for this program. This is another opportunity for the City to partner with already established programs to continue the promotion and education of sustainable modes and TDM already in Greater Sudbury.



### 3.0 Coalition for a Liveable Sudbury (CLS)

The Coalition for a Liveable Sudbury is an organization consisting of citizens and community groups who share the common vision of Greater Sudbury as a “green, healthy, and engaged community”. The goal of the coalition is to strive towards a sustainable, livable, and vibrant community through having a voice for citizens who want to help make change in the community. The coalition advocates, researches, raises awareness, and has a network for those who also believe in the principles of a Liveable Greater Sudbury.



The organization currently has over 650 members that are involved in different stages and programs throughout the organization, with 41 member associations. Groups that are part of the CLS include that of the Canadian Citizen Climate Lobby, Eat Local Sudbury, Minnow Lake Restoration Group, and the Ontario River alliance, to name a few. The CLS is also a member of 6 other groups: EarchCare Sudbury, Green Infrastructure Ontario Coalition, Ontario Environmental Network, Ontario Healthy Community Coalition, ReThink Green, and the Water Guardians Network.

CLS runs a program called Earth Crew, which consists of volunteers who want to make a difference in the community. The program involves monthly activities such as tree planting, trail clean ups, and community garden workshops. They are also a large supporter of transportation demand management.

There is an opportunity here to involve the city with the programs run by CLS. Having the Earth Crew help in creating new trails and green spaces could provide a cost effective way for the city to create more active transportation infrastructure. The coalition is part of many different organizations. It is considered a good way to spread the promotion of TDM throughout the community, having the coalition promote and education its members of the benefits and current programs that it can provide to help individuals continue to participate in the City's programs.

Being a large advocate for transportation demand management, this is a good source for the City to use in the engagement process to ensure that the plan covers what residents of Greater Sudbury are looking for in their travel modes. Having a partner that is involved in the City and has the same goals in mind will increase the success of the TDM Plan and any programs that

come from it. The City should consider using The Coalition for a Livable Sudbury as a resource and partner in their pursuit of a more sustainable community.



## 4.0 EarthCare Sudbury

### 1 EarthCare Sudbury

The EarthCare community partnership is an umbrella organization that has been forging local environmental action on behalf of the entire Greater Sudbury community since 2003. The partnership is a formal commitment to being more sustainable; the commitment and strategic plan was created by the member organizations and represents their commitment to making Greater Sudbury more sustainable. The three goals of the Plan are to enhance the environmental health of Greater Sudbury, encourage members of the community to take environmental responsibility, and to share the knowledge and experience that the organization can provide to its citizens.

The organization is focused on a comprehensive and integrated approach through monitoring and community engagement in order to promoting more citizen participation in becoming sustainable. Focusing on its four strategic pillars: active living, the natural environment, civic engagement, and economic growth, EarthCare is a valuable partner to the City in creating and implementing a TDM Plan that can be both successful and beneficial to the community.

The Strategic Plan covers many aspects of creating a healthy environment including air quality, the use of energy, food, green buildings, land use planning, the natural environment, and youth and the environment. The Plan discusses the objective and actions for each aspect, and how the community and individuals can help to achieve it.

This comprehensive plan is an important piece of policy when considering Greater Sudbury's environment, and how the community can get involved. The organization hosts many different programs, one of them being a carpooling program for the City.

#### *Carpooling Program*

EarthCare's Carpooling Program focuses on finding carpool partners for those commuting from out of town, or further away from their destinations. The aim of the program is to reduce greenhouse gas emissions and traffic congestion in the City. There are also a number of designated park-and-Ride parking lots throughout the City, for those who are carpooling to or from work. This program is valuable to the City and creates the opportunity to promote more carpooling in Greater Sudbury.



## 5.0 Nickel District Conservation Authority

Greater Sudbury's conservation organization is a watershed stewardship agency with the main goal of ensuring healthy interaction between watershed, the natural environment, and the local economy. The Nickel District Conservation Authority provides services for 9150 sq km of watershed area within Greater Sudbury.

With climate change impacting the natural environment in Greater Sudbury, conservation areas are becoming more focused on areas of preserving the natural environment, partnering with other expertise, and moving towards a more "Green" Greater Sudbury. Although the conservation authorities are mainly concerned with issues that pertain to water, the Nickel District is committed to ensuring the community continues to be resilient and sustainable as well.



Conservation areas are often important contributors to community engagement programs and educate the residents on how important the environment really is. This creates an area of opportunity for the City to partner with these areas in order to raise awareness with more people about how transportation can affect the environment. The Friends of Lake Laurentian is a volunteer based initiative that supports environmental programs within the conservation area. Partnering with organizations that have a large volunteer base like the Nickel Districted Conservation Area can generate a large engagement base for the City, and involve more people with different views on the subject.

## 6.0 Rainbow Routes Association

The Rainbow Routes Association is dedicated towards the advancement and promotion of non-motorized trails and routes within the City. The purpose is to create a more vibrant city where people can live healthy, active lives, with affordable recreation and transportation opportunities.

Their 2020 Strategic Plan is focused on infrastructure development, promotion of routes, partnerships, and operations with a stronger volunteer network. They have three main TDM initiatives; the Commuter Challenge, Bike Valet and Walk Sudbury.

Any organization that already has TDM programs in place is an opportunity for the City to partner with when implementing the TDM Plan. Pre-established programs can increase in popularity with backing from the city and increase the success rate.



## 7.0 Future Partnerships

Future partnerships are imperative towards the development of a TDM program. It can often be difficult to engage smaller partners at the beginning of the program, but as it grows and becomes a part of the city other organizations will begin to reach out and support the Plan. These smaller organizations such as youth and seniors groups, student associations, and recreation facilities, are part of the urban fabric of a city and can be an important piece to encouraging and promoting new programs within the city. They are more likely to reach people from all demographics and backgrounds, and together, can have a meaningful impact on the community.

Smaller partnerships are often a way to have more one-on-one communication with residents about new programs available to them. While larger organizations can provide funding, promotion, and education for the program, smaller, more intimate organizations often have more of an impact on the lives of individuals, and can create the support that families and individuals need when starting and throughout the duration of a TDM program.

Future partnerships include that of:

- ▶ Youth Groups
- ▶ Seniors Groups
- ▶ Faith Groups
- ▶ Recreational facilities (YMCA)
- ▶ University Student Societies

It is important for the city to involve these groups in the future as the project continues to grow and needs more support from within the community. Involving different demographics in TDM programs is vital for the program to continue in the future and to ensure that as children grow they take these skills and lessons with them. This ensures that Greater Sudbury can grow their base in TDM and keep the community participating.