

REGION OF OTTAWA-CARLETON  
RÉGION D'OTTAWA-CARLETON

MEMORANDUM  
NOTE DE SERVICE

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TO/DEST.                 The Chair and Members of Council

FROM/EXP.               Director, Mobility Services and Corporate Fleet Services  
Environment and Transportation Department

SUBJECT/OBJET           **MOBILITY MANAGEMENT BRANCH WORK PLAN**

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INTRODUCTION

At its meeting of 21 October 1998, Transportation Committee received a report from the Deputy Environment and Transportation Commissioner regarding the establishment of the Mobility Management Branch in the Mobility Services Division. A search for a Branch Manager commenced in March 1999, culminating in the hiring of a new Manager in September 1999.

The purpose of this report is to confirm for Committee and Council the general areas of work for which the Mobility Management Branch is responsible, and to identify specific elements of the Branch's proposed work plan.

DESCRIPTION OF BRANCH

Mandate

The mandate of the Mobility Management Branch is to improve the quality of travel in the region for all citizens by improving the attractiveness, safety and convenience of efficient, environment-friendly modes of travel as alternatives to single-occupant vehicle use. The Region's Transportation Master Plan and Official Plan emphasize the need for the Region to make significant progress in this field, which can be addressed under two general themes:

- changes to transportation facilities; and
- changes to the economic, social and cultural environments which influence the demand for personal transportation.

The Mobility Management Branch will serve as a principal resource and integrated point of contact for a number of services which, until now, have been offered to the public from diverse locations within the Regional government structure. The Branch will also serve as a hub for region-wide activities that seek to encourage a shift from single-occupant vehicles. Many of these activities will be led by partners, since the Branch does not have sufficient resources to play the principal role in all initiatives of value. Nevertheless, the Branch will endeavour to play the role of facilitator and catalyst, where needed.

The ultimate value of the Branch's role will be realized through long-term contributions to reduced congestion and capital spending, and in the associated improvement in quality of life in the region. However, it is an objective of the Branch to also produce measurable results and demonstrate a return on Council's investment in the short term.

### Organization and Resources

Geoff Noxon, P.Eng. is the Manager of the Mobility Management Branch. Additional staff resources will be sought in three functional areas: transportation demand management (TDM), transportation facilities management, and cycling and walking coordination. In acknowledgement of the current review of Ottawa-Carleton's governance structure, the Branch will rely on consulting services to provide day-to-day assistance in these important functional areas. A more permanent structure may evolve following the resolution of local governance.

The financial resources of the Mobility Management Branch are represented by three capital budgets, from which all Branch staffing and purchasing costs will be funded:

- Transportation Demand Management (Account 912-33413, Order No. 900101);
- Cycling Facilities Improvement Program (Account 912-30758, Order No. 900081); and
- Traffic Calming Measures (Account 912-30740, Order No. 900065).

### PROPOSED WORK PLAN

#### Context

The results of the 1996 Canadian census showed that Ottawa-Hull residents exhibited the lowest rate of driving alone to work of Canada's 25 largest metropolitan areas. While this fact provides evidence of our strong starting point in efforts to limit the growth in automobile use, it more pointedly illustrates that any "low-hanging fruit" may already have been picked. Ottawa-Carleton's transit-supportive policies, visionary land use planning and encouragement of human-scale development have been very successful, and further successes in reducing the proportion of travel by automobile will require innovation, determination and patience.

It is also important to acknowledge that local government has a distinct lack of control in some areas, such as those related to the pricing of automobile use, where we might otherwise choose to exert an influence. Likewise, we may succeed in influencing the transportation choices of individuals but are unable to exert direct control over them.

### Creating Value

Despite Ottawa-Carleton's historical success in encouraging the use of "preferred modes," our community has many challenges to overcome in making those modes the first choice of a greater number of citizens. The Region already devotes considerable resources to those challenges, and over the last few years the public dialogue on transportation issues has revealed a great number of new initiatives that could be undertaken to supplement current efforts.

It is important to recognize, however, that the Branch is unlikely to extract maximum value from limited resources by pursuing as many ends as possible, all at once – rather, we will achieve more by channelling efforts in a strategic fashion. The proposed Branch work plan is therefore structured to provide continuity of important existing Regional services, coupled with the addition of selected new or expanded services that will lead to meaningful, constructive results.

The proposed work plan also offers many instances of the opportunity to leverage value by creating partnerships and pooling resources with others such as employers, schools, community groups and different levels of government.

### Creating a Customer Focus

To be successful, a program aimed at behavioural change must exhibit a customer focus. For purposes of identifying customers and developing services, the tactics used to reach target markets can be classified into three groups:

- "marketing" tactics aimed at future customers, to build a new preference for alternatives to single-occupant automobile use;
- "sales" tactics aimed at new customers, to capture their new preference in the form of behaviour change; and
- "positive reinforcement" tactics aimed at ongoing customers, to reward and maintain preferred behaviours.

The development of a successful relationship with customers can also be assisted through “branding”, the process of linking preferred behaviours to a “product” with which consumers have (or can develop) positive associations. An example of this is Go Green, a partnership of several government agencies in British Columbia, that is a “blanket” brand for a number of preferred travel behaviours such as transit and carpooling. The Go Green brand has been applied successfully in creating public awareness and use of transportation solutions that are provided by member partners such as BC Transit. Branding is useful for communicating the linkages among initiatives that consumers may otherwise see as unrelated, and can also help in creating joint initiatives with multiple partners working toward a common goal.

In 1998, staff were assisted by the Bytown Group in creating a name and graphic identity as the basis of a “brand” that could be used to link Regional mobility initiatives, and that could provide an anchor for partnerships with organizations such as businesses, non-profit groups, and provincial and federal governments. A project involving research, creative work, bilingual focus groups and internal consultation led to the paired English and French identities, “TravelWise” and “SageVirage”. It is staff’s intention to apply these identities in a strategic fashion to build positive public perception of Branch initiatives, and to help create valuable partnerships.

Branch communications initiatives will be undertaken in conjunction with Information and Public Affairs.

### Goals and Objectives

Annex A outlines the proposed work plan of the Mobility Management Branch. It identifies long-range goals for which the Branch will take lead responsibility, and also identifies specific initiatives and objectives for a planning horizon of approximately one year.

### CONSULTATION

The work proposed in this report reflects many of the lessons and outcomes of the extensive public involvement in regional transportation issues over the last decade, notably during the preparation of the Transportation Master Plan and new Official Plan. It also reflects the need to maintain many existing Regional initiatives being taken on by the Mobility Management Branch. In preparing this report, it was not considered necessary to seek additional public comment on the general direction to be taken by the Branch. However, staff are aware of community interest in Branch efforts, and will seek to encourage an informal dialogue with interested groups and individuals regarding Branch objectives and priorities.

It is important to note that consultation and other forms of public involvement are considered to be critical elements of the work plan itself. They will be sought during the execution of specific initiatives, and notably in community-based initiatives requiring extensive dialogue with members of the public and their active involvement.

## CONFORMITY TO REGIONAL OFFICIAL PLAN AND TRANSPORTATION MASTER PLAN

The Official Plan and Transportation Master Plan provide explicit direction regarding Regional leadership or involvement in many of the areas presented in Annex A. This work program is considered to represent a major step towards a more active and coordinated Regional role in fulfilling key policies, notably in the area of transportation demand management (TDM).

## FINANCIAL IMPLICATIONS

This report has no immediate financial implications. Funds to conduct the proposed work program will be drawn from existing and future budgets as approved by Council, subject to normal reporting procedures.

*Approved by  
Doug Brousseau*

GKN/

### Mobility Management Branch: Proposed Work Plan

Long-range goals	Initiatives/Objectives
<b>Transportation facilities management</b>	
<b>Multi-modal roadway facilities</b>	
<i>Improve Regional road environment for non-automobile users</i>	<ul style="list-style-type: none"> <li>• Complete traffic operations, streetscaping and traffic calming studies for Main Street, Woodroffe Avenue, the Glebe, Maitland Avenue and others to be determined</li> <li>• Complete traffic calming evaluation study with City of Ottawa</li> <li>• Manage implementation of approved traffic calming measures</li> <li>• Assist review of design guidelines for regional road corridors led by Planning and Development Approvals</li> </ul>
<b>Cycling facilities</b>	
<i>Improve Regional road environment for cyclists</i>	<ul style="list-style-type: none"> <li>• Proactively implement cycling facility improvements as CFIP program funds allow</li> <li>• Seek opportunities to incorporate improved cycling facilities in other roadway projects</li> <li>• Consult with Regional Cycling Advisory Group on facility planning and implementation issues</li> <li>• Develop a GIS-based cycling facility inventory and investigate cycling level of service indicators</li> </ul>
<i>Provide or encourage improvements in inter-modal and trip-end facilities</i>	<ul style="list-style-type: none"> <li>• Work with employers to improve workplace bicycle parking and shower/change facilities</li> <li>• Support OC Transpo in improving integration of cycling and transit services (Rack &amp; Roll, Bike &amp; Ride)</li> </ul>
<b>Walking facilities</b>	
<i>Improve Regional road environment for pedestrians</i>	<ul style="list-style-type: none"> <li>• Support completion of Walking Security Index research and field testing</li> </ul>
<b>Transit facilities</b>	
<i>Improve on-road transit facilities</i>	<ul style="list-style-type: none"> <li>• Support Transit Priority Task Force initiatives</li> </ul>

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**Mobility Management Branch: Proposed Work Plan** (continued)

Long-range goals	Initiatives/Objectives
Transportation demand management	
Travel choices	
<i>Encourage employer-based TDM programs</i>	<ul style="list-style-type: none"> <li>• Increase number of pilot projects through partnerships with employers</li> <li>• Create a forum for participating employers to share information and receive recognition</li> <li>• Develop, test and promote TDM materials and tools for use by employers</li> <li>• Support OC Transpo marketing efforts aimed at employers</li> </ul>
<i>Encourage school-based TDM programs</i>	<ul style="list-style-type: none"> <li>• Pursue a pilot project program in partnership with schools (elementary to post-secondary)</li> </ul>
<i>Encourage neighbourhood-based TDM programs</i>	<ul style="list-style-type: none"> <li>• Assess feasibility of rural community-based ridematching, and implement pilot project accordingly</li> </ul>
<i>Serve as hub of information on travel by preferred modes</i>	<ul style="list-style-type: none"> <li>• Develop an information resource for sustainable transportation at <a href="http://www.rmoc.on.ca">www.rmoc.on.ca</a></li> <li>• Assess need for updates to Cyclist Guide Map and revise accordingly</li> </ul>
Travel attitudes	
<i>Broaden public awareness and acceptance of transportation challenges and solutions</i>	<ul style="list-style-type: none"> <li>• Develop and disseminate educational materials on the relationship between transportation choices, the environment (e.g., climate change) and public health (e.g., air quality and safety)</li> <li>• Sponsor community-based social marketing pilot project (a partnership with Envirocentre and the federal Climate Change Action Fund)</li> </ul>