



Transportation Demand Management Program

We are pleased to submit our proposal to assist Parsons in developing a Transportation Demand Management (TDM) program for The Ottawa Hospital and other hospitals within its network in the Ottawa Region.

Understanding

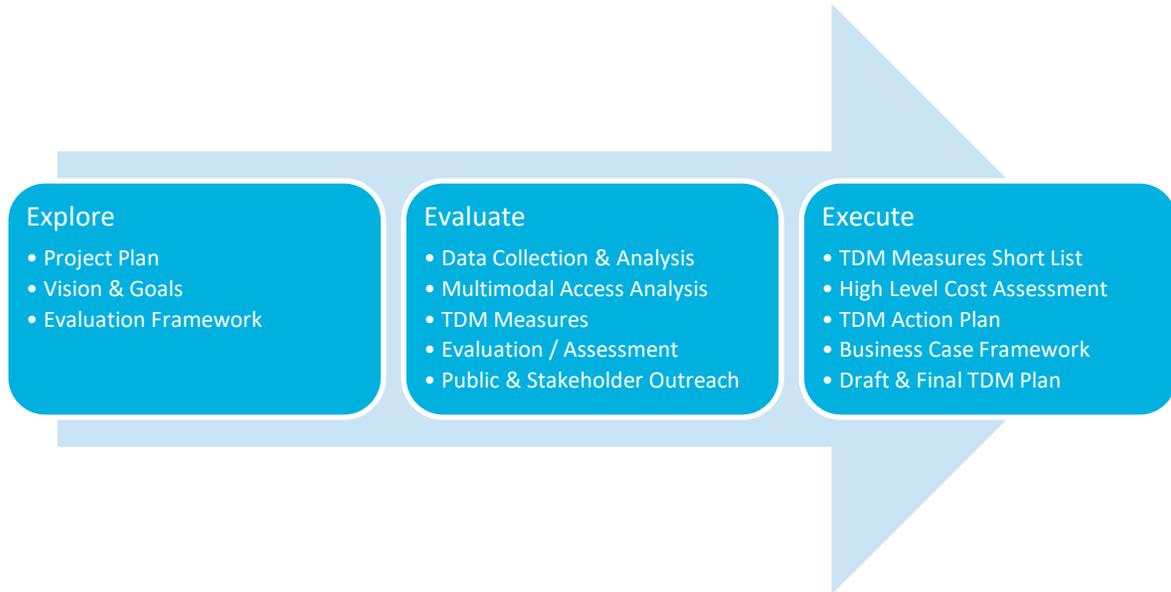
Council has approved the master site plan for the development of The Ottawa Hospital's (TOH) new Civic campus development that will be located on Carling Avenue. Included in the plan is a 4-storey parking structure that will accommodate approximately 2400 parking spaces and 350 bicycle parking spaces. The parking garage will also include pedestrian connections from the main hospital building to the LRT station located north of Carling Avenue. There are apprehensions from the community regarding the amount of parking and the impact of parking on green spaces and transportation and a suggestion to defer development approval until a Transportation Demand Management (TDM) Plan is in place. Though deferral would considerably impact construction timelines and is not favoured, TOH is still interested in developing a TDM Plan to set the expectations for multimodal access to TOH and to help manage parking and traffic demand into the future. In addition, there is an opportunity for TOH to demonstrate regional leadership by expanding the scope of the TDM Plan to their entire hospital network.

Parsons has been involved in several transportation planning elements of TOH's Civic Campus including an update to the parking, monitoring, and neighbourhood impacts. Parsons is also expected to support on the development and implementation of the TDM Plan and has invited Steer to lead this element with their support. The proposed timeline of TDM Plan development is 6-8 months with completion in the Fall 2022. The timeline will need to accommodate engagement from the public, hospital leadership and stakeholders including transit agencies and health departments.

Approach

Our approach to the transportation challenges facing the development of The Ottawa Hospital’s Civic Campus is organized around three phases of work: Explore, Evaluate, and Execute. Figure 1 identifies the key tasks within each phase, which are described in more detail below.

Figure 1: Our Approach



A key theme throughout our approach will be framing the costs and benefits of the TDM Plan within a business case framework. This will allow the work to proceed with a common goal that can drive decision-making and engagement through a transparent and structured format. We feel this approach is the best way to address the core needs of the Civic Campus and overall hospital network as well as the concerns of the community and provide the flexibility needed when the TDM Plan transitions to TDM implementation. Another key element of the TDM Plan will be to create a two-tiered TDM Plan that is able to address the TOH network as well as the Civic Campus itself. A TDM framework will integrate the approach to TDM planning across all TOH sites, while the Civic Campus TDM Plan will be nested within the framework, identifying targeted TDM measures aligned with its unique context.

Explore

Task 1: Project Plan and Project Management

An effective project kick-off meeting will set the team off on the right track. We propose to include Steer’s Project Manager and Project Director, along with the Lead from Parsons and the key TOH client Project Team members. We will aim to agree on any final changes, nuances or clarifications to the scope of work, discuss any key milestones that may impact the project schedule, and gather insight from the team on past/recent efforts related to parking, commuting and site access at the current site.

After the kick-off we will finalize the Project Plan and work with the client team to generate a clear vision for transportation at the Civic Campus site (and wider hospital network as appropriate) as well as to identify key goals that work to achieve the vision. The vision and goals will be informed by current and future challenges (including disruptions to transportation systems, e.g. COVID) that may affect the site, and community concerns.

Finally, to support the goals and vision, we will develop a high-level evaluation framework, including a set of key criteria that will help with the assessment of TDM measures in Task 2.

Evaluate

Task 2: TDM Plan Development

Once we have a clear understanding of the transportation-related vision and goals, we will begin developing the TDM Plan.

2.0 TOH Network TDM Framework

In parallel with the development of the Civic Campus TDM Plan, we will create an overall TOH network-wide TDM Framework. This can be used to create a standardize way to plan and implement TDM strategies across the hospital network. The outcome will provide a high-level strategy for TDM at the other hospital locations while providing a guide for the development of more detailed TDM Plans in the future.

2.1 Data Collection: Surveys, Parking Counts

From our understanding, a mode share baseline (e.g. current single occupancy vehicle use at the current sit) has yet to be confirmed. Understanding current commute mode share at the existing TOH site will be important and useful in contextualizing the new site's target mode share and the expectations of the TDM Plan. We propose conducting data collection via several means, including:

- **Travel survey:** Web-based survey to understand current mode share, potential future mode share to the new site, and staff motivations/influences for commuting.
- **Anonymized employee and contractor home post code data:** If available, we will seek post code data to understand where staff are coming from, which will help to inform viable options to the new site
- **Parking data:** Number of cars parked on hospital lots, by user type (provided by TOH, if available)
- **Visitor data:** We will seek out data from the hospital on visitor/patient travel trends (e.g. parking demand, patient service area, visitor type/profiles)
- **Multimodal access analysis:** understanding how all vehicle types and modes of travel will access the site, via desktop research

In addition, we will work with Parsons to review and analyze past transportation impact analysis and forecasting work that may have been done during prior stages of the project which may inform the transportation and commuting context.

At this stage, some level of stakeholder or public engagement may be useful to gather input at an early stage, based on past experience at the current hospital site or future desires in the context of the Civic Campus.

2.2 Measures, Incentives and Parking Management

We will identify a list of TDM strategies based on the target user types/segments that will visit the hospital, such as employees (doctors & staff), volunteers and visitors. The analysis of the travel data will allow us to identify a long list of TDM strategies, covering infrastructure (e.g. bike or transit facilities), services (e.g. shuttles or shared mobility), programs (e.g. mode-based incentives or dynamic carpooling), incentives (contests and promotions) and administration (e.g. TDM management software or staff support) that is suitable for each target population.

2.3 Business Case Framework

A business case approach is one that connects a strategy - in this case, a comprehensive TDM Plan - to broader organizational goals. Through the use of an evaluation framework, a business case identifies key criteria across different scenarios to set expectations and carve out a clear path forward. While we would not employ a full business case in this case, we can use the framework to clarify the path forward that marries hospital/institutional goals against transportation objectives to frame the TDM Plan in a way that aims to gain wider buy-in from hospital leadership and local stakeholders. This approach will allow us to establish options and solutions for the chosen scenario (re: TDM, parking management, transportation access) basis that are dynamic, context-sensitive, and cost-effective, and that work to satisfy the needs / wants of key stakeholders.

2.4 Impact Evaluation

The identified TDM strategies will be evaluated by their ability to impact parking demand using Steer's best practice standards developed over decades of TDM work, ROI and prioritized based on a cost-effectiveness assessment.

Once task 2.3 and 2.4 are in draft form, this would be another good opportunity for public and stakeholder engagement to gather feedback on the proposed measure and framework for decision-making.

2.5 Policy Development

Based on the impact assessment, community engagement and business case framework, TDM and parking policies will be identified that will support the ongoing development and delivery of the TDM Plan. These will be integrated into the action plan element of the TDM Plan.

Task 3: Community and Stakeholder Engagement

We will conduct engagement activities with three major stakeholder groups at various stages of the TDM strategy planning process, in coordination with Parsons and TOH (who we will seek direction from in terms of best use of Steer's time available for engagement support). We anticipate engagement will be delivered in the form of public engagement, stakeholder engagement, and leadership engagement.

- **Public Engagement:** We will conduct two (2) public stakeholder engagement exercises during the TDM strategy planning. The first public engagement exercise will be used to understand the community transportation concerns. Public engagement will be in the form of a series of touchpoints with key community members, done virtually and one community meeting (virtually or in-person).
- **Stakeholder Engagement:** We expect to engage with stakeholders such as the health authority, OC Transpo, and City staff to get their input on what a TDM program for TOH could resemble. This may include 1-to-1 interviews, a workshop session or written feedback. We anticipate one (1) to two (2) sessions with stakeholders, potentially in coordination with public engagement. This engagement may also help to ascertain if potential partnerships can be developed between TOH and stakeholders to provide transportation incentives, education, or promotional opportunities.
- **Leadership Engagement:** We will conduct leadership engagement throughout the project life cycle to ensure that decision-makers are adequately informed and have ownership over the TDM Plan and process. Leadership engagement will be in the form of online meetings to discuss concerns at various stages of the project.

Steer is happy to conduct engagement in person, if health guidelines allow and the project team and client are supportive, though we would have to adjust our proposed budget to accommodate the additional cost of travel from Toronto and/or Vancouver.

Execute

Task 4 – Final TDM Plan

With a clear set of prioritized TDM measures and an understanding of how they will support the institutional and transportation goals at TOH, from both a hospital network and a Civic Campus perspective, we will develop a TDM Plan that includes the following elements:

- Short list of prioritized TDM measures – outlining the role and potential effectiveness of each TDM measure, potentially split between core and secondary priority
- High level cost assessment – identifying a range or relative cost profile for each TDM measures over the identified/preferred time horizon
- Business case framework – linking the institutional and transportation goals and setting the context for decision-making on the TDM investment and cost/benefit justification
- Action plan – the timeline and steps required to implement the TDM measure in the short term
- Draft and final TDM Plan – documentation of the full plan, in MS Word/PowerPoint and PDF formats, as required by TOH.

Optional Scope: Transition to Implementation

Task 5: Implementation Planning

After the development of the TDM Plan, Steer can support TOH in the transition the plan into delivery/implementation of the TDM measures. Steer can coordinate with Parsons and/or TOH leadership to implement the plan based on an approved timeline.

Steer can also support TOH and Parsons in the implementation of the TDM Plan through a coordinated “TDM Program” that includes - in addition to the TDM measures - a communications plan, staff liaison planning, program rollout, staff hiring support for a potential Transportation Coordinator, TDM-related events and education. Steer could also create collateral materials to drive awareness and participation in the TDM program.

Steer has a wealth of experience delivering TDM Programs, including events and education, both in Ontario, across Canada and the USA, and Europe. Based on the TDM Plan, we could identify, plan and deliver targeted activities and incentives most applicable to Civic Campus and each location within TOH network.

Task 6: Program Management

After the transition stage, Steer can support TOH in delivering ongoing TDM programming to promote commute alternatives and engage the community. This could include the management of all elements of transportation program and incentive delivery identified in the TDM Plan via an on-site staff member. Additional responsibilities could also include parking management policies, carpool/vanpool programs, and first/last mile connections to transit such as employee shuttles or shared mobility/micromobility.

Experience

Steer has been at the forefront of TDM and behaviour change planning and implementation for the past 20 years and has delivered work in North America, Europe and Australia. Among our clients and stakeholders have been many hospitals and health care providers. We can offer insight and experience into this unique institutional setting. Some of our recent project work is summarized below to demonstrate our experience.

Mobility, Transportation and Parking (MTP) Plan

Client: North York General Hospital / Plexxus, Toronto, ON

Project Year: 2020-2022

Steer was commissioned by North York General Hospital (NYGH) to develop a strategic plan for transportation and mobility that included information gathering and stakeholder engagement with focus on developing the strategic plan for parking, mobility, and transportation at NYGH's General Site. The hospital has an ambitious 20 year master plan that includes several new buildings and the redevelopment plan was to have a significant impact on the availability of parking infrastructure, so a TDM Plan was a key solution for the viability of the plan. The Plan developed by Steer included:

- Site assessment and transportation baseline analysis
- Parking strategies analysis and recommendations
- TDM strategies and recommendations
- Mobility analysis (traffic and multimodal access) and recommendations
- Development of a business case framework
- Prioritized TDM strategies and implementation plan



In phase two of the project, Steer conducted a parking demand analysis of a proposed Long-term Care (LTC) Facility on an adjacent site on the NYGH campus and identified the impacts of a refined package of TDM measures on parking supply and the need/viability of a proposed new parking structure.

Client: Children's Hospital Los Angeles, Los Angeles, CA

Project Year: 2014-2015

As part of ongoing efforts to promote alternative travel options among employees, and in order to meet organizational goals and reduce parking costs, Children's Hospital Los Angeles (CHLA) commissioned Steer to lead the development of a comprehensive 3-Year TDM Plan.



With this plan, Steer provided the hospital with a Vision and Needs Assessment, Practice and Strategy Review, and a three-year Action Plan that provided a comprehensive TDM program for CHLA employees. The program promotes alternative travel, creates safe and effective travel opportunities, and aids in meeting regional policy requirements.

As part of the work, Steer developed a 5-phased approach to ensure Plan was able to meet current and future travel needs and opportunities, including:

- **Phase 1:** Reviewing Existing Future conditions
- **Phase 2:** Establishing TDM Goals and Vision
- **Phase 3:** Identifying TDM Strategies and Options
- **Phase 4:** Prioritizing Strategies
- **Phase 5:** Developing the Final Plan, including implementation, communications, and monitoring plans for the TDM program

Notable challenges of this project were the development of a clear vision and targets that had broad support by hospital leadership and creating TDM strategies that all site managers were comfortable and confident in delivering. Stakeholder engagement, including key staff interviews and workshops, was a key part of Plan development to ensure that hospital leadership bought into the vision for the TDM Plan. Steer's extensive experience in TDM planning helped us clearly communicate which TDM strategies would be most effective and how best to implement them.

Client: Southern California Association of Governments, Los Angeles, CA

Project Year: 2018-2019

The Southern California Association of Governments (SCAG) develops reports and plans for their diverse six-county Region. They wanted to dive deeper into a strategy for TDM, which is approached and regulated in various ways by agencies and organizations throughout the region. This has become an area of focus in recent years as the TDM field has embraced new technology and shared mobility options. The goal of the project was to understand how TDM is currently being implemented and provide recommendations for how it can be implemented most successfully throughout the region.

Incentives & Facilitation
Carpool Coordination

Carpooling is an effective way to reduce congestion by using the available seating capacity in personal vehicles. Employers and public agencies can facilitate carpool formation through the provision of online ride-matching platforms.

Implementors

Employers / Property Managers / TMAs

- Large employers
- Small employers
- TMAu/TMOs
- Educational institutions
- Property managers - office, residential

Public Agencies / Transportation Providers

- Municipalities
- Transit agencies
- County transportation authorities
- Regional governments/MPOs
- Carpool platform operators

Other stakeholders

- Employees
- Students
- ETCs
- Residents
- Parking lot owners/operators

Benefits

- Travelers interested in carpooling are often regularly traveling to one central location
- Travelers using public, open systems to find matches have a larger pool of users, and a better chance of finding a match

Challenges

- People may be hesitant to travel with those they do not know
- Pool of employees or residents to create carpools may be too small in some locations

Measurement

Outcomes	Impacts	Methods
<ul style="list-style-type: none"> Number of participants who register for program or express interest in carpooling Number of carpool matches provided 	<ul style="list-style-type: none"> Number of carpools created Number of people carpooling over time 	<ul style="list-style-type: none"> Survey results Data collected from trips logged or recorded on platforms

Implementation tips

Carpool rides can be established in two manners:

- Traditional Carpooling:** Carpool partners find each other organically or through a ride-matching platform and agree to drive together. Passengers may pay drivers based on their individual agreements.
- Dynamic Carpooling:** Carpool partners find each other through mobile applications and schedule each ride individually. This allows for travelers with irregular schedules to carpool without committing to one person every day.

Costs

Carpooling costs for riders usually offset the cost incurred by the driver. Agencies who wish to provide ride-matching platforms may pay developers for access to their tools.

Complementary strategies

- Direct incentives for non-SOV travel
- Subsidization of non-SOV travel
- Parking facility design and curbside management (designated carpool parking spaces)
- Guaranteed Ride Home programs

As seen in the SCAG region

Los Angeles, Orange, San Bernardino, Riverside and Ventura Counties provide ride-matching platforms for commuters and employers in their counties.

Congestion impacts

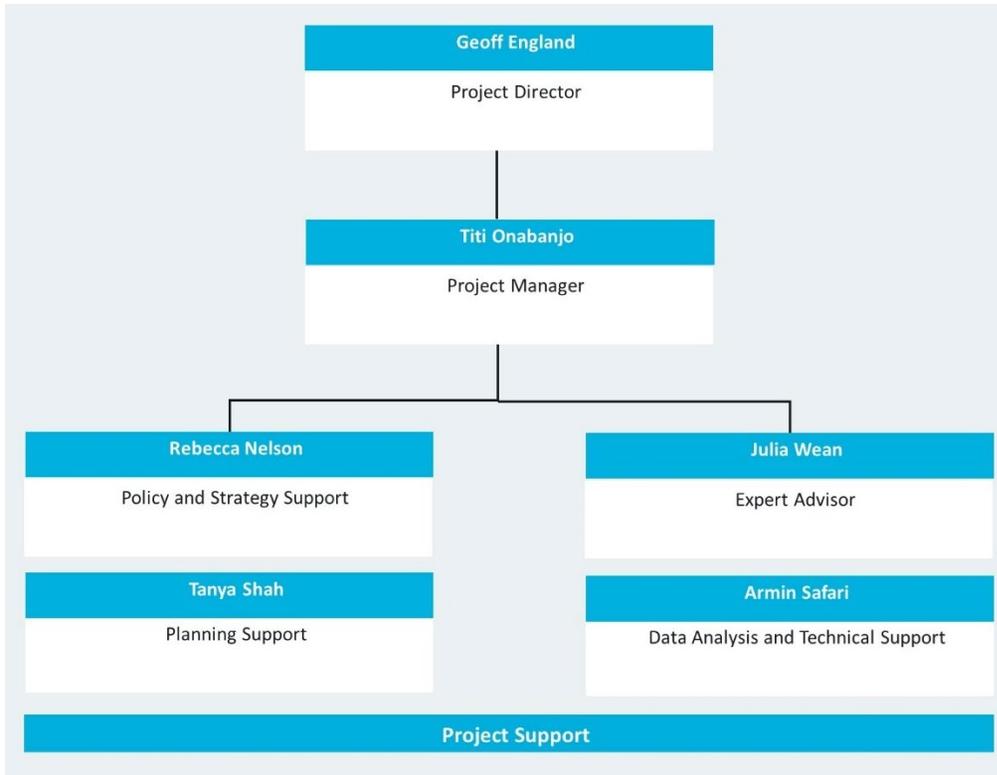
Successful campaigns that result in behavior change will decrease congestion.

Steer conducted stakeholder outreach and national research to understand a baseline of current TDM implementation in the region. Steer studied new technology and mobility options and worked to develop performance measures and evaluation techniques. Steer used this information to update a Congestion Management Plan (CMP) Toolkit to include descriptions of 30 TDM strategies suitable for implementation by local governments, agencies, transportation management organizations (TMOs) and employers. The Toolkit was included in their Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) published in September 2020. In addition, Steer developed context-specific recommendations for 10 congested corridors, demonstrating how the CMP Toolkit could best be applied across the region.

Team

Steer has developed a strong team with a wealth of knowledge and experience in strategic TDM planning, stakeholder engagement, and transportation and parking analysis skills. Figure 2 summarizes the proposed project team and short bios for the project management team is provided below.

Figure 2: Steer Team Organization Chart



Geoff England – Project Director

Geoff has over 15 years' experience, including extensive expertise in TDM planning, program implementation, and behavior change campaigns, and he provides a leadership role across North America for employer TDM and commuter programs. Geoff has a comprehensive understanding of how to influence mode shift through behavior change initiatives and has overseen dozens of TDM Projects across North America, including several that involved hospital clients or stakeholders. He has also worked on TDM planning initiatives with the City of Ottawa over the past 10 years and has a good understanding of the local context.

Titi Onabanjo – Project Manager

Titi is a Senior Consultant at Steer with a background in TDM and behaviour change. At Steer, she has worked on a number of TDM, parking and mobility plans including a Parking Study at North York General Hospital (NYGH). She also has experience designing and developing TDM training programs. Prior to joining Steer, she was an Assistant Program Manager at pointA in Toronto, where she implemented and managed workplace TDM strategies like carpool parking management, travel planning guides and outreach events through the Smart Commute program. In addition, she has worked with municipal to use social marketing techniques to influence commuter behaviour and has expertise in shuttle management and first-last mile planning.

Schedule

Below is an indicative timeline that can be adjusted based on the project's needs. To complete the work with the level of engagement proposed, we are recommending approximately 6 to 8 months as a timeline. Please note the timeline may be affected by factors such as client review periods, coordination of stakeholders, and service providers.

Figure 3: Indicative Schedule

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Work Plan Tasks								
Task 1: Project Plan and Project Management	KO	D						
Task 2: TDM Plan and Development								
2.0 TOH Network TDM Framework								
2.1 Data Collection			M					
2.2 Measures & Incentives, Parking Management					M			
2.3 Business Case Analysis					M			
2.4 Impact Evaluation								
2.5 Policy Development						D		
Task 3 Community Engagement								
Task 4: Final TDM Plan							M	D
Kick Off Meeting								
Meeting								
Deliverables								

