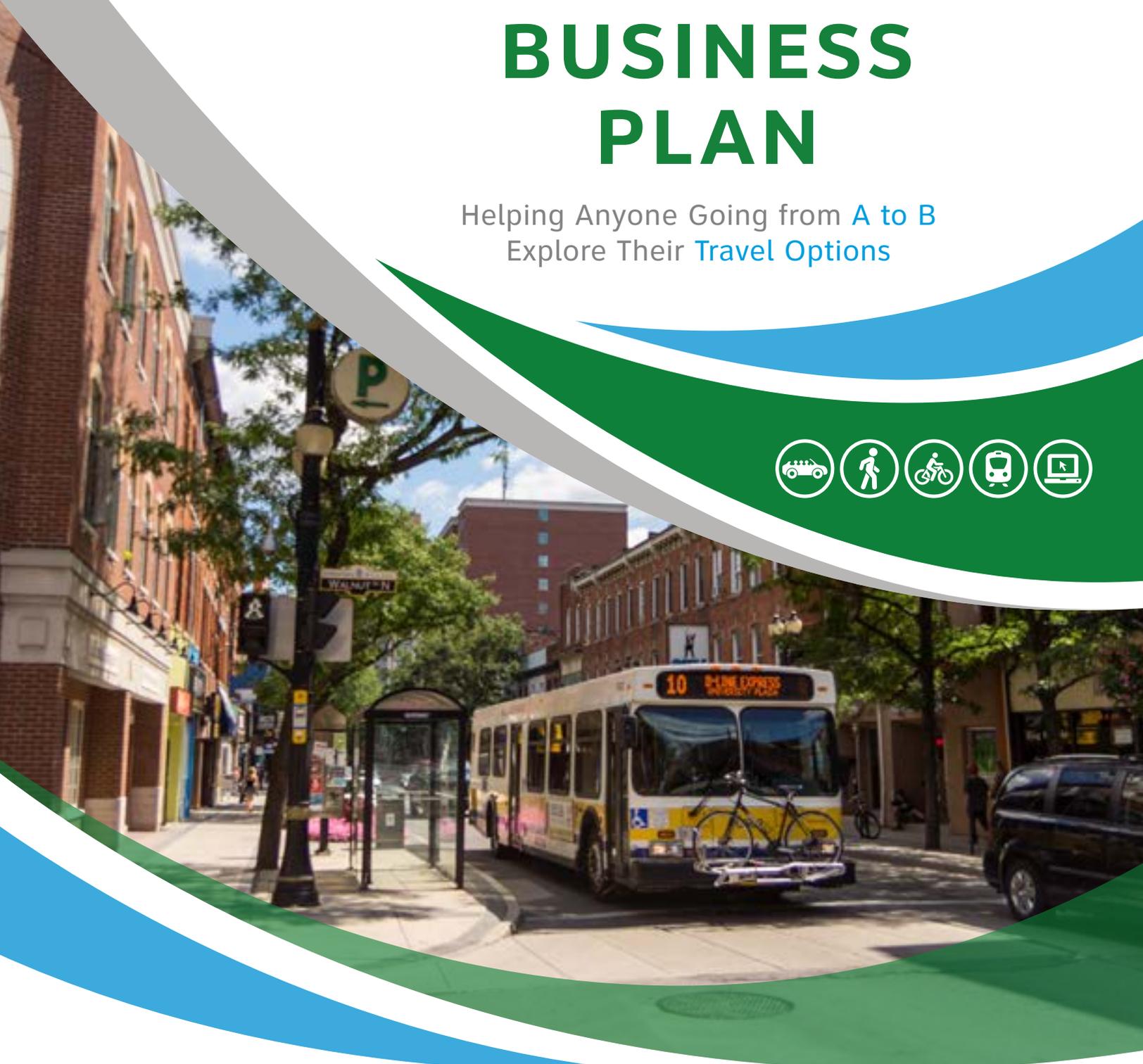


2018 BUSINESS PLAN

Helping Anyone Going from A to B
Explore Their Travel Options





2017

By the Numbers

SMALL STEPS CAN MAKE A BIG CHANGE



Our transportation challenges are big and infrastructure alone won't fix them. Our small individual actions can collectively amount to huge improvements for everyone.

Focus on what can be changed and encourage others to do the same.

SECURE BIKE PARKING

24
WORKPLACES WITH 35+ SITES ACROSS THE CITY

92,000+
COMMUTERS

MAPLELEAF FOODS
awarded

HAMILTON EMPLOYER OF THE YEAR

FOR THEIR COMMITMENT AND INVESTMENT IN THE SMART COMMUTE PROGRAM

1,900+
DIRECT INTERACTIONS WITH COMMUTERS

4,300+
NEWSLETTER SUBSCRIBERS

68
outreach booths, road shows, workshops, and special events

+26%
increase in online Tool Users

JAN DEC

Bar chart icon showing an upward trend.

2,000+
FOLLOWERS

COMMUTER REWARDS PROGRAM LAUNCHED

3
CUSTOM PROJECTS STARTED WITH WORKPLACE MEMBERS

55% AVERAGE SUSTAINABLE MODE SHARE AT MEMBER WORKPLACES

BASED ON THE FALL 2017 COMMUTER SURVEY

BUILDING MOMENTUM TO MOVE HAMILTON FORWARD

At Smart Commute Hamilton, we work with 24 workplaces to help their 92,000 staff and students explore their travel options. Our 2017 Commuter Survey found that 55% of our commuters are using sustainable modes to get to work and school, nearly 35% higher than Hamilton's average.

With many new tools in place, 2017 was an exciting year of program maturity for Smart Commute Hamilton. We recruited 3 new employers bringing our total workplace members to 24 to help their staff explore their travel options between their A to B. As our September survey showed, over 55% of our commuters at Smart Commute Hamilton workplaces are using sustainable modes to get to work or school – a 15% increase from 2016.

In co-operation with our workplace members, Smart Commute Hamilton's new "made-in-Hamilton" program, focused on customizing our program offerings to meet the need of our local workplaces. Our new Smart Commute 2.0 program features a new self-serve small business program and a Rapid Ready plan for members that may be affected by LRT Construction in addition to the re-vamped program services.

In co-operation with Metrolinx, we launched a new Smart Commute Month campaign that took place in September, replacing the Smart Commute Week campaign. This new, longer campaign enabled us to strengthen our relationship with our employer partners and gain a better understanding of employee travel behaviour. We enhanced our marketing efforts by overhauling our entire website to make it more user friendly and created new marketing materials that are available on the new Smart Commute Resource Hub.

In 2017, we launched the Commuter Rewards pilot program at the City of Hamilton, to maintain employee engagement between major campaigns and encourage behaviour change by rewarding those who choose a sustainable mode to commute to work. The pilot program has received great feedback from participants and is the first of its kind in the Smart Commute network. We are looking forward to rolling this program out to more employer members in 2018.

As we move into 2018, we look forward to the new opportunities that will present themselves. We have a number of exciting new initiatives that will launch this year that are outlined in this plan. These initiatives play a key role in influencing the travel behaviour of Hamilton workplaces.

INTRODUCTION

1



BIKE TO WORK DAY 2017 CYCLIST GOODIE BAG



1.1 What is Smart Commute?

Smart Commute Hamilton is an association led by the City of Hamilton which works with local businesses and community organizations to provide programs and initiatives that encourage the use of active and sustainable transportation. The initiative takes immediate action on climate change and health in the Greater Toronto and Hamilton Area through transportation efficiency, policy development and infrastructure renewal. The organization also supports the City's larger transportation demand management initiatives, based on the goals and objectives outlined in the Transportation and Cycling master plans.

Smart Commute Hamilton is part of the Smart Commute network – a region-wide network of 13 local transportation management associations led by Metrolinx. The goal is to ease congestion, improve air quality and reduce greenhouse gas emissions while making commuting less expensive and more enjoyable, helping support the objectives of Metrolinx's regional transportation plan, The Big Move. To date, more than 340 employers with 732,300 commuters have signed on to the program and are designated as Smart Commute workplaces.

We help anyone who is going from A to B explore and try smart travel options.

1.2 How We Help

We offer a growing number of programs, services, and support tools to meet the diverse needs of Hamilton workplaces. Together, these tools and programs help to support sustained traveller behaviour change.

- ✓ Carpooling- exclusive ride-matching programs for employers
- ✓ Site assessments and surveys to understand employee commuter behaviour
- ✓ Shuttle programs
- ✓ Emergency Ride Home programs
- ✓ Workshops, lunch and learns, and seminars
- ✓ Employee work arrangement solutions: telework, compressed work weeks and flex hours
- ✓ Walking and cycling encouragement
- ✓ Incentives and promotions

1.3 Purpose of this Business Plan

The report outlines the priorities for Smart Commute Hamilton during 2018. Specifically, it:

- Reviews Smart Commute Hamilton’s progress towards the goals in the 2017 Business Plan; and,
- Establishes Smart Commute Hamilton’s objectives for 2018.

2017 BUSINESS PLAN OUTCOMES

2

■ Achieved
 ■ In Progress
 ■ Not Met
 ■ To Be Determined

Goal	Action	Status
Develop and launch the Smart Commute Portal	City of Hamilton will work with Metrolinx and other Regions to ensure the Portal is delivered to meet the needs of Hamilton workplaces.	Portal launched in 2017 with success.
	Identify, develop or refine portal materials, and other information assets, to post on the Portal with workplace members.	Ongoing.
	Develop a ‘New Employee Commuter’ form that workplace members can use	Complete and available for employers on the Portal.
Launch the new Smart Commute 2.0 Program	Pilot the self-serve small business program with three small businesses to test scalability.	Pilot took place with 4 businesses: IBI Group, Indwell, Momentum Fitness, & CoMotion.
	Develop the Rapid Ready plan to support workplace members who may be impacted by B-Line LRT Corridor construction	Submitted to the City of Hamilton – awaiting approval to launch Construction Mitigation services.
	Use the portal as an opportunity to re-engage workplaces that lack regular involvement in the program.	Re-engaged and established 11 new workplace contacts.
Develop and introduce the Commuter Rewards program	Pilot the program with select workplaces in early 2017.	Pilot launched with the City of Hamilton
	Monitor the effectiveness of maintaining involvement between major campaigns	Outcome of pilot project that wraps up in early 2018.
	Determine opportunities to expand the program Hamilton-wide over the longer term	Outcome of pilot project that wraps up in early 2018.
Enhance marketing efforts to increase awareness of travel options.	Overhaul the Smart Commute Hamilton website to make it a “one-stop-shop” for commuters.	In progress.
	Grow the mailing list to 4,500 subscribers.	4,222 subscribers as of November 2017 and continuing to grow.
	Create new posters, brochures and postcards and make them available for the new portal	Carpooling, public, ERH, and Smart Commute Tool materials are complete and available on the portal.
	Develop a Commuter Plan for enhanced members that provides detailed information on getting to worksites	St. Joe’s, Maple Leaf, and City of Hamilton Commuter Plans are complete. HHS is in progress.

GOALS FOR 2018

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Six over-arching goals will guide Smart Commute Hamilton in 2018. These goals will help the program expand its current successful foundation, and focus on working with employers to help encouragement shifts to sustainable modes.

- 1 Relaunch/Launch Parking Programs at Enhanced Member Sites
- 2 Roll out Commuter Rewards Program to the rest of the Smart Commute network
- 3 Support the LRT Ready Campaign
- 4 Launch a “Transit is Closer than you Think” campaign
- 5 Develop and implement 4 Custom Projects
- 6 Retain high-level of engagement with existing partners and recruit new employers

GOALS FOR 2018

1 Relaunch/Launch Bike and Carpool Parking Programs at Enhanced Member Sites



ACTIONS

Identify worksites to install carpool and/or secure bike parking

Launch and/or re-vamp carpool parking programs at enhanced member sites

2 Roll out the Commuter Rewards Program to the rest of the Smart Commute Hamilton network



ACTIONS

Investigate logistics and distribution methods to expand the Commuter Rewards program to the rest of the Smart Commute network

Roll out the program to the enhanced member worksites by Spring 2018 and the rest of the Smart Commute employers by Summer 2018

3 Support the LRT Ready Campaign



ACTIONS

Work with the Hamilton Chamber of Commerce to organize and run an LRT Ready Seminar

Support the Rapid Ready plan and Sustainable Mobility's Construction Mitigation services

4 Launch a "Transit is Closer Than You Think" campaign



ACTIONS

Develop and launch a Smart Commute individualized marketing campaign focusing on new employees, walking and transit

Assist new employees with trip planning by adding Smart Commute resources to workplace orientation sessions

ROADMAP TO SUCCESS

5 Develop and implement 4 Custom Projects



ACTIONS

Launch a Parking Payout Pilot Project

Launch the Transit is Closer than you Think campaign

Conduct a Commuter Rewards program roll-out feasibility study

Complete a bike and carpool parking program revamp at enhanced member worksites

6 Retain high-level of engagement with existing partners and recruit new employers



ACTIONS

Work with Metrolinx to identify best practices for employer engagement

Expand and promote the Smart Commute Resource Hub to champions

Establish a Smart Commute Committee at all enhanced member employers

Recruit a full-time champion at McMaster University and more enhanced members

4.1 Budget

The program will be delivered on a fixed budget, with equal funding from the City of Hamilton and Metrolinx. Additional private funding will be achieved through the new Enhanced Service Package and through in-kind contributions.

Funding Partner	Funding
City of Hamilton	\$102,000
Metrolinx	\$102,000
Other Sources/Gifts in Kind	\$30,000
	<u>\$234,000</u>



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