

***Municipal Government Responses to the
Survey on Methodologies, Methods, and
Techniques that Are Used to Make Decisions
About Sustainable Transport Practices***

INTERIM REPORT 6

Transport Canada Project

**Methodologies for Identifying and Ranking Sustainable
Transport Practices in Urban Regions**

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1. Background and Report Focus

The key issues to be addressed, study methodology and approach, and body of work to be undertaken for this Transport Canada project are presented in the Project Synopsis (<http://www.wellar.ca/wellarconsulting/TCProjectSynopsis.pdf>).

Prior to preparing *Municipal Government Responses to Survey about Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices*, five interim reports and three research reports were completed and posted (<http://www.wellarconsulting.com/>) to address different parts of the project body of work that is described in the synopsis report.

As described in the Project Synopsis, the project structure and organization involve a number of research activities, including inquiries to establish whether parts, or the entire project, are of an exploratory or confirmatory nature. That information is not only critical to achieving a robust research design, it provides terms of reference for conducting the study, disseminating study findings, and analyzing and evaluating research results.

The fact that no precedent studies were located means that this project is exploratory in nature, which by definition means that new ground is broken in regard to research design, and implementation of the research design. In recognition of the apparent originality of the project, several interim reports discuss in detail why the survey of municipal governments assumes singular importance. That is, as perhaps the only survey to date that attempts to ascertain the methodologies, methods, and techniques that **are used** by municipal governments in making decisions about identifying, adopting, and implementing sustainable transport practices, this survey assumes what might be termed “one of a kind” importance in regard to the design of the questions asked, and the responses provided by participating municipalities.

Further, in accordance with the agreement with Transport Canada, all the prior reports are readily accessible, and have been posted for public scrutiny for anywhere from several weeks to several months at the time of this writing. Since no questions or challenges of a factual nature have been received by the time of writing this report, the prior reports are not re-visited for general discussion purposes. Rather, consideration of prior work is limited to materials which bear directly on the research design of the municipal government survey, and communications with municipal government officials (mayors and councillors, clerks, city managers, directors-general, and designated respondents) that are directly pertinent to the number or nature of responses to the survey.

The background overview is closed by recalling that prior reports discuss the distinctions between methodologies, methods, and techniques that **are used**, **could be used**, and **should be used** by municipal governments in making decisions about identifying, adopting, and implementing sustainable transport practices. In particular, research reports 1, 2, and 3 (Wellar, 2008a, 2008b, and 2008c) provide commentaries on a number of methods and techniques which **could be used** in making decisions about sustainable transport practices, and also provide a substantial amount of context for readers of this report who may wish to

compare and contrast the methods and techniques that are used by municipalities *vis-à-vis* those that could be used.

The focus of this document is the survey responses from municipal governments. As discussed in detail in section 5, the responses are presented as they were submitted in order to ensure the integrity of the materials. For the purposes of this project, and examination/analysis of the present report by Transport Canada and other reviewers, **it is appropriate to regard the responses as initial contributions to a database on methodologies, methods, and techniques that are used by municipal governments in Canada to make decisions about sustainable transport practices.**

Finally, in the absence of locating any evidence to the contrary, it appears fair to suggest that this database is a first-of-its-kind in Canada. And, on the basis of comments received about the project in general and the survey component in particular, it also appears fair to suggest that the database initiative represents a significant contribution to the objective of informing Transport Canada, as well as other federal departments and agencies, provincial and territorial governments, municipal governments, businesses, advocacy groups, researchers, citizens, and the media about the bases that underlie decisions by municipal governments to identify, adopt, or implement sustainable transport practices.

2. Organization of Survey Materials

The organization of survey materials follows from the materials presented in interim report 3, and has two components.

For the purposes of report self-containment, and the convenience of the reader, section 3 presents the materials used to inform municipalities of the project, and lists the municipalities invited to participate in the survey. Details in those regards were discussed as part of the research design, and can be found in interim report 3 (Wellar, 2008d).

And, again for reasons of self-containment of the report, and the convenience of the reader, Section 4 contains the complete survey and then section 5 presents the survey responses.

3. Survey Communications and List of Contacted Municipal Governments

There are three elements to section 3:

- An email letter sent in August, 2008 to the mayors and councillors requesting the participation of their municipalities in the survey (Figures 1A, 1B).
- An email letter sent, usually as a same-day reply, upon receipt of the names of the officials designated to prepare the responses to the survey (Figures 2A, 2B).
- The list of municipalities invited to participate in the survey (Table 1).

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It is likely that the contribution of each element to the survey is self-evident. However, since this research is exploratory, several comments about research design features are provided in interim report 3 (Wellar, 2008d).

The survey was conducted in English and in French, and the texts of communications are presented below in both languages.

Figure 1A. Text of Email Letter to Mayor and Councils, Transport Canada Project: Survey of Municipal Governments on Sustainable Transport Practices

Re: Transport Canada Project, “Methodologies for Identifying and Ranking Sustainable Transport Practices in Urban Regions”.

Dear Mayor and Council,

I am writing in regard to a consulting assignment that I am undertaking on behalf of Transport Canada. Details about the assignment are contained in the Project Synopsis, which is available online at <http://www.wellarconsulting.com/>.

The project is titled, “Methodologies for Identifying and Ranking Sustainable Transport Practices in Urban Regions”. The purpose of this communication is to request the participation of your municipality in a national survey to document the methodologies, and methods and techniques used by municipal governments in making decisions about identifying, adopting, and implementing sustainable transport practices in general, and sustainable transport best practices in particular.

As you may recall, I previously contacted your municipality on the subject of sustainable transport for a presentation that I gave as the international speaker at the 2007 National TravelWise Conference in Belfast. This project builds on and extends that prior work, and I am optimistic that the previous inquiry about sustainable transport practices will facilitate completion of this survey.

I will be most grateful, therefore, if you will agree to have your municipality participate in the project, and if you will send me the name and email address of the person to whom I should send the survey materials.

Thank you for your consideration of this request, and I look forward to hearing from you at the earliest moment.

Sincerely,

Barry Wellar, PhD, MCIP
Principal, Wellar Consulting Inc.
890 Ridley Blvd,
Ottawa, ON K1N 6N5

**Figure 1B. Texte du message transmis par courriel au maire et aux élus,
Projet de Transports Canada : Enquête auprès des gouvernements
municipaux sur les pratiques de transport durable**

Objet : Projet de Transports Canada, “ Méthodologies pour l’identification et le classement des pratiques en matière de transport durable dans les agglomérations”.

Cher Maire et chers membres du Conseil,

Je souhaite, par la présente, vous informer du projet de consultation que je mène présentement pour le compte de Transports Canada. Toutes informations relatives à cette initiative peuvent être consultées sous la rubrique Project Synopsis à l’adresse Internet suivante : <http://www.wellarconsulting.com/>.

Le projet s’intitule « Méthodologies pour l’identification et le classement des pratiques en matière de transport durable dans les agglomérations ». Je vous écris afin d’inviter votre municipalité à participer à une enquête d’envergure nationale dont le but est de documenter les méthodologies, méthodes et techniques utilisées dans le cadre des décisions prises par les gouvernements municipaux concernant l’identification, l’adoption et la mise en œuvre de pratiques de transport durable en général, et de pratiques exemplaires de transport durable en particulier.

Comme vous vous souvenez peut-être, j’avais déjà contacté votre municipalité à propos du transport durable en vue d’une communication que j’ai présentée comme conférencier international à la Conférence de la National TravelWise Association tenue à Belfast en 2007. Le présent projet s’inscrit dans le prolongement et constitue une extension des travaux antérieurs. Je suis certain que l’étude réalisée au préalable sur les pratiques de transport durable sera utile pour répondre à cette enquête.

Je vous serais très reconnaissant si vous acceptiez de donner votre consentement à la participation de votre municipalité à ce projet, et de bien vouloir me fournir le nom ainsi que l’adresse courriel de la personne contact à qui je pourrai remettre tous les documents de l’enquête.

Dans l’attente de votre réponse, je vous prie d’agréer ma demande et de trouver ici l’expression de mes sincères remerciements.

Barry Wellar, Ph.D., MICU
Directeur, Wellar Consulting Inc.
wellarb@uottawa.ca
<http://www.wellarconsulting.com/>

Figure 2A. Text of Email Letter to Respondents, Transport Canada Project: Survey of Municipal Governments on Sustainable Transport Practices

Re: Completing Survey Forms, Transport Canada Project, “Methodologies for Identifying and Ranking Sustainable Transport Practices in Urban Regions”.

Dear Respondent,

I am pleased to learn that you are the contact person for the survey.

Based on the experience of the survey for the National TravelWise Association Conference presentation in 2007, it occurred that background information may be helpful to respondents. As a result, Interim Report 2, ***Background Comment on Methodologies, Methods, and Techniques to Support Decisions to Identify, Adopt, or Implement Sustainable Urban Transport Practices*** has been posted and is available for examination (<http://www.wellarconsulting.com/>).

The purpose of Interim Report 2 is to emphasize the importance of the methodology-methods connection to the outcome of the project, and to provide suggestions to survey respondents that may assist them in contributing evidence to the surveys. I am optimistic that Interim report 2 is sufficient to elicit complete and self-contained responses, so that I will be able to do full justice to the extent and degree that your municipal government has used scientific and/or other recognized methods and techniques to support decisions about identifying, adopting, and implementing sustainable transport practices.

The survey form is attached. It is sent as a Word document, and I invite you to expand the form and sections of the form to provide the full story about which methods and techniques were and are used by your municipal government to identify, adopt, and implement which sustainable transport practices in general, and deemed best practices in particular.

Thank you in advance for your municipal government’s contribution to the survey on methods and techniques used by municipal governments to make decisions about sustainable transport practices.

Sincerely,
Barry Wellar, PhD, MCIP
Principal, Wellar Consulting Inc.
wellarb@uottawa.ca

Figure 2B. Texte du message transmis par courriel aux répondants, Projet de Transports Canada : Enquête auprès des gouvernements municipaux sur les pratiques de transport durable

Objet : Projet de Transports Canada, “Méthodologies pour l’identification et le classement des pratiques en matière de transport durable dans les agglomérations”.

Cher (Chère) -----,

Je suis heureux d’apprendre que vous êtes la personne contact désignée pour collaborer à un projet de consultation que je mène présentement pour le compte de Transports Canada. Toutes informations relatives à cette initiative peuvent être consultées sous la rubrique Project Synopsis à l’adresse Internet suivante <http://www.wellarconsulting.com/>.

Le projet s’intitule « Méthodologies pour l’identification et le classement des pratiques en matière de transport durable dans les agglomérations ». La raison pour laquelle je vous écris est de vous proposer le canevas du questionnaire et les formulaires que j’ai conçus pour les besoins de l’enquête. L’objectif premier de cette enquête d’envergure nationale est de documenter les méthodologies, méthodes et techniques utilisées dans le cadre des décisions prises par les gouvernements municipaux concernant l’identification, l’adoption et la mise en œuvre de pratiques de transport durable en général, et de pratiques exemplaires de transport durable en particulier.

Comme vous vous souvenez peut-être ou que, le cas échéant, vous avez été mis au courant, j’avais déjà contacté votre municipalité à propos du transport durable en vue d’une communication que j’ai présentée comme conférencier international à la Conférence de la National TravelWise Association tenue à Belfast en 2007. Ce projet s’inscrit dans le prolongement et constitue une extension des travaux antérieurs. Je suis certain que l’étude réalisée au préalable sur les pratiques en transport durable vous permettra de répondre plus facilement aux questions de l’enquête.

C’est avec impatience que j’attends de lire les formulaires dûment complétés, et je vous invite à offrir autant de précisions que vous voulez. Laissez moi souligner d’emblée qu’en donnant le plus de détails possible en remplissant le formulaire la première fois, il est peu probable que nous aurons à vous soumettre des questions additionnelles ou vous demander des compléments d’informations et d’exiger plus de temps.

Je vous remercie à l’avance de votre participation au projet Méthodologies pour l’identification et le classement des pratiques en matière de transport durable dans les agglomérations.

Veuillez agréer l’expression de mes salutations les plus sincères.

Barry Wellar, Ph.D., MICU
Directeur, Wellar Consulting Inc.
Courriel: wellarb@uottawa.ca

Table 1. Municipalities Invited to Participate in the Survey

<p>Newfoundland & Labrador St. John's</p> <p>Nova Scotia Halifax RM</p> <p>Prince Edward Island Charlottetown</p> <p>New Brunswick Moncton</p> <p>Quebec Gatineau Laval Lévis Longueuil Montréal Quebec City Saguenay Sherbrooke Trois-Rivières</p>	<p>Ontario Barrie Brampton Cambridge Durham Region Guelph Halton Region Hamilton Kingston Kitchener London Mississauga Niagara Region North Bay Oakville Ottawa Peel Region Peterborough St. Catharine's Sault Ste. Marie Sudbury Thunder Bay Toronto Waterloo City Waterloo Region Windsor York Region</p>	<p>Manitoba Winnipeg</p> <p>Saskatchewan Regina Saskatoon</p> <p>Alberta Calgary Edmonton Lethbridge</p> <p>British Columbia Burnaby GVRD Kamloops Kelowna New Westminster Surrey Vancouver Victoria</p> <p>Yukon Territory Whitehorse</p>
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4. Survey Requests for Information, and Survey Responses

This project breaks new research ground in Canada, and as a result there is considerable interest in both the design of the survey instrument used to elicit responses and the responses.

The survey instrument is therefore first presented in its entirety so that readers have access to the “big picture”, and then the responses received from municipalities by January 15, 2009 are presented in section 5.

Finally, the survey was conducted in English and in French, and the materials are organized accordingly.

Figure 3A. Survey Materials for Municipal Government Respondents

Introduction to Municipal Government Survey and Forms

As noted in the Synopsis Report (<http://www.wellarconsulting.com/>), this project is organized around three phases that mark progress towards achieving a sustainable urban transport practice:

1. Identify the practice.
2. Adopt the practice.
3. Implement the practice.

The intent of the project is to learn about the reasoning process (methodology), and the means (methods and techniques) behind decisions of municipal governments to identify, adopt, and implement sustainable urban transport practices.

One element of the project is a survey of municipal governments to obtain information about the methodologies, and methods and techniques, that are used when making decisions to identify, adopt, and implement sustainable transport practices. The utility of this information may be outlined as follows.

Information about the values, principles, and assumptions that guide the decision-making process provides insight into the process whereby sustainable transport practices are identified, adopted, and implemented by municipal governments. This information can contribute to the development of policies and programs by the Government of Canada that are compatible with the decision-making process of municipal governments.

Information about the sustainable transport practices identified, adopted, and implemented by municipal governments provides insight into the current and likely future state of sustainable transport systems in Canada's urban regions. This information can be used to contribute to the development of policies and programs by the Government of Canada that are compatible with, and serve and promote the actions of municipal governments to achieve sustainable transport practices in general, and sustainable transport best practices in particular.

There is a brief methodologies survey, and a brief methods and techniques survey. They are presented on the following pages, and are ready for completion by the municipal government respondent.

Barry Wellar, Principal Investigator

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the values, principles, assumptions, or other factors that they record on the survey form.

Note: There is no length limit on replies, the more pertinent, decision-related detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of values, principles, and assumptions that underlie all decisions involving sustainable transport practices. Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

1. Values?

2. Principles?

3. Assumptions?

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

5. Municipality of:

6. Respondent:

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

Note: There is no length limit on replies, the more detail the better.

Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of research procedures and decision procedures that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

- 1. What research procedures are used to identify sustainable urban transport practices?**
- 2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?**
- 3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?**
- 5. Municipality of:**
- 6. Respondent:**

**Figure 3B. Documents de l'enquête soumis aux répondants
des gouvernements municipaux**

Présentation de l'enquête sur le gouvernement municipal et des formulaires

Tel qu'il est décrit sous la rubrique Synopsis Report à l'adresse <http://www.wellarconsulting.com/>, ce projet est structuré en trois phases qui marquent le progrès vers la réalisation d'une pratique de transport durable urbain:

1. Identification de la pratique.
2. Adoption de la pratique.
3. Mise en œuvre de la pratique.

La finalité de ce projet est de fournir une meilleure compréhension des processus de raisonnement (la méthodologie) et des moyens (les méthodes et techniques) concernant les décisions prises par les gouvernements municipaux qui touchent l'identification, l'adoption et la mise en œuvre de pratiques dans le domaine du transport durable urbain.

Un des éléments du projet consiste à sonder les gouvernements municipaux en vue de recueillir des informations sur les méthodologies, les méthodes et les techniques qui sont utilisées dans le cadre des décisions entourant l'identification, l'adoption et la mise en œuvre de ces pratiques de transport durable. L'intérêt de ces informations réside dans les points suivants.

Les informations portant sur les valeurs, principes et hypothèses en soutien au processus décisionnel élargissent les connaissances sur le processus menant à l'identification, l'adoption et à la mise en œuvre de pratiques de transport durable. Elles peuvent servir de base à l'élaboration de politiques et programmes du gouvernement du Canada qui correspondent au processus décisionnel des gouvernements municipaux.

Les informations obtenues sur les pratiques de transport durable identifiées, adoptées et mises en œuvre par les gouvernements municipaux élargissent les connaissances aussi sur la situation actuelle et à venir des systèmes de transport durable dans les agglomérations canadiennes. Elles peuvent servir de base à l'élaboration de politiques et programmes du gouvernement du Canada qui correspondent avec, appuient et favorisent les actions mises sur pied par les gouvernements municipaux pour instituer des pratiques de transport durable en général et des pratiques exemplaires de transport durable en particulier.

Ce projet comprend deux enquêtes courtes servant à recueillir des informations sur les méthodologies ainsi que sur les méthodes et techniques. Elles sont présentées ci-après et le répondant autorisé par le gouvernement municipal peut maintenant y répondre.

Barry Wellar, chercheur principal

Enquête auprès du gouvernement municipal

Partie 1: Volet sur la méthodologie

Ce volet de l'enquête est conçu dans l'optique de recueillir des informations sur les valeurs, principes, hypothèses et autres paramètres qui sont utilisés pour générer des décisions relatives aux pratiques de transport durable urbain.

Il est demandé aux répondants de répondre avec précision à chacune des questions et d'utiliser un style télégraphique sous forme de points et non de rédiger un texte. Par ailleurs, il serait d'une grande utilité si les répondants pouvaient identifier par leur nom la ou les pratiques associée(s) aux valeurs, principes, hypothèses et autres facteurs qui ont été inscrites sur le formulaire d'enquête.

Veillez noter que la longueur des réponses n'est pas limitée et qu'elles devraient présenter le plus de détails possible au sujet des décisions. Par ailleurs, il est attendu que cette démarche d'enquête ouverte débouche sur des réponses très variées de la part des gouvernements municipaux. À titre d'exemple, vous pouvez répartir les réponses dans des catégories générales en fonction des valeurs, principes et hypothèses qui sous-tendent les décisions en matière de transport durable urbain. Une autre façon de procéder consisterait à présenter sur une feuille séparée chaque pratique de transport durable et fournir des informations les plus détaillées sur l'influence des valeurs, principes et hypothèses correspondants.

1. Valeurs?

2. Principes?

3. Hypothèses?

4. Autres facteurs qui influent sur le processus décisionnel dans le domaine des pratiques de transport durable urbain de votre municipalité.

5. Nom de votre municipalité :

6. Nom du répondant :

Enquête auprès du gouvernement municipal

Partie 2: Volet sur les méthodes et techniques

Ce volet de l'enquête est conçu dans l'optique de recueillir des informations sur les moyens, c'est-à-dire les méthodes et techniques, concernant les décisions prises pour identifier, adopter et mettre en œuvre des pratiques de transport durable urbain. Il est demandé aux répondants de répondre avec précision à chacune des questions et d'utiliser un style télégraphique sous forme de points et non de rédiger un texte. Par ailleurs, il serait d'une grande utilité si les répondants pouvaient identifier par leur nom la ou les pratiques associée(s) aux procédures de recherche ou de décision qui ont été inscrites sur le formulaire d'enquête.

Veillez noter que la longueur des réponses n'est pas limitée et qu'elles devraient présenter le plus de détails possible. Par ailleurs, il est attendu que cette démarche d'enquête ouverte débouche sur des réponses très variées de la part des gouvernements municipaux.

À titre d'exemple, vous pouvez répartir les réponses dans des catégories générales en fonction des procédures de recherche et procédures de décision qui sous-tendent les décisions en matière de transport durable urbain. Une autre façon de procéder consisterait à présenter sur une feuille séparée chaque pratique de transport durable et fournir des informations les plus détaillées sur l'influence des procédures de recherche et procédures de décision correspondantes dans les décisions prises par les gouvernements municipaux concernant l'identification, l'adoption et la mise en œuvre de pratiques de transport durable.

- 1. Quelles sont les procédures de recherche utilisées pour identifier les pratiques de transport durable urbain?**
- 2. Quelles sont les procédures de décision utilisées pour effectuer un choix entre les pratiques de transport durable urbain qui sont adoptées et celles qui sont écartées ?**
- 3. Quelles sont les procédures de décision utilisées pour effectuer un choix entre les pratiques de transport durable urbain qui sont mises en œuvre et celles qui ne sont pas mises en œuvre ?**
- 4. Nom de la municipalité :**
- 5. Nom du répondant :**

5. Municipal Government Responses to Requests for Information about the Methodologies, Methods, and Techniques Which They Use in Making Decisions to Identify, Adopt, or Implement Sustainable Transport Practices

This is an exploratory research study, and as a result it is appropriate to make explicit key research design decisions. The issue of how to present the responses in creating the database is one such decision.

The responses could be presented in several ways, each of which has advantages and disadvantages.

By way of illustration, if the responses are organized around the respective survey components, analyses based on comparing and contrasting the roles of methodologies, methods, and techniques that are used by municipal governments in making decisions about identifying, adopting, and implementing sustainable transport practices are facilitated.

However, analyses that focus on individual municipalities are made more difficult due the need to “flip” back and forth between survey components, or to re-compile the parts of the database to support analyses.

And, of course, the converse also holds. Ease of access to responses by individual municipalities means that analyses which focus on survey components require examining the responses on a municipality-by-municipality basis, or re-compiling all or parts of the database.

Either of those approaches serves the purpose of this report, and neither approach appears to create advantages or disadvantages that lead to a compelling argument for choosing one approach over the other.

(It is noted in the above regards that having the database available in digital form makes manipulation of the contents a simple matter. However, as of this writing I have not had discussions with Transport Canada about accessibility to the raw data. As a result, the present discussion is at a general or in principle level, and the details about possible digital access to the survey responses remain to be specified by Transport Canada.)

As circumstances would have it, however, there is a critical project feature noted in section 1 that goes beyond ease of access as a driving or primary criterion, and provides clear direction on how to design the database for the purposes of the present project.

In brief, this appears to be a first-of-its-kind study in Canada, which underscores the need to ensure that the database accurately depicts the responses sent by municipalities. To meet that condition the content of a response cannot be changed, and no part of a response can be taken out of context when the response is entered into the database.

Further, it is necessary to ensure that if the responses include entries such as “Same as 2 above”, or “See list of best practices in answer to question about methods”, then the

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responses have to be entered into the database in such a way that the reader can readily follow the instructions of the respondent and locate the materials of interest.

The approach used to structure the database, therefore, is based on the “copy” and “paste” commands in order to achieve 100% correspondence between what was sent as data, and what appears in the database.

That is, the attachments received from the municipal governments are copied in their entirety, and are then pasted in their entirety into the database. The database materials are pasted in alphabetical order of the names of municipalities, with those in English appearing first followed by those in French.

The only modification to the survey forms is to add “Municipal Government: -----” to the cover pages. This addition to the forms readily identifies the respective survey participants, and improves the reader’s ease of access to the municipality(ies) of interest.

As noted in Table 1, a total of 54 municipal governments were invited to participate in the survey. The initial email was addressed to Mayor and Council, and was sent in August, 2008.

Where possible the communication was sent to the chief administrative officer for recording, and then forwarding to Mayor and Council for action. In some cases it was necessary to send the email to the mayor, or to a specified email address specified on the municipality’s website.

If the initial email resulted in a respondent being identified by name and email address, then subsequent communications were with the respondent.

In the event of a non-response to the first email to mayor and council, a second invitation was sent. And, in the event that there was still no response, a third email was sent. It was agreed with Transport Canada that three invitations to participate were sufficient to alert municipal governments to the survey, and to inform them of the invitation to participate in the study.

Communications with designated respondents began by sending them the survey form package as an email attachment. The package included explanations about the survey components, and the instructions about responses.

A final communication was sent in December, 2008 informing municipal governments that had not yet submitted completed survey forms that Transport Canada and the Principal Investigator agreed that the due date for receiving responses is January 15, 2009.

It is noted in closing this discussion of the survey and responses that many comments, suggestions, and questions were received about the survey. Further, a number of respondents included referrals to their municipalities’ websites in the cover emails for the survey response attachments.

In all cases the communications were positive, and included supporting the research, proposing other research topics for consideration, informing the Principal Investigator about how this project relates to other sustainable transport and planning projects (including those

of Transport Canada), and inviting examination of websites for materials that elaborate or extend the survey responses.

These communications from respondents, as well as those from mayors, councillors, city clerks, etc., were pursued as time permitted, and proved to be informative as well as instructive. However, the communications are not included in this report, since its focus is on the survey questions and the creation of a database around that common set of questions.

A total of 54 municipal governments were invited to participate in the survey, and they are listed in Table 1. Table 2 lists the municipalities which submitted the completed surveys on or before the due date of January 15, 2009, or which made formatting or other changes to the initial submissions and re-submitted them in time for inclusion in the report prior to its transmission to Transport Canada no later than January 31, 2009.

Table 2. Municipal Governments Participating in the Survey about the Methodologies, Methods, and Techniques Which They Use in Making Decisions to Identify, Adopt, or Implement Sustainable Transport Practices.

<ol style="list-style-type: none">1. Calgary (City)2. Durham (Region)3. Edmonton (City)4. Halton (Region)5. Kelowna (City)6. London (City)7. Ottawa (City)8. Peel (Region)9. Peterborough (City)10. York (Region)11. Trois-Rivières (Ville de)
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Survey responses received after January 15, 2009 were referred to Transport Canada for disposition, as were all communications regarding the survey.

This approach was necessary in order to complete this report and the project final report and submit them to Transport Canada on or before January 31, 2009.

The survey responses received from the municipal governments listed in Table 2 follow. As noted above, the materials are presented exactly as they were submitted, except for the addition of the name of the municipality to the survey form cover page.

**DOCUMENT EMAILED TO RESPONDENTS,
TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: City of Calgary

**Dr. Barry Wellar, MCIP, GISP
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**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:



Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

**Municipal Government Survey – City of Calgary
2009 January 15
Part 1: Methodology Component**

1. Values?

The Triple Bottom Line

Council and Administration are committed to the Triple Bottom Line (TBL) as a matter of policy. The City of Calgary uses TBL to:

- Incorporate sustainable development principles by considering and addressing the social, economic, environmental and smart growth impacts of all its decisions and actions, with regard to planning, policy, strategies, services, operations, approvals, and other City business;
- Protect and enhance the economic, social and environmental well-being of present and future generations of Calgarians.

The Triple Bottom Line Policy applies to the internal and operational actions, services and decisions of The City of Calgary, including decisions that affect the public and public policy. The Key Directions for Land Use and Mobility, the Transportation Goals, policies and actions contained in this plan have all been developed with the intent of meeting The City's commitment to TBL.

imagineCalgary

What are your hopes and dreams for Calgary's future?

By answering this and four other simple questions, Calgarians began the process of shaping their city's future. imagineCALGARY is the blueprint helping Calgarians create a sustainable future and exceptional quality of life for generations to come. More than 18,000 Calgarians participated in the development of this vision, making it the largest community visioning process of its kind anywhere in the world!

The Long Range Urban Sustainability Plan that resulted from imagineCalgary includes a 100-year vision and goals which reflect the diversity of aspirations and interests of the community for the future. It also includes a series of shorter-term targets which provide useful reference points for organizations and individuals to determine what action can be taken to reach the goals. The imagineCalgary vision is:

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine Calgary, making a community in which:

- We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for us all.
- We are each connected to our places. We treasure and protect our natural environment.
- Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of their surroundings.
- We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone and people move freely between them.
- We are each connected beyond our boundaries. We understand our impacts upon and responsibilities to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.
- We can make it happen!

Plan It Calgary builds upon the aspirations and values of imagineCALGARY. The plan outlined within the new CTP and MDP translate this vision into relevant planning policies and implementation strategies to guide the long-term development of Calgary.

- Transportation Hierarchy (endorsed by City Council as part of the Centre City Plan, a development plan for Calgary's Central Business District and adjacent entertainment/residential area to the south. It has also been emphasized by senior managers in the Transportation Department for use in transportation plans, including the draft Transportation Plan)
- Different modes of transportation should receive different levels of priority in transportation and land use decisions. In order of priority, the modes are:
 1. Walking
 2. Cycling
 3. Public Transit
 4. Goods Movement/ Service Vehicles
 5. Taxis, High Occupancy Vehicles (e.g. Carpools)
 6. Single Occupancy Vehicles
- Triple Bottom Line description of benefits and disbenefits for a project/initiative (required on reports to City Council and often used in project documentation)
 - Social: effect on people
 - Environmental: effect on the environment

- Economic: effect on the local economy
- People with disabilities have the same right as everyone else to travel and participate in everyday life in the city (supported by policies approved by City Council).
- People of different groups, income, and characteristics must be given fair opportunities to travel in the city. (supported by a Fair Calgary Policy approved by City Council)

2. Principles?

Integrated lane use - transportation systems a requisite condition of sustainable transportation.

Sustainability Principles for Land Use and Mobility

City Council directed that the City's new Integrated Land Use and Transportation Plan (the Plan It Calgary project) align with the vision of imagineCALGARY. As part of the project's terms of reference, Council adopted a set of Sustainability Principles for land use and mobility. These principles were derived from the well recognized Smart Growth principles, current City of Calgary policy direction, and the direction of the Long Range Urban Sustainability Plan for Calgary (imagineCALGARY).

These principles reflect the recent experiences of many cities. Moving the city towards the intention of these principles will require changes to the way Calgary plans and delivers the city's land use and transportation networks.

1. Create a range of housing opportunities and choices.
2. Create walkable environments.
3. Foster distinctive, attractive communities with a strong sense of place.
4. Provide a variety of transportation options.
5. Preserve open space, agricultural land, natural beauty and critical environmental areas.
6. Mix land uses.
7. Strategically direct and manage redevelopment opportunities within existing areas.
8. Support compact development.
9. Connect people, goods and services locally, regionally and globally.
10. Provide transportation services in a safe, effective, affordable and efficient manner that ensures reasonable accessibility to all areas of the city for all citizens.
11. Utilize green infrastructure and buildings.

Key Directions for Land Use and Mobility

The Key Directions for Land Use and Mobility represent the strategic moves that need to be accomplished in order to guide Calgary towards the vision and principles discussed above. There are many more goals and actions (such as the Transportation Goals outlined in Section 1.8) that The City can take to move Calgary in a more sustainable direction, but the Key

Directions are core strategies that must be achieved, and should be the focus for planning, design, operations, funding and infrastructure management.

The Key Directions for Land Use and Mobility are:

1. Achieve a balance of growth between established and greenfield communities

The City must manage Calgary's long range growth within the Provincial Land Use Framework and in alignment with the land use and transportation framework of the Calgary Regional Partnership. The intent is to achieve a balance of growth between established communities and new greenfield communities, support enhanced transit services and the cost effective delivery of essential municipal infrastructure. Intensification should occur within opportune areas including vacant, underutilized and already redeveloping sites where existing land use patterns and public infrastructure (transit, roads, utilities, community services and schools) are available with capacities that support redevelopment.

2. Provide more choice within complete communities

Provide a greater variety of housing types in all communities to enhance choice and affordability. Also provide opportunities to better link people with jobs, services and amenities by encouraging mixed-use development within residential communities and intensified nodes and corridors near primary transit services. All new communities should achieve population thresholds that attract and support retail, community services, schools and transit. They should also protect significant elements of the natural environment, and integrate low impact development (LID) and energy-efficient design features.

3. Direct land use change within a framework of nodes and corridors

Create places and destinations that support greater walkability, community gathering and social interaction by intensifying jobs and residents within walkable distances to transit service. Connect the resulting city-wide hierarchy of activity centres and mixed-use corridors by a Primary Transit Network. Also identify these nodes and corridors as places to develop residential units that contribute to Calgary's overall housing affordability and provide greater opportunity for home ownership and transportation choices.

4. Link land use decisions to transit

Incorporate compact, mixed-use development and pedestrian-friendly design to support quality transit service capable of carrying a high volume of people. In response, create an integrated family of transit services, including a Base Network to provide broad coverage across the city, and a Primary Network to offer enhanced service to intensified nodes and corridors. This will enable a greater number of people to live close to transit service and satisfy their daily mobility needs by more sustainable modes such as walking, cycling and transit.

5. Increase mobility choices

Use the new Transportation Hierarchy for decision-making to create a more environmentally sustainable transportation system that provides more choice for Calgarians and moves more people without generating more traffic. Prioritize investment in these modes based on the greatest needs and impacts. This recognizes that increasing congestion in certain areas is an inherent outcome of a growing and vibrant city, while working to optimize use of the existing transportation system and promoting an urban form that makes walking, cycling and transit effective alternatives to the car.

6. Develop a Primary Transit Network

Support the city-wide hierarchy of nodes and corridors, and the intensification of inner city communities, by providing a Primary Transit Network with a high quality urban environment that will ensure customer safety, security, comfort and mobility. Timely investment in transit lines and service levels will better support existing higher density areas and facilitate intensification of new, priority-growth areas. Linking major activity centres with primary transit will be a high priority since this will help motivate market responses and focus infill and greenfield intensification within walking distance of the Primary Transit Network.

7. Create complete streets

Create a new selection of transportation facilities to take Calgary from its current, limited pattern of roadways to a broader palette of multi-modal roads and streets based on the new transportation hierarchy. The new street types should consider the context of adjacent land uses and incorporate elements of green infrastructure. Space for pedestrians, cyclists and transit should have higher priority, along with greater emphasis on urban design. An appropriate network that supports the efficient movement of goods and services should also be identified. Traffic movement should also be facilitated by putting the right type of street in the right place.

8. Optimize infrastructure

Municipal financial sustainability is a critical consideration within a wider growth management strategy. The cost of infrastructure, how it is paid for and when/where growth occurs must be considered as part of optimizing the outcomes for city taxpayers. The need for new infrastructure should be minimized by directing change to areas that optimize the use of existing infrastructure (roads, transit, utilities, schools, community services and emergency services). Investment in new infrastructure should support priority infill areas, and more compact communities in strategic greenfield areas at the edge of the city.

The Key Directions for Land Use and Mobility in Calgary aim to increase densities at strategic locations in the city in a way that provides better economies for public transit, supports

commercial development in neighbourhoods and reduces infrastructure costs. The plan, maps, policies and actions outlined in the new CTP are based directly on the Key Directions for Land Use and Mobility, and provide clear direction on how to achieve these critical goals.

1. Transportation and land use are dependent on each other and must be planned in a coordinated fashion to make walking and cycling realistic transportation choices.
2. Eleven Sustainability Principles (endorsed by City Council in 2007 for use in a new concurrently-developed Municipal Development Plan and Transportation Plan). The ones most relevant to sustainable transportation are:
 - Create walkable environments.
 - Provide a variety of transportation options.
 - Mix land uses
 - Strategically direct and manage redevelopment opportunities within existing areas.
 - Support compact development.
 - Provide transportation services in a safe, effective, affordable and efficient manner that ensures reasonable accessibility to all areas of the city for all citizens.
3. We should benefit/serve the greatest number of people possible. For example: in choosing a bike route for improvement, we should choose one that cyclists already use.
4. We should provide improved connectivity for pedestrians and cyclists, particularly to major destinations (e.g. Central Business District, University, Hospitals, Office Parks).
5. The public, interest groups, affected property owners, community residents, ordinary citizens and others have the right to participate in the planning process and usually contribute valuable local information to a project. For example: at the start of an on-street bike route improvement project for a specific route, cyclist advocates and community residents are invited by e-mail and/or letter to a drop-in meeting. Temporary signs are erected along the route advising the public of the meeting time and place. At the meeting, participants are encouraged to provide suggestions on locations and types of improvement along the route. The suggestions are taken into consideration in the development of the conceptual and detailed designs.
6. We must prioritize expenditures because there are limited public funds and the municipality must use the funds responsibly.
7. We must respond to ordinary citizens' suggestions, complaints and requests for information or improvements. Even if we do not enact the citizen's suggestions we must respond in a respectful and compassionate manner.

3. Assumptions?

1. Numerically-based ranking systems (quantifiable procedures) are more rigorous than qualitative procedures.
2. Increasing parking costs increases alternative transportation use.

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

1. geographic considerations,
2. pedestrian/cyclist measures a priority over vehicles (priority pyramid)

**Municipal Government Survey – City of Calgary
2009 January 15
Part 2: Methods and Techniques Component**

1. What research procedures are used to identify sustainable urban transport practices?

plan|it|calgary

The City's approach to sustainable transportation is currently being review by the plan|it|calgary project. Many practices are likely to change. Some of the research procedures that the plan|it|calgary project is using is listed below.

1. Design workshops
2. Forums
3. Benchmarking
4. literature review

Active Modes

1. Industry journals, reports, articles and bulletins. Hardcopy subscription and/or purchase, list-serve email subscription, and website search visits. Examples of publishing organizations:
 - Transportation Research Board
 - Federal Highways Administration
 - Institute of Transportation Engineers
 - Transportation Association of Canada
2. National guidelines and design documents published by the same organizations as part (a). Examples of documents:
 - Encouraging Alternative Transportation through Site Design (ITE)
 - Context-Sensitive Design for Multi-Purpose Urban Thoroughfares (ITE)
 - Geometric Design Guide (TAC)- chapters on pedestrians and bicycles

3. Attendance at industry conferences such as:
 - Pro Walk Pro Bike
 - Transportation Research Board
 - Velo City, Velo Mondial
 - Walk 21
4. Participation in training opportunities, particularly real-time audio/powerpoint web seminars (webinar) offered by ITE. Examples of recent training topics include:
 - Signing and marking in school zones: current practice (webinar)
 - Designing Safe, Accessible Pedestrian Facilities (two-day course)
 - Designing Bike Facilities (one-day course by Velo Quebec)
 - Innovative Bicycle Treatments (webinar)
5. Internet literature searches and viewing of webinar/presentation archives, particularly at industry websites such as:
 - TRB
 - ITE
 - Pedbikeinfo.org
 - Association of Pedestrian and Bicycle Professionals
6. Reviews of other jurisdictions' municipal and state pedestrian and bicycle plans.

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

1. Consultation with experts. For example:
 - City of Calgary Roads Design engineers—regarding safety
2. Directions from elected officials
3. Future policies, such as Area Structure Plans are reviewed for compliance with 11 sustainability principles when evaluating applications.

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

Project selection

The City of Calgary has several programs to select transportation projects for implementation.

- Transportation Improvement Priority Study (TIPS)
- Pedestrian Overpass Priority Study (POPS)
- Transit Capital Spending Plan
- Transportation Infrastructure Investment Plan (TIIP)

INTERIM REPORT 6

Municipal Government Responses to the Survey on Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices

Each of the priority studies feed into the TIIP program, which prepares a 10 year project list.

TIIP uses a computer system called Expert Choice (www.expertchoice.com), which uses a set of criteria using weights developed interactively by a team representing different areas of the Transportation department and other stakeholders. This process creates constructive discussion of the issues and the importance of different criteria in the ranking. This results in a consensus with broad support on which projects are included.

TIPS is focussed on projects related to the road network. The process has six steps.

1. Team selection
2. Chose Candidate Projects (based on capacity)
3. Check sustainability of candidate projects and reject those that are not considered sustainable. This evaluation was done by staff involved with the plan|it|calgary project and was based on a subjective evaluation built up from their experiences studying transportation sustainability.
4. Determine options for candidate projects (i.e.: operational improvement, interim implementation of full implementation)
5. Evaluate candidate projects using TBL with sustainability (Social, Economic, Environmental and Sustainability) criteria. The criteria in the most recent TIPS were as follows.
 - Development in established areas
 - Development in growth areas
 - Benefit/Cost ratio (Monetised travel time savings versus construction and maintenance costs)
 - Strategic Policies
 - Systems Considerations
 - Emissions
 - Waterways and wetlands
 - Transit
 - Pedestrians
 - Cyclists
 - Traffic safety
 - Community cohesion

Each criterion is assigned a value of 0, 1, 2, or 3 by a designated “expert” using either technical analysis or a subjective evaluation. The “Strategic Policies” criteria was done by staff involved with the plan|it|calgary project. The method was similar to the overall TIPS method, but with fewer criteria.

6. Sensitivity analysis process

INTERIM REPORT 6

Municipal Government Responses to the Survey on Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices

Active Modes

1. Consultation with experts. For example:
 - City of Calgary Roads Design engineers—regarding safety
2. Directions from elected officials
3. Public consultations
4. Surveys and questionnaires to residents of a community
5. Advocacy group advisories

Response prepared by:

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Blanka Bracic – Transportation Planning – Solutions
John Bolger – Transportation Planning – Network Planning
Calvin Wong – Business Strategist – Transportation General Manager’s Office

**DOCUMENT EMAILED TO RESPONDENTS,
TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: Region of Durham

**Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
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**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:



Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the values, principles, assumptions, or other factors that they record on the survey form.

Note: There is no length limit on replies, the more pertinent, decision-related detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of values, principles, and assumptions that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

1. Values?

The Region's Transportation Master Plan established a vision for sustainable transportation which is expressed through 5 key goals. These goals include: facilitating sustainable economic growth; using the system effectively; moving people and goods safely, reliably and efficiently; providing choices in services; and, promoting responsible development and environmental integrity. A copy of the Region's Transportation Master Plan can be found at www.durham.ca.

2. Principles?

The goals of the Regional Transportation Master Plan are supported by 48 principles of action, and 66 recommended actions.

3. Assumptions?

The TMP is based on a variety of assumptions (forecasts and modelling) including, but not limited to: population, employment and associated development forecasts; mode share targets (auto reduction target); travel demand forecasting; and, corridor capacity analysis.

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

See answer 2 in part of questionnaire.

5. Municipality of: Regional Municipality of Durham

6. Respondent: Jeff Brooks

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

Note: There is no length limit on replies, the more detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of research procedures and decision procedures that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

The Region has a Transportation Master Plan (TMP) in place. The TMP provides an array of directions and recommended actions for the development of a balanced and more sustainable transportation system. In support of the TMP and our Regional Official Plan, the Region has completed a number of other studies, plans, policies and guidelines, including: Arterial Corridor Guidelines, the Regional Cycling Plan, and a TDM Strategy. Each of these projects have been developed through a formal consultation process with input from public agencies, and consideration for senior government plans, policies and requirements, prior to their adoption by Regional Council and implementation by Regional staff.

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

A variety of factors are involved in Regional Council's decision as to whether or not to proceed (adopt and implement) with potential measures and practices. Those factors include, but are not limited to: cost; resource requirements; risk and liability; implementation, maintenance and administrative requirements; ease of implementation; and, public support and acceptance.

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

See answer above.

4. Municipality of: Regional Municipality of Durham

5. Respondent: Jeff Brooks

**DOCUMENT EMAILED TO RESPONDENTS,
TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: City of Edmonton

**Dr. Barry Wellar, MCIP, GISP
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**Methodologies for Identifying and Ranking
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October 27, 2008**



TRANSPORTATION
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January 8, 2009

Our Reference No.: 081800075-TP

Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
890 Ridley Blvd.
Ottawa, ON K2A 3P5

Dear Dr. Wellar:

Re: Transport Canada Survey – Sustainable Transport Decisions

Your letter dated October 30, 2008 to the Mayor and City Councillors has been forwarded to the Transportation Department for a response. The following is provided for your information.

Recently, the City of Edmonton's municipal development and transportation master plans were presented to City Council and will be deliberated further in April 2009. These statutory plans were prepared together as integrated land use and transportation plans for planning Edmonton's growth and development into the future (to the year 2040). Through these plans, Edmonton will continue to provide leadership in sustainable transportation practices to reflect its commitment to environmental, economic, and social sustainability.

Within these plans, the City of Edmonton has committed that its transportation decisions will reflect an integrated approach to environmental, financial, and social factors. There are seven transportation strategic goals which express the holistic, city-wide, long-term vision for the future of the transportation system. The goals are: (1) transportation and land use integration; (2) access and mobility; (3) sustainability; (4) transportation mode shift; (5) health and safety; (6) economic vitality; and (7) well-maintained infrastructure. Sustainable, livable communities minimize transportation's environmental impacts, reduce the need for new infrastructure and increase the quality of life; and, these seven goals will contribute to creating the safe, vibrant, economically robust, culturally active and environmentally sustainable city that Edmontonians envision. Overall, these new integrated land use and transportation plans are strategic in nature and are used as the foundation to this response.

Please find enclosed our response to your Municipal Government Survey, Part 1 and Part 2. For more information on our Sustainable Transportation initiatives, please contact Darryl Mullen at (780) 496-1699 or by e-mail at Darryl.Mullen@edmonton.ca.

Yours truly,

Audra Jones, P. Eng.
Director, Sustainable Transportation
Transportation Planning Branch

AY/cd

Enclosure

Municipal Government Survey Response

Current City of Edmonton Sustainable Transportation Practices:

A. Transportation Demand Management (TDM) Program

- TDM is a wide range of policies, programs, services, and products that influence when, where, and how people travel, thus increasing the efficiency of the transportation network. The benefits of a TDM program are realized in the areas of the environment, affordability, infrastructure, social equity, and public health. A TDM program promotes alternative modes of transportation that may include carpooling, public transportation, cycling, walking, telecommuting, and flexible hours of work.
- City of Edmonton is currently developing a Transportation Demand Management program. This program includes the promotion of both flexible working hours and alternative modes of transportation such as walking, cycling, public transit, and carpooling. The program has involved partnerships with neighbouring municipalities to build stronger programs throughout the region.

B. Multi-Use trail Corridor (MUTC) Network

- The MUTC provides a 10-year strategy to develop a 62 km network of city wide trail corridors. The corridors will run alongside both abandoned and active rail lines and through utility and other rights-of-way. These routes will let walkers, joggers, cyclists, skaters and people with disabilities enjoy their activities away from vehicle traffic. They will link residential districts with downtown, the university area and the river valley, and connect with more than 250 kilometres of existing trails and shared use sidewalks.
- The MUTC project is guided by the input from the citizens of Edmonton who envision a network of multi-use trail corridors where they can walk, run or cycle on a separate facility from the roadways; this network forms a system of interconnected routes that link major city destinations for all users regardless of age or ability; it also provides a viable means of non-motorized transportation during all seasons and encourages a healthy and active lifestyle.

C. Bicycle Transportation Plan Update (BTP)

- The BTP is one of the key guiding documents dealing with how bicycles are integrated into Edmonton's transportation system. Route expansion, maintenance and engineering standards are examined and developed along with bike parking, connections to transit, and other supporting programs and policies.

D. Sidewalk Strategy

- The sidewalk strategy addresses sidewalks and related infrastructure and amenities, primarily within road right-of-way, in support of non-motorized modes for a complete range of users and activities, plus related processes for management, maintenance, and enhancement. The sidewalk strategy looks at the pedestrian environment and all sidewalks in the city, both existing and planned. The development of a comprehensive sidewalk network in Edmonton will be accomplished within the strategy by prioritizing missing links and then developing and implementing a plan for systematic construction.

E. High Speed Transit System (HST)

- Core transit service objectives are: 1) Meet basic mobility needs of people who have no other travel alternative; basic service at reasonable cost; 2) Offer a viable and competitive alternative to private automobile transportation during peak periods of travel, in high demand corridors, and 3) Expand the carrying capacity of the public transportation system.
- Consideration of various high speed transit modes and the corridors for which they would be suitable is driven by the need to provide a degree of segregation of transit vehicles from general traffic and the need for significant improvements to transit capacity and quality of service.
- High speed transit is directly and indirectly supportive of the Municipal Development Plan (MDP) and Smart Choices objectives, which call for intensification of development around transportation corridors and employment areas, as well as planning for and protection of transportation corridors required to implement the Transportation Master Plan (TMP).
- Transit in general, and high speed transit in particular, is a key component of the TMP. It contributes to managing congestion, providing a wider range of travel options, mitigating community impacts of transportation supply, and addressing environmental impacts of transportation.
- HST brings about not only a potential to provide better service to those who are dependent on transit, but also (and often as its main objective) to attract some of those trip-makers who regularly use automobiles.

F. Smart Choices Program

- The Smart Choices Program initiatives include the following: A comprehensive transit-oriented development strategy; Pedestrian-friendly alternatives when making infrastructure and development decisions; Neighbourhood re-investment programs; Small scale and medium density residential in-fill strategies; Improved planning and development consultation processes; approaches to re-development of under-utilized commercial and industrial lands; Comprehensive growth scenario within the Municipal Development Plan; Urban design guidelines; and, A Smart Choices communication (consultation and education) strategy.

Response to Part 1: Methodology Component

1. Values

- Core value is public involvement. The City of Edmonton's public involvement practice is secured in policy and guided by the public involvement framework, which outlines the strategic approach to be used in all City hosted public involvement processes.
- The City of Edmonton believes that a key element of representative democracy is that people have a right to be involved in decisions that affect them.
- The City of Edmonton public involvement process design will ensure people are treated with respect, honesty and integrity.
- The City of Edmonton will ensure public involvement processes are accessible to the public: public involvement will involve a wide group of opinions and views; public involvement will ensure that all members of the community with different transportation needs are given opportunity to contribute; public involvement will establish local issues and priorities; and, public involvement will employ a range of consultation methods so that we receive broad and representative public comment and feedback.
- Core value is ethical leadership. Edmonton City Council is committed to providing leadership regarding the (economic, social, environmental) sustainability issues currently facing the municipality and the Capital Region.
- Council's 10-Year Strategic Plan is one of integration; innovation; sustainability and livability; and, the administration has used the emerging strategic direction from Council's vision setting and strategic planning discussions as they occurred. (e.g. Transportation Master Plan, Municipal Development Plan, Capital Direction Setting).
- This 10-Year Strategic Plan is intended to guide and inform planning done by the City for a 10-year planning horizon. Three-year goals specify the priorities to focus on within that timeframe and reflect the department planning cycles and Council's term. This is a dynamic and evolving plan, and every three years an extensive review and update of the plan will occur to reflect changes in the operating environment and to ensure Council priorities are addressed.

2. Principles

- City Council's strategic plan contains four principles: *integration*; *sustainability*; *livability*; and, *innovation*. These four guiding principles are embodied in the goals of both the Transportation Master Plan (TMP) and the Municipal Development Plan (MDP).
 - *Integration* is the holistic view of strategic planning that acknowledges the inter-related and inter-dependent reality of complex urban environments. Goals and priorities set for different elements in urban planning are as inter-related ecosystems and considered in terms of how they impact, support and drive each other.
 - *Sustainability* is a way of living which meets the needs of the present and does not compromise the ability of future generations to meet their own needs. Urban planning takes an integrated, holistic view of urban environments and defines sustainability in the context of interrelated ecosystems encompassing economic, social, environmental and cultural sustainability. The principle of sustainability also includes financial sustainability; ensuring urban planning recognizes and addresses resource constraints and capacities.
 - *Livability* includes the interrelated set of factors that influences people to choose a place to live and reinforces their sense of well-being there. The concept of livability is based on the knowledge that the economic and social life of the community is intimately linked to its natural and built environment, and together these elements impact the social and the cultural goals.
 - *Innovation* is the planning approach and operational culture within a municipality which encourages and enables continuous improvement and the exploration and adoption of new techniques, technologies, products and ways of operating in order to improve results and lead progressive change.
- The City's Municipal Development Plan will work to bring City Vision and its principles to life by guiding Edmonton's growth and development for the next 10 years. It provides strategic policy direction for urban form, growth and development based on a long range (thirty year) land development concept map.
- The City's Transportation Master Plan is the overarching strategic document that provides the framework for how the City of Edmonton will address its future transportation needs and provides a basis for planning and budgetary decisions. It embodies the four guiding principles of the strategic plan within the TMP seven strategic goals: transportation and land use integration; access and mobility; sustainability; transportation mode shift; health and safety; economic vitality; and, well-maintained infrastructure.

3. Assumptions

- The plans, programs, policies, values and principles included herein provide guidance to Edmonton City Council, the civic administration and other decision makers and may be amended, changed and deleted including as required by the City's budgetary and business planning process.
- Implementation plans that outline program details and actions bring policies and practices to reality and require City Council approval. It is generally assumed that the high-level values, principles and policies are implicit including within approved sustainable practices and programs.

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality.

- Council directed actions and decisions based on various parameters including public demands and needs including special interest groups.
- Measures influencing modal split including current policy changes within the Transportation Master Plan and the Municipal Development Plan.
- Municipal decision making will be adapted as required for meeting and/or fulfilling the requirements of the sustainable urban transport grant(s) from the federal and provincial governments.

5. Municipality of: City of Edmonton, Alberta.

6. Respondent: City of Edmonton. Transportation Department – Transportation Planning Branch - Sustainable Transportation Section.

Response to Part 2: Methods and Techniques Component**1. What research procedures are used to identify sustainable urban transport practices?**

- Website and literature search/reviews.
- Discussion and consultation with local specialists/experts, technical associations (ITE), colleagues and advocacy groups.
- Information exchange and gathering as part of conferences courses, workshops, webinars, focus groups, public consultation and questionnaires.
- Field research.

2. **What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable transport practices to not adopt?**
 - Direction from City Council based on the City Vision/Strategic Plan and statutory plans that include the City's Transportation Master Plan and the Municipal Development Plan.
 - Direction from senior administration based on budgets, business plans and priorities.
 - Quantifiable procedures, measures and rankings of alternatives.

3. **What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?**
 - Direction from City Council based on the City Vision/Strategic Plan and statutory plans that include the City's Transportation Master Plan and the Municipal Development Plan.
 - Direction from senior administration based on budgets, business plans and priorities.
 - Quantifiable procedures, measures and rankings of alternatives.

4. **Municipality of:** City of Edmonton, Alberta.

5. **Respondent:** City of Edmonton. Transportation Department – Transportation Planning Branch - Sustainable Transportation Section.

**DOCUMENT EMAILED TO RESPONDENTS,
TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: Region of Halton

**Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
Professor Emeritus, University of Ottawa
wellarb@uottawa.ca
<http://wellarconsulting.com/>**

**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:



Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the values, principles, assumptions, or other factors that they record on the survey form.

Note: There is no length limit on replies, the more pertinent, decision-related detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of values, principles, and assumptions that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

2. Values?

How does our Region wish to grow
Corporate Sustainability Plan

2. Principles?

Is this sustainable

Is this affordable

Transportation Master Plan and all of its policies, procedures

3. Assumptions? based on modelling and forecasting

Based on best planning estimates agreed to by all local municipalities

Local knowledge

Transportation Master Plan and all of its policies, procedures

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

Corporate Sustainability Plan

Best Practices

Discussion on merits and viability

**5. Municipality of:
Halton Region**

**7. Respondent:
Andrew Head**

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

Note: There is no length limit on replies, the more detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of research procedures and decision procedures that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

Best practices

EA process for each project, where applicable

Conferences and Seminars to exchange information

Continuous improvement

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

Transportation Master Plan and all of its policies, procedures

Corporate Sustainability Plan

Funding

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

Transportation Master Plan and all of its policies, procedures

INTERIM REPORT 6

Municipal Government Responses to the Survey on Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices

**Corporate Sustainability Plan
Funding**

**4. Municipality of:
Halton Region**

5. Respondent: Andrew Head

**DOCUMENT EMAILED TO RESPONDENTS,
TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: City of Kelowna

**Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
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wellarb@uottawa.ca
<http://wellarconsulting.com/>**

**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:



Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the values, principles, assumptions, or other factors that they record on the survey form.

Note: There is no length limit on replies, the more pertinent, decision-related detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of values, principles, and assumptions that underlie all decisions involving sustainable transport practices.

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3. Values?

- **Economic: viability and prosperity**
- **Environmental: protect what is left, rebuild and reverse negative impacts**
- **Social: valued persons/ community**
- **Culture: public interaction and ownership**

2. Principles?

- **public process and transparency**
- **legal and legislative i.e., meeting or exceeding our requirements**
- **adherence to endorsed plans and strategies e.g., OCP, Zoning bylaws, Air Quality Management Plan, ...**
- **fiscal responsibility e.g., life cycle costs, user pay components,...**
- **inclusive, diverse and equitable e.g., socio-economic considerations, accessibility,...**
- **protection of heritage and cultural elements**
- **environmental protection**

3. Assumptions?

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

- regional vs. local e.g., regional Highways vs. local roads and the level of control over both

5. Municipality of: Kelowna

8. Respondent: Jerry Dombowsky

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

Note: There is no length limit on replies, the more detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of research procedures and decision procedures that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

- best practices research e.g., web based, networking, informal contacts, professional association affiliation, ...
- development of business cases
- peer group information sharing e.g., listserv's
- structured surveys to gauge public opinion and likelihood of adoption e.g., TDM Social Marketing Plan
- ridership surveys, traffic counts, mode share counts, ...

- modelling e.g., traffic impact studies, ...

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

- public opinion e.g., surveys, public open houses, ...
- financial e.g. business case analysis, life cycle analysis, existence of funding partners, ...
- TAC standards application

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

- annual budgeting process i.e., Council approval
- legislative or moral requirements e.g., Climate Action Charter

4. Municipality of: Kelowna

5. Respondent: Jerry Dombowsky

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TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: City of London

**Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
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**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:

Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

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Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

General

4. Values?

- Environmental benefits
- Public health benefits

2. Principles?

- There is not one sustainable transportation solution that suits everyone or every trip.
- Build on individual's skill and interest level to move them to the next level of use (engagement).

3. Assumptions?

- Target audiences' level of awareness of the sustainable transportation options available to them.
- Current usage continues to increase. Assumptions are made about this as there are insufficient counts conducted and there is a difficulty in gathering data.

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

- Community priorities
- Council priorities

4. Municipality of: City of London

5. Respondents:

- Jay Stanford, Director, Environmental Programs & Solid Waste
- Allison Cook, TDM Coordinator

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

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Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

- Experience from other Ontario and Canadian municipalities
- Literature searches and reviews (both national and international)
- Communications with other jurisdictions (e.g., surveys, directed telephone calls and email requests)

- Conference presentations
- Webinar presentations
- Expert opinion
- Field research
- Indexing
- Interviews
- Case studies
- Master Planning (e.g., research for Transportation Master Plan, Bicycle Master Plan)

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

Please note that the term “adopt” has been defined as formally accepting a practice with the intention to implement sometime in the future.

- Interest group advisories
- Brainstorming
- Advisory committees
- Community groups
- Cost/Benefit analysis
- Comparative analyses/studies
- Consultation with experts
- Content analysis
- Cross-impact analysis
- Input-output analysis
- Pretests
- Professional and technical association advisories
- Public consultations
- Consultant recommendations
- Council direction
- Field measurements (e.g., counts)
- Public outreach (e.g., surveys and meetings)
- Public input and feedback received by staff
- Fit with community priorities
- Existing standards and guidelines documents
- Favouring facilities that have a dual purpose (e.g., used for recreational and transportation purposes)
- Direction and priorities set by senior levels of government
- Priorities set through master plans

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

INTERIM REPORT 6

Municipal Government Responses to the Survey on Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices

Please note that the term “implement” has been defined as ensuring a practice has been adopted and then carried out or built.

- Final cost to implement
- Available budget
- Annual priorities
- Complementary projects (e.g., bike lanes added to a road widening project)
- Council approval
- Experimentation
- Simulation
- Trial runs
- Workshops
- Funding from senior levels of government
- Pilot projects

4. Municipality of: City of London

5. Respondents:

- Jay Stanford, Director, Environmental Programs & Solid Waste
- Allison Cook, TDM Coordinator

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TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: City of Ottawa

**Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
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**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:

Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**



File Number T01-01STBP09

07 January 2009

Barry Wellar, PhD, MCIP
Wellar Consulting Inc.
890 Ridley Blvd.
Ottawa, ON K2A 3P5

Dear Mr. Wellar

Re: Transport Canada Sustainable Transport Survey

Thank you for including the City of Ottawa in your survey of municipal governments about methodologies, methods, and techniques used to make sustainable transport decisions.

Please find attached our responses to your survey questions. We have also included some additional correspondence that we previously provided to you regarding sustainable transport best practices from August 2007.

It would be very much appreciated if you would share with us your findings from this survey. Thanks in advance. We look forward to hearing from you again in the near future.

Regards,

Colin Simpson, MCIP RPP
Planner, Transportation - Strategic Planning Unit
Infrastructure Services and Community Sustainability Dept.
City of Ottawa

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

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Note: There is no length limit on replies, the more pertinent, decision-related detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of values, principles, and assumptions that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

1. Values?

The following values, as outlined in the City of Ottawa Transportation Master Plan, guide the strategic direction for achieving sustainable transportation practices in the City of Ottawa.

Creating supportive land use	- Shaping development to support transportation goals
Managing transportation demand	- Influencing why, when, where and how people travel
Managing the transportation system	- Maximizing the efficiency of infrastructure and services
Enhancing safety and security	- Reducing the personal risks to individuals during travel
Protecting the environment	- Reducing the impacts of transportation facilities and activities
Managing and maintaining assets	- Minimizing life-cycle costs while providing desired levels of service
Funding implementation	- Enhancing the City's ability to pay the costs of this plan
Measuring performance	- Monitoring progress toward objectives

2. Principles?

Principles associated with achieving sustainable transportation practices in Ottawa are derived from the City of Ottawa Transportation Vision Statement:

**IN 2031, OTTAWA’S TRANSPORTATION SYSTEM WILL ENHANCE OUR QUALITY OF LIFE
BY SUPPORTING SOCIAL, ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY
IN AN ACCOUNTABLE AND RESPONSIVE MANNER.**

This statement is categorized into twelve elements, each of which includes several principles that are intended to guide the City’s future actions.

<i>Elements:</i> Support for social, environmental and economic sustainability	<i>Elements:</i> Accountability and responsiveness
<ol style="list-style-type: none"> 1. Reduce automobile dependence 2. Meet mobility needs 3. Integrate transportation and land use 4. Protect public health and safety 5. Protect the environment 6. Enhance the economy 	<ol style="list-style-type: none"> 7. Deliver cost-effective services 8. Measure performance 9. Protect the public interest 10. Provide adequate and equitable funding 11. Cooperate with other governments 12. Lead by example

Element 1: Reduce automobile dependence

- Principles:**
- a) Give priority to public transit in meeting future growth in travel demand
 - b) Make walking and cycling more attractive than driving for short trips
 - c) Motivate sustainable travel choices through education, promotion, incentives and disincentives
 - d) Encourage shorter trips and travel alternatives like telework

In 2031, the ability of residents to access essential opportunities will not depend on their ownership of a car. Urban residents will be able to meet daily needs by walking, cycling, taking transit or ridesharing. Rural residents will continue to rely on cars, but will have other choices. Development of more compact communities will bring homes and destinations closer together and make walking and cycling more practical. Ridesharing will be more convenient and effectively promoted. Transit, however, will remain the most affordable, accessible and all-season travel option for area residents. To this end, the City will undertake a range of measures including new rapid transit and transit priority facilities, fleet expansion, improved access to transit for pedestrians and cyclists, promotional activities and provision of user incentives. New developments and redevelopments will be carefully planned and designed to provide maximum support to transit service and transit users.

Element 2: Meet mobility needs

- Principles:**
- a) **Provide a continuous, integrated system of multimodal facilities and services**
 - b) **Aim to provide an acceptable standard of service for each mode of travel**
 - c) **Give priority to public transit, walking and cycling over cars when conflicts arise**
 - d) **Provide barrier free transportation facilities and services**

Reducing travel delays to people and goods will remain a key goal in 2031. Travel by bus, light rail and car will be reasonably direct and fast, with quality connections to walking and cycling networks. Goods will move efficiently. Persons with disabilities will not encounter barriers that restrict access to key destinations. To achieve these goals, the City will have provided new infrastructure and services that encourage desired changes in behaviour and prevent unacceptable levels of congestion and delay, neighbourhood traffic infiltration and air pollution. Transit system capacity will have increased substantially to keep pace with a rising population and growth in transit modal split. Despite a reduction the automobile's modal share, road capacity will also have increased in an effort to preserve minimum acceptable service levels for traffic.

Element 3: Integrate transportation and land use

- Principles:**
- a) **Build walkable communities**
 - b) **Provide rapid transit and other quality transit services to community cores and employment areas**
 - c) **Foster transit-oriented development in transit nodes and corridors**
 - d) **Support intensification where transit, walking and cycling can be made most attractive**
 - e) **Foster a vibrant downtown by improving transit, walking and cycling access**
 - f) **Recognize the distinct transportation needs of rural communities**

By 2031, walkability will be the firmly established foundation of urban sustainability, with benefits ranging from health to equity, environment and the economy. Community design will revolve around pedestrian access to transit, especially rapid transit services that offer fast and reliable links between communities and employment centres. Transit will be supported through a consistent approach to development location, mix, density and site design that makes intensification a benefit for quality of life, rather than a burden. While transportation facilities such as sidewalks, pathways, rapid transit lines and roads will enable travel, they will also serve as public spaces and enliven communities through design that is sensitive to their surroundings. Particularly in rural areas, roads will play a balanced role between mobility provider and community asset.

Element 4: Protect public health and safety

- Principles:**
- a) **Give priority to safety and security when planning, designing and operating transportation systems**
 - b) **Promote safe walking, cycling and driving through education, engineering and enforcement**
 - c) **Support active living by promoting walking, cycling and transit for daily travel**
 - d) **Minimize the impacts of truck and automobile traffic on sensitive communities**
 - e) **Minimize air pollution from transportation sources**

The people of Ottawa will enjoy sidewalks, pathways, roads and transit facilities that are planned, built and maintained to safe standards, and with an eye to providing users with security of person. Transportation choices that can improve health, like walking and cycling, will be encouraged. The City will also educate people about safe walking, cycling and driving behaviours for their own protection, and for that of their families and others. Residential areas will also be protected from the undesirable impacts of transportation activity — congestion, noise, pollution and poor driver behaviour. People want clean air to breathe, and the transportation sector's contribution to air pollution will be minimized.

Element 5: Protect the environment

- Principles:**
- a) **Minimize the need for new infrastructure**
 - b) **Minimize transportation energy use, greenhouse gas emissions and other impacts on air, water and land**
 - c) **Maximize greening within transportation rights of way**

The health of our natural environment — local, regional and global — will grow even more important to the people of Ottawa. Because the transportation system affects nature in many ways, awareness of environmental issues will prevail throughout planning, design, construction and operations. While the most effective way to minimize the transportation system's environmental impacts is to reduce the scope and scale of that system, the transportation activity that does take place will be closely managed from an environmental perspective. Trees and other forms of vegetation will play a critical role, providing shade and wind protection for users, and improving aesthetics and air quality. Greening will occur wherever conditions allow sustainable plantings.

Element 6: Enhance the economy

- Principles:**
- a) **Maximize access to businesses and institutions by employees, clients and visitors**
 - b) **Support efficient freight movement to, from and within the city**

Transportation will continue to play a significant role in Ottawa's economic development. Businesses and institutions that offer employment, educational, social and recreational opportunities will require effective and efficient movement for people and goods. It will also be important that out-of-town visitors and tourists can move around Ottawa with ease, particularly to and from major intercity travel hubs.

Element 7: Deliver cost-effective services

- Principles:**
- a) **Make the best possible use of existing facilities before adding new infrastructure**
 - b) **Integrate the consideration of life-cycle capital and operating costs into decision-making processes**
 - c) **Support appropriate roles for the private sector in delivering infrastructure and services**

In 2031, Ottawa's transportation services will return the greatest possible value to taxpayers. The City will get the most out of existing road and transit systems, maximizing efficiency through a range of transportation system management measures and maximizing reliability through effective maintenance, capital reinvestment and renewal strategies. The City will consider the long-term impacts of spending decisions, such as trade-offs between capital and operating costs. It will also explore the abilities of private sector partners and service providers to reduce costs, while protecting the public interest.

Element 8: Measure performance

- Principles:**
- a) **Identify transportation performance objectives and indicators**
 - b) **Regularly measure and evaluate performance**
 - c) **Integrate performance evaluation results by adapting transportation plans and strategies**

By setting performance objectives and measuring key indicators, the City will be able to understand how it is progressing toward goals for transportation services, facilities and behaviours. By monitoring the transportation system closely, the City will be able to identify deficiencies, analyze alternatives and modify priorities to allocate resources where they do the most good.

Element 9: Protect the public interest

- Principles:**
- a) **Encourage public input and informed decision making by reporting on transportation activities and results and providing opportunities for dialogue**
 - b) **Consult with the public when planning budgets, programs and projects**

The City will succeed in reaching its transportation goals by creating a role for the public as partners, and not just clients. Joining with residents to create change, rather than subjecting them to it, will allow the City to both inform and learn. Clear and continuous communication with stakeholders – the City providing facts, figures and questions, and the public responding with desires, opinions and suggestions – will enhance the City’s understanding of needs and concerns. In this way, transportation programs will be continually rebalanced to meet public expectations.

Element 10: Provide adequate and equitable funding

- Principles:**
- a) **Seek and/or establish funding sources that are stable and predictable**
 - b) **Strengthen the "user pay" component of transportation system funding**

By 2031, the City will have overcome today’s funding challenges. Internal or external funding sources will ensure the City’s ability to confidently plan and deliver facilities and services to meet its long-term needs. The City will lessen its dependence on property taxes to pay for transportation facilities and services, and will get more of its transportation funding directly from users. This application of “user pay” principles will also allow the City to more effectively influence individual travel choices by managing the price of transportation.

Element 11: Cooperate with other governments

- Principles:**
- a) **Liaise with provincial and federal governments to align plans and policies, and to attract financial, legislative and regulatory assistance**
 - b) **Work with the National Capital Commission, Ontario Ministry of Transportation, Ministère des transports du Québec, City of Gatineau and other adjacent municipalities to develop balanced solutions**

The federal government, provincial governments of Ontario and Quebec, City of Gatineau and neighbouring Ontario municipalities are all crucial players in the development of a connected and integrated transportation system. The City will depend on their active involvement to develop and implement lasting transportation solutions, with actions ranging from policy-setting and legislation to funding partnerships and service delivery. Clear lines of communication will enable all partners to overcome shared challenges and grasp opportunities.

Element 12: Lead by example

- Principles:**
- a) **Minimize energy use and environmental impacts of City transportation facilities, fleets, operations and services**
 - b) **Foster walking, cycling and transit use by employees and visitors to City facilities**
 - c) **Forge constructive partnerships with the private sector, institutions and community organizations**

The City will succeed, in part, through a tireless approach to leadership on key issues. It will be a role model for other governments and employers, demonstrating commitment and innovation that yield reproducible results in terms of reducing environmental impacts and influencing the travel choices of staff and visitors. Another element of the City's leadership will be the development of close relationships with key partners. The private sector has an increasingly meaningful role to play in improving transportation choices for employees and customers, and community groups will also be involved in defining key issues and finding solutions. Each of these partners offers important knowledge, motivation and energy, and the City will rely on them to leverage its efforts and reach greater numbers of people more efficiently.

3. Assumptions?

The following general assumptions are assumed to help facilitate sustainable transport practices:

- Increases in fuel prices will increase demand for alternative transportation;
- Supportive land uses is a requisite condition for sustainable transport;
- Priority is given to pedestrians, cyclists and transit over private automobiles when conflicts arise, particularly under constrained right-of-way conditions;
- Funding is available to support sustainable transportation initiatives (i.e. transit infrastructure plans require two-thirds funding from provincial and federal governments)

Given the above assumptions, it is assumed that the transportation infrastructure and growth management policies specified in the City of Ottawa’s Transportation Master Plan will result in significant growth in sustainable transportation modes, as indicated in the following table.

Growth in Travel by all Modes of Travel (Morning Peak Hour)

Ottawa Travel AM Peak Hour	Base Year (2007)		2031		Percentage Growth
	Person Trips	Mode Split	Person Trips	Mode Split	
Walking	20,100		26,800		34%
Cycling	3,600		8,600		140%
Non-Motorized (Walking/ Cycling)	23,700	-	35,400	-	49%
Transit Riders	44,500	23%	78,300	30%	76%
Private Automobile Trips	146,600	77%	182,300	70%	24%
Total - All Trips	214,800	100%	296,000	100%	38%

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

- Funding is key to achieving sustainable urban transportation practices, particularly from federal and provincial sources
- Legislation, such as the Ontario Planning Act, Ontario Municipal Act and decisions made through the Ontario Municipal Board, influence how development is implemented which can affect sustainable urban transportation practices.

5. Municipality of: City of Ottawa

6. Respondent: Colin Simpson, MCIP RPP

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

Note: There is no length limit on replies, the more detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of research procedures and decision procedures that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

- Literature research and review (i.e. academic journals, dissertations, theses, government documents, best practises in similar municipalities, internet)
- Web-seminars
- Pilot projects
- Council direction
- Consultant reports and recommendations
- Public consultation
- City of Ottawa advisory committees (Pedestrian and Transit Advisory Committee; Road and Cycling Advisory Committee; Environmental Advisory Committee; Rural Affairs Advisory Committee)

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

The City of Ottawa recently initiated a white paper approach for major new policy initiatives, which was implemented as part of its Transportation Master Plan update process (http://ottawa.ca/residents/public_consult/beyond_2020/papers/index_en.html).

This approach involves documenting policy initiatives from several perspectives and engaging the public and stakeholders in extensive consultations. The feedback is then analyzed and formulated into recommendations for decision-making. Several sustainable urban transport practices were reviewed through this procedure (http://ottawa.ca/residents/public_consult/beyond_2020/papers/white/transportation_en.html).

Additional procedures used to determine whether or not to adopt sustainable urban transport practices include, but are not limited to, the following:

- Focus groups;
- Computer-assisted modelling;
- Numerical analysis;
- Surveys;
- Workshops;
- Public open houses;
- Cost-benefit analysis;
- Life-cycle analysis;
- Opinion polls;
- Brainstorming.

3. What decision procedures are used to choose between sustainable urban transport practices to implement and to not implement?

Decision procedure to determine whether or not to implement sustainable urban transport practices are very similar to the decision procedures used to adopt sustainable urban transport practices with a noted emphasis on priorities identified by City Council. In this regard, cost benefit analysis; life cycle analysis and public input are key anecdotal practices within the political realm that influence implementation.

4. Municipality of: City of Ottawa

5. Respondent: Colin Simpson and Sami Qadan



File Number T01-01STBP07

August 10, 2007

Dr. Barry Wellar, MCIP
Professor Emeritus
Department of Geography
University of Ottawa
Ottawa ON K1N 6N5

Re: Sustainable transport best practices

Dear Dr. Wellar,

I am pleased to provide you with this correspondence regarding your recent request for information about City of Ottawa initiatives to identify, adopt, and implement sustainable transport best practices.

As you may know, a recent study by Transport Canada, *Strategies for Sustainable Transportation Planning: A Review of Practices and Options*, acknowledges the City of Ottawa as a “winner” in sustainable transportation planning in its review of 16 Canadian and International cities. I have attached this Transport Canada report for your full review.

Our “winning” approach to sustainable transportation is complex and multifaceted, which integrates transportation planning with land use planning; environmental health; economic and social objectives; TDM and TSM initiatives; implementation guidance; performance measurement; public involvement; and plan maintenance.

Integral to this approach has been our award-winning Ottawa 20/20 Growth Management Strategy, which joins together the development and maintenance of the City’s Official Plan with the Transportation Master Plan in collaboration with several other important City plans and strategies, including the City’s Environmental Strategy. Further information is available at http://ottawa.ca/city_services/planningzoning/2020/index_en.shtml.

In addition to our Ottawa 20/20 Strategy and Transportation Master Plan, the City is developing a detailed Cycling Plan, which aims to triple the number of cyclists over the next 20-year period. This comprehensive plan is filled with sustainable transportation initiatives to help develop an extensive on-road and off-road cycling network (http://ottawa.ca/public_consult/cycling/index_en.shtml).

A comprehensive 20-year Pedestrian Plan is also currently being developed which aims to increase the modal share of pedestrian trips. This plan focuses on developing a policy framework for pedestrian travel throughout the city, including a Pedestrian Charter. (http://ottawa.ca/residents/public_consult/pedestrian/index_en.html).

Smart Growth and New Urbanism principles are incorporated in all of our plans, including the City's Ottawa By Design Guidelines. These urban design guidelines (http://ottawa.ca/city_services/planning/design_plan_guidelines/index_en.html) provide specific direction regarding aspects of the built environment that complement the more general policies of the Official Plan and Transportation Master Plan. In particular, our Transit-Oriented Development Guidelines are reflective of an integrated New Urbanism / Smart Growth approach that blends transit with land use planning in ways to advance sustainable transportation (http://ottawa.ca/residents/public_consult/transit/design/index_en.html).

One of the main purposes of the Ottawa By Design initiative is to ensure that the direction of the Official Plan, including sustainable transport practices, are addressed in the design and review processes for site plans; subdivisions; rezoning; and Official Plan amendment applications as well as to assist in the development of Community Design Plans (http://ottawa.ca/city_services/planning/community_plans/index_en.html). Some examples, which incorporate elements of sustainable transportation principles, include the award-winning Downtown Ottawa Urban Design Strategy 20/20 (<http://www.csla.ca/2006-national-award-winners.php>) and the award-winning O-Train sustainable transportation initiative. (<http://www.tc.gc.ca/programs/environment/utsp/docs/TransportEn03.pdf>).

The City has also developed monitoring processes for assessing the City's ability to advance sustainable transport, such as the annual Cycling Index (http://ottawa.ca/residents/onthemove/future/monitoring/index_en.html) and a sustainable transportation performance monitoring process (sent to you as part of our last correspondence - June 25, 2007). We use these as our "Sustainable Transport Tests" to monitor and evaluate the City's policies, programs, plans and projects that contribute to our sustainable transportation objectives. These monitoring processes include extensive geo-factors for sustainable transport measures using EMME2 computer modeling software along with Arc Info and Emaps GIS software.

The success of our efforts to support sustainable transportation modes is demonstrated by the facts that public transit ridership in Ottawa is higher than any North American city of a similar size. Fewer residents drive to work in Ottawa-Gatineau than in any other metropolitan area in Canada, and our average time spent commuting has grown less than the Canadian average since 1992. Council's commitment to transit was reaffirmed in their recent strategic planning exercise where they approved a Strategic Direction to attain a 30% transit modal split by 2021. Another Strategic Direction is to achieve state of the art fuel and environmental efficiency by 2017.

In closing, I would like to assure you that sustainable transportation is a fundamental ingredient in the City of Ottawa planning processes. Additional TDM and sustainable transportation initiatives and programs are managed by our Public Works and Services Department, which have been summarized and attached to this correspondence.

I hope this information is useful to you and I wish you the very best with your up-coming National Travelwise Association Conference in Belfast.

Best Regards,

Colin Simpson, MCIP RPP
Planner, Transportation - Strategic Planning Unit
City of Ottawa

cc: Wilf Koppert, Program Manager, Transportation Demand Management
Mona Abouhenidy, Program Manager, Transportation - Strategic Planning

City of Ottawa, Public Works and Services Department
TDM/Active and Sustainable Transportation Initiatives

Please see the following web sites for TDM related information:

ACT Canada Workshops that took place across Canada through the fall and spring 2005/2006
<http://www.actcanada.com/EN/TDMWorkshops.aspx>

See also the Victoria Transport Policy Institute
<http://www.vtpi.org/index.php>

Internal TDM initiatives
Compressed work weeks
Flexible working hours
Job sharing
Modified work week
Telework

TravelWise Community and Employer Outreach
Participation in public and work place events including: Earth Day, Environment Week, Car-Free Day
Over 1,600 people reached through 11 events from mid-March to the end of June 2007

Ottawa Cycling Map
Cycling map launched summer 2006
Map continues to sell well in 2007
Approximately 12,000 in circulation

Cycling Program
Advertised based bicycle parking program
CAN-BIKE cycling education program to improve skills and increase confidence of cyclists of all ages and abilities
Bicycle parking provided at most major festivals in Ottawa

Carpooling Program
ottawaridematch.com launched spring 2006
Over 1,000 registered users
Partnership with City of Ottawa, Transport Canada and Commuting Solutions

Modal integration
Rack and roll program on a number of bus routes allows people to combine cycling and bus trips
Sidewalks and pathways linking to transit stations allowing for walking and transit integration
Corktown Bridge
Opened Fall 2006
Bridge across the Rideau Canal for people moving on their own power
Approximately 1,200 users per day or 500,000 annually

Cycling Plan
Aims to triple the number of cycling trips from 4,500 in 2001 to 12,000 by 2021
Comprehensive 20-year cycling plan to develop on- and off-road cycling network
Draft report to be delivered to council by December 2007

Pedestrian Plan

Aims to increase walking share from 9.6% (2001) to 10% by 2021

Comprehensive 20-year plan to develop a policy framework for pedestrian travel throughout the city

Draft report to be delivered to council by December 2007

Transit

Eco Pass program received Clean Air Day award

Travel planner software provides origin and destination trip information

Park and ride lots at strategic locations to reduce the number of cars coming into the core during rush hour.

Several Transit Priority Measures (i.e. yield to Bus By-Law, Freeway Shoulder Bus Lanes, Signal Priority, Queue Jumps, etc.)

http://ottawa.ca/residents/onthemove/driving/traffic/transit_priority/index_en.html

City of Ottawa Sustainable Transport Initiatives

Name, Title or Phrase Describing Sustainable Transport Best Practice	Level and Year of Practice Achieved		
	Identified	Adopted	Implemented
Transportation Impact Assessment guidelines that promote sustainable transportation for evaluating development proposals	2005		2006
Reduced parking requirements for commercial and employment developments that provide cycling infrastructure.	2005		2008 (draft zoning by-law)
Zoning bike rack requirements at private commercial buildings and public facilities			2008 (draft zoning by-law)
Snow removal activities necessary to assist in improving sidewalk winter conditions		2005	Ongoing
OC Transpo Travel Planner			2005
TravelWise Community and Employer Outreach			March-June 2007
Ottawa Cycling Map			2006
Carpooling Program (ottawaridematch.com)			2006
Tansit-oriented Development Guidelines	2006		
Cycling Index	1995		1995
O-train			1999
OC Transpo Travel Planner	1998	2000	2004 and ongoing
OC Transpo website	1995	1995	1996 and ongoing
Transplan annual consultation	1986	1986	1986
Transit service promotion - quarterly	1982	1982	1982
Transit targeted marketing programs - ongoing	1998	1999	1999 and ongoing
City policies on transit service standards			
Funding to improve transit capacity standards			
Location of city work locations on rapid transit network			
Transitway	1972		1983 and Ongoing
Greenspace Master Plan / Greenspace Master Plan identifies and city-wide multi-use pathway system that integrates with the NCC pathway system to provide off-road network accessible to all communities. The Master Plan was adopted by Council in 2006	2003	2006	Ongoing
Active Ottawa Actif – Ottawa’s physical activity movement – supported by Ottawa Public Health, Parks	2004		2007- sustainable mandate through

and Recreation and community organizations and volunteers			community development approach
Step up and be counted – Get Walking with a Pedometer – Active Ottawa and Ottawa Public Health	2005		2007-revised and updated
Partners in Healthy Living (Ottawa Heart Beat) – promotes and supports community initiatives – Ottawa Public Health	Early 90's		2007- sustained through community development approach
10,000 Step Challenge for City of Ottawa staff and external workplaces – Ottawa Public Health and Active Ottawa Actif	2004		2007- part of the Corporate workplace initiative to get walking
Pedometer Lending Library Program – pedometer can be borrowed at all 33 Ottawa Public Library Branches - Active Ottawa and Ottawa Public Health	2005		2007 – sustained in library borrowing system
Pathways to Health – identifies cycling and pathways in Ottawa by area (South, East, Central and West) – Ottawa Public Health			
Pathway Patrol- safe cycling routes monitored by volunteers to encourage walking and cycling- Parks and Recreation and Ottawa Public Health	Early 90's		2007 sustained in Parks and Recreation and supported by Ottawa Public Health
Gottawalk – coalition of walking groups in Ottawa supported and coordinated with Ottawa Public Health	mid 90's		2007 – sustained by community partnership
Cycling Roundtable- interested City Departments and organizations meet to discuss cycling issues within the City of Ottawa – supported by Ottawa Public Health			
Active and Safe Routes to Schools - partnership with other City of Ottawa Departments and the EnviroCentre. Ottawa Public Health is encouraging walking school buses, walking Wednesday, wheeling Wednesdays, etc...			
Safety Audits with Women's Initiatives for Safer Environments – Ottawa Public Health and other partner organizations.			
Winter Active Winter Smart – promotional safety campaign to get seniors active and walking during the winter with a falls prevention awareness campaign – Ottawa Public Health			
Environmental Sustainability team of the City of Ottawa, Ottawa Public Health has supported anti-idling			

messages in school zones			
Community and Protective Services Physical Activity Strategy – one of twelve priority projects of which Ottawa Public Health is the lead.			
Rural Public Health Initiatives – getting rural residents active – Ottawa Public Health representation with other City Department representatives.			
Audible Pedestrian Signals			1996
Traffic Cameras and Traffic System	1995	1996	1996
Rural Pathways Plan			2006

**DOCUMENT EMAILED TO RESPONDENTS,
TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: Region of Peel

**Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
Professor Emeritus, University of Ottawa
wellarb@uottawa.ca
<http://wellarconsulting.com/>**

**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:

Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the values, principles, assumptions, or other factors that they record on the survey form.

Note: There is no length limit on replies, the more pertinent, decision-related detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of values, principles, and assumptions that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

5. Values?

For transportation to be sustainable it must meet the access needs of the present without compromising the ability of future generations to meet their needs, promote a balance between transportation's economic and social benefits and help protect the environment.

2. Principles?

Steps toward achieving a more sustainable transportation system include: reducing travel demand, shifting passenger travel away from automobiles, improving the efficiency of goods movement, and optimizing and making the most of the existing transportation infrastructure.

3. Assumptions?

Between 2001 and 2031 employment in Peel is forecast to grow by 64% (from 530,000 to 870,000). With the increase in population and employment, and with them continuing the current traveling habits by making similar numbers of trips of similar length, Peel will face more congestion and a large increase in the number of vehicle kilometres travelled.

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

- Reducing travel demand (compact/mixed land use, urban design, zoning and technology)
- Shifting passenger travel away from automobiles
- Legislations to support sustainable urban transport practices
- Improving the efficiency of goods movement, and
- Optimizing and making the most of the existing transportation infrastructure

5. Municipality of: Region of Peel

9. Respondent: Wayne Chan

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

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Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

Use of historical transportation survey data that provide information on mode choice, auto-occupancy rate, VKT, etc. (e.g. GTA Cordon Count Program, GTA Transportation Tomorrow Survey) and other surveys to monitor the success of sustainable urban transportation programs/practices.

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

The following will be assessed:

- The estimate level of success in reducing vehicle trips
- Cost of the programs/practices
- Cost of sustainable urban transport practices vs. costs of infrastructure improvement
- Physical constraints in infrastructure improvements (e.g. road widening)
- Budget availability
- Council direction
- Stakeholders and public's inputs and comments
- Environmental benefits

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

Develop a 5 year TDM plan

The following factors will be examined:

- The estimate level of success in reducing vehicle trips
- Cost of the programs/practices
- Budget availability
- Stakeholders and public's inputs and comments
- Level of difficulty in implementing the program/service
- Environmental benefits

4. Municipality of: Region of Peel

5. Respondent: Wayne Chan

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SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: City of Peterborough

**Dr. Barry Wellar, MCIP, GISP
Principal, Wellar Consulting Inc.
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<http://wellarconsulting.com/>**

**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:



Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the values, principles, assumptions, or other factors that they record on the survey form.

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Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

6. Values?

- To provide safe, efficient and accessible modes of local transportation for all residents, businesses and visitors. (2002 Transportation Plan)
- Although the private automobile will remain the primary mode of transportation, move towards a more balanced transportation system with increased transit and cycling use, walking and average auto occupancy.
- To promote the achievement of a transportation system that balances the needs of the natural, social and economic environments within the community.

2. Principles?

- Integrate transportation planning with land use planning to minimize policy conflicts, resulting in integrated planning policies (i.e. transit-supportive planning, suburban growth)
- Maintain an efficient transportation system that will contribute to the positive air quality, noise and public safety goals of the community
- Transportation planning will include public education and marketing programs on the true costs and impacts of urban travel.

- Provide and fund public transit as an essential element of the transportation system to maintain existing ridership levels, and add new passengers from the general public and targeted markets e.g. major employer nodes, enhanced peak period services

3. Assumptions?

- Mode share decrease of auto driver/passenger from 86 (1996) to 82% by 2022, 5 to 6% for public transit, 7 to 9 % for walking/cycling, average auto occupancy from 1.15 (1996) to 1.2 by 2021
- Transportation plans will be reasonable and achievable, and not rely on major changes to local travel characteristics beyond established trends.

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

5. Municipality of: City of Peterborough

10. Respondent: Susan Sauve, Transportation Demand Management Planner

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

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Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

- Refer to on-line sources and conferences/workshops including the:
 - TDM Encyclopedia, Victoria B.C.
 - The NCTR National TDM and Telework Clearinghouse is located at the [Center for Urban Transportation Research](#) at the University of South Florida
 - Best Workplaces for Commuters (U.S.)
 - ACT Canada website
 - Pro Walk Pro Bike Conference
 - Workshops, TDM days where professionals get together and share info, cycling facility design training
- For prioritizing sidewalk projects, created a Sidewalk Strategic Plan that applies a set of criteria to the GIS system to rank missing sidewalk segments. Council has approved the implementation plan which includes constructing all Priority 1 and 2 sidewalks over a 14 year period

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

- Comprehensive Transportation Plan was approved in 2002 and includes extensive recommendations, including sustainable transport practices, all were adopted
 - Development of the plan was led by consultants and involved extensive public consultation
 - Decision procedures were embedded in process for developing the transportation plan, there was no set of criteria per se, more about what the community wants
- Sidewalk policy updated in 2008

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

- it is usually determined at the time the annual budget is prepared
- processes are informal and not standard from one department to another
- there is an Interdepartmental Trails Committee that sets the priorities for trail projects with several departments working together
- often comes down to budget availability

4. Municipality of: City of Peterborough

5. Respondent: Susan Sauve

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TRANSPORT CANADA PROJECT ON
SUSTAINABLE TRANSPORT PRACTICES**

**Survey of Municipal Governments about
Methodologies, Methods, and Techniques Used
to Make Sustainable Transport Decisions**

Municipal Government: Region of York

**Dr. Barry Wellar, MCIP, GISP
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**Methodologies for Identifying and Ranking
Sustainable Transport Practices in Urban Regions**

Project Sponsor:



Transport Canada

**Wellar Consulting Inc., Ottawa
October 27, 2008**

Municipal Government Survey

Part 1: Methodology Component

This survey component is designed to obtain information on the values, principles, assumptions, or other parameters used in making decisions about achieving sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

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Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective values, principles, and assumptions.

7. Values?

From our Sustainability Strategy:

- i) provide along-term perspective on sustainability**
- ii) evaluate using the triple bottom-line elements of environment, economy and community**
- iii) create a culture of continuous improvement, minimising impact, maximising innovation and increasing resiliency**
- iv) identify specific short-term achievable actions that contribute towards a sustainability legacy**
- v) set targets, monitor and report progress**
- vi) foster partnerships and public engagement**
- vii) create a spirit of stewardship, shared responsibility and collaboration**
- viii) raise the level of sustainability awareness through education, dialogue and reassessment**
- ix) promote sustainable lifestyles and re-evaluation of our consumption and expectations**

2. Principles?

INTERIM REPORT 6*Municipal Government Responses to the Survey on Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices*

Principle	Description
1. Integrate Transportation And Land Use Planning	<ol style="list-style-type: none"> 1. York Region is committed to integrating transportation planning into an urban form that is compact, mixed-use and creates a sense of community. 2. York Region is committed to transportation planning as one component of a growth management system that also includes human services, the environment, the economy and fiscal capacity.
2. Protect and Enhance Our Environment and Cultural Heritage	<ol style="list-style-type: none"> 1. York Region will (through integrated growth, system planning, and advanced construction and operations practices) protect, restore and enhance the natural environment. 2. York Region respects and protects its First Nation heritage. 3. York Region respects and protects its cultural heritage.
3. Support Our Economic Well-Being	<ol style="list-style-type: none"> 3. York Region is committed to ensuring that its transportation systems support economic development
4. Provide Access and Mobility for Everyone	<ol style="list-style-type: none"> 1. York Region is committed to ensuring all residents (especially those with disabilities, those of low income, recent immigrants, youth and the elderly) have barrier-free, reliable, and affordable access to all aspects of the transportation system.
5. Adopt Energy Efficient (Carbon Neutral) Transportation Systems	<ol style="list-style-type: none"> 2. York Region will design a transportation system that is energy efficient and mitigates and adapts to the impacts of climate change.
6. Put Pedestrians and Transit First	<ol style="list-style-type: none"> 3. York Region recognizes that each transportation trip begins and ends with a pedestrian trip, and is committed to designing a transportation system that promotes an active lifestyle and community well-being.
7. Implement and Support Transportation Demand Management Initiatives	<ol style="list-style-type: none"> 4. York Region is committed to reducing single-occupant vehicle trips and promoting a preference for sustainable transportation choices by providing more reliable and convenient alternative modes of travel.
8. Implement and Support Transportation Supply Management Initiatives	<ol style="list-style-type: none"> 1. York Region is committed to managing its transportation system in an efficient and cost-effective, socially and environmentally responsible manner.
9. Ensure Fiscal Sustainability and Equitable Funding	<ol style="list-style-type: none"> 5. York Region is committed to providing full cost accounting for all transportation infrastructure projects and services. 6. York Region is committed to value-for-money in delivering transportation services.
10. Further Encourage Communications,	<ol style="list-style-type: none"> 1. York Region will plan for and implement transportation infrastructure and services in an open, transparent and accountable manner based on

INTERIM REPORT 6

Municipal Government Responses to the Survey on Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices

Principle	Description
Consultation and Public Engagement	broad consultation, citizen engagement and strong communications.
11. Conduct On-going Performance Measurement and Monitoring	1. York Region will monitor and report on sustainable transportation initiatives through a series of defined performance measures.

3. Assumptions?

Reduction of the single occupant vehicle mode share is good.

Human-powered modes are best.

Marketing and education of alternative modes are just as important as infrastructure.

4. Other factors used in making decisions about achieving sustainable urban transport practices in your municipality?

Our approach to sustainable transportation:

i) use land use and urban design policies to reduce the need to travel

ii) encourage and implement facilities for alternative modes (walking and cycling, car & van pooling and transit incentives)

iii) maximise investment in transit infrastructure and service frequencies

iv) optimise existing road network to maximise capacity before making selective capacity improvements

5. Municipality of:

The Regional Municipality of York

11. Respondent:

Loy Cheah, Manager, Transportation Planning

Municipal Government Survey

Part 2: Methods and Techniques Component

This survey component is designed to obtain information on the means, that is, the methods and techniques, behind the decisions to identify, adopt, and implement sustainable urban transport practices.

Respondents are requested to be as specific as conditions permit, and to use point form rather than narrative.

Further, it would be extremely useful if respondents include the name of the practice(s) associated with the research procedures or the decision procedures noted in the survey responses.

Note: There is no length limit on replies, the more detail the better. Further, it is expected that the open-ended survey approach could result in a range of responses from municipal governments. By way of illustration, responses could be organized around general listings of research procedures and decision procedures that underlie all decisions involving sustainable transport practices.

Or, alternatively, responses could be more specific, whereby each sustainable transport practice is assigned a separate sheet, and detailed information is provided about the influence of the respective research procedures and decision procedures when municipal governments choose to identify, adopt, or implement a sustainable transport practice.

1. What research procedures are used to identify sustainable urban transport practices?

Best practices review of other cities in North America. We looked at Calgary, Ottawa, Vancouver and Portland, Oregon

2. What decision procedures are used to choose between sustainable urban transport practices to adopt and sustainable urban transport practices to not adopt?

- based on our sustainable transportation approach described in Part 1 (4)
- based on what works elsewhere and results of public consultation including a opinion survey
- expanding and enhancing existing sustainable practices in York Region

3. What decision procedures are used to choose between sustainable urban transport practices to implement and sustainable urban transport practices to not implement?

- based on policies and position of Regional Council on transportation issues
- meet our transportation sustainability principles

INTERIM REPORT 6

Municipal Government Responses to the Survey on Methodologies, Methods, and Techniques that Are Used to Make Decisions about Sustainable Transport Practices

- going by our sustainable transportation approach, i.e. maximizing policies, alternative modes, transit and minimizing road network expansion, to meet our growth projections in travel demand
- as recommended in our Transportation Master Plan

**4. Municipality of:
The Regional Municipality of York**

**5. Respondent:
Loy Cheah, Manager, Transportation Planning**

**DOCUMENT ENVOYÉ PAR COURRIEL AUX RÉPONDANTS,
PROJET DE TRANSPORTS CANADA SUR LES PRATIQUES DE
TRANSPORT DURABLE**

**Enquête auprès des gouvernements municipaux sur les
méthodologies, méthodes et techniques concernant les
décisions prises en matière de transport durable**

Gouvernement municipal : Ville de Trois-Rivières

**Dr. Barry Wellar, MICU, GISP
Directeur, Wellar Consulting Inc.
Professeur Émérites, Université d'Ottawa
wellarb@uottawa.ca
<http://wellarconsulting.com/>**

**Méthodologies pour l'identification et le classement des
pratiques en matière de transport durable dans les
agglomérations**

Commanditaire du projet :

Transports Canada

**Wellar Consulting Inc., Ottawa
27 octobre, 2008**

Méthodologies pour l'identification et le classement des pratiques en matière de transport durable dans les agglomérations

Survol de l'enquête sur le gouvernement municipal et des formulaires

Tel qu'il est décrit sous la rubrique Synopsis Report à l'adresse <http://www.wellarconsulting.com/>, ce projet est structuré en trois phases qui marquent le progrès vers la réalisation d'une pratique en transport durable urbain :

- 1. Identification de la pratique.**
- 2. Adoption de la pratique.**
- 3. Mise en œuvre de la pratique.**

La finalité de ce projet est de fournir une meilleure compréhension des processus de raisonnement (la méthodologie) et des moyens (les méthodes et techniques) concernant les décisions prises par les gouvernements municipaux qui touchent l'identification, l'adoption et la mise en œuvre de pratiques dans le domaine du transport durable urbain.

Un des éléments du projet consiste à sonder les gouvernements municipaux en vue de recueillir des informations sur les méthodologies, les méthodes et les techniques qui sont utilisées dans le cadre des décisions entourant l'identification, l'adoption et la mise en œuvre de ces pratiques de transport durable. L'intérêt de ces informations réside dans les points suivants.

Les informations portant sur les valeurs, principes et hypothèses en soutien au processus décisionnel, élargissent les connaissances sur le processus menant à l'identification, l'adoption et à la mise en œuvre de pratiques de transport durable. Elles peuvent servir de base à l'élaboration de politiques et programmes du gouvernement du Canada qui correspondent au processus décisionnel des gouvernements municipaux.

Les informations obtenues sur les pratiques de transport durable identifiées, adoptées et mises en œuvre par les gouvernements municipaux élargissent les connaissances aussi sur la situation actuelle et à venir des systèmes de transport durable dans les agglomérations canadiennes. Elles peuvent servir de base à l'élaboration de politiques et programmes du gouvernement du Canada qui correspondent avec, appuient et favorisent les actions mises sur pied par les gouvernements municipaux pour instituer des pratiques de transport durable en général et des pratiques exemplaires de transport durable en particulier.

Ce projet comprend deux enquêtes courtes servant à recueillir des informations sur les méthodologies ainsi que sur les méthodes et techniques. Elles sont présentées ci-après et le répondant autorisé par le gouvernement municipal peut maintenant y répondre.

Barry Wellar, chercheur principal

Méthodologies pour l'identification et le classement des pratiques en matière de transport durable dans les agglomérations

Enquête auprès du gouvernement municipal

Partie 1: Volet sur la méthodologie

Ce volet de l'enquête est conçu dans l'optique de recueillir des informations sur les valeurs, principes, hypothèses et autres paramètres utilisés pour générer des décisions relatives aux pratiques en matière de transport durable urbain. Il est demandé aux répondants de répondre avec précision à chacune des questions et d'utiliser un style télégraphique sous forme de points et non de rédiger un texte. Par ailleurs, il serait d'une grande utilité si les répondants pouvaient identifier par leur nom la ou les pratiques associée(s) aux valeurs, principes, hypothèses et autres facteurs qui ont été inscrits sur le formulaire d'enquête. **Note : il n'y a pas de limite de taille et donnez-nous le plus de détails possible.**

8. Valeurs?

« L'environnement un moteur économique et une préoccupation constante pour la qualité de vie du citoyen ».

2. Principes?

- Assurer une qualité de vie.
- Protéger la biodiversité.
- Appuyer le développement économique.

3. Hypothèse?

4. Autres facteurs qui influent sur le processus décisionnel dans le domaine des pratiques de transport durable urbain de votre municipalité.

5. Nom de votre municipalité : Ville de Trois-Rivières

6. Nom du répondant : Michel Byette, directeur général (mbyette@v3r.net)

Méthodologies pour l'identification et le classement des pratiques en matière de transport durable dans les agglomérations

Enquête auprès du gouvernement municipal

Partie 2: Volet sur les méthodes et techniques

Ce volet de l'enquête est conçu dans l'optique de recueillir des informations sur les moyens, c'est-à-dire les méthodes et techniques, concernant les décisions prises pour identifier, adopter et mettre en œuvre des pratiques de transport durable urbain. Il est demandé aux répondants de répondre avec précision à chacune des questions et d'utiliser un style télégraphique sous forme de points et non de rédiger un texte. Par ailleurs, il serait d'une grande utilité si les répondants pouvaient identifier par leur nom la ou les pratiques associée(s) aux procédures de recherche ou de décision qui ont été inscrites sur le formulaire d'enquête. **Note : il n'y a pas de limite de taille et donnez-nous le plus de détails possible.**

- 1. Quelles sont les procédures de recherche utilisées pour identifier les pratiques de transport durable urbain?**
 - Comparaison avec les villes similaires.
 - État de la recherche.
 - État des meilleures pratiques.

- 2. Quelles sont les procédures de décision utilisées pour effectuer un choix entre les pratiques de transport durable urbain qui sont adoptées et celles qui sont écartées?**
 - Recommandations des spécialistes.
 - Analyse par un groupe de travail.
 - Recommandations du conseil d'administration.

- 3. Quelles sont les procédures de décision utilisées pour effectuer un choix entre les pratiques de transport durable urbain qui sont mises en œuvre et celles qui ne sont pas mises en œuvre?**
 - Analyses par le conseil d'administration.
 - Analyses des opportunités et des budgets.
 - Analyses de l'impact.
 - Prise de décisions.

5 Nom de la municipalité : Ville de Trois-Rivières

6. Nom du répondant : Michel Byette, directeur général (mbyette@v3r.net)

6. Conclusion

The project's terms of reference include having regard for empirical, primary source information on the methodologies, methods and techniques used by municipal governments in making decisions about identifying, adopting, and implementing sustainable transport practices. However, information of that nature was not located by literature searches or communications with government and non-government officials, and no referrals or suggestions were received about any unpublished body of information that could be pertinent to the objectives of this Transport Canada project.

As part of the project's research design, which anticipated a limited amount and perhaps the total absence of existing documentation, a survey was used to solicit information directly from a selection of Canadian municipal governments. The two components of the survey are: 1) a letter to mayors and councillors requesting the participation of their municipalities in the survey; and 2) a covering letter and forms sent to the municipal government officials named to prepare the responses to the survey. One part of the survey form deals with the values, principles, and assumptions of methodologies, and the other part deals with the research and decision procedures (methods and techniques) used by municipal governments in making decisions about identifying, adopting, and implementing sustainable transport practices. The primary criterion for selection of municipalities is a population of 100,000+, with several less-populated centres being selected because they are the largest places in a region. A total of 54 municipal governments constitute the survey population.

In concluding this report it is emphasized that the immediate intent of the survey is to contribute to a database on the methodologies, methods, and techniques that are used by municipal governments in decisions about identifying, adopting, and implementing sustainable transport practices. Thanks are due the municipalities that contributed to the survey.

7. References

Wellar, B. 2008a. *Methods and Techniques that Could be Used in Making Decisions about Identifying, Adopting, or Implementing Sustainable Transport Practices*. Research Report 1. <http://www.wellarconsulting.com/>

Wellar, B. 2008b. *Preliminary Report, Commentaries on Methods and Techniques that Could be Used in Making Decisions about Identifying, Adopting, or Implementing Sustainable Transport Practices*. Research Report 2. <http://www.wellarconsulting.com/>

Wellar, B. 2008c. *Sampler of Commentaries on Methods and Techniques that Could be Used in Making Decisions about Identifying, Adopting, or Implementing Sustainable Transport Practices*. Research Report 3. <http://www.wellarconsulting.com/>

Wellar. 2008d. *Survey of Municipal Governments about Methodologies, Methods, and Techniques Used to Make Sustainable Transport Decisions*. Interim Report 3. <http://www.wellarconsulting.com/>

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