



INFORMATION REPORT

TO: Chair and Members Public Works Committee	WARD(S) AFFECTED: WARDS 1, 2 and 8
COMMITTEE DATE: May 7, 2012	
SUBJECT/REPORT NO: Community Based Social Marketing Pilot Program (PW12040) - (Wards 1, 2 and 8)	
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SIGNATURE:	

Council Direction:

At the April 18, 2011, Public Works Committee Meeting (approved by Council on April 27, 2011), the following Motion was passed:

Installation of Left-hand Prohibition Sign at Queen Street South and Stanley Avenue (Item 10.1)

(a) That a left-hand turn prohibition from Queen Street South onto Stanley Avenue be implemented for the morning peak period Monday through Friday only, and that prohibition be in place for an 18 month pilot project period;

(b) That staff develop and implement a neighbourhood-based transportation demand management (TDM) strategy, designed to affect travel patterns in the appropriate Ward 1, 2, and 8 neighbourhoods in consultation with those neighbourhoods and the affected Ward Councillors;

(c) That staff provide monthly updates to the Ward Councillors, and report back to the Public Works Committee on the results of the pilot project or the need to reconsider the pilot project, prior to the end of the 18 month trial period.

This Information Report refers specifically to items (b) and (c) related to the Community-based Social Marketing Pilot Project which is a key component of the neighbourhood-based Transportation Demand Management (TDM) strategy.

Information:

The purpose of this report is to update the Public Works committee on the Community-based Social Marketing (CBSM) Pilot program which refers to item (b) and (c) of the Council Motion 10.1. Item (a), referring to the 18 month pilot left hand turn prohibition

sign at Stanley Avenue, will be reported on in a separate report which is scheduled to come before Council in quarter one of 2013. Item (a) in the Motion involves the installation of a left-hand turn prohibition sign, to discourage through traffic travelling from Aberdeen Avenue on Queen Street from using local roads to travel to destinations outside the Kirkendall Neighbourhood. The pilot sign installation has been approved by council and the report in 2013 will update council on the impact of sign installation.

The reason that items (a) and (b) are presented together in Motion 10.1 is that the installation of the left-turn prohibition sign is complemented by an effort to engage neighbourhoods in a community-based social marketing (CBSM) pilot program. This program is aimed at creating awareness of existing issues and solutions while encouraging residents' behaviour change in terms of their travel mode choices and travel patterns. Similar programs have been successfully implemented in the Peel Region and Waterloo Region, as well as other areas across North America.

Community-based Social Marketing Pilot Project

CBSM is especially effective when new transit, cycling or pedestrian routes are developed or when there are traffic operational issues. It is a practical approach that stresses direct contact among community members and focuses on removing barriers that prevent people from changing their behaviour. It has been successfully used to encourage people to adopt a number of sustainable behaviours, including active and sustainable transportation habits. Appendix A contains an excerpt from the pilot project terms of reference that provides further information on CBSM, its applications, costs and results.

In order to mitigate traffic issues at the intersection of Queen Street and Aberdeen Avenue and encourage motorists to avoid local streets as cut-through routes, an innovative approach is being considered for the Kirkendall and Ward 8 neighbourhoods as the focus of the CBSM pilot project. While the CBSM project can be delivered independently of the left-hand turn prohibition sign installation, based on successful implementation in other municipalities, there is a higher potential for success by engaging these two communities and using CBSM to alleviate traffic pressures at the intersection of Aberdeen Avenue and Queen Street; thereby complementing the effects of the left-hand turn prohibition sign installation.

Aberdeen Avenue and Queen Street Intersection Issues

A licence plate trace analysis is being conducted to determine where the traffic at the Aberdeen Avenue and Queen Street intersection is originating from. Once the data is collected and analysed the boundaries of the pilot on top of and below the escarpment will be determined. This will help to effectively target the resident population of interest and market the various transportation services that are available to residents so they can change their behaviour and increase their awareness.

Next Steps

Before the left-hand turn prohibition sign at Stanley Avenue is installed, a survey will be distributed along with the CBSM materials in order to better understand the residents' commuting situation and get a baseline of their commuting habits. Once this occurs the

sign can be installed and its effects on traffic can be analysed. The CBSM materials will also work to influence travel behaviour and therefore, at the end of the pilot, the combined effects can be measured with a follow-up survey as well as additional traffic counts. The implementation schedule is included in Appendix B and outlines the roles of the four groups involved in the project. City Staff is managing the project with IBI Group performing the traffic analysis work and Urban Trans (UT) developing the CBSM materials and analysis. Environment Hamilton (EH) will provide operational support and perform the information materials delivery. A highlight of the schedule includes:

- March 2012** - Completed License Plate Trace Analysis
 - Met with councillors in Wards 1 and 8, which are involved in the pilot
 - Letter to residents will be signed by Ward 1 and 8 councillors
- April 2012** - Deliver resident letter and surveys to Kirkendall and Ward 8 residents
- May 2012** - Install Left Hand Turn Prohibition sign on Stanley Avenue
- June 2012** - Deliver information kits to interested residents
- June 2013** - Conduct a follow-up survey with all residents previously surveyed and measure the success of the pilot program and left hand turn prohibition.

A report on the outcomes of the CBSM pilot project will be delivered to Public Works Committee in the fall of 2013.

Future Steps

In order to aid in informing residents of traffic waiting times at the escarpment access it may also be beneficial to erect electronic information signs that alert motorists approaching the Beckett Drive mountain access of the wait times due to traffic congestion. This signage would require traffic monitoring technology and is not funded as part of this pilot project. If additional funds were available and the analysis recommends installation of the signs, this would be considered as another tool to help residents deal with traffic issues in their neighbourhoods. A second option would be to install a static (non-electric) traffic sign that alerts motorists of potential traffic congestion during peak traffic periods of the day.

The following is an excerpt from the CBSM pilot project terms of reference which aims to give the reader a better understanding of the CBSM process.

Residential TDM: Community-based Social Marketing

Community-Based Social Marketing is the leading intervention strategy to change travel behaviour to more sustainable modes. As identified previously in this plan, targeted TDM marketing efforts have been limited to the workforce within the City of Hamilton. General TDM marketing and events have reached the residential community, but no measurable impacts have been achieved. In keeping with this plans goals, the program should pilot a CBSM pilot to target a specific community within the City of Hamilton to measure travel behaviour change utilizing a proven intervention method: Individualized Marketing.

Community-based social marketing (CBSM) strives to change the behaviour of communities to reduce their impact on the environment, by changing their behaviour. In this case, the behaviour is commute mode. Doug McKenzie-Mohr, the environmental psychologist who originally coined the term CBSM, proved that education alone was not sufficient to initiate behaviour change. As a result CBSM relies on market research to discover the perceived barriers to behaviour change and the ways to overcome those including commitments, prompts, social norms, social diffusion, feedback and incentives.

Historically, as it relates to transportation, the CBSM tools described above have resulted in the highest decreases in single-occupancy vehicle trips when paired with the introduction of new services or infrastructure. For example, a CBSM campaign implemented alongside the launch of a new transit line would be expected to show greater success than if it were implemented without the introduction of these elements. Other successful campaigns have shown that choosing a target area with local champions and partnerships has proven to have a greater impact on shifting mode split to more sustainable options.

The main goal of the campaign will be to work directly with targeted households to shift travel behaviour to more sustainable modes and decrease overall trips made. The key to a successful CBSM implementation project are the steps identified by the McKenzie-Mohr model:

Identifying Barriers and Benefits:

When preparing a successful campaign, the City of Hamilton must first identify the barriers that may prevent the average person from shifting to a sustainable behaviour and identify the benefits that can/will be used to effect change. Based on the extensive research and experience with both the City of Hamilton and CBSM, the following are the largest barriers to change:

- a. Awareness of Choices- Familiarity of what the best travel options are, how much they cost, and how to participate, and how to do so safely.
- b. Types of Trips- Most residents think about the trips they make the most (i.e. the commute). Ensuring residents review the mode of travel for all trips (utilitarian, pleasure, and recreation) will build a more sustainable Hamilton. For example, the ability to bike to work may not be feasible to most residents, but biking to the store most likely is feasible to the majority.

- c. Emergency Ride Home- The service provided by Smart Commute was identified as a necessity to participate for everyone in commute based trips. While the program exists for Smart Commute members, the feature needs to be promoted to the same level with residents.

Developing a strategy that utilizes tools that have been shown to create change:

Draw upon the social sciences, more specifically psychology, as research has shown that there are a variety of effective tools that effect behaviour change. They are:

1. Commitment-

Travel choices are built around commitment. Studies have shown that when people commit to do something verbally or via writing, the success rate for interventions increases. Therefore City of Hamilton should create materials that clearly outline the simple process and the commitments that are asked of them. Make the commitment as easy as possible.

2. Prompts-

Prompts are reminders. Changing behaviour often fails because people simply forget to do something. Therefore prompts for City of Hamilton CBSM can take the form of multiple direct mailing campaigns. The clear usage of a memorable/strong colour in all materials, will help the residents be easily reminded and prompted of the behaviour when the colour is seen throughout the neighbourhood. Other local municipalities have created CBSM TDM brands to help create long-term prompts for the community.

3. Norms-

By showcasing that peers, neighbours, and coworkers are doing this behaviour the City works to create a social “norm”. Therefore in this campaign with targeted residents, marketing materials should showcase the behaviour by their neighbours. Perhaps enlist existing transit drivers to attend neighbourhood meetings with City staff to describe their service and answer questions. This way the community gets to know the drivers and overcomes one of the initial fears of riding the bus: the unknown.

4. Incentives

Provide residents with the branded swag items purchased earlier in this plan to reinforce their commitments. Where possible use gift cards to incentivize steps in the process.

5. Removing external barriers

The existing barriers for sustainable travel is awareness of modes, program features and benefits. The City should utilize a direct mail campaign, that targets and educates about these specific solutions, incentives, and benefits.

6. Evaluation

Prior to implementing the program in the years to come, evaluation of CBSM participation will allow stakeholders to evaluate the program’s success or failure before proceeding to the next targeted neighbourhoods.

Implementation of CBSM in the City of Hamilton

The first step in executing this program is to develop a project design. This document outlines the process from beginning to end with expected timelines, response rates, kits built, and other pertinent information. After the project design is created the next step is

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Community-based Social Marketing Pilot Program Overview
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to take an inventory of available marketing resources. These should include relative give-aways, promotional items, and brochure information. If the inventory process reveals that new materials need to be created to address the strategy above, then this provides the team with the time to do so. Next the City will purchase or identify in-house a mailing list based on the targeted concentrations of the identified markets. These mailing lists should include first and last name to ensure residents open the mail.

The first mailing should include a form letter from the mayor or other notable public servant of that community. The letter should acknowledge the partnership and support for the TDM CBSM program. It should state that CBSM is looking to provide specialized services to their neighbourhood and hope they take a moment to find out more about the services. The letter should also provide City TDM contact information in case they are ready to start changing behaviour now.

The next step is to mail a paper-based survey (or instructions on accessing a web survey) to residents for the purpose of segmenting the resident population into three groups that are: (1) interested in using active transportation modes; (2) regular users of active transportation; and (3) not interested in using active transportation. Residents are offered incentives to participate in the survey and reminder letters and other prompts are used to further encourage survey participation. Survey respondents are segmented into the three groups listed above based on their responses to specific questions within the survey instrument. Individuals who are classified as not interested in using active transportation are excluded from further marketing efforts.

Thirdly, a mailing should be sent a 2-3 weeks after the survey. This should be an order form or instructions to an online order form (budget depending). The order form will have check boxes with the items identified on the inventory process earlier (or they can fill out the order form online) as well as their full contact information including email. For filling out the order form, residents will receive the items they order for free and a \$10 gift card to a local vendor (coffee shop, etc). This incentive will engage the residents to participate and mail back the order form. Both the original and return envelope should use a real stamp as research shows that residents are more likely to open mail with a hand-placed stamp. The order form will also ask if residents would like City staff to call them directly to discuss the program further or to attend a neighbourhood event regarding transportation choice, safety, and maintenance.

The resident will then mail back the order form. The City TDM staff should begin the fulfillment of the orders. The TDM team should then hire temporary workers (University students are the typically best choice) or volunteers to hand-deliver these custom kits to households' doorsteps in person.

This in person delivery creates a new level of commitment and relationship with the resident and the City. It also provides the resident with an in person chance to ask questions about the program. Lastly, the kits should be delivered in relevant TDM mode (by foot, by bike/trailer/ by SMART car, etc). This will ensure residents see the vehicles in their neighbourhood and create another visual prompt.

As a follow up, City of Hamilton TDM staff will email everyone who provided email in their contact forms with a personalized message identifying if they have any questions or would like to talk further about travel choice.

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Budget

Budget allocations for each Community-Based Social Marketing project are based on targeting 8,000 total households in specific Postal Codes include:

- Direct Mailing Community \$3,000
- Direct Mailing Order Form & Prepaid Return Envelope \$13,000
- Package Construction and Delivery (3 staff \$15/hour) \$10,000
- Total: \$26,000

The funds for this pilot project will come from the TDM capital budget (4031255820).

Target Markets

Based on findings from previous sections of this plan, direct input from City staff and stakeholder feedback, the following targeted priority implementation schedule should be considered for implementing CBSM. This strategy ensures a geographic distribution throughout the community while helping inform new infrastructure capital projects.

- INTERVENTION 1: Kirkendale & associated mountain traffic (Mountview)
- INTERVENTION 2: Westdale
- INTERVENTION 3: Dundas
- INTERVENTION 4: Stoney Creek
- INTERVENTION 5: Waterdown

Survey Distribution Calendar March 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16 City of Hamilton to set up Kickoff meetings	17
18	19	xxxx	20	xxxx	21	22
25	26	27	28	29	30	31
	UT to develop survey implementation materials (survey header, tool and URL) Development of Order Form Inventory	Letter to residents sent to the City of Hamilton for approval		IM Meeting with Ward Councilors	UT to provide an online survey template for City of Hamilton Review UT to finalize Project Brand IWorking Group Meeting	

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Survey Distribution Calendar

April 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 IBI: Finalize O-D Study results (identify target markets) Finalization of Mailing Addresses UT to provide a draft of the reminder card 1	3	4	5 Finalize Letter to Residents	6 GOOD FRIDAY	7
8	9 Easter Monday	10 Letter to Residents sent to Printer: Printing	11 Survey letters sent to post office (24%)	12 Survey letters sent to post office (22%)	13 Survey letters sent to post office (22%)	14
15	16 Reminder Card 1 Send to the printer	17 Survey Letters reach residents (34%)	18 Survey Letters reach residents (33%) Reminder Card 1 sent to Canada Post	19 Survey Letters reach residents (33%)	20	21
22	23 Reminder Card 2 sent to Printer	24 Reminder card 1 reaches residents	25	26	27 Reminder Card 2 sent to Canada Post	28
29	30					

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Survey Distribution Calendar

May 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 Reminder card 2 reaches residents	2	3	4	5
6	7 UT to design Order Request Form	8	9	10	11 Survey Closes	12
13	14 UT to segment data	15	16 Approval or Order Request form	17 Order Request Form sent to printer	18	19
20	21	22 Order Request Form Mailed to Residents UT to provide draft survey summary and analysis	23 Kit Distribution Workshop for Environment Hamilton	24	25	26
27	28 Completed order forms start arriving to the City	29 Kit Collation Beings	30 Kit Collation	31 Kit Collation		

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Survey Distribution Calendar

June 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 Kit Collation	2
3	4 Kit Delivery Begins Kit Collation	5 Kit Collation/Delivery	6 Kit Collation/Delivery	7 Kit Collation/Delivery	8 Kit Collation/Delivery	9
10	11 Kit Collation/Delivery	12 Kit Collation/Delivery	13 Kit Collation/Delivery	14 Kit Collation/Delivery	15 Kit Delivery Completed	16
17	18	19 Host Stakeholder meeting	20	21	22	23
24	25	26	27	28	29	30

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