

# TPM IMPLEMENTATION PROJECT CHARTER

## A. Descriptive Details

PROJECT TITLE: TPM (TRANSPORTATION AND PARKING MANAGEMENT) IMPLEMENTATION PROJECT CHARTER	
PROJECT SPONSOR: PETER LOCKIE, VP ADMINISTRATION & CFO	
PROJECT LEADER: KATHRYN LE GROS, DIRECTOR, ANCILLARY SERVICES	
PROJECT DURATION: FEB 2010 - MAR 31, 2013	
<u>Peter Lockie</u> SIGNED	<u>1 Feb, 2010</u> DATE

## B. Purpose / Rationale

The TPM Project Charter was completed early in 2009, with the resulting TPM Plan and recommendations presented to various groups and stakeholders over the spring, and then adopted by the College Exec and Board of Governors in June 2009.

To address current concerns and constraints as well as to meet the growing and changing needs of the college, the recommendations in the TPM Plan need to be implemented.

### Background:

- the world around us is changing – we need to be pro-active to address and accommodate the changing needs and expectations around sustainability, land use, transportation cost, access to and parking provision at Camosun College
- the college has adopted an energy management program. We are also required to support and meet the ambitious provincial greenhouse gas emission targets. Transportation is recognized as a major contributor (25%) to gas emissions, representing a significant opportunity and obligation to review and revise our practices
- new emerging opportunities (such as Pacific Institute for Sport Excellence, Student Housing, the Health Centre) that assist in meeting the College Strategic and Campus Plans are impacting (or will) the current demand and land use of parking. We want to address these as well as future opportunities
- the current use of land for parking (the status quo) is not sustainable
- other local and public institutions have also identified the need to address these issues; we are not the first, so there is opportunity to incorporate best practices
- The TPM Implementation Project incorporates established TDM (Transportation Demand Management) principles and approaches, that are recognized and expected from other public bodies
- A planning process was undertaken in the TPM Project that included a comprehensive survey of the Camosun community, as well as a recognized transportation expert facilitating several workshops on each campus and writing our final TPM plan

## C. Goals and Objectives

What will be achieved by undertaking this project?

- assist in meeting the sustainability goal in the College's Strategic Plan
- assist college in meeting BC climate and greenhouse gas emission targets
- parking and transportation impacts of new development initiatives will be able to be accommodated on campus
- transformed behaviour – moving to a value driven model with less people bringing cars to the college
- reduce/eliminate the need to building more parking facilities, saving millions of dollars

## D. Deliverables & Specifications

1. What deliverables are required to achieve the project objectives?

- Implementing the recommendations of the Camosun College TPM Plan (Todd Litman, Victoria Transport Policy Institute, 2009):

1. Change Management	Change how transportation and parking problems are defined and the range of solutions considered. Create new organizational relationships.
2. Transportation Management Program (TMP)	Establish a program within Ancillary Services responsible for transportation and parking management activities
3. Transportation Management Association (TMA)	Coordinate with other local organizations (UVic, municipal governments, businesses, etc.) to provide transportation and parking management services.
4. Improve transportation options	Work with BC Transit, local, regional and provincial governments to improve the quantity and quality of alternative modes
4.1 Public transit	Increase transit routes, service frequency and service hours. Improve user information, waiting areas and amenities such as onboard Internet access.
4.2 Ridesharing (carpooling and vanpooling)	Improve rideshare matching services, promotion efforts and incentives.
4.3 Walking conditions	Improve walking conditions on and around the campus. Insure <i>universal design</i> (facilities that accommodate all users).
4.4 Cycling conditions	Improve cycling conditions on and around campus, including paths, lanes, parking and support services.
4.5 Carsharing and taxi services	Insure that carsharing and taxi services are conveniently available on campuses.
4.6 Telework	Establish telework policies and support services.
4.7. Alternative schedules	Encourage alternative class and work schedules that reduce travel peaks.
4.8 Intercampus transport	Create programs
5. Parking management	Implement various parking management strategies.
5.1 Shared parking	Share parking facilities among users and buildings, including offsite parking as an overflow option.
5.2 Staff parking pricing and cash out	Eliminate or cash out free employee parking. Charge employees for parking and offer alternative benefits.
5.3 Parking price targets	Establish targets to increase parking fees, particularly during peak periods, to reduce problems and generate revenues for transportation programs.
5.4 Overflow parking plans	Establish overflow parking plans for special events.

5.5 Improve parking user information and enforcement

Provide better user information on parking and transportation options. Improve enforcement on campus, and of nearby spillover parking.

5.6 Parking pass rules and audits

Establish clearer rules concerning the allocation of free parking passes. Provide alternatives, such as free transit passes.

6. Smart growth development policies

Build compact development, particularly affordable housing, within or near existing campuses, including on existing parking lots.

7. Program evaluation

Perform ongoing evaluation to track problems, impacts and user satisfaction.

2. What are the specific requirements of the deliverables?

- a buy-in/acceptance of matrix management approach; people in different departments may take on different or leadership roles with specific programs that emerge
- programs and initiatives are sustainable (human and financial)
- measurable targets for each recommendation

3. How changes to the deliverables will be negotiated and agreed-to, once the project has commenced.

- changes to the deliverables will be discussed and agreed-to between the Project Leader and the Project Sponsor. Any changes as well as Impacts on other deliverables will be communicated as needed to affected groups.

**E. Project Risks, Constraints & Assumptions**

1. Risks:

RISK	PROBABILITY	IMPACT	OVERALL RISK RATING
	HIGH (H) MEDIUM (M) LOW (L)	HIGH (H) MEDIUM (M) LOW (L)	HIGH (H) MEDIUM (M) LOW (L)
Student and employee participation not achieved	L-M	H	M
College Exec and/or SMT doesn't support the implementation strategies	L-M	H	M
Board of Governors doesn't support the annual price increases	L	H	M
Nothing is gained in bargaining efforts to work toward reducing/eliminating free parking	L-M	M	M
Groups organize to work against strategies	M-H	M	M

2. Constraints:

- target dates for BC climate and greenhouse emissions
- Issues are already impeding ability to meet Strategic Planning initiatives – there is a sense of urgency

- that programs to support the plan are (at worst) revenue neutral
- timelines - all employee permits, violations, guest/visitor permits administration transferred from PRD to Ancillary Services May 1, 2010
- current parking utilization – above 95% during traditional academic year is higher than recommended parking management targets (90%)
- very limited (Camosun) human resources to address parking issues

### 3. Assumptions:

- that this is doable: that we are ready to affect change and be part of something that could have a significant, positive impact

## PEOPLE & PLANNING

### F. Who Needs To Be Involved & Why?

Who needs to be involved in this project; and what are their roles or responsibilities? For example:

1. Who will sponsor the project? VP Admin & CFO
2. Who will lead the project? Director, Ancillary Services
3. Who will provide support to the project? Manager, Ancillary Services and related support staff

#### 4. Who needs to be involved due to the impact of the project, and how should they be involved?

- internal stakeholders: students, staff and faculty, employee groups, departments currently/formerly involved in transportation/parking related matters, HR (labour relations), environmental/green groups on campus
- external stakeholders: BC Transit, University of Victoria, Robbins Parking, Regional Cycling Group(s), Neighbours, Ministry of Advanced Education (AVED), Vancouver Island Tech Park, Pacific Institute for Sport Excellence (PISE), Municipalities, Capital Regional District (CRD)

through transition planning, a Steering Committee, Working Groups and a Transportation Management Association

5. What other experts, skills, or knowledge will be required to complete this project. Consider areas of experts that might be available both inside and outside the College.
  - Consultants, such as Victoria Transport Policy Institute on an issue related basis
  - Staff or Faculty Members who are experts in the field
  - Best Practices, locally and with other Public and Educational Institutions
  - Smart Growth BC, other provincial agencies, Society for the Advancement of Sustainability in Higher Education

### G. Communication

Communication will be integral and an ongoing function of all stages of this project.

The project will be announced in February, 2010 in various ways to all stakeholder groups.

A transition plan from Physical Resources to Ancillary Services for parking related matters is well underway and nearing completion. A communication plan for the first (administrative changes/steps) has been developed and will be rolled out prior to and during implementation. An invitation will be extended to participate in the Steering Group, Working Groups and the Transportation Management Association over the next several months. A web site has been developed with the TPM Plan, the Survey Report, current information about transportation and parking initiatives on campus, information relating to general transportation and parking issues, project status and opportunities to provide input. Communication plans will be developed for each program and initiative.

## **H. Overview — Approaches/Processes**

The Project will be undertaken in phases over the next 4 years. Various programs and processes may be championed and executed by different people reporting to the Project Leader (for this Project, not necessarily in organizational structure). Working Groups and Steering Committee to be used primarily for Phases 3 & 4

- Phase 1 - Policies/Procedures that support the plan, with evaluation and reporting mechanisms
- Phase 2- Employee parking options/objectives that support the plan, (including those through bargaining efforts), with evaluation and reporting mechanisms
- Phase 3 –Programs/Education that support the Plan, with evaluation and reporting mechanisms
- Phase 4 –Improving transportation options, with evaluation and reporting mechanisms

## **I. Resource Requirements**

- Programs and initiatives will be financed by changes in policies, procedures and fee structures
- internal expertise
- other department and individual involvement

## J. Project Plan

### SPECIFIC ACTIONS, MILESTONES AND TIMELINES

Specific Actions	Who	Completed By
<b>A. Project Concept</b>		
1. Conceptualize Project	P. Lockie, K. LeGros	Jan 2010
2. Complete Charter	K. LeGros	Jan 2010
<b>B. Project Sign-off</b>		
3. Sign-off Charter	P. Lockie	Feb 2010
4. Communicate	P. Lockie, CE K. LeGros, SMT	Feb 2010
<b>C. Project Conduct (Kick-off)</b>		
1. Key Actions & Milestones (date order)		
Announce project with objectives	P. Lockie/K. LeGros	Feb 2010
Recommendations incorporated in 3 year working plan with targets	K LeGros	Feb 2010
New processes for employee permits and violations, visitor parking and other parking administration	K. LeGros, Karin Hanwell	April 1, 2010
<b>2. Communication Plan</b>		
Announce Project	K. Le Gros	Feb 2010
Announce new Admin Processes	Karin Hanwell	Feb - ongoing
Invitation to participate in Committee, Groups, Association	K. Le Gros	June 2010
Ensure communication plan in place for each phase and each program	K. Le Gros/K. Hanwell	Feb 2010 and ongoing
Launch individual programs and initiatives	K. Hanwell and/or program leaders	As they are planned
Annual report with progress towards achieving objectives and targets	K. Hanwell/K. LeGros	June 2011 and each following year
<b>D. Project Closure</b>		
1. Report Out To Sponsor & Other Authorities	K. LeGros	Ongoing and at conclusion,
2. Communicate Conclusion	P. Lockie, K. Le Gros and K. Hanwell	June 2013
3. Evaluate (lessons learned)	K. Le Gros/K. Hanwell	At least annually, End of each phase, summary at conclusion
4. Celebrate	K. Le Gros, K. Hanwell and program leaders	End of each phase, and at conclusion, spring 2013