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1.0 EXECUTIVE SUMMARY

The Commuter Challenge is a week-long, friendly competition where Canadian cities compete to reduce harmful emissions by selecting to use alternative methods of transportation. The Hamilton Challenge is held during a pre-established week called, National Environment Week (May 30th to June 5th, 2004). Green Venture, a local non-profit environmental organization who are dedicated to improving the environment by invoking changes in citizen behaviour, co-ordinated Hamilton's city-wide campaign. In total, 38 local organizations registered as corporate participants in 2004.

This report explores the co-ordination of the Commuter Challenge campaign for the Corporation of the City of Hamilton, as conducted by Cameron Hopgood and Brent Bullough. The co-ordination involved enlisting the support of decision-makers, forming a team of volunteers, gathering prizes, advertising the Challenge, planning events, collecting and analyzing participation data, and recognizing contributors.

The Corporation had the second highest participation rate of any Hamilton-area organization over 1, 000 employees. Three hundred and fifty five (355) staff (or 5.43% of the Corporation) participated in this year's campaign. In total, staff logged 30,665.2 kilometres and prevented 6, 000 kilograms of pollution from entering the atmosphere, thus placing the City of Hamilton 6th out of 24 municipalities across Canada and 2nd in the province, behind the Region of Waterloo. This strong performance was achieved through a participation rate which was double that of 2003, and included a total of 1824 participants.

2.0 INTRODUCTION

The Commuter Challenge is a week-long, friendly competition where Canadian cities compete to reduce air pollution by using active and sustainable modes of transportation. Participants make a commitment to walk, jog, cycle, rollerblade, take public transit, carpool or telecommute during a pre-established week, called *National Environment Week*. The 2004 event was held between May 30th – June 5th.

The City of Hamilton's Commuter Challenge began in the year 2000 when 41 companies and over 700 individuals made the commitment to eco-commute. In 2003, 36 companies actively encouraged their employees to take the part in the Challenge with 990 individuals participating. This year, 38 organizations registered for the challenge and participation increased to nearly 1,900 Hamiltonians.

2.0 PROGRAM COORDINATION

National Program Coordinator: Go For Green

Go for Green is a national, non-profit charitable organization that encourages Canadians to pursue healthy, outdoor physical activities while being good environmental citizens. It is also the coordinating agency for the national Commuter Challenge campaign (Go for Green, 2004). As the national coordinator, *Go for Green* is responsible for developing a web-based interface that enables participants to register and update their participation in the event. Carolyn Bourque, Commuter Challenge Project Officer, provided technical support to program coordinators and organizational administrators.

Municipal Program Coordinator: Green Venture

Green Venture is a not-for-profit community based organization committed to energy, water and waste reduction, education, green space conservation and the greening of small businesses (Green Venture, 2004). Megan Smith and Kautilya Sanghavi acted as Municipal coordinators for the Commuter Challenge campaign. Thus, *Green Venture* provided posters, Commuter Challenge Information Kits, newsletters, and prizes for the event as well as coordinating the City of Hamilton's Tally Finale. The Finale event allows all corporate participants to attend the closing ceremonies which wrap up the campaign (See Appendix Three).

Corporate Program Coordinator for the City of Hamilton: Cameron Hopgood

Cameron Hopgood and Brent Bullough acted as coordinators for the 2004 City of Hamilton corporate campaign. Support was also provided for Green Venture's city-wide initiatives, which included funding and in-kind resources through Clean Air Hamilton and the Hamilton Street Railway (HSR), as well as registering as a corporate participant. In addition, departmental volunteers were enlisted to assist with the coordination between departments and to increase awareness in each division. The volunteers were selected from previous assistants as well as by referral.

3.0 REWARDS

Within the City of Hamilton, various establishments donated prizes and/or services, which were subsequently awarded to participants. In order to obtain sponsorship, letters were drafted and distributed to over 100 local establishments with follow up conducted through emails and phone calls.

As in previous years, volunteer coordinators used resources from within their own departments in order to obtain departmental prizes. For example, Janet Haynes in the Water Quality Section donated 300 water bottles that were used as prizes and distributed on June 1st, Bike to Work Day. Coordinators from Green Venture were able to obtain gift certificates from Lick's Hamburgers and Ice Cream entitling all participants to one free ice-cream cone. Finally, Rebecca Oliphant donated 500 two-for-one passes to all Hamilton Civic Museums.

The Person with the greatest emissions saved
Puddicombe Estate and Winery Gift Basket and \$100.00 Gift Certificate
The Unsung Hero's Award (4)
1 st - A Massage at the Ramada Spa
2 nd - 2 Tickets to Darien Lake Courtesy of 102.9 K-Lite FM
3 rd - Family Pass to the CFL Hall of Fame
4 th - Two Tickets to Wild Water Works
The Most Creative Commuter (3)
1 st – Lunch for you and a guest with Mayor Dilanni and an Energy Audit provided by Green Venture
2 nd – Gift Certificate to the Staircase Café
3 rd – Wine Tour and Tasting at Stoney Ridge
The Person who Cycles the most in one Day
\$50.00 Gift Certificate to Pierik's Cycle, Membership to Mac Cycle Co-Op
The Person who Walks the Most in one day
One Year Family Membership with the Royal Botanical Gardens
Random draw for those that participated on June 2nd 2004
Two Tickets to the Hamilton Bulldogs 2004/2005 Season Opener and an HSR. Family pass to the CFL Hall of Fame and an HSR Day Pass
Random Draw For All Participants
A Y108 Prize Package, A Sleeman's Prize Package A Hamilton Spectator Prize Package, One Year Subscription to Hamilton Magazine Three Family Pass to the CFL Hall of Fame, > 50 City of Hamilton Prize Packages possibly Including a 2 for 1 admittance to Hamilton Civic Museums, A Mug, Lanyard, Pens, Shirts, Hats, & Golf Shirt, Hat.
Random Draw For Department with the Highest Participation
Central Cycle Prize Package, Membership to the Mac Cycle Co-Op One Year Subscription to Hamilton Magazine
Random Draw For Employees that Participated all Five Days
Central Cycle Prize Package, Membership to the Mac Cycle Co-Op Two Tickets to the Hamilton Bulldogs 2004/2005 Season Opener

Figure 1: Commuter Challenge Prizes

4.0 ADVERTISING AND PROMOTIONS

Throughout the campaign, various information mediums were used to advertise and promote the Commuter Challenge. The first medium was through the use of the employee intranet homepage, which displayed the Commuter Challenge logo and presented an information page detailing the specifics of the event. In addition, several e-mails were disseminated to staff, and sent according to the work plan schedule. Throughout the campaign, e-mail templates were created and distributed to all volunteer coordinators, thus allowing each department to personalize the message and circulate it to their staff. Eventually, global e-mails were sent to ensure that messages were being received by all city employees.

The Connections Employee Service Bulletin is the weekly newsletter for city employees that is distributed in cafeterias and other high traffic areas, as well as being posted on the employee network. The deadline for submission is Thursday at noon for the issue that comes out the next day. Tom Wallis, a City of Hamilton Communications Officer was the main contact. There is only a limited space available, so messages must be clear and concise.

Finally, the Clean Air Hamilton website (www.cleanair.hamilton.on.ca) was updated with registration information for the Challenge and directed citizens to the Municipal campaign coordinated by Green Venture.

5.0 EVENTS

The *Commuter Challenge Launch* was arranged by Green Venture as an introduction to the challenge and their role in coordinating the city-wide campaign. This event was opened with a challenge from Mayor Dilanni to Mayor MacIsaac of Burlington, in which Mayor Dilanni stated that the City of Hamilton will achieve a higher participation rate than the City of Burlington. Both Mayors' agreed that the losing city was to fly the flag of the winning city in front of their City Hall for a day. Brian McCarry, from Clean Air Hamilton, was responsible for presenting awards to the City of Hamilton, TD Canada Trust, St. Patricks School and Children's International Learning Center for their outstanding participation in the 2003 Commuter Challenge. Sponsorship for the Commuter Challenge was received from HIEA, VFT, Clean Air Hamilton and Dofasco.

Bike to Work Day occurred on Tuesday June 1st from 7:30 to 9:00 am. Green Venture and volunteer coordinators greeted cyclists in front of City Hall with rewards including bottled water and Hamilton bicycle water bottles, which were donated by the City's Water Quality Section. However, as a result of poor scheduling, and a lack of promotional and media coverage, attendance for the event was extremely poor.

Totally Transit and Clean Air Day occurred on Wednesday June 2nd from 6:00 to 9:00 am. Green Venture staff, volunteers, and corporate representatives offered participants taking the GO Train both a free continental breakfast as well as a free Hamilton Spectator. At 7:00 am the promotion team moved to Gore Park to reward individuals

taking the HSR. Bottles of water, newspapers, stickers, buttons, and pens were used as incentive rewards for helping to reduce traffic congestion and air pollution. The activities continued at Gore Park from 7:30 to 9:00 am. In total, approximately 2,000 transit users were rewarded with giveaways. Throughout the morning, volunteer's educated local residents and citizens on what the Commuter Challenge was and how they could participate through on-site registration. This education campaign resulted in nearly 300 registrants over its duration.

6.0 DATA COLLECTION AND METHODOLOGY

The Commuter Challenge Web Site was the primary method of data collection for the Challenge. Registration on the web site was fast and easy due to the limited number of fields that were required to be filled out. By entering an email address as the user's login name and creating a password, individuals were able to enter the site and record their daily eco-commuting results. Diary cards were available to all employees, but were utilized mainly by employee's who did not have access to the internet. There were some participants who felt more comfortable recording their participation using the cards and then transferring the information to the Commuter Challenge Web Site. As the only administrator for the City of Hamilton's corporate campaign, numerous e-mails were received from staff requesting to be registered. The perception of many employees was that registering on the internet was too time consuming. Though not the case, the perception of difficulty resulted in the creation of additional work for the administrator. Nominations for the unsung hero and the most creative commuter were also gathered via e-mail.

7.0 RESULTS

City-Wide Participation

Within the City of Hamilton, a total of 38 companies registered for the Commuter Challenge, accounting for 1, 824 individual participants. This participation rate is approximately double that of last year's results. In total, 155,166.60 kilometres were logged.

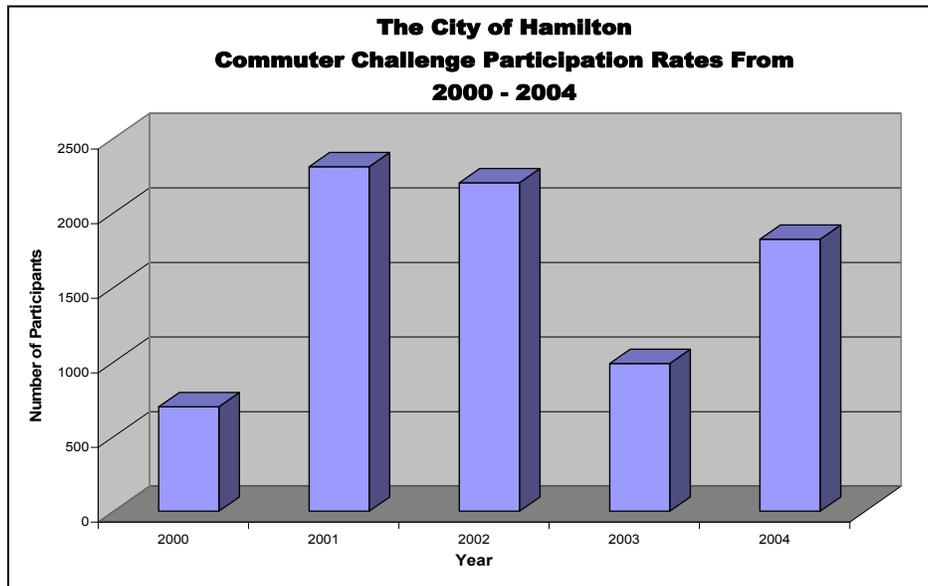


Figure 2: City of Hamilton Commuter Challenge Participation Rates

Emissions removed from the atmosphere were broken down into three categories: Airborne Particulate Matter; Nitrogen Oxide; and, Carbon Dioxide Equivalent. First, Airborne Particulate Matter, known as PM, is one of the major components of smog. PM includes microscopic particles in the air that are divided into two size ranges: PM_{2.5} and PM₁₀. PM_{2.5} refers to "fine" particles less than 2.5 micrometers in size about 1/20th the width of a human hair. (Go For Green, 2004)

Secondly, Nitrogen Oxides (NO_x) include nitric oxide (NO) and nitrogen dioxide (NO₂). These pollutants come primarily from the burning of fossil fuels within our cars, trucks and industrial plants, and from high temperature processes. The greatest concern about NO_x is that it is one of the main contributors to the formation of ground-level ozone - a key component of smog. In addition, NO_x contributes to acid rain and PM formation. (Go For Green, 2004)

Finally, CO₂e, or "Carbon Dioxide Equivalent," is a common unit used to compare and add up the separate contributions of different greenhouse gases (GHG) to climate change. It is used because different GHG's have varying abilities to trap heat. For example, one tonne of carbon dioxide (CO₂) and one tonne of methane (CH₄) contribute different amounts to climate change, or are said to have different "global warming potentials". Since CO₂ is the most significant GHG in terms of our emissions, it is used as the standard, and the effects of the other GHG's are converted into an equivalent amount of CO₂ in terms of "equivalent global warming potential. (Go For Green, 2004)

In total, 633.62 (g) of PM 2.5, 163, 695.23 (g) of NO_x, and 33,722.94 (kg) of eCO₂ were prevented from entering the atmosphere.

Corporate participation

The City of Hamilton's corporate participation included 355 employees or 5.43 per cent of the total City of Hamilton labour force. Overall, city employees logged 30,665.20 kilometres and prevented 149.91 (g) of PM 2.5, 28,349.18 (g) of NOx, and 5,839.21 (Kg) of eCO2 from entering the atmosphere.

Participation By Department			
Department	Total Employees	Participation	Percentage (%)
Planning and Development	599	72	12.42
Public Health and Community Services	2,824	13	0.46
City Councillors Office	30	2	6.67
Mayor's Office	8	4	50.00
Economic Development	25	4	16.00
Corporate Services	338	37	10.95
Human Resources	47	7	14.89
Emergency Services	955	3	0.31
Public Works	1711	127	7.42
City Managers Department	29	3	10.34
Total	6536	355	5.43

Figure 3: Participation by Department

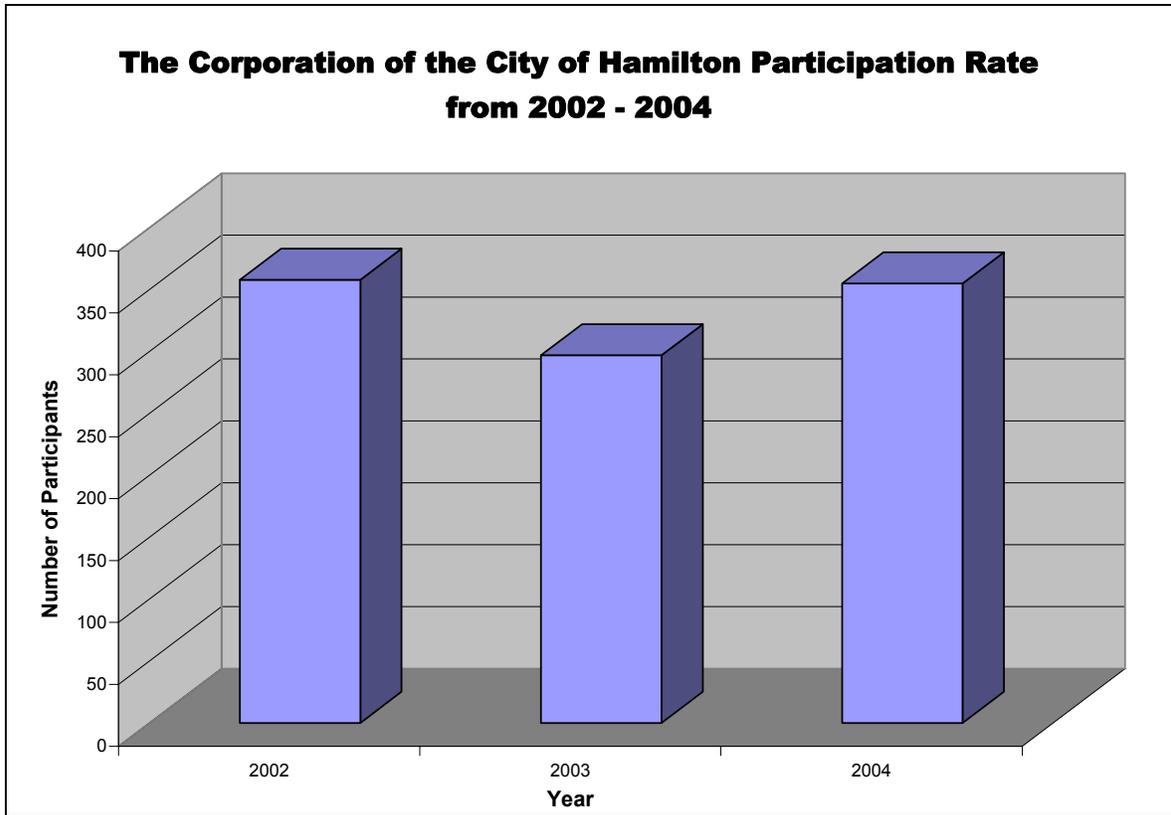


Figure 4: The City of Hamilton Corporate Participation Trends.

8.0 CONCLUSION

Volunteer Recognition

Throughout the campaign, volunteer departmental coordinators contributed countless hours to promoting the event and assisting the corporate coordinator garner support for the event. Without their dedication and commitment to the event, the City of Hamilton would not have achieved such a high degree of success. Each coordinator's contribution was acknowledged through a thank you letter as well as a certificate of appreciation. Furthermore, during the final meeting two random draws were held as additional compensation for all their hard work.

Sponsorship Recognition

The success of the Commuter Challenge relies heavily upon the support of sponsors. Prize donations, media coverage, and support for the event were donated from numerous sources throughout the greater Hamilton region. Each sponsor was recognized with a thank you letter as well as a certificate of appreciation. In addition, each sponsor was informed of how their contribution impacted this year's event.

Commuter Challenge Sponsors
Central Cycle
CFL Hall of Fame
Hamilton Bulldogs
Hamilton Conservation Authority
Puddicombe Estate Farms and Winery
Royal Botanical Gardens
Staircase Café
Y108
K-Lite 102.9
The Keg
Hamilton Magazine
Hamilton Spectator
Stoney Ridge Estate Winery
Copps Coliseum
Pierik's Cycle
Ramada Plaza Hotel

Figure 5: Commuter Challenge Sponsors

Tally Finale

The Tally Finale event allowed all corporate participants to attend the conclusion of campaign (See Appendix Two). It was at the Finale that Kautilya Sanghavi recognized and presented awards to those who had achieved a high degree of participation within their organization. Additionally, Mayor Dilanni was present to congratulate the participants. He was also responsible for presenting the results of this years challenge, informing attendee's that the City of Hamilton had finished 2nd in Ontario and 6th in the Country.

Commuter Challenge Questionnaire Results

Once the 2004 Commuter Challenge was complete, a questionnaire was distributed to all participants as well as being posted on the employee intranet (See Appendix One). In total, 35 surveys were returned, resulting in a 10 per cent response rate. The survey results are summarized below.

The mediums used to promote the Commuter Challenge campaign Are illustrated in Figure 6 (below). Based on the feedback received, one may interpret the effectiveness of each source. The majority of participants were informed about the challenge through information provided on the City's local eNet or by their departmental coordinators. Regardless of the number of emails that were disseminated to staff, communicating by email was highly unsuccessful. This is due, in part, to the sheer number of emails distributed on a daily basis, each of which attempts to gain support for a plethora of city initiatives. Thus, employees are unresponsive to receiving electronic mail. Employee's also reported they were informed of the challenge through participation in previous years and posters located in high traffic areas.

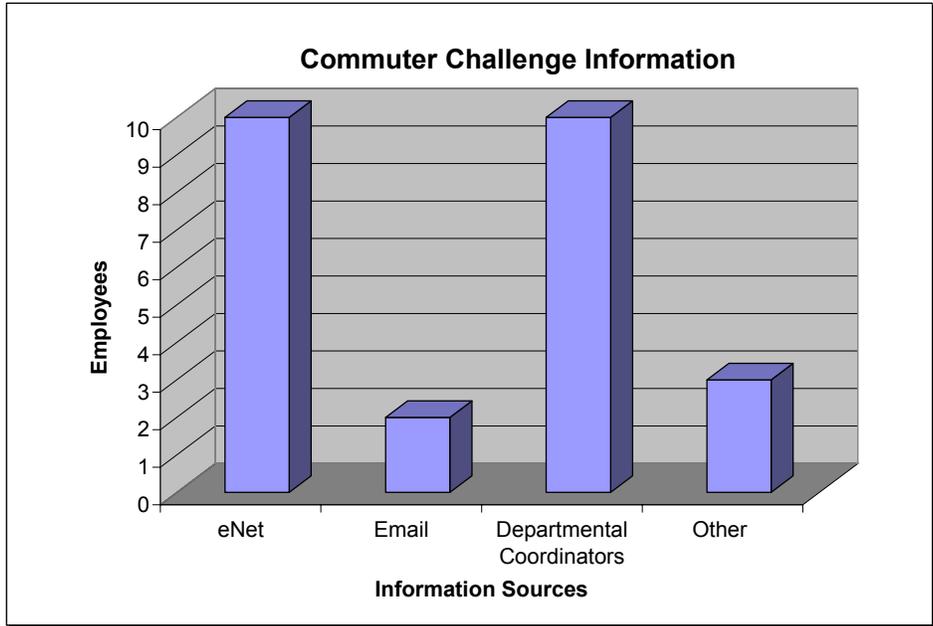


Figure 6: How participants were informed of Commuter Challenge 2004

2004 marks the 5th year that the City of Hamilton has registered and participated in the Commuter Challenge campaign. By observing trends identified in Figure 7, one may detect that the number of first time participants is greater than individuals that have participated in the past. Due to the fact that participation numbers have been relatively constant over the past 5 years, fluctuating slightly from year to year, one may assume that each year there are a high number of first time participants, while the number of repeat participants decreases.

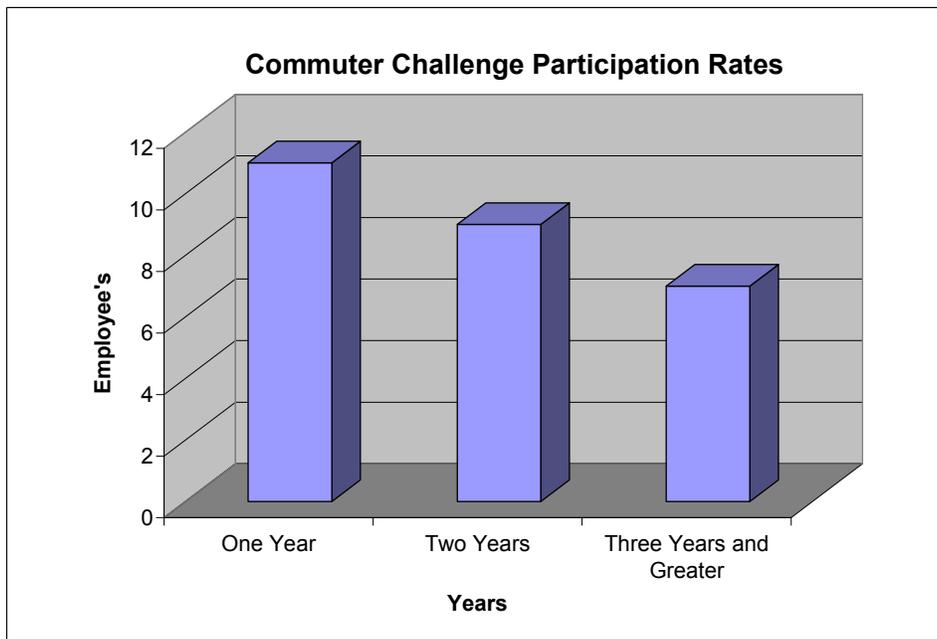


Figure 7: Participants years of participation in Commuter Challenge

As can be seen from Figure 8, all Commuter Challenge participants believe the campaign is valuable and has a positive impact on the overall objective of reducing harmful emissions and promoting alternative forms of transportation.

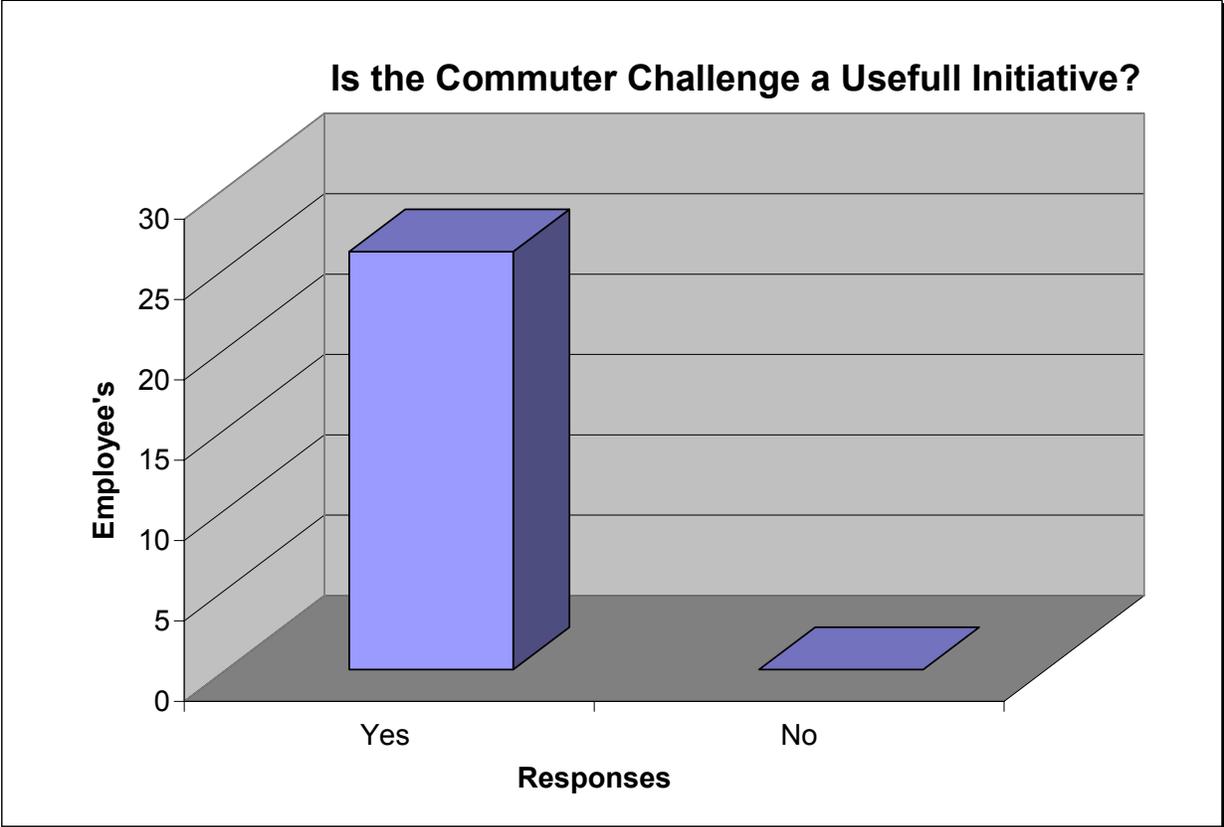


Figure 8: Usefulness of Commuter Challenge

Figure 9 illustrates the shortcomings of Commuter Challenge 2004. The chart indicates that an overwhelming number of respondents believe there was inadequate promotion and media coverage of the event. These responses are deemed to be accurate, based on the fact there was very little media coverage of the Commuter Challenge this year. A major complaint voiced by participants was that although the campaign is exceptional and has a strong concept associated with it, in actuality, the City of Hamilton does not accommodate alternative forms of transportation well. For example, there are no showers, lockers, or bike racks for individuals who choose to cycle to work. Based on responses received from the questionnaire, if these facilities were made available, numerous employees would choose alternative means of commuting to work.

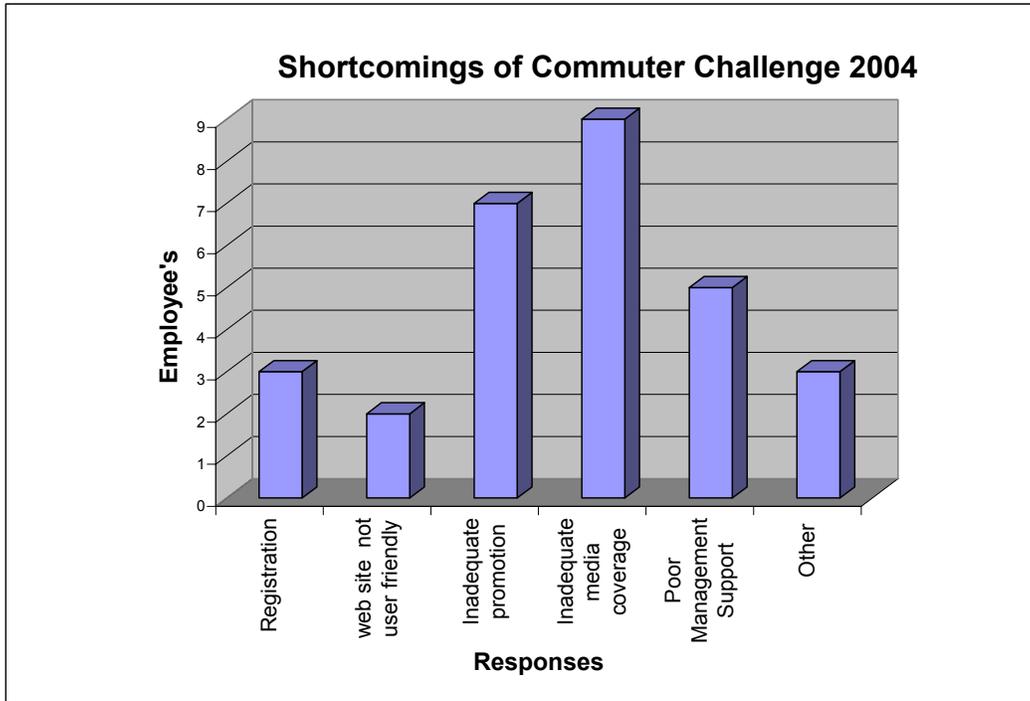


Figure 9: The Shortcomings of Commuter Challenge 2004

Figure 9 depicts the foremost issue that employee's expressed in regards to participating in the Commuter Challenge, and that is scheduling alternative forms of commuting into their daily routine. This implies that the campaign requires more time for local promotion in order to allow employees the appropriate amount of time to prepare for the event.

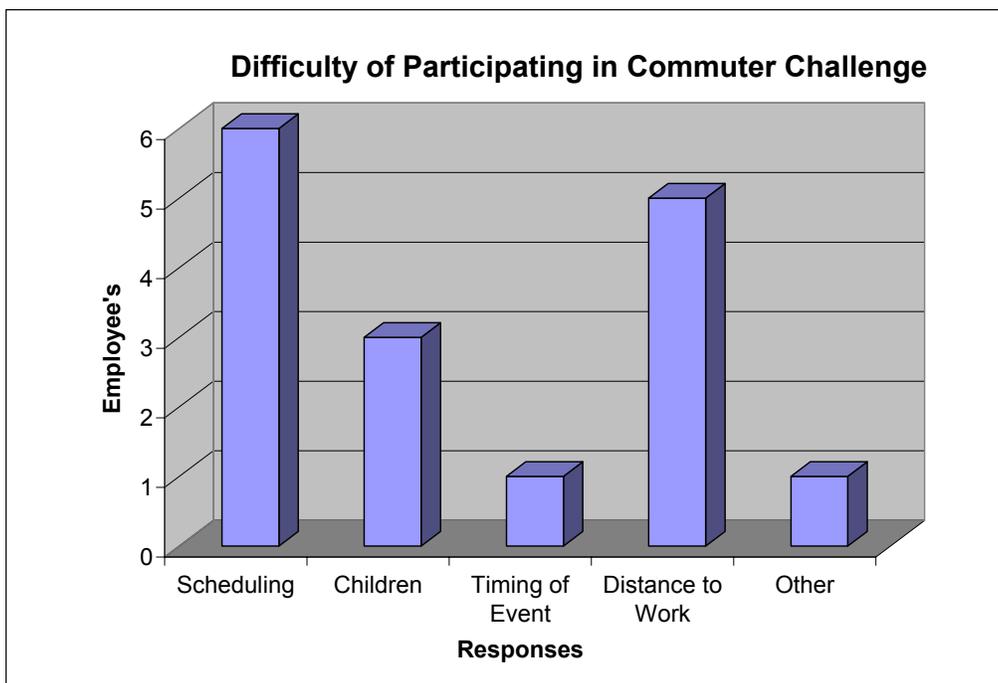


Figure 10: The difficulties of participating in Commuter Challenge

In the name of environmental sustainability, it is important that Commuter Challenge participants attempt to make some alterations to their daily travel routines beyond the time frame of the annual event. Many employees stated that they will have to make a conscious effort to try and revise their travel habits in order to incorporate alternative forms of commuting into their lifestyle, including activities such as walking, taking public transit and/or carpooling, while leaving their single occupancy vehicle at home. There were some respondents who indicated that they would not change their travel habits, as they already incorporate eco-commuting measures into their lifestyle at present.

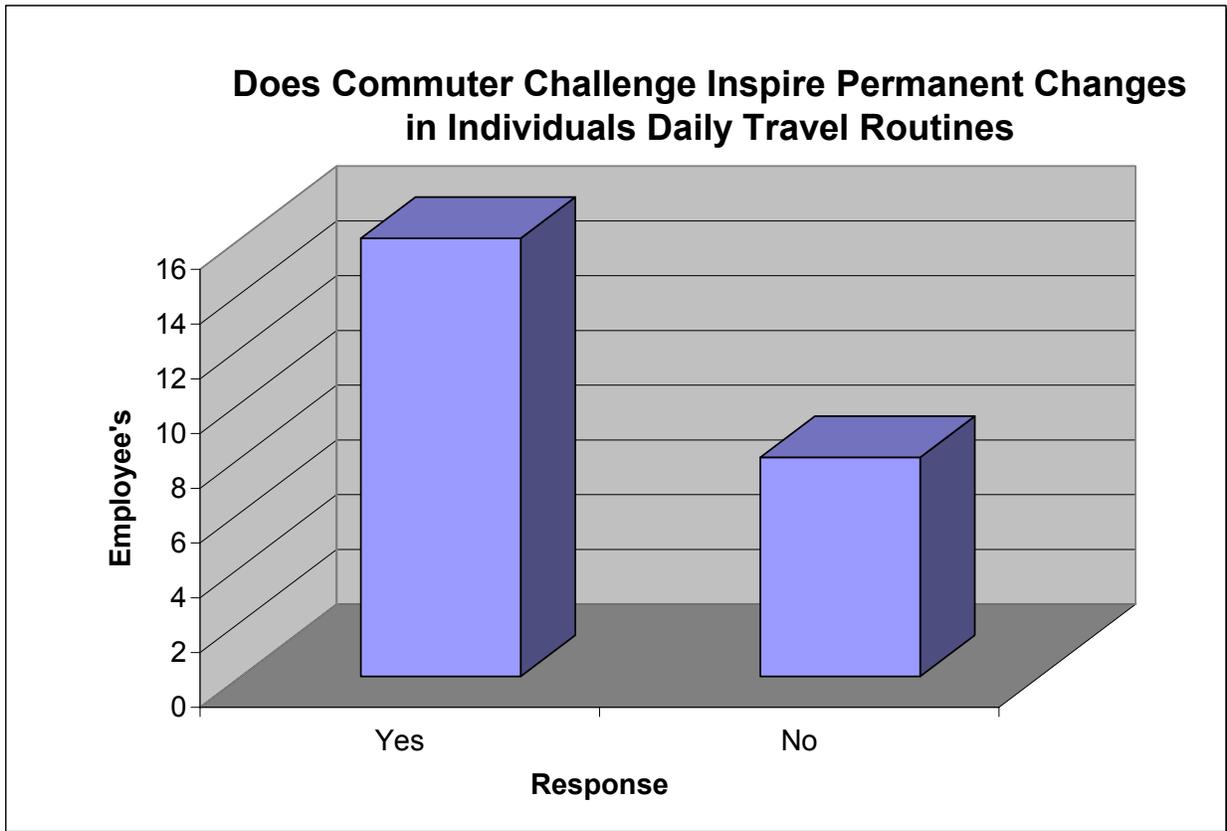


Figure 11: Does Commuter Challenge Inspire Permanent Changes in Employee's Travel Routines.

9.0 EVALUATIONS AND RECOMENDATIONS

Program Support

In order to increase participation rates and improve program support, planning and promotion of the Commuter Challenge must begin earlier. To date, co-op students within the Long Range Planning and Design Division have held primary duties in coordinating the campaign, which presents limitations due to the time limitations of a school term. Although the Commuter Challenge is officially one week long, the event should be advertised year round. Secondly, there is an immediate need for a greater number of departmental coordinators. Although each department is represented,

certain departments are located in different areas and buildings of the city. Therefore, increasing the number of coordinators would assist in the consistent promotion of the event as well as working to increase support and employee buy-in.

As suggested in previous years, in order to improve communications and effectively contact all divisions within the corporation, volunteer coordinators should locate 'Challenge Champions' for each section. This role would be well suited to co-op students, as requires enthusiasm, and affords the opportunity to network with other departments, while also fostering a sense of enjoyment and satisfaction. In this way, the coordinators would continue to manage the department's campaign and be the main point of contact for each lead coordinator, however the champions would personally advise staff of the challenge, distribute promotional materials, and provide Commuter Kits and transit stickers. The champions would only attend the first meeting to get an overview of the campaign and be exempt from subsequent coordinating activities. In addition, they would also be recognized with certificate of appreciation. This recommendation would allow for an increased number of coordinators, thus benefiting the entire campaign. For example, in previous years McMaster University had only 6 coordinators contributing to a participation rate of 78 employees'. This year they recruited 70 volunteers and subsequently increased their participation to nearly 700 employees.

Hamilton's 2004 Campaign had support from the Corporate Management Team (CMT) and the Mayor, however, more could have been done to publicize the event more effectively. During the Commuter Challenge Launch, Mayor Dilanni issued a challenge to the City of Burlington stating that City of Hamilton Employees would achieve a higher participation rate than that of City of Burlington Employees for the entirety of the week. However, due to the Mayor's scheduling conflicts and poor media coverage, Hamilton employee's lost the challenge to Burlington. This is a clear indication that municipal employees within the City require constant motivation, and would have greatly benefited from increased public support of the challenge by the Mayor and CMT. Conceptually the challenge was an exceptional idea. Yet, a greater commitment is required from all levels within the organization, beginning with the Mayor, as this will greatly enhance motivation levels needed to employ alternative forms of transportation.

In order to facilitate greater organization motivation and commitment, it is apparent that approaching the Corporate Management Team and City Councillors for support as early as possible is essential. For example, Phil Homerski in the Mayor's Office, was very accommodating and genuinely interested in the Commuter Challenge Campaign, thus contributing to the success of the Commuter Challenge. Another important change that needs to occur is for meetings to be coordinated as early as January, in order to successfully prepare for the campaign. Requests must be specific and suggestions for different initiatives, media attention and photo opportunities are essential. The media relations coordinator will discuss each opportunity with the Mayor and then select the most feasible option. This year, the Commuter Challenge Coordinating team proposed trading in the Mayor's traditional fossil fuel vehicle for a hybrid Toyota Prius. Although the Mayor has not yet made any permanent changes he did test drive the Prius for one

week. Moreover, during the week of the Commuter Challenge, Mayor Dilanni made a commitment to take the HSR to and from work whenever possible. Although the Mayor wasn't able to fully complete all his commitments, it is apparent that he did make every attempt to take alternative forms of transportation whenever possible. The Mayor's involvement lent credibility to the event and contributed to its success in Hamilton. However, in the future, the Mayor's involvement must be more public. Though a media release was sent, the timing of its release meant that many media outlets did not have sufficient time to cover the event, thus greater emphasis on media and promotion is required in following years.

Rewards

Prizes were an effective method of gaining staff interest in the event. Several local establishments were willing to donate their services and/or products as they were already familiar with the Commuter Challenge and had previously donated to the city-wide campaign. Obtaining sponsorship donations is a difficult task. However, it is clear that through persistence, many organizations were pleased and excited to contribute to the campaign. In this vein, it is clear that simply sending a letter and expecting a donation is not adequate. There is a need for additional phone calls and emails in order to successfully obtain the requested contributions. The rewards donated for this year's Commuter Challenge were exceptional, although a greater amount of time could have been devoted to obtaining sponsorship throughout the entirety of the campaign.

Advertising and Communications

Many different mediums were used to advertise the Commuter Challenge to City staff. Employees are constantly being flooded with information from numerous internal and external sources attempting to gain an individual's attention. The advertising mediums used were effective as all promotions and communication channels were exhausted. The greatest communication difficulties were in the locations without a volunteer coordinator. The 2004 campaign used a combination of eNet, email, posters, volunteer coordinators, and management support to advertise the event. Although all these mediums were used, there is room for improvement in certain areas as previously mentioned. Greater emphasis must be placed on the importance of volunteer coordinators and there must be less reliance on email.

Although many employees do not enjoy receiving mass emails they are essential to the Commuter Challenge Campaign. E-mails should be concise and inspirational. Furthermore, they should direct employee's to the Commuter Challenge web site and inform individuals that more information is available through eNet or by contacting the corporate coordinator. In order to disseminate emails to the entire corporation IT must be contacted. Due to recent complaints it would also be beneficial to receive written confirmation that the email request has been granted.

In the future it is crucial to begin informing employees that the Challenge includes other forms of commuting. More specifically, the challenge is comprised of all opportunities to take alternative transportation including: to the grocery store, out for dinner, to the gym,

etc. Finally, there is a large number of staff that eco-commute on a regular basis. As a result, these employees do not feel they need to participate in the challenge because they are already making a significant contribution. The coordinators must remind staff that their participation is vital to the success of the program. Approaching these individuals in the early stages of the campaign and recognizing them on the Commuter Challenge information page may inspire them to participate. Through their participation, they may arouse additional participation from their peers.

Events

The Commuter Challenge events this year were satisfactory. Bike to Work Day was unsuccessful due to the fact that there were a limited number of cyclists present and no promotion of the event. The City of Hamilton and Green Venture must integrate a greater number of participating organizations to plan a successful event. If Bike to Work Day was planned by all parties and held in one central location the participation rate and effectiveness of the event would increase. Alternatively, the Bike to Work Day planning team could schedule certain hours of the day at various locations throughout the city, blitzing high traffic areas.

This year's event consisted of approximately 12 volunteers awaiting one cyclist. In the future it would be beneficial to involve Hamilton Police Services to discuss responsible cycling, and register bicycles. Additionally, bicycle displays could be set up in front of City Hall with the support of various cycling teams from the area. Other options include scheduling a Critical Mass and a bike fair in front of City Hall enabling all bicycle stores to promote their establishment and sell bicycles to a wider audience. The event could be promoted within all Hamilton bike stores. Additionally, an event of this magnitude with the support of numerous organizations would be very attractive to local media outlets.

Clean Air and Totally Transit Day was highly successful. Coordinating activities in high traffic areas such as the Hamilton GO Station and Gore Park was fantastic. Volunteers were able to reach a high number of transit users informing them about the Commuter Challenge and garnering further support for the city-wide campaign.

Data Collection and Methodology

Data collection on the national Commuter Challenge site has the advantage of verifiable results and reduced work load for the city coordinators. The site is much easier to use for participants and has the potential to increase participation. Those that enjoy the traditional method of recording were able to document their results on diary cards. Using the Commuter Challenge Web Site drastically decreased the amount of time required for data entry and enabled the coordinators to devote a greater amount of time to promoting the event. However, using the diary cards may be more beneficial in retrieving results. Unfortunately, by using email and the website coordinators are unable to effectively monitor the amount of participation. The administrator for the Corporation of the City of Hamilton has access to all departments' registration results, although it is difficult to monitor how many employees are actually recording their results. An employee's registration is not a clear indication that they will remember to

record results. If there was a coordinator on each floor of every office, they would be able to personally ask each employee for their diary cards. This would ensure that each person filled out the card and their results would be recorded.

In the future, data collection should be completed with diary cards and results inputted by the City of Hamilton's corporate coordinator. As seen by McMaster Universities results, increasing the number of coordinators and by using the diary cards rather than the website increases participation and improves the results of the campaign,

Results

The weather cooperated for most of the Commuter Challenge week, especially on the Tuesday and Wednesday. This factor had a positive impact doubling city-wide participation. Despite the Mayor's challenge to all city employees, the corporate goal of 10% participation failed to be met.

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APPENDIX ONE

Commuter Challenge Participants Questionnaire

Background Information

The Commuter Challenge is a weeklong, friendly competition between Canadian cities to see which one can cut its air pollution the most by using active and/or sustainable modes of transportation. **Participants were asked to make a commitment to walk, jog, cycle, in-line skate, ride a bus, carpool or telecommute during Environment Week (May 30th - June 5th 2004).** Commuting by sustainable and active transportation has benefits for health and can save money, but will also reduce the risk of lung cancer, asthma, cardiovascular disease and climate change for everyone.

1. How did you find out about Commuter Challenge 2004?

- eNet
- Email
- Departmental Coordinator

2. How many years have you participated in Commuter Challenge?

- 1
- 2
- 3+

3. Do you feel the Commuter Challenge is a useful campaign?

- Yes
- No

4. What do you feel are the shortcomings of the Commuter Challenge Campaign?

- Registration is too difficult or confusing
- The Commuter Challenge web site was not user friendly
- Not adequate promotion of the event
- Inadequate media coverage
- Management Support

5. What was the most difficult aspect of participating in Commuter Challenge?

- Scheduling
- Children/ Family commitments
- Timing of the event
- Distance to work

6. What did you enjoy most about the Commuter Challenge?

7. Did you plan on making any permanent changes to your travel habits beyond Commuter Challenge?

- Yes
- No

If so, what are the changes that you intend on making?



**You are Invited to the
Hamilton Commuter Challenge**

Tally Finale

Thursday June 24, 2004

4:00 pm to 6:00 pm

at the Green Venture EcoHouse

22 Veevers Drive

**Come celebrate the success of the 2004 Commuter
Challenge**

**Join us in thanking all the individuals and organizations
that participated in and contributed to the success of this
year's Commuter Challenge events.**

- ◆ The winner of the Hamilton-Burlington challenge will be announced
- ◆ Awards presented to the 2004 outstanding workplaces
- ◆ Find out where your organization placed
- ◆ Grand Prize Draw winners will be announced
- ◆ Come share refreshments and Commuter Challenge experiences

Please RSVP by Tuesday June 22, 2004

APPENDIX THREE