



# DOWNTOWN SYRACUSE

## TRANSPORTATION DEMAND MANAGEMENT STUDY

### FINAL REPORT

Prepared by UrbanTrans North America and IBI Group for Syracuse Metropolitan Transportation Council • Winter 2011



# Downtown Syracuse Transportation Demand Management Study

*Prepared by*

UrbanTrans North America

*for*

Syracuse Metropolitan Transportation Council

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## Executive Summary

Under the direction of the Syracuse Metropolitan Transportation Council (SMTC) and in coordination with UrbanTrans North America and IBI Group, a downtown Syracuse transportation demand management (TDM) study was conducted starting in mid 2010 on behalf of CenterState CEO/Downtown Committee of Syracuse, Inc. The study was conducted to address growing concerns regarding commuter and visitor access to downtown Syracuse.

TDM is defined as a wide range of policies, programs, services and products that affect whether, why, where and how people travel. TDM programs and strategies are meant to encourage greater use of sustainable modes of transportation and trip decision making that reduces, combines or shortens vehicle trips. Developers, property owners, employers, government agencies and non-profits can implement TDM programs. Non-profit TDM implementers are often referred to as transportation management associations (TMAs). TMAs bring together transportation stakeholders, seek funding for transportation programs and implement TDM strategies. TMAs can be stand-alone organizations or housed within existing business, government or transportation organizations. The feasibility of creating a TMA was one area of consideration for this study.

The study process included a review of existing conditions, meetings and interviews with area stakeholders, surveys of downtown employees and employers, development and evaluation of potential TDM strategies and the creation of final program recommendations. All of these steps are briefly described below.

## Public Involvement

The study included the creation of a public involvement plan (PIP). The PIP was created under the SMTC's umbrella Public Participation Plan, which outlines strategies to encourage public involvement in the transportation planning process. The goals of the PIP for the downtown Syracuse TDM study were to:

- Make the public aware of the study's goals, objectives, and process, as well as publicize the public participation opportunities throughout the study; and
- Involve the public throughout the planning process.

A Study Advisory Committee (SAC) was formed to guide the study. The SAC included representation from the following organizations:

- City of Syracuse
- Syracuse-Onondaga County Planning Agency
- CNYRTA
- CenterState CEO/Downtown Committee
- NYSDOT
- Major downtown employers and/or developers
- Other SMTC member agencies as appropriate

### Existing Conditions Review

An existing conditions review was conducted to better understand the current state of transportation in downtown Syracuse. The review considered the following items:

- Data and recommendations from the Syracuse Comprehensive Plan;
- Data and recommendations from the Downtown Syracuse Parking Study;
- Census Travel Data; and
- A review of best practices at TMAs serving geographies similar to downtown Syracuse.

### Employee Survey

A survey of downtown employees was conducted to identify existing travel behavior and the potential for travel behavior change. The survey was distributed to key employers who were asked to distribute the survey instrument to their employees. A complete distribution plan was developed that included an incentive plan and survey marketing materials.

1,354 employees participated in the survey. Approximately 48 percent of the responses came from public sector employees with the remainder coming from employees working in the private sector.

The drive alone rate for surveyed employees is 80 percent, a relatively high rate for a central business district. After driving alone, carpooling is the most frequently used mode of transportation (10%).

Some employees expressed a willingness to increase their use of non-drive alone travel modes. Twenty percent of respondents would like to receive information about carpooling, walking, biking and riding the bus. Thirty-one percent of respondents would like to use those travel modes more often than they do. Twenty-two percent of respondents said they would use transit four or more times per week if given a free transit pass.

Parking is a concern for employees. Seventy-two percent of survey respondents said that the price of parking is too high near their work, 48 percent said there is not enough parking in downtown Syracuse and 47 percent said they were not aware of all the parking options available to them. Only 25 percent of employees reported that their employer pays for their parking.

### Employer Survey

A survey of downtown employers was conducted to better understand downtown transportation issues from an employer perspective. The survey was distributed electronically with the assistance of the Downtown Committee. The responses obtained from employers helped with the development and analysis of potential TDM programs for the study area.

Employers expressed greatest concern regarding bicycle and pedestrian safety, availability of bicycle routes and the availability of customer parking. A plurality of employers said that employee recruitment is negatively impacted by the downtown transportation system.

Employers were asked what transportation services they would like to see offered by an outside organization. The most desired services were transportation planning to address future growth,

actions to reduce parking demand and actions to improve long-term environmental sustainability.

Thirty-seven percent of employers said they would be willing to participate in an organization that works to implement TDM services with the remaining employers being almost evenly split between not willing to participate and not sure whether they would participate. Forty-seven percent of employers expressed some level of willingness to financially support an organization that implements TDM services.

### Stakeholder Interviews

Interviews were conducted with key stakeholders in downtown Syracuse to gain a more detailed understanding of stakeholder perceptions of transportation issues in the area and to develop a greater understanding of some of the results obtained from the employer survey.

There was general agreement among stakeholders that traffic congestion is not a problem in downtown Syracuse, but parking availability is an issue in certain areas. Stakeholders expressed concern that any perceptions of a lack of parking availability could affect long-term economic development. Desire for transit and bicycle facility improvements is important but appears to be secondary to parking concerns.

Stakeholders would like to see actions to balance parking demand, improve visitor awareness of the location of parking facilities, make parking more convenient and address long-term parking supply issues.

### Program Recommendations

Based on the study findings, a series of TDM program recommendations were created. The TDM recommendations are based on findings from the employee survey, employer survey, interviews with key stakeholders, a review of existing TDM and transportation activities in downtown Syracuse, review of TDM best practices in settings similar to downtown Syracuse and feedback and recommendations obtained in community meetings.

The study identified numerous TDM strategies that, if implemented, will help reduce parking demand in downtown Syracuse. The strategies require an implementing agency, which could be the City of Syracuse, an existing non-profit or a newly created entity such as a TMA; however, due to a lack of funding, an identified sponsor and present desire to structure a TMA, the study found that a formal TDM implementing agency, such as a TMA, is not currently feasible. It is therefore recommended that TDM services be implemented through a less formal organization. At this time a transportation stakeholders' organization (TSO) is recommended.

A TSO can be created as a first step toward expanding TDM service provision in downtown Syracuse. The TSO should be composed of representatives from stakeholder groups that include CenterState CEO, SMTTC, Centro, Onondaga County, City of Syracuse, Downtown Committee of Syracuse, University Hill Corporation, NYSDOT Region 3 and interested employers. The organizations can discuss area transportation issues, determine where there are economies of scale for collaboration on transportation strategies to address those issues and develop a prioritized action plan to implement those strategies.

It is suggested that TSO meetings be hosted on a regular basis through either the Downtown Committee, with a Downtown Committee staff person performing basic administrative tasks such as coordinating meeting dates, times, locations and agendas or CenterState CEO.

A TSO is necessary to focus stakeholder attention and resources on TDM programs. The study found that multiple agencies maintain travel tools and services, but minimal coordination exists between the agencies. This causes travel services and information to be spread around and difficult to find. The TSO could help address these issues and identify shared resources for the implementation of the TDM strategies recommended in this study.

As the TSO identifies transportation goals, successfully implements TDM strategies and achieves identifiable results, interest in TDM services is likely to increase. Future development that results in parking shortages is also likely to increase interest in TDM strategies. Should one or both of these items occur it may be possible to formalize the provision of TDM services through a TMA. The creation of a TMA will require an identified funding source and community champion in the form of either an individual or organization.

Specific TDM strategies that are recommended by the study are divided into two sections: (1) activities that can be completed by the TSO and (2) activities likely to require the existence of a more formal TDM program, such as a TMA. It is possible that the TSO could implement all of the recommended TDM strategies without the existence of a formal TMA; however, the TSO would be likely to experience difficulty doing so because of a lack of sufficient resources. It is also noted that the implementation of the recommended TDM strategies contained under the TSO could potentially be implemented by the City of Syracuse or individual employers.

A summary of the recommended strategies is provided below. A full explanation of each strategy can be found in Section 8 of this report.

<b>TSO Programs</b>	<b>TMA Programs</b>
Coordinate with NYSDOT to use its carpool matching Web site	Hire or assign a TDM specialist
Develop an online clearinghouse for transportation information	Develop a TDM marketing plan and materials
Create a guaranteed ride home program	Conduct employer outreach
Identify and promote carshare opportunities	Assist companies with alternative work arrangements
Advocate for transportation system improvements	Conduct specialized marketing campaigns and challenges
Coordinate with the university and major employers interested in TDM programs	Provide personalized commuter plans for relocating businesses
Develop a bike parking system	Conduct individualized marketing campaigns

Implementation of the recommended TDM strategies has the potential to reduce vehicle travel by approximately 1.3 million miles per year and reduce daily parking demand by more than 200 spaces. These reductions are based on outreach to only 10 percent of the employees in downtown Syracuse. If the program expands to additional employees, its benefits will increase.



## 1.0 Introduction

Under the direction of the Syracuse Metropolitan Transportation Council (SMTTC) and in coordination with UrbanTrans North America and IBI Group, a downtown Syracuse transportation demand management (TDM) study was conducted starting in mid 2010 on behalf of CenterState CEO/Downtown Committee of Syracuse. The study was conducted to address growing concerns regarding commuter and visitor access to downtown Syracuse. Part of the concern arose from the 2008 Downtown Syracuse Parking Study that forecasted that planned development projects would result in a net increase in parking demand of 1,300 spaces. The study recommended that the increased parking demand be addressed through TDM strategies.

TDM is defined as a wide range of policies, programs, services and products that affect whether, why, where and how people travel. TDM programs and strategies are meant to encourage greater use of sustainable modes of transportation and trip decision making that reduces, combines or shortens vehicle trips. Developers, property owners, employers, government agencies and non-profits can implement TDM programs. Non-profit TDM implementers are often referred to as transportation management associations (TMAs). TMAs bring transportation stakeholders together to seek funding for transportation programs and implement TDM strategies.

Concern over excess parking demand was a motivator for requesting and implementing the study; however, study stakeholders were asked to identify other goals that could or should be addressed by the study recommendations. A top goal of the study stakeholders remained reducing parking demand by 1,300 spaces. Additional goals included improving downtown labor force access, increasing stakeholder knowledge of TDM and obtaining buy-in for TDM strategies from local businesses and government agencies.

The study stakeholders were also asked to identify the geographic boundary of the study area. The boundary identifies the area where study efforts and recommendations are focused. Figure 1.1 shows the agreed upon study area boundaries.

The study process included a review of existing conditions, meetings and interviews with area stakeholders, surveys of downtown employees and employers, development and evaluation of potential TDM strategies and the creation of final program recommendations. All of these steps are described within this document.

The study found that numerous TDM strategies could be successfully implemented in downtown; however, the study did not find that a formal implementing agency is feasible at this time. As noted above, formal TDM programs are often implemented through TMAs. For a TMA to be successful certain requirements must be met. The following items should be generally true within a defined geographic area for that area to successfully support a TMA:

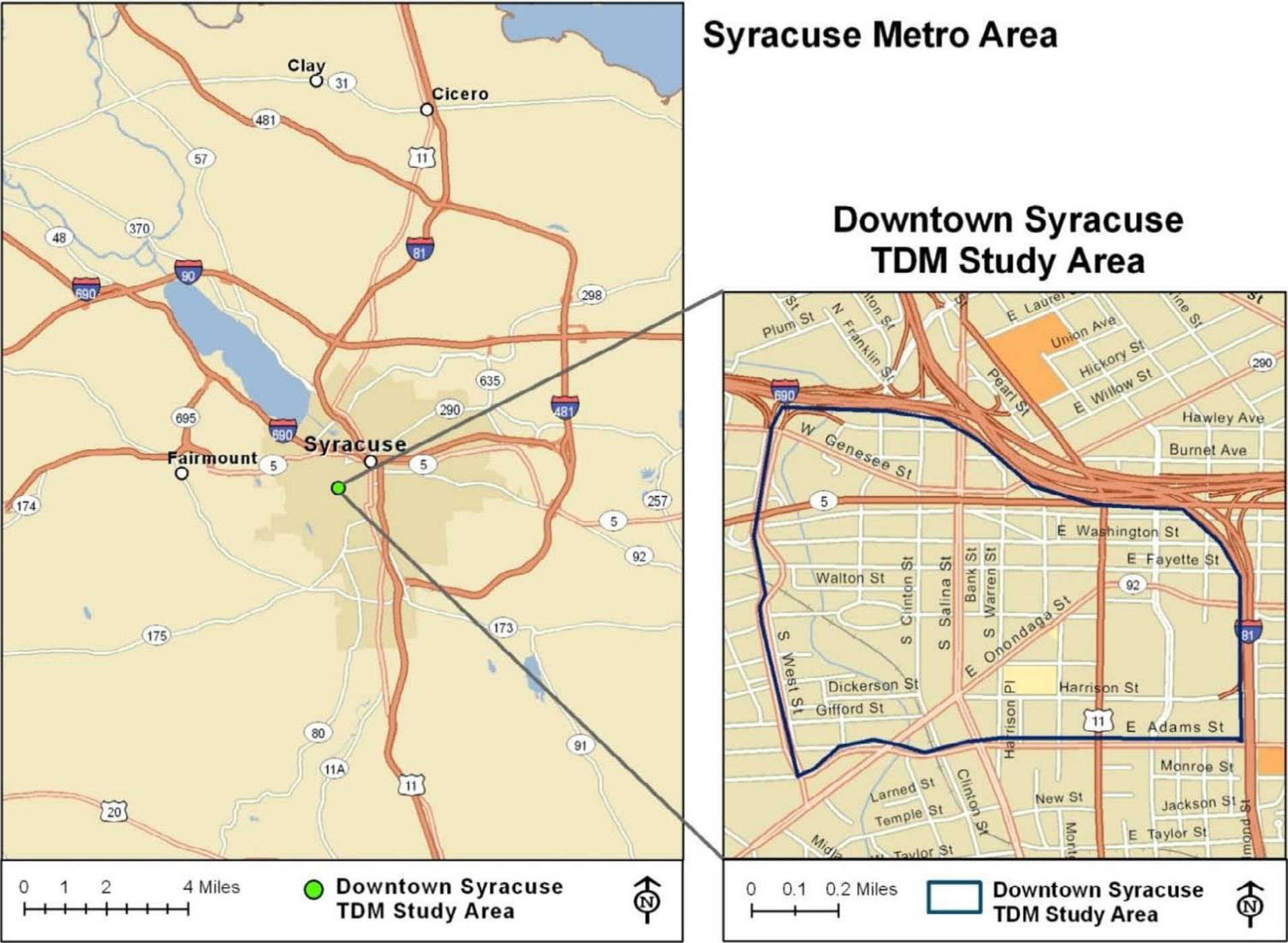
- There should be traffic congestion
- Concerns should exist regarding access and mobility
- The analysis area should be easily identifiable
- Employment should total 50,000 or more
- The area should be experiencing economic development
- A champion and/or core group of stakeholders should be present
- Multiyear funding commitments should be identified

While not all of the above items must be present for a TMA to be successful, the presence of a champion or core group of stakeholder willing to house the TMA and funding commitments are necessary. At this time those two items are not available.

While the study found that the recommended TDM strategies cannot be implemented through a TMA, it is recommending the creation of a transportation stakeholders' organization (TSO). A TSO would be a first step toward expanding TDM service provision in downtown Syracuse, be composed of representatives from stakeholder groups that would discuss area transportation issues, determine where there are economies of scale for collaboration on transportation strategies and develop a prioritized action plan to implement those strategies.

The remaining sections of this document detail the steps taken to develop the study findings and provide recommendations for advancing TDM activities in downtown Syracuse.

Figure 1.1 Study Area Boundary



## 2.0 Community and Stakeholder Involvement

Community and stakeholder involvement is important to the creation of effective TDM program recommendations. A large number of TDM strategies exist that require varying levels of resources and organizational management, accomplish different goals and have different appeal. Providing recommendations that are applicable to a specific community requires understanding the community's needs, available resources and desires. The community and stakeholder involvement process described in this section, and expanded on in later sections, outlines the steps used to obtain community and stakeholder input during the TDM planning process.

### 2.1 Public Involvement Plan

Engaging the public early and often in the planning process is critical to the success of any transportation plan or program and, as such, is required by numerous state and federal laws. This legislation calls on metropolitan planning organizations (MPOs) such as the Syracuse Metropolitan Transportation Council to provide citizens, affected public agencies, businesses, local governments and other interested parties with a reasonable opportunity to comment on transportation plans and programs. As noted above, this study included the creation of a public involvement plan (PIP). The PIP was created under the SMTC's umbrella Public Participation Plan, which outlines strategies to encourage public involvement in the transportation planning process. The goals of the PIP for the downtown Syracuse TDM study were to:

- Make the public aware of the study's goals, objectives, and process, as well as publicize the public participation opportunities throughout the study; and
- Involve the public throughout the planning process.

A copy of the public involvement plan (PIP) can be found in Appendix A.

### 2.2 Study Advisory Committee

A Study Advisory Committee (SAC) was formed to guide the study. The SAC includes representation from the following organizations:

- City of Syracuse
- Syracuse-Onondaga County Planning Agency
- CNYRTA
- CenterState CEO/Downtown Committee
- NYSDOT
- Major downtown employers and/or developers
- Other SMTC member agencies as appropriate

The SAC met two times over the course of the study. Copies of the meeting minutes can be found in Appendix H.

### 2.3 Employer and Employee Outreach

As part of the study effort, a survey instrument was created to better understand downtown transportation issues from both an employer and employee perspective. The surveys aimed to collect a sample of employer and employee perceptions regarding the transportation issues they face at their worksites and the downtown Syracuse area in general. The responses obtained from the two surveys helped in the development and analysis of potential TDM

programs for the study area that are noted in Section 7 of this document. Summaries of the surveys are contained in Section 4 and 5 of this document and complete survey reports can be found in Appendices B and C.

## 2.4 Stakeholder Interviews

In addition to the outreach noted above, stakeholder interviews were conducted to understand the perceptions and desires of area stakeholders that are important to the development of a successful TDM strategy. A series of interviews were conducted with employers, property managers and government agencies that play a role in downtown Syracuse. The interviews were designed to help determine existing transportation issues, the types of TDM programs and strategies that are desired and how those programs and strategies can be best delivered. The entities interviewed were:

- Partnership Properties
- NYSDOT
- CenterState CEO
- SOCPA
- Bank of New York Mellon
- City of Syracuse
- CNYRTA
- Washington Street Partners.

A summary of the stakeholder interview process can be found in Section 6 of this document and a full report of the stakeholder interviews can be found in Appendix D.

## 2.5 Public Sessions and Information Distribution

One public information session was held in December 2010. The workshop was designed to provide an educational forum for employers and interested parties in downtown Syracuse to learn about transportation issues and the role that TDM can play in addressing transportation concerns and meeting transportation-related goals.

In addition to the public information session, a project Web site was maintained where interested individuals could go to obtain updates on the study process and take part in study surveys.

Furthermore, the SMTC published newsletters that offered information about its activities and particular studies. These newsletters were distributed to nearly 3,000 individuals, some of whom included the media, local, state, and federal agencies associated with the SMTC, municipal and elected officials, community agencies and representatives, and a large number of interested citizens.



### 3.0 Existing Conditions Review

The Downtown Syracuse TDM Study utilized the 2005 Syracuse Comprehensive Plan, 2008 Downtown Syracuse Parking Study and 2000 Census data to identify existing conditions applicable to the creation of effective TDM strategies. This section of the report outlines key findings from the existing conditions review. Actual current conditions within downtown Syracuse may differ from those identified below.

#### 3.1 Syracuse Comprehensive Plan

The Syracuse Comprehensive Plan was completed in 2005 and is only the city's second comprehensive plan, the first being completed in 1919. This review focuses on parking and transportation issues relevant to the feasibility of a downtown transportation organization. The Comprehensive Plan lays out a vision for the city of Syracuse, which includes:

- A statement that Syracuse will be a city where residents can live, learn, work and play in a supportive and vibrant environment.
- Neighborhoods will be clean, walkable mixed use communities with access to parks, shopping and services. Parking will be provided in well-landscaped lots or behind commercial structures.
- Strategic areas include the Lakefront, Downtown, University Hill, Interchange and Erie Boulevard East.
- Downtown will be revitalized as a pedestrian-friendly employment center with well-designed parking structures that do not detract from the urban environment and excellent transit and bicycle access.
- Ideas for the future of corridors through the city, including interstate corridors focused on passenger and freight movement, regional corridors focused on moving traffic and pedestrians in higher-density urban environments, local corridors that serve local neighborhood movement and access needs, and natural and cultural corridors improved for recreation.

The Policies, Goals and Recommended Actions section of the plan lays out the means of putting the vision into action. The section is divided into Work; People, Visitors and Play; Place; and Government subsections.

The Work section focuses on employment and economic development to provide jobs for city residents and a stable tax base for the city. Transportation-related recommendations include developing a parking and public transit plan for the city to provide good access to employment locations, reinforcing the city as the center of the region through improved transportation including remote park-and-ride parking systems and becoming a leader in sustainable technology, which could include plug-ins for electric cars and carshare programs.

The Place section addresses the physical aspects of the City of Syracuse including buildings, streets, squares, infrastructure, and parks. Parking and transportation is considered in recommendations covering the maintenance and appearance of streets and parking areas, the need for upgrades to infrastructure such as streets and sidewalks, the enhancement of alternative modes through transit improvements, the development of new park-and-ride shuttles

and expresses and bike and pedestrian paths, improvements to parking lots and structures including better enforcement of building codes, and improved accessibility to parks and recreation. It also proposes that the city develop alternative mode and parking master plans.

A consistent theme throughout the Comprehensive Plan is the provision of transportation solutions that are compatible with pedestrian, bicycle and children-friendly communities and the encouragement of alternative transportation modes such as walking, biking and transit.

### 3.2 Downtown Syracuse Parking Study

The Downtown Syracuse Parking Study, completed in 2008, includes a comprehensive analysis of parking needs and options for serving it in downtown. The study possesses six sections: an introduction, existing conditions, existing supply and demand, future supply and demand, a review of alternatives, and conclusions and recommendations.

The introduction describes the study process, which included the regular involvement of a Steering Committee to represent stakeholder interests, assist in gathering information, provide information on future development and review and comment on project progress. It also describes the challenges that the city faces in providing high quality transportation services in downtown as new development occurs, increasing demand and reducing existing surface parking supply.

The Existing Conditions section documents the existing land uses and transportation patterns in Downtown Syracuse, specifics include:

- 7.6 million square feet of building area, 71 percent of which was occupied when the study was completed.
- 60 percent of downtown land use is commercial.
- Over 90 percent of downtown workers arrive by car, mostly as single occupants but with some carpooling.
- Motorists choose their parking location based on price and proximity to destination, with 60 percent of workers parking within a 5-minute walk of work. 50 percent of downtown workers park in a garage, 40 percent in surface lots, and 4 percent on the street.

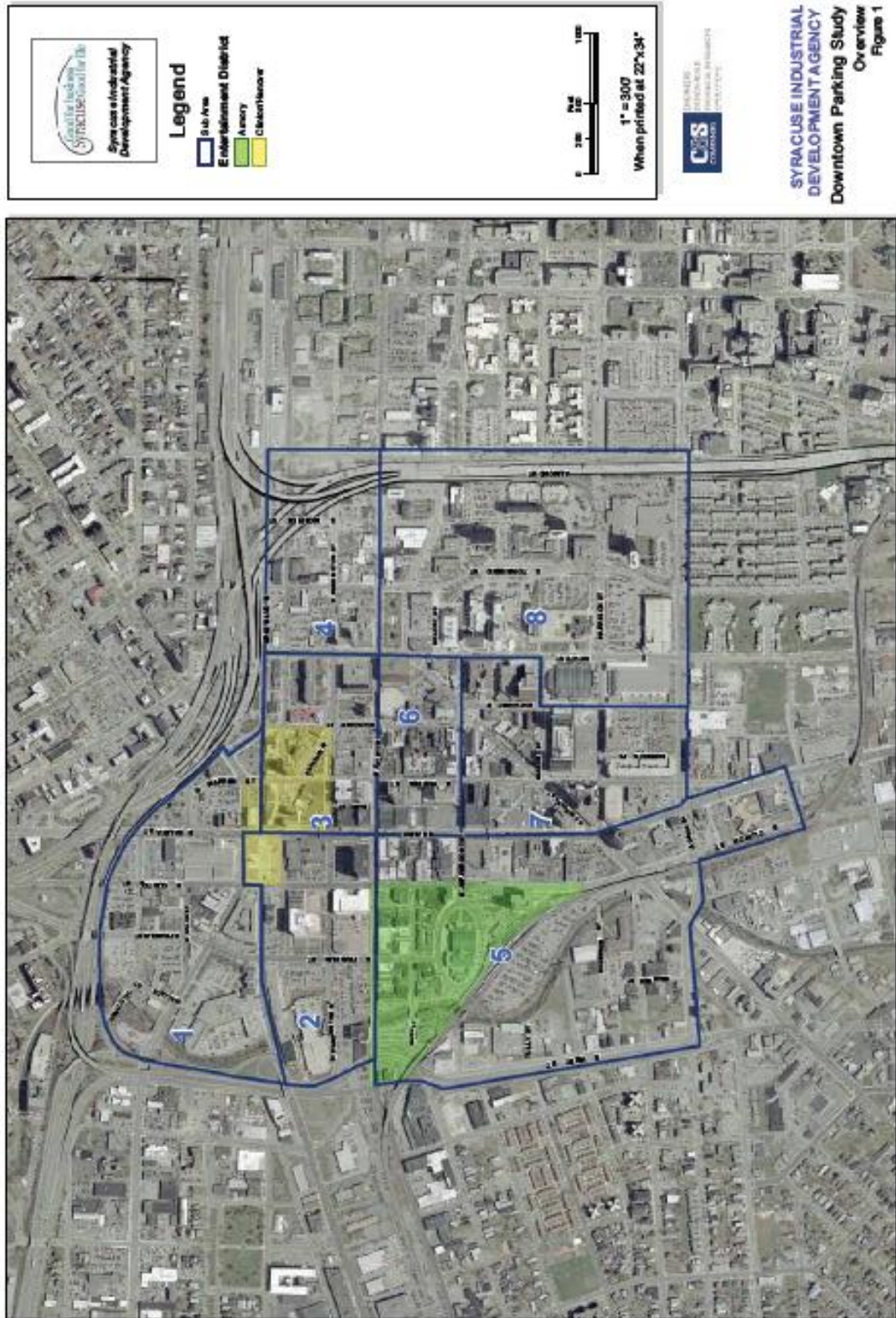
The Existing Parking Supply and Demand Sections indicate that downtown Syracuse has 18,229 parking spaces, including 1,616 on-street and 12,439 off-street spaces available to the public (52% garage and 48% surface), and 4,174 off-street private spaces (available only to specific businesses). On-street spaces were well used at 90 percent of effective capacity. Twenty three (23) percent of on-street parking is reserved for government vehicles, handicapped parking, loading, and parcel pick-up. Off-street capacity was used at approximately 80 percent of capacity.

The study found that on-street parking rates (\$.75/hour) are lower than off-street rates (averaging \$2.00/hour) and weak enforcement encouraged meter feeding. Zoning regulations in most of downtown do not require the provision of parking for new buildings. Utilization of both on-street and off-street spaces was inconsistent in different parts of downtown, with some, such as the Armory Square area, having excess capacity and others, such as Hanover Square, needing more capacity.

Future parking needs were estimated through a review of planned and proposed new developments in the study area, under what was referred to as Scenario 1. A Scenario 2 was also developed that assumed increases in the occupancy rate of existing buildings. Any parking that would either be removed for new development or created by new development was accounted for in the analysis. In Scenario 1, the total spaces in downtown are reduced by 232. This reduction is unevenly distributed throughout the study area. Sub-Area 5 (see map in Figure 3.1) sees a large decrease in spaces, approximately 1,086, while Sub-Areas 6 and 7 see increases of 528 and 570 spaces respectively. Demand is estimated to increase by 1,354 spaces, primarily in Sub-Areas 2 and 5. Sub-Area 6 is expected to see a reduction in demand due to job reductions at a major employer. Under Scenario 2, overall peak occupancy rates in downtown go from approximately 80 percent today to 91 percent.



Figure 3.1



### 3.3 Roadway Level of Service

A review of roadway link and intersection level of service (LOS) conditions within the study area was conducted for both the AM and PM peak hours. It should be noted that this review was based on a model built in 2000 with only limited data for verification. A growth factor was applied in 2008. However, no additional data was collected at that time. Nor was additional data collected for this study.

In general, traffic flow within the study area appears to be good with most intersections rated as LOS A or B and most of the network uncongested. Roadway and intersection congestion is found at the entrances and exits to I-81 and I-690 and along West Street, which provides access to and from the west side of downtown and the interstates. The exception to this pattern is congestion along Onondaga Street at Salina and Warren, which is likely due to the unusual geometry of these intersections and their role in access parking in that area.

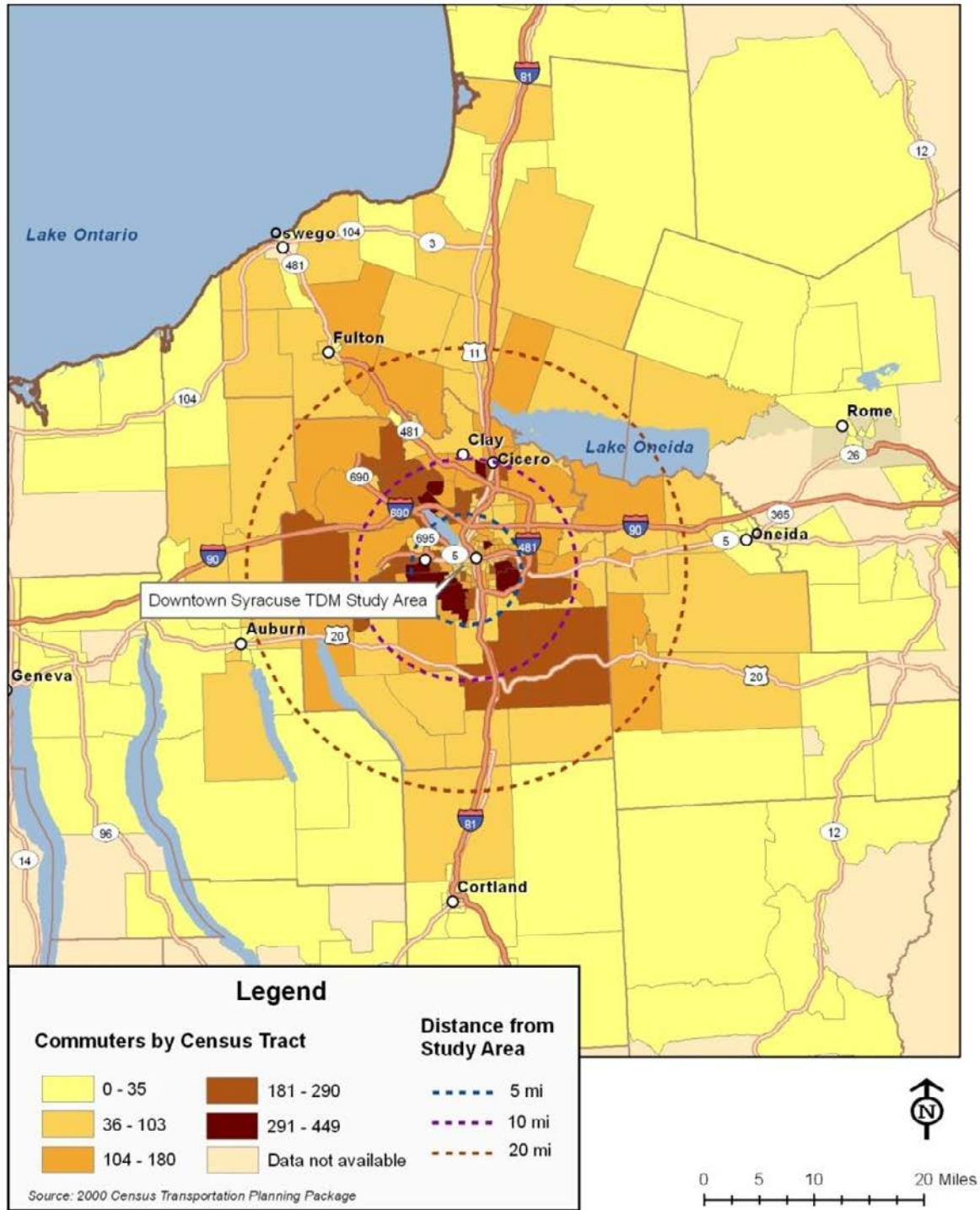
### 3.4 Census Travel Data

Census data were used to analyze the home locations of employees who work in downtown Syracuse. The geographic distribution of employees affects TDM strategy recommendations. Programs that encourage walking and biking can only be effective if a sufficient number of employees live within walking and biking distance. Similarly, carpooling is generally most appealing to employees who live ten or more miles from their work place. Other transportation modes such as bus and vanpool are similarly affected by travel distance.

Figure 3.2 shows the home locations of employees who work in downtown Syracuse. It is based on data from the 2000 Census Transportation Planning Package and shows that most employees live within 20 miles of downtown.

Figure 3.2

# Downtown Syracuse TDM Study Area Home Census Tracts of All Commuters





### 3.5 Inventory of Downtown Employers and TDM Programs

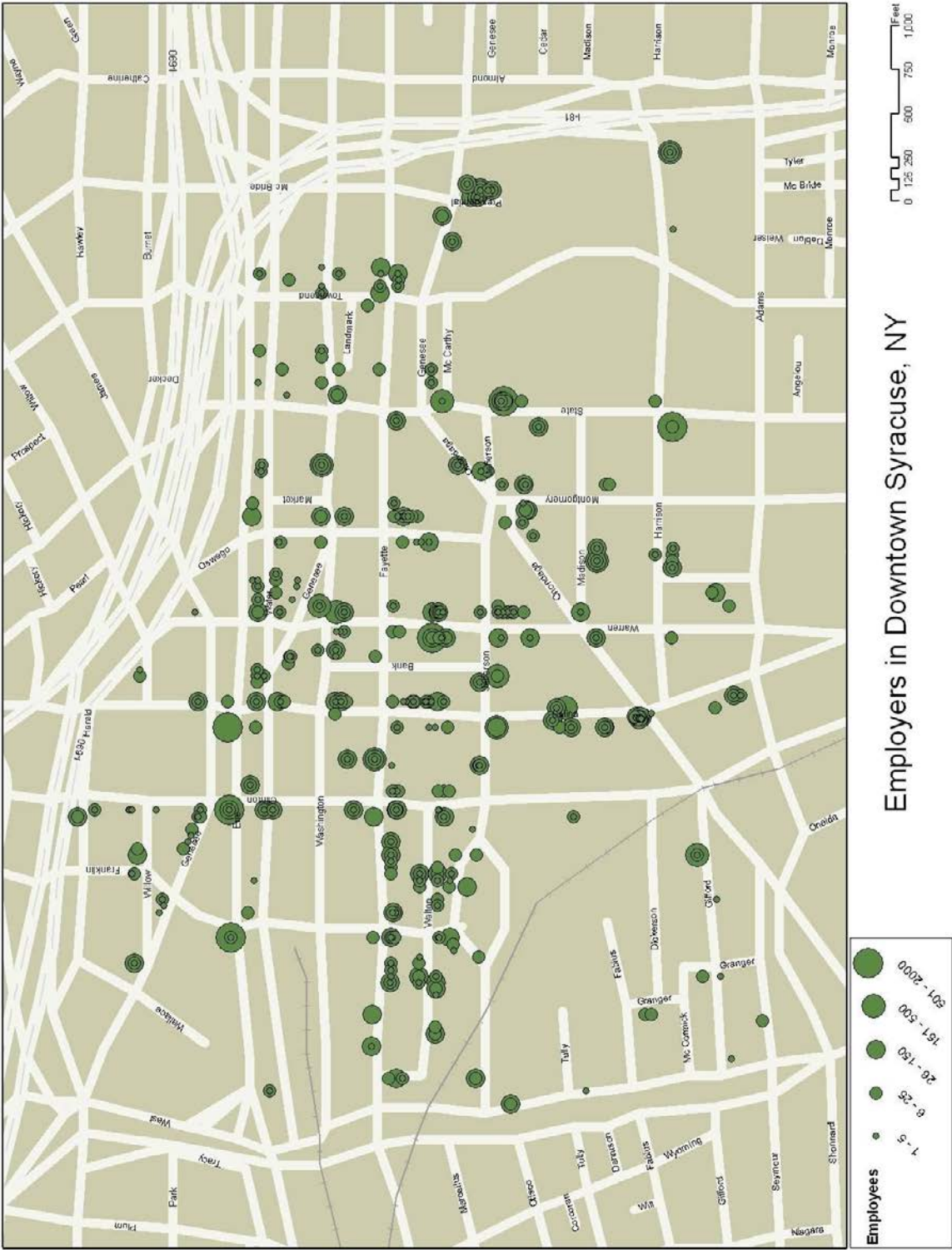
Data from the NYSDOT's 2009 Business Location Analysis Tool (BLAT) on the location of downtown employers was analyzed to provide an understanding of the patterns of parking and commuter transportation demand in downtown. Larger employers (more than 100 employees) tend to be concentrated in the central part of downtown bounded by State Street, Harrison Street, Salina Street, and Erie Boulevard (see Figure B2). Sub-concentrations of larger employers are located around Hanover and Clinton Squares, Salina Street and State Street to the east side of the study area. Smaller businesses are highly concentrated between Armory Square and West Fayette Street and along Erie Boulevard and Water Street in the vicinity of Hanover Square.

An examination of total employment per block reveals a pattern of higher density employment starting to the northwest near Hanover Square and running diagonally across downtown to the southeast roughly parallel to and south of Genesee Street. The density of employment in the southeast is somewhat exaggerated by the large block size in the area of Presidential Plaza. These data show that numerous small businesses add up to significant employee totals in some blocks, especially to the north and east of Armory Square.

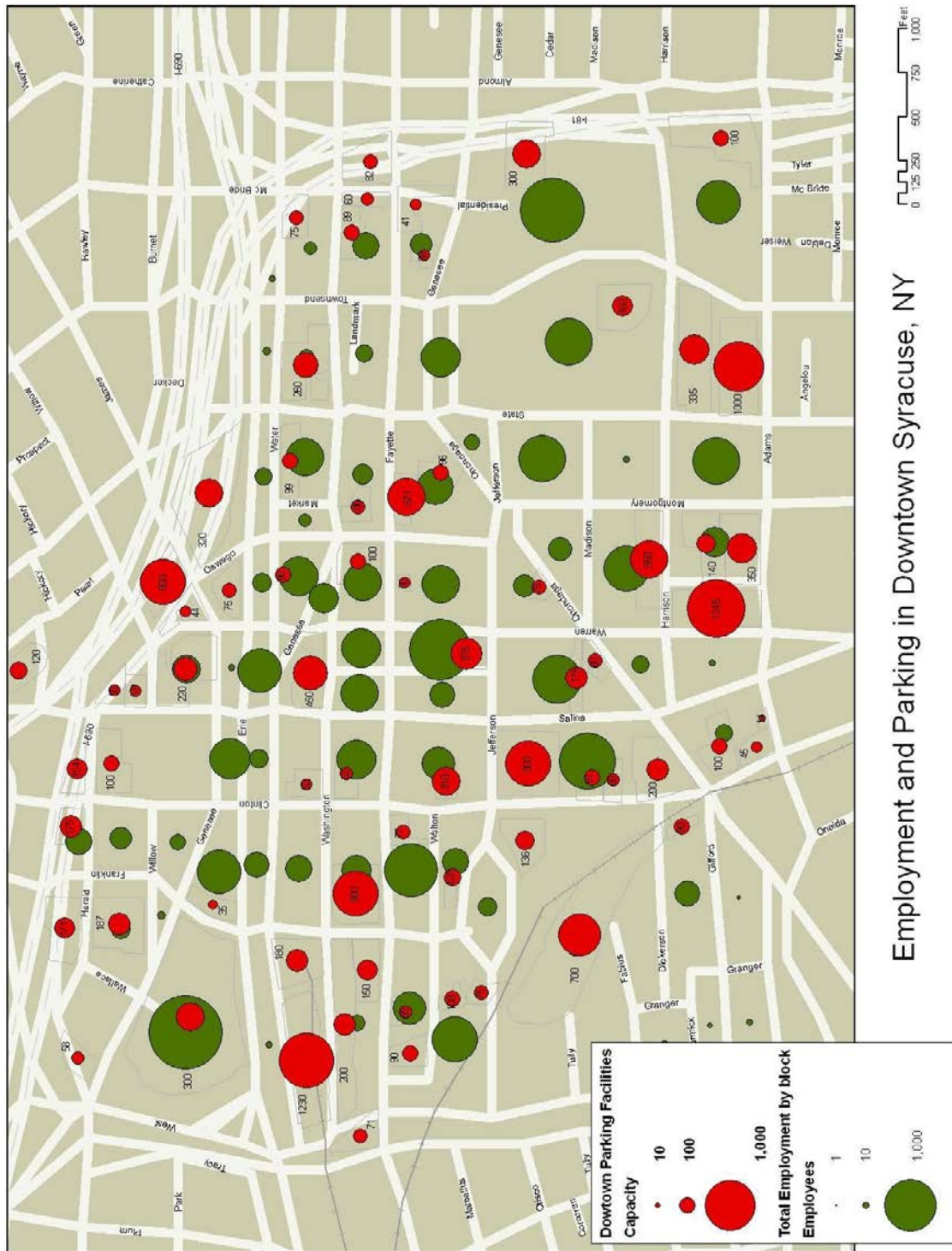
Off-street parking facilities tend to be located in two bands to the northeast and southwest of the major axis of employment (see Figure B3). These areas along the periphery of downtown where land prices are lower are located near major transportation arteries (expressways and railroads) and former industrial land.

Comparing the number of employees per block with the locations of parking facilities reveals that a relatively small proportion of the total spaces are located within the primary State Street, Harrison Street, Salina Street and Erie Boulevard employment area. Existing TDM programs in the Syracuse region are limited mainly to Centro's regional park-and-ride express bus network with connections to regional destinations such as Fayetteville, Dewitt, Cicero, North Syracuse, Liverpool, Manlius, Camillus and Tully. Privately operated web-based carpool matching services are also available. There are also some employers in downtown who offer alternative work arrangements like flextime, compressed work schedules and telework.

Figure 3.3



**Figure 3.4**



### 3.6 Best Practices Review

A best practices review was conducted of TMAs with characteristics applicable to downtown Syracuse. This step was important because TDM programs are often implemented by TMAs. The review of nine organizations provided insight into the types of TDM services that are successfully offered in other areas and the resources needed to implement those programs. The review did not include an example from New York. TMA feasibility studies have been conducted in Brooklyn and Albany but no official TMAs have been created in the state of New York. Findings from the review include:

- The nine organizations served a wide variety of geographies from large and medium city downtown, to urban, suburban, university campuses and entire metro areas. Transportation organizations have been shown to work in a variety of environments.
- Several of the organizations are in the process of being set up but many were founded 10, 20 or even 40 years ago indicating that there are situations where organizations can provide long term value to the districts they serve.
- Non-profit membership organizations and public private partnerships are prevalent organization types. Membership organizations are funded in large part by contributions from members and offer their services primarily to members. Public-Private Partnerships are funded by government grants and contributions from various private sources and generally offer their services to the public.
- Two organizations, Downtown Denver Partnership and Get Downtown in Ann Arbor partner directly with carshare providers. Others are served by carshare providers but not in direct cooperation with the organization.
- Employer and employee bases vary widely depending upon the type of area that the transportation organization serves. Downtown organizations may serve 400 or 500 business members with 45,000 to 110,000 employees. More special purpose organizations, such as university associations, may serve fewer business members and smaller employee and student bases.
- Six of the transportation organizations serve major universities:
  - Sacramento TMA – California State University, 28,000 students
  - Smart Commute NTV – York University, 42,000 students
  - Downtown Denver Partnership – University of Colorado and Metropolitan State, 35,000 students total
  - University Circle, Inc. – Case Western Reserve University, 10,000 students
  - Missoula in Motion – University of Montana, 12,000 students

The review also found that peer TMAs provide a wide variety of services including marketing, education, transit subsidies and direct operation of transit and shuttle services. Ridematching and vanpools, transit marketing and pass subsidies, and education and advocacy are provided by most organizations. Larger organizations, such as Smart Commute NTV in North Toronto and University Circle in Cleveland, provide shuttle services and physical improvements such as bus shelters and signage. The Washington, DC BID provides primarily services related to transit shelters, on street parking and loading zone management, bike racks and support for the downtown circulator system. Services provided tend to be in response to the transportation and commuting issues present in the organization's district and are therefore as unique as the districts are different.

Staffing typically falls between one to four employees, but University Circle, Inc. in Cleveland, which directly provides extensive shuttle and security functions, has 54 employees. Similarly, budgets typically fall in the \$100,000 to \$350,000 range with University Circle, Inc. much higher at \$8,500,000. A complete summary of the best practices review can be found in Tables 3.1 and 3.2 on the following pages.



Table 3.1

Name	Sacramento TMA	Smart Commute NTV	Downtown Denver Partnership	Get Downtown	University Circle, Inc.
<b>Location (Metro Area)</b>	Sacramento, CA (Sacramento, CA)	North Toronto – Vaughn, ON (Toronto, ON)	Denver, CO (Denver, CO)	Ann Arbor, MI (Ann Arbor, MI)	Cleveland, OH (Cleveland, OH)
<b>Geography</b>	Urban/Suburban	Urban/Suburban	Urban	Urban	Urban (Major employment and activity center 4 miles from Downtown)
<b>Year Formed</b>	1989	2001	1999	1999	1970
<b>Organization Type</b>	Membership, non-profit	Public/private partnership	Public/private partnership	Public/private partnership	Membership, non-profit
<b>Programs Offered</b>	<ul style="list-style-type: none"> <li>-Ridematching</li> <li>-Guaranteed Ride Home</li> <li>-Training &amp; education</li> <li>-Employer assistance &amp; consulting</li> </ul>	<ul style="list-style-type: none"> <li>-Site assessment</li> <li>-Survey</li> <li>-Ridematching</li> <li>-Vanpool/shuttle feasibility</li> <li>-Employer events</li> <li>-Consulting</li> <li>-Tailored TDM advocacy (cycling, walking, transit)</li> <li>-Transit subsidy</li> </ul>	Downtown Denver TMA – a program of DDP- performs services such as: <ul style="list-style-type: none"> <li>- Transportation Benefits Consultation</li> <li>- Transportation Fairs and Presentations</li> <li>- Transit Trip Planning Transit Pass Purchasing Assistance</li> <li>- Bicycle "U" Rack Placement (through a partnership with the Downtown Denver BID)</li> <li>- Bicycle Parking Matching Fund Program (through a partnership with the Downtown Denver BID)</li> <li>- Annual Challenges (Drive Less Denver)</li> <li>- Other Challenges and Promotions (RideSmart Thursdays, Bike to Work Day, etc)</li> <li>- Regional transit pass brokering</li> </ul>	<ul style="list-style-type: none"> <li>- go!pass formation and sales (reduced cost universal transit pass sales to Downtown employees)</li> <li>- bike lockers</li> <li>-Zip car</li> <li>-Educational programs</li> </ul>	<ul style="list-style-type: none"> <li>- <u>Shuttle Services:</u> University Circle partners with University Hospitals and Case Western Reserve to provide shuttle routes between parking, campus and member building destinations</li> <li>- <u>Lakes to Lakes Trail and Bikeway:</u> participated as partner to develop bike trail from Lake Erie through major Cleveland neighborhoods</li> <li>- <u>University Circle Ambassadors:</u> Responsibilities include landscape maintenance, hospitality services, graffiti removal, visitor guide and brochure distribution</li> <li>- <u>University Circle Police Department:</u> A district community police force committed to driver and pedestrian safety</li> <li>- <u>Wayfinding &amp; Pedestrian Signage</u></li> </ul>
<b>Car sharing</b>	City CarShare is looking at expanding into Sacramento	Zipcar is a TMA partner, multiple locations within service area	e-Go Carshare provides 8 cars in greater Downtown Denver area. Occasional Car also has over a dozen cars in greater Downtown Denver	Partners with Zipcar to provide 4 cars in Downtown area.	City Wheels provides 2 cars in University Circle area.
<b>Employment Served</b>	162 employer members, 90,000 employees served	13 employer members, 72,000 employees and students served	110,000 employees	466 employers, 5,954 employees participate in go!pass	45,000 employees
<b>Staff</b>	One	Four	One and a half	Two	54 (inclusive of all services – not just transportation)
<b>Budget</b>	~\$110,000	~\$300,000-400,000 CDN	~\$250,000	~\$150,000	\$8.5M (inclusive of all services – not just transportation)
<b>College/ University Partnerships</b>	California State University - Sacramento	York University	University of Colorado – Denver, Metropolitan State College	University of Michigan is NOT a partner. Chooses to do its own shuttles and programming.	Case Western Reserve University (member and shuttle partner)
<b>University Population</b>	~28,000 students ~1,600 staff	~42,000 students ~7,000 staff	12,000 (UCD) 23,000 (Metro State)	N/A	10,000 students, 6,000 faculty and staff
<b>Notes</b>					

Table 3.2

Name	Downtown DC BID	Missoula in Motion	Missoula/Ravalli TMA	The Rideshare Company
<b>Location (Metro Area)</b>	Washington, DC (Washington, DC)	Missoula, MT (Missoula, MT)	Missoula, MT (Missoula, MT)	State of Connecticut
<b>Geography</b>	Urban/Downtown	Downtown and University	Metro-area	Urban/suburban
<b>Year Formed</b>	2000	n/a	n/a	n/a
<b>Organization Type</b>	Membership, non-profit	Publicly Funded (Housed in county government)	Public/private partnership (Housed in state govt. w/corporate sponsors)	Publicly Funded (Housed in state govt. w/vendor operations)
<b>Programs Offered</b>	<ul style="list-style-type: none"> <li>- Consultation on bus shelter placement</li> <li>- Curb allocation management</li> <li>- Provision of bike racks</li> <li>- Partner on Downtown Circulator</li> </ul>	<ul style="list-style-type: none"> <li>- Business outreach</li> <li>- General community outreach</li> <li>- Trip tracking and rewards</li> <li>- Bus pass subsidy for members</li> <li>- Guaranteed Ride Home for bus pass holder or rideshare participant (4 rides/year)</li> </ul>	<ul style="list-style-type: none"> <li>- Carpool and vanpool ride matches</li> <li>- Vanpool fleet management</li> <li>- School outreach programs</li> </ul>	<ul style="list-style-type: none"> <li>- Statewide Commuter Program marketing and outreach</li> <li>- EZ Street Vanpool Program marketing and outreach</li> <li>- Vanpool ride-matching</li> <li>- Vanpool fleet management</li> <li>- Customized vanpools on request</li> </ul>
<b>Car sharing</b>	ZipCar is prevalent in Downtown DC, but there is no relationship with the BID.	n/a	n/a	n/a
<b>Employment Served</b>	16,500 visitors per month on average (city programs focus on employees)	400 business members; 1700 general public participants	93 worksites, 167 active participants (235 on waitlist)	400 vanpools
<b>Staff</b>	Two and a half	3 staff (1 FTE, 1 at .75 time, 1 at .5 time)	3 staff (1 FTE, 2 part-time)	8 staff
<b>Budget</b>	\$360,000	\$350,000	\$200,000	Policy not to share budget information
<b>College/ University Partnerships</b>	None	University of Montana is a destination for vanpools	University of Montana subsidizes bus passes for students using student fees	N/A
<b>University Population</b>	None	12,000	12,000	N/A
<b>Notes</b>				

### 3.7 Key Findings

The Syracuse Comprehensive Plan includes parking and transportation as major themes throughout. The provision of high quality parking and transit as well as improving the walkability of the city are key recommendations. The 2009 BLAT data from NYSDOT shows that downtown Syracuse has 1,368 employers and 26,073 employees, a number lower than what is typically seen in areas served by transportation management organizations.

Parking capacity is at approximately 80 percent in the downtown area. Industry standards typically seek to keep parking demand at or below 85 to 90 percent to assure people can quickly find spaces and to avoid congestion associated with vehicles searching for parking spaces.

Parking availability was not evenly dispersed through downtown. The center of downtown along Warren and Montgomery Streets saw higher utilization rates and less available parking while the fringes of downtown around Armory Square and along I-81 had more available spaces and lower utilization rates. Transit and other alternatives are readily available in downtown although perceived barriers like I-690 and I-81 make it difficult to walk from adjacent neighborhoods.

## 4.0 Employee Survey

The SMTC and the study consultant developed and administered a survey designed to measure attitudes of downtown employees with respect to TDM. The questionnaire identified existing travel behavior and the potential for travel behavior change. The survey process and findings are summarized in this section.

The questionnaire was distributed electronically, making it both easy to administer and analyze. Distribution assistance was obtained from the Downtown Committee, whose staff identified key employers and asked them to distribute the survey instrument to their employees. A complete distribution plan was developed that included an incentive plan and survey marketing materials. A full summary of the survey report can be found in Appendix B.

1,354 employees participated in the survey. Approximately 48 percent of the responses came from public sector employees with the remainder coming from employees working in the private sector. Employees from the following organizations participated in the survey:

- AXA Equitable
- Bank of New York Mellon
- Central New York Regional Planning and Development Board
- City of Syracuse
- Environmental Design and Research
- Eric Mowers and Associates
- Harris Beach, PLLC
- NYSDOT
- Onondaga County
- Personal Fitness
- Purplewire, LLC
- Salvation Army
- SMTC
- Syracuse University
- Taddeo and Shahan, LLP
- TextWise, LLC
- Wise Guys

### 4.1 Survey Findings

Employees were asked a series of questions about how they travel, concerns they may have about parking and safety, preferences for travel services and the potential impact TDM services would have on their behavior.

The drive alone rate for surveyed employees is 80 percent, a relatively high rate for a central business district. After driving alone, carpooling is the most frequently used mode of transportation (10%). While 80 percent of employees drive to work, 60 percent said they never have a need for a vehicle during the day, and only 9 percent reported needing a personal vehicle either once or multiple times a day.

Twenty percent of respondents would like to receive information about carpooling, walking, biking and riding the bus. Thirty-one percent of respondents would like to use those travel modes more often than they do.

Parking was a key item identified by stakeholders and employees were asked a series of questions about this issue. As shown in Figure 4.1, a majority of employees expressed concern about the cost of parking, while almost 40 percent feel there is not enough parking near their workplace.

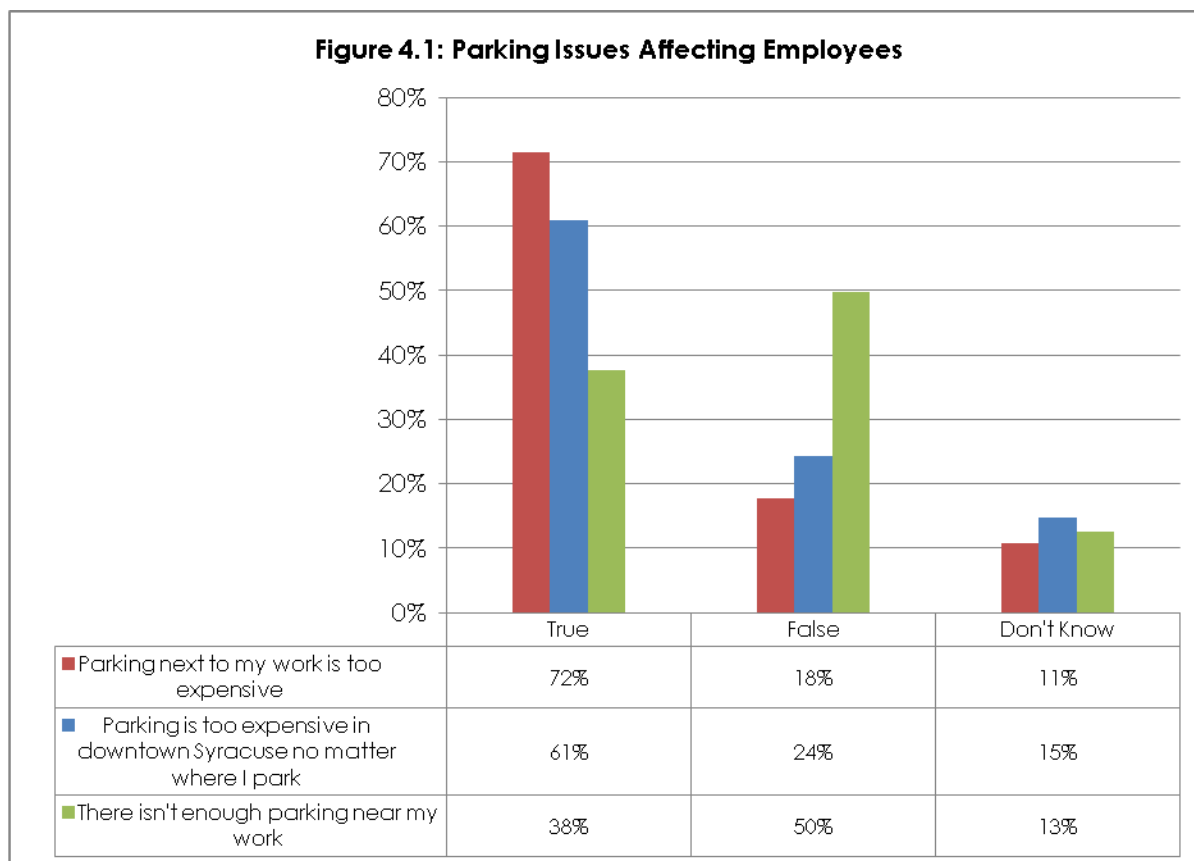
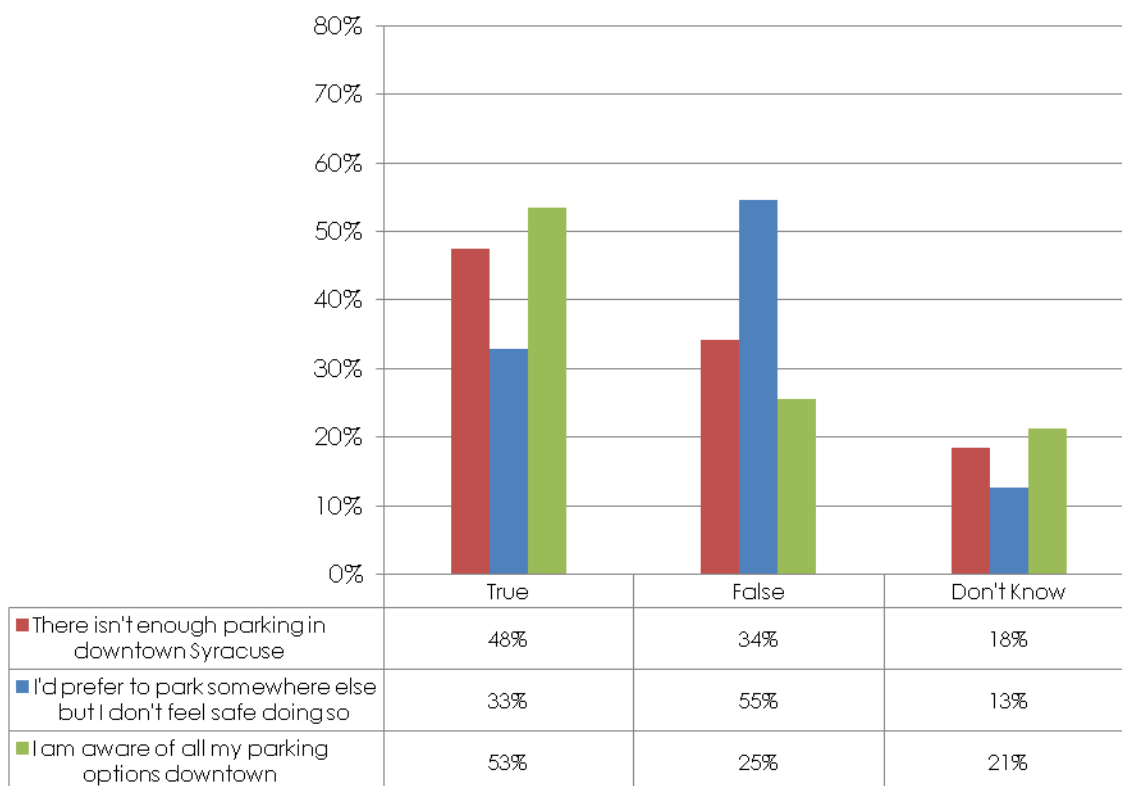


Figure 4.2 shows additional information related to parking. Almost 50 percent of employees feel there is not enough parking in downtown Syracuse. Only 53 percent of employees said they are aware of all the parking options available to them. An issue that, if rectified, may help reduce the percentage of employees who feel there is not enough parking near their work.

**Figure 4.2: Parking Issues Affecting Commuters**

Only 25 percent of employees reported that their employer pays for their parking. Thirty percent reported that their employers help cover transit costs. When employees who receive free parking were asked how they would generally travel to work if given \$70 a month instead of free parking, 16 percent said they would ride the bus, walk, bike or carpool instead of drive.

Twenty-two percent of respondents said they would use transit four or more times per week if given a free transit pass. Questions like this tend to over-report potential travel behavior change, but the response does indicate that free transit passes could be well received.

Safety is a concern for surveyed employees. Only nine percent said they always feel safe when walking alone in downtown Syracuse; that number increases to 16 percent when employees walk with another person. Perceptions of safety affect travel decisions. The survey results found that employees who feel safest in downtown Syracuse are 4 percentage points less likely to drive alone to work.

When asked what programs would be most likely to encourage them not to drive alone to work, employees selected the following:

- Free access to a car for midday errands and meetings;
- Transit information tailored specifically to the user; and
- Free rides home for individuals who do not drive to work but need to leave early because of an emergency or sickness.

Based on the survey findings, a significant portion of downtown employees are willing to change how they travel if offered the right incentives or information. Programs likely to be effective

include parking cash-outs that provide employees with cash instead of free parking, individualized marketing that provides employees with travel information based on their specific needs, free transit passes for employees who are interested in trying transit, a guaranteed ride home program and car-share services.

## 5.0 Employer Survey

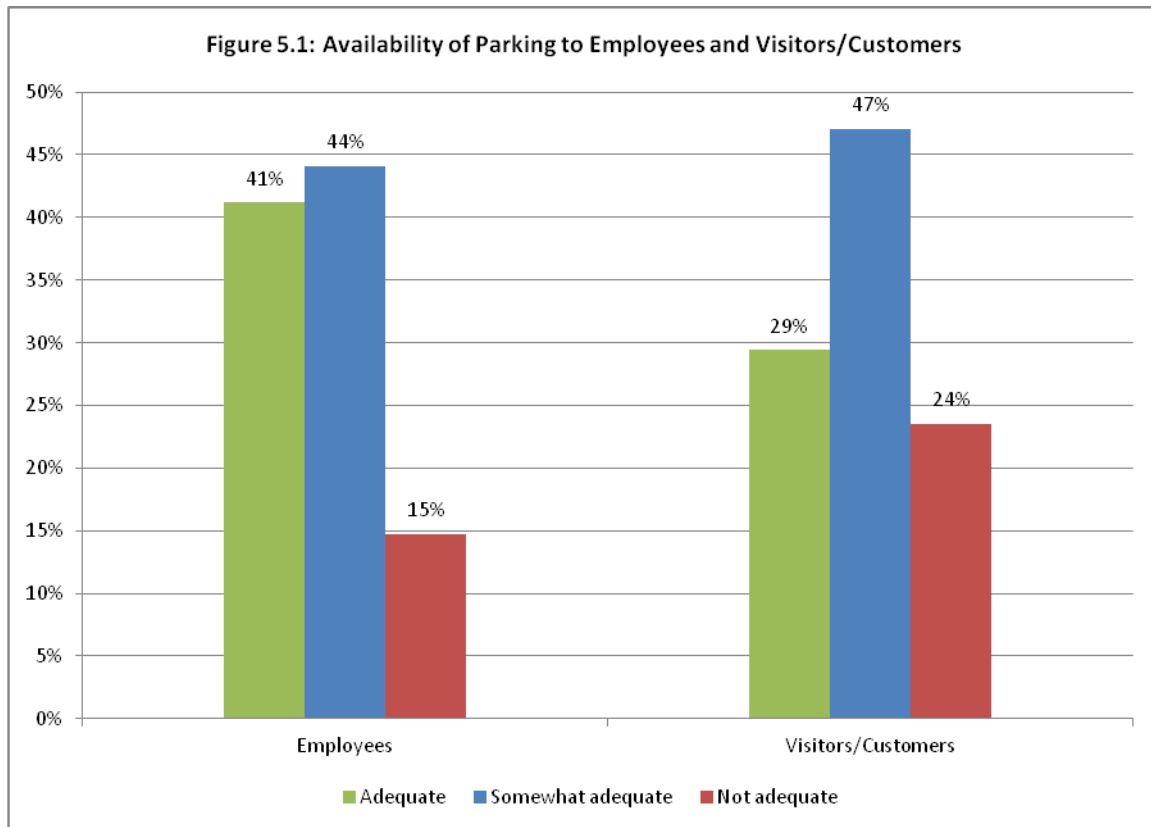
In addition to the employee survey, the SMTC and the study consultant developed and administered an employer survey to measure attitudes of downtown employers with respect to TDM. The survey aimed to collect a sample of employer perceptions of transportation issues facing their own worksites and the downtown Syracuse area. This survey was also distributed electronically with the assistance of the Downtown Committee.

The purpose of the survey was to better understand downtown transportation issues from an employer perspective. The responses obtained from employers helped with the development and analysis of potential TDM programs for the study area. The information can also be used to identify how best to market TDM programs.

### 5.1 Survey Findings

The survey found that a plurality of employers believe that employee recruitment is negatively impacted by the downtown transportation system. Employers also expressed concern with the downtown transportation system's impact on transportation costs and employee productivity.

Parking was a concern for employers, just as it was for employees. As shown in Figure 5.1, a large number of employers do not feel that parking availability is adequate for visitors and customers, and only 41 percent of employers say that parking availability is adequate for employees.



Almost 50 percent of downtown employers are somewhat to very unsatisfied with the parking arrangement at their worksite.



Employers were also asked about their perceptions of transportation problems and resources in the area. Figure 5.2 shows the responses. Key findings included the following:

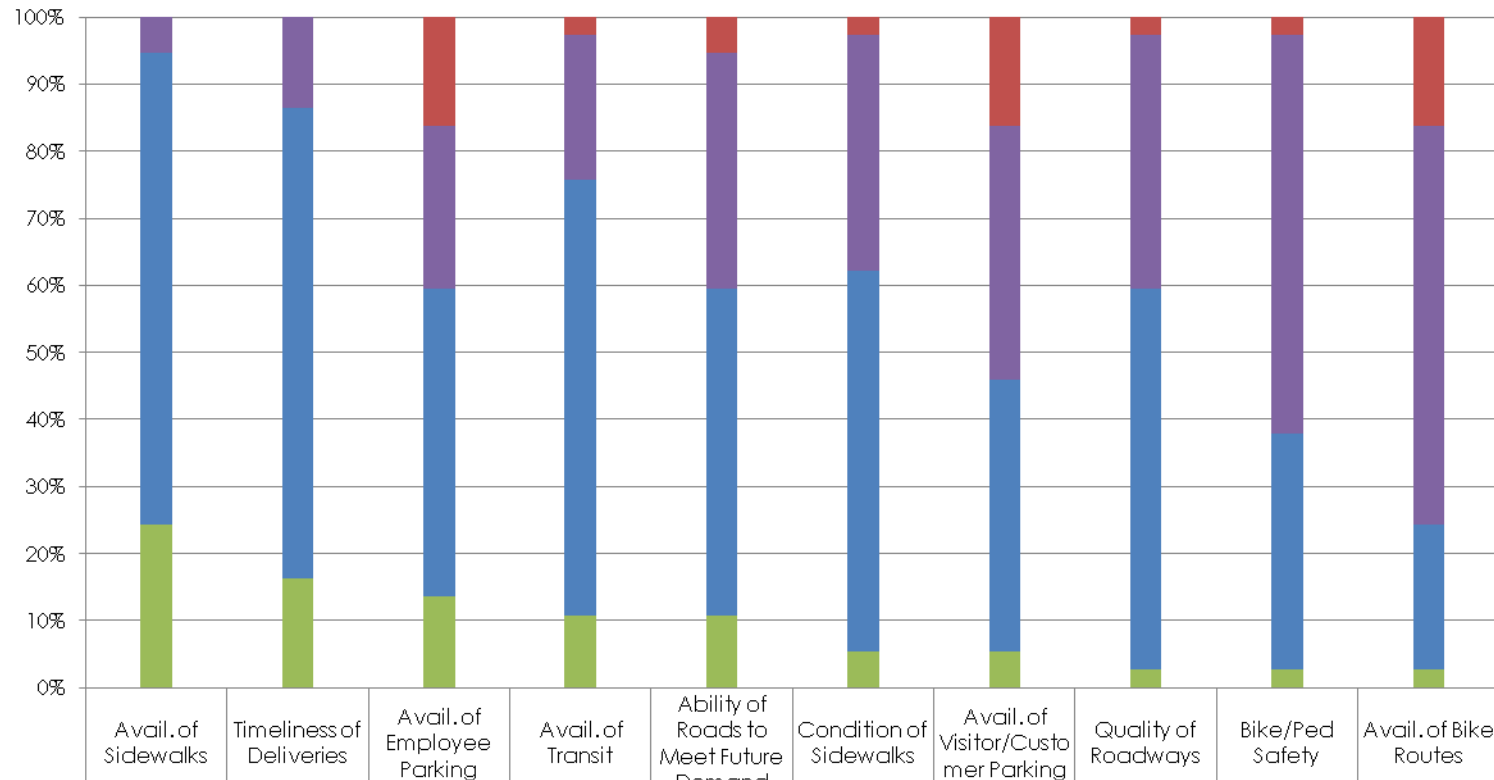
- Bicycle and pedestrian safety, availability of bicycle routes and the availability of customer parking received the lowest satisfaction scores.
- Employers are most happy with the availability of sidewalks and the timeliness of deliveries.

When asked about the types of transportation services they currently offer, 38 percent of employers reported offering flexible work hours and 24 percent offered telework options. Employers expressed the highest level of interest in offering discount transit passes, pre-tax purchases of transit passes, flexible work hours and emergency ride home programs.

Employers were also asked what transportation services they would like to see offered by an outside organization. The most desired services were transportation planning to address future growth, actions to reduce parking demand and actions to improve long-term environmental sustainability.

Thirty-seven percent of employers said they would be willing to participate in an organization that works to implement TDM services with the remaining employers being almost evenly split between not willing to participate and not sure whether they would participate. Forty-seven percent of employers expressed some level of willingness to financial support an organization that implements TDM services.

A complete summary of the survey findings and the survey distribution process are contained in Appendix C of this report.

**Figure 5.2: Quality of Transportation Services & Facilities in Downtown**

Very Poor	0%	0%	16%	3%	5%	3%	16%	3%	3%	16%
Poor	5%	14%	24%	22%	35%	35%	38%	38%	59%	59%
Good	70%	70%	46%	65%	49%	57%	41%	57%	35%	22%
Very Good	24%	16%	14%	11%	11%	5%	5%	3%	3%	3%

## 6.0 Stakeholder Interviews

In addition to the employee and employer surveys, interviews were conducted with key stakeholders in downtown Syracuse. All interviews were conducted by the study consultant with the aim of gaining a more detailed understanding of stakeholder perceptions of transportation issues in the area and to develop a greater understanding of some of the results obtained from the employer survey.

The employer interviews also offered an opportunity to educate stakeholders about TDM, understand how they think TDM can address the needs of their organization, gauge their willingness to work collaboratively with other local businesses, and assess their interest in a TMA.

### 6.1 Interview Findings

There was general agreement among stakeholders that traffic congestion is not a problem in downtown Syracuse, but parking availability is an issue in certain areas. Stakeholders expressed concern that any perceptions of a lack of parking availability could affect long-term economic development. Desire for transit and bicycle facility improvements is important but appears to be secondary to parking concerns.

Stakeholders would like to see actions to balance parking demand, improve visitor awareness of the location of parking facilities, make parking more convenient and address long-term parking supply issues.

Cited options for addressing parking and other transportation issues included the creation of a new organization or the expansion of an existing organization's goals and/or mandate. Available funding for transportation efforts by a new or existing organization is not clear. Few stakeholders were willing to make a funding commitment without a clear understanding of what will be achieved and how efforts will be implemented.

A complete summary of the interview findings and process are contained in Appendix D of this report.

## 7.0 TDM Program Recommendations

Based on the study findings a series of TDM program recommendations were created and are outlined in this section. The TDM recommendations are based on findings from the employee survey, employer survey, interviews with key stakeholders, a review of existing TDM and transportation activities in downtown Syracuse, review of TDM best practices in settings similar to downtown Syracuse and feedback and recommendations obtained in community meetings.

While the study identified numerous TDM strategies that can successfully reduce parking demand, it did not determine that those strategies can be implemented through a formal TMA at this time. For a TMA to be successful certain requirements must be met. The following items should be generally true within a defined geographic area for that area to successfully support a TMA:

- There should be traffic congestion
- Concerns should exist regarding access and mobility
- The analysis area should be easily identifiable
- Employment should total 50,000 or more
- The area should be experiencing economic development
- A champion and/or core group of stakeholders should be present
- Multiyear funding commitments should be identified

While not all of the above items must be present for a TMA to be successful, the presence of a champion or core group of stakeholder willing to house the TMA and funding commitments are necessary. At this time those two items are not available.

At this time it is recommended that TDM strategies be implemented through a transportation stakeholders' organization (TSO). A TSO can be created as a first step toward expanding TDM service provision in downtown Syracuse. The TSO should be composed of representatives from stakeholder groups that include CenterState CEO, SMTC, Centro, Onondaga County, City of Syracuse, Downtown Committee of Syracuse, University Hill Corporation, NYSDOT Region 3 and interested employers. The organizations would discuss area transportation issues, determine where there are economies of scale for collaboration on transportation strategies to address those issues and develop a prioritized action plan to implement those strategies.

TSO meetings are suggested to be hosted on a regular basis through the Downtown Committee or CenterState CEO, with a Downtown Committee staff person performing basic administrative tasks such as coordinating meeting dates, times, locations and agendas. A reference guide designed to inform potential members about the TSO and encourage their participation in the organization has been created and is available in Appendix G.

A TSO is necessary to focus stakeholder attention and resources on TDM programs. The study found that multiple agencies maintain travel tools and services, but minimal coordination exists between the agencies. This causes travel services and information to be spread around and difficult to find. The TSO could help address these issues and identify shared resources for the implementation of the TDM strategies recommended in this study.

As the TSO identifies transportation goals, successfully implements TDM strategies and achieves identifiable results, interest in TDM services is likely to increase. Future development that results in parking shortages is also likely to increase interest in TDM strategies. Should one or both of these items occur it may be possible to formalize the provision of TDM services through a TMA. The

creation of a TMA will require an identified funding source and community champion in the form of either an individual or organization.

The TSO should conduct the following activities shortly after its creation:

**Create Goals** – Interested stakeholders should identify clear and achievable goals focused on transportation advocacy, outreach services and partnerships of interest to the public and private sector. Initial goals should not require significant funding or time commitments from stakeholders. Potential examples include implementing NYSDOT's carpool matching tool in downtown Syracuse, advocacy for bicycle infrastructure improvements in downtown and consolidation of online transportation information into a central portal.

**Formalize Advisory Committee** – The TSO should have a formalized advisory committee. A typical advisory committee has between six and twenty members that meet monthly or quarterly to discuss goals, programs, services and initiatives. As the TSO is not a formal TMA, it is recommended the committee meet quarterly. The committee can review and revise goals, ensuring that outreach and advocacy is inclusive and identifying and reacting to trigger points outlined later in this section.

**Research Funding Opportunities** – TDM activities are eligible for Congestion Mitigation and Air Quality Improvement (CMAQ) funds distributed through the SMTC. The TSO should coordinate with the SMTC to obtain these funds, which can be used to formalize and pay for outreach activities and transportation programs. In addition, the Advisory Committee should explore private and local public sector funding opportunities. Private sector funds will be important as CMAQ grants currently require a 20 percent local match.

**Develop an Outreach and Marketing Strategy** – One of the key roles of the TSO is to work with and represent the transportation goals of the downtown area's private, public and university organizations. Thus, an outreach and marketing strategy that provides the private, public and university sectors with ways to get involved must be developed and implemented. The marketing strategy should focus on transportation issues that are important to area employers and developers. The strategy may need to be scaled depending on available resources. If limited funding is available the TSO can focus its efforts on businesses and government officials. If additional funding can be secured, outreach materials can be developed for the public that inform travelers of their travel options and encourage the use of non-drive alone travel modes.

**Identify Trigger Points** – Effort should be made from the beginning, with input from key stakeholders, to identify key trigger points that identify when it would be appropriate to expand available TDM services and transition the TSO into a formal TMA program. Potential trigger points are outlined further in this section.

The remainder of this chapter contains a list of TDM activities that are recommended for implementation in downtown Syracuse as funding and resources become available. The recommendations are divided into two sections: (1) activities that can be completed by the TSO and (2) activities likely to require the existence of a more formal TDM program, such as a TMA. Implementation of the TSO activities will require staff time from the stakeholder organizations and some of the activities will require some level of funding; however, the activities recommended for the TSO require lower levels of staffing and funding commitments than the items recommended for implementation by a formal TMA. It is possible that the TSO could implement

all of the recommended TDM strategies without the existence of a formal TMA; however, the TSO would be likely to experience difficulty doing so because of a lack of sufficient resources. Also, various TDM strategies noted under the TSO could also be implemented by the City of Syracuse or individual employers, separate from the TSO.

## 7.1 Recommended TSO Activities

While the TSO will not have formal staff, its members can effectively advocate for and guide the implementation of various TDM programs and services. Similar organizational structures have effectively created and promoted regional transit pass programs; identified funding for transportation improvements including increased bus service, intelligent transportation services and bicycle facilities; and implemented other programs to improve access.

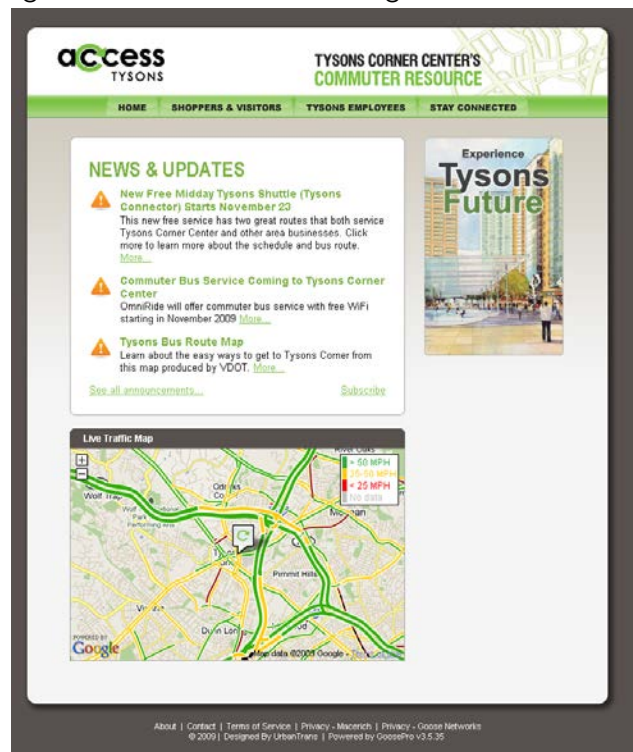
The programs listed below can be implemented by the TSO members or made possible through funding and other resources identified by the TSO members.

### 7.1.1 Coordinate with NYSDOT on the Use of its Carpool Matching Web Site

The employee and employer surveys and stakeholder interviews demonstrated support and desire for a carpool matching program. Such programs allow individuals to register in an online database and find potential carpool partners who live and work near them and work similar hours.

NYSDOT has entered into a contract to provide carpool-matching services to the downstate area through its 511 program. As part of that contract NYSDOT has expanded carpool matching to the upstate area as well and has expressed a willingness to create a Syracuse metropolitan area sub site. This option is currently being pursued.

One common failing of carpool matching programs is that many commuters will not follow up with the individuals recommended to them by the carpool matching tool. To address this issue, initially matched individuals should be offered \$5 gift cards to a local coffee shop if they agree to meet up with one of their recommended matches. This option will be dependent on the TSO reaching an agreement with NYSDOT for its implementation or the TSO gaining access to the carpool database information and implementing the program with its member's resources.



**Figure 7.1 - Travel Web site**

The carpool matching database should be updated regularly to assure that data contained within the system is accurate and that listed commuters are still seeking carpool partners. This will assure that only high-quality matches are provided to registrants.

### *7.1.2 Develop Online Clearinghouse for Transportation Information*

Many of the resources that downtown travelers need to find parking and obtain transit information are already available online. However, there is limited knowledge of these resources and they are located in multiple locations. A Web site should be created that serves as a clearing house for transportation information. The site should include information applicable to employers, employees, residents, visitors and developers. Appropriate items include:

- Carpool matching assistance
- Transit route planning assistance
- Transit pass and fare information
- Parking information
- Bicycle parking and route information
- Information on carshare services
- Information about current TDM campaigns
- Information about TDM services available to employers
- Real-time traffic information
- Information on TDM resources available to employers

### *7.1.3 Create a Guaranteed Ride Home Program*

The employee survey showed that workers have a strong interest in a guaranteed ride home (GRH) program. These programs encourage the use of sustainable transportation modes by assuring individuals that they will not be stranded at work if an emergency arises. Eligible employees who need to leave work because of an emergency receive a free taxi ride or rental car to get home. Centro currently operates a GRH program that is available to transit riders whose employers participate in the Fare Deal Program. The GRH program should be expanded to include employees who carpool, walk and bike to work. Membership for employees who use non-transit modes can be limited to those who work for employers that participate in the TDM program.

When employees need to use the GRH program they contact the designated GRH representative who will arrange for a ride home for the employee. Employees typically use the program when they become sick, their child becomes sick or their carpool partner needs to leave early for his or her own emergency. Program eligibility can be expanded to include employees who must work unscheduled overtime or late hours.

Maintaining a GRH program is relatively inexpensive and can cost as little as \$2 to \$3 per covered employee per year. Rides can be provided through a local taxi company or arrangements can be made with rental car companies. Agreements with taxi and rental car companies to provide rides are typically made in advance and specify a process for payment, requesting a vehicle and response time.

GRH programs have traditionally required that staff be available throughout the day to assist employees needing the service; however, recently companies have begun offering Web-based tools that manage GRH programs and allow users to order taxis or rental cars.

While very few GRH programs suffer abuse, participation can be limited to cover only a set number of incidents per year. Typical limits allow commuters to take advantage of the program three to five times per calendar year.



### 7.1.4 Identify and Promote Carshare Opportunities

Carsharing refers to a short-term automobile rental service available to the general public. Carsharing providers offer a small fleet of vehicles available for short rental periods. Rental fees are typically charged in 30 minute increments and include gasoline and insurance.



**Figure 7.2 - Carshare operated by Cusecar**

Carshare programs provide employees who commute to work in downtown Syracuse via carpool, transit, bike or foot with a way to travel to mid-day meetings or run errands. In addition, carshare programs can help downtown residents avoid the purchase of a car or allow them to sell a second car that may only be used occasionally. The programs can also allow businesses to partially or entirely reduce their vehicle fleets. Currently, CuseCar

operates a small, non-profit carshare with cars parked in various downtown locations.

Support for carshare programs can be offered by continuing to provide visible parking spaces in central downtown locations, assisting with marketing and guaranteeing a minimum amount of revenue for the program.

### 7.1.5 Advocate for Transportation System Improvements

In stakeholder interviews and surveys, employers expressed a desire for a group that would advocate for transportation improvements in downtown. Specific items cited included improved bicycle facilities, reduced transit headways, better transit stops and representation in discussions concerning changes to I-81. The TSO should bring together appropriate stakeholders and help them speak with a unified voice. Doing so will help assure that the goals of downtown businesses and property owners are prioritized and are more likely to be addressed.

### 7.1.6 Coordinate with Syracuse University and Other Major Employers Interested in TDM programs

Syracuse University has a transportation program in place, is located immediately adjacent to downtown and its staff have expressed a desire to coordinate with the downtown area on TDM activities. The TDM specialist should work directly with the university when planning major campaigns and new services. This will create an excellent opportunity to expand the reach of downtown TDM activities and to improve service delivery through shared experiences and resources. As appropriate, these types of connections should be made with other major employers who are currently independently participating in TDM activities.

### 7.1.7 Develop a Bike Parking System

Concern regarding the lack of bicycle supportive infrastructure was universal among employers, employees and stakeholders.



**Figure 7.3 - Bicycle Lockers**



Significant improvements to the bicycle system will require coordination with the city, changes to street configurations, the addition of new bicycle lanes and routes and driver education. Those changes can only occur over a long time horizon. A more immediate action can be the installation of secure bicycle parking facilities for downtown workers and residents. Secure bicycle parking can be installed throughout the city. Options include the installation of bicycle lockers like those shown in Figure 7.3 and construction of fenced areas in parking garages that require a code for entry. If financially necessary, cyclists can be charged a minimal monthly fee for access to the secure parking facilities.

## 7.2 Recommended TMA Activities

Should identified trigger points for the creation of a TMA be met, TDM services can be expanded in downtown Syracuse to include a formal TMA. As discussed previously, those trigger points must be identified by the TSO, but could include parking shortages; employer, developer or property manager desire for the benefits associated with a formal TMA; and major transportation system changes. These items are explained below:

- **Parking Shortages:** Parking shortages were a major concern of stakeholders who took part in this study. The drop in development activity associated with the economic downturn has eased this concern. Once the economy improves and new construction begins in the downtown area, concerns regarding parking are likely to return. An increase in developer, property manager, employer and retailer concern regarding parking can serve as a potential trigger point for TMA formation.
- **Employer, Developer or Property Manager Pressures:** Various situations could occur that result in employer, developer or property manager pressure to improve transportation services in downtown. Those include increased hiring, perceptions of poor accessibility, high gasoline prices and freeway reconstruction or demolition. Increased pressures or demand for improvements to the transportation system or more travel alternatives can serve as potential trigger points for TMA formation. This demand can be tracked based on surveys or employer participation in the TSO.
- **Major Transportation System Changes:** Major changes to the transportation system including significantly improved transit service, removal of portions of I-81 or major reconstruction of I-81 can all serve as triggers for the formation of a TMA.
- **Identification of a Champion:** Most successful TMAs require a champion in the form of an individual or organization who can help secure program funding and sponsor agencies. Identification of a champion interested in assisting with the creation and funding of a TMA can serve as a trigger for the formation of a TMA.

Should identified trigger points be met and sufficient funding identified, the TDM programs listed below should be considered for downtown Syracuse. A sample TMA business plan is included in Appendix E to assist with the creation of a formal TMA.

### 7.2.1 Hire or Assign a TDM Specialist

A TDM specialist should be hired, or if someone with adequate skills is already available, assigned, to lead the implementation of the formal TDM program. The TDM specialist will be required to provide outreach to area employers, employees and residents and advocate for improvements to the transportation system. The ideal candidate should have a basic

understanding of marketing and transportation systems and services, experience conducting outreach, strong customer service skills and be able to operate independently.

### 7.2.2 Develop Marketing Plan and Materials

A basic marketing plan and materials should be developed to raise awareness of both planned and existing TDM efforts, such as Centro's trip planning services, Fare Deal program, and park & ride system, and CuseCar and Zipcar services, as well as the TDM program. The plan should also provide the TDM specialist with materials he or she can use to inform commuters, residents and visitors about their travel options and raise awareness of the benefits of TDM. The marketing plan should cover a two-year period and include the following elements and actions:

- An inventory of existing TDM efforts in downtown
- An inventory of existing downtown marketing efforts
- Conduct three to four discussion/focus groups to identify unique messaging opportunities (one group with employers, two groups with employees and one group with residents)
- Identify missing marketing collateral and mediums
- Develop a marketing strategy for the upcoming two years
- Develop goals and metrics
- Create tasks and timelines



**Figure 7.4 – Access Guide**

Appropriate tools and resources should be developed based on the goals and strategies developed in the marketing plan. For example, a web-based newsletter and distribution system allows customized information to be distributed inexpensively to target markets and provides real-time tracking results. Access guides, like the one shown in Figure 7.4, can provide information on transit, carpooling, biking, guaranteed ride home programs, carsharing and parking. General service brochures can tell employers about the TDM services available to them and their employees.

The two-year time frame of the marketing plan is intended to allow basic materials to be developed that will aid the launch of TDM services and promotion of existing services. Once the program is more established a new marketing plan should be developed. That plan should have a longer time horizon of three to five years.

### 7.2.3 Conduct Employer Outreach

The employer surveys and stakeholder interviews show that employers are willing to assist with the implementation of TDM services in downtown Syracuse. Employer participation is an important component of TDM because employers provide access to employees and are direct implementers of TDM strategies that include employee challenges, compressed work weeks and pre-tax transit pass purchases.

The TDM specialist should seek out companies interested in implementing TDM programs for their employees. Services generally include baseline assessments of employee commute behavior, available commute resources and programs, and identification of employee and management preferences for commute services. With this information the TDM specialist is able to develop an appropriate TDM program for the employer and conduct appropriate outreach and marketing.

Specific outreach activities to be conducted by the TDM specialist include:

- Distribute TDM related information to employees through printed materials and onsite events
- Develop of an employee transportation coordinator (ETC) network. ETC networks consist of employees from various businesses who learn about TDM and available transportation resources at networking breakfasts and other meetings. These employees then provide transportation information to their coworkers and encourage them to use sustainable transportation modes.
- Encourage employee participation in transportation events such as Bike to Work Day
- Assist employers with the creation and implementation of telework programs
- Encourage employers to develop or participate in a guaranteed ride home program

#### *7.2.4 Assist Companies with Alternative Work Arrangements*

While many companies allow telework on an ad hoc basis, they lack official telework policies that could increase the number of employees who telework on a regular basis. The TDM program should include services to help interested employers identify infrastructure needs, develop policies and train staff and management. Infrastructure assistance includes the identification of necessary IT improvements and purchases. Policy assistance should include support with the creation of personnel requirements, identification of liability issues and creation of home-office standards. Training support is then provided to help staff and managers understand the requirements and responsibilities associated with telework, to address concerns regarding how to communicate while teleworking, expectations of productivity and other issues that may arise.

Employees also expressed an interest in flex time. Flex-time policies can reduce congestion by moving trips from peak hour travel times to less congested periods. They can also make it easier for employees to join carpools and ride transit. For these reasons it is recommended that outreach to employers includes education regarding the benefits and how to implement flex-time policies.

#### *7.2.5 Conduct Specialized Marketing Campaigns and Challenges*

TDM program success relies on connecting individuals with appropriate transportation information and encouraging travel behavior change. Promotional events are an effective and efficient way to inform individuals about their transportation options and should be conducted throughout the year. Events should utilize the existing tools and services identified in these recommendations.

To garner increased awareness of services, events should coincide with well-known and widely celebrated dates such as Bike to Work Day, Car-Free Day, Try-Transit Day and Earth Day. Promotional events can also use themes that announce new programs, services or tools for travelers. Events should be planned and conducted by the TDM specialist and should be regularly updated to assure they are fresh and timely. Events can be held in building lobbies,

meeting rooms, courtyards, plazas or other places where employees, visitors and residents can congregate and learn about their travel options. Effective promotional events could include:

More Parks Less Parking: Using guerrilla-marketing techniques this event converts a parking space into a “park.” Grass is placed over a parking space and seating, games, or other features are added to attract attention. Information on travel options is distributed to interested individuals. This event can also be used to launch a TDM program at a worksite. If using an on-street space this program requires approval from the city. Syracuse has successfully hosted events like these in the past.

Recommend a Friend Program: This approach takes the most effective form of marketing (word of mouth) and applies it to TDM products and services. This program can:

- Increase participation in the carpool matching tool and other available services
- Encourage current walkers, bikers, carpoolers, and transit riders to get their friends and family to do the same

Go Green Campaign: A Go Green campaign emphasizes the monetary and environmental benefits of non-drive-alone travel modes.

Campaigns promote the environmental and monetary incentives inherent in carpooling, biking, walking, or riding transit.



**Figure 7.5 - More Parks Less Parking Event**



#### *7.2.6 Personalized Commute Plans for Relocating Businesses*

Property owners, business owners and representatives from economic development agencies said that concerns about how employees will get downtown or where they will park decrease the willingness of companies to move downtown. To help overcome this issue, employees of relocating companies should be offered personalized commute plans. The plans should provide the following transportation information based on where employees live and their work hours:

- Transit routes, schedules and costs
- Bicycle routes
- Carpool or vanpool partners
- Telework options
- Parking options and costs near their work locations

The personalized commute plans should be distributed to employees prior to their relocations downtown. Figure 7.6 provides an example of a personalized commute plan developed for a company in Atlanta, Georgia.





Personalized Commute Analysis

# Cousins

**Name:**  
**Gibbs, Alphonza D.**

**Home Address:**  
350 Christian Woods Dr.  
Conyers, GA 30031

**Quick facts:**  
Recommendation 1: Xpress  
Recommendation 2: Rideshare

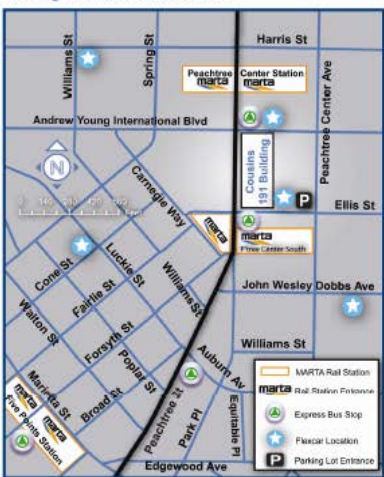
Moving offices can be more than a change in location; it can mean a lifestyle change too. Using a commute option other than driving alone to work, even occasionally, will save you money in gas, parking, and wear and tear on your car. The following Personalized Commute Analysis is designed for your specific commute.

Cost Analysis  
 Round Trip to Cousins: 69.2 miles  
 Monthly drive alone cost\* \$772  
 Round trip to Xpress 18.2 miles  
 Xpress cost FREE

**1<sup>st</sup> Recommendation:** Xpress Route 420 Conyers to Downtown. Xpress offers luxury coaches with reclining seats, plenty of leg room, and several electrical outlets. Cousins Properties will pay your \$80 monthly Xpress pass and provide additional commuter benefits for not driving alone to work. So while other commuters are stressed in traffic you could be relaxing and saving money. The schedule below has route time information.

**2<sup>nd</sup> Recommendation:** One of your co-workers lives within a 2.5 mile radius of you. Cousins Properties will provide two person carpools \$27 per month (paid to the primary driver). This subsidy amount increases with the number of people in the carpool. Carpoolers will receive preferential, free parking in either the One Ninety One Peachtree garage or 161 Peachtree Center Avenue garage. If a vanpool is formed in your area, Cousins will provide a free seat (valued at \$50) and vanpool drivers get up to three additional days PTO! To receive a list of potential carpool and vanpool partners fill out the attached application and fax it to 404.658.1919 or fill it out online at [www.187RIDEFIND.com](http://www.187RIDEFIND.com). The Park and Ride location listed below may be an ideal location to meet rideshare partners.

**Getting to know downtown:**



**Getting to know your commute:**

**Park & Ride Location:** Sigman Rd Park and Ride: Chambers Drive and Sigman Road just north of I-20 Exit 78

**Travel to:** Peachtree St and Ellis St

**A.M. Departure:** 5:30, 6, 6:15, 6:30, 7, 7:30, 8

**A.M. Arrival:** 6:15, 6:45, 7, 7:15, 7:55, 8:25, 9

**P.M. Departure:** 3:35, 4:05, 4:35, 4:50, 5:05, 5:35, 6:05



**P.M. Arrival:** 4:30, 5, 5:30, 5:45, 6, 6:30, 7

**Additional Commuter Benefits for not driving alone!**

- Five free guaranteed rides home a year (via taxi anywhere in the region) in case of emergency. See Human Resources for vouchers.
- \$20 worth of Flex Bucks per month for Flex Car vehicle rental (Flex Bucks are for personal-use trips, any hours needed for work can be submitted in monthly expense reports for reimbursement.)
- Cash rewards and other prizes. [www.commuterreward.com](http://www.commuterreward.com)
- Save money, less stress, and better air to breathe

\*Based on \$50/month parking fee after subsidy and \$.522 per mile for gas, maintenance, insurance, and depreciation of a vehicle driven 15,000 miles per year. (AAA 2006)

**Prepared by:**

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 f: 404.658.1919

Figure 7.6 - Sample Personalized Commute Plan

### 7.2.7 Individualized Marketing

Individualized marketing (IM) programs have been tested throughout the world and typically reduce the drive alone rate within their targeted communities by 5 to 15 percent. IM programs use a unique outreach technique to segment targeted populations based on their willingness to use sustainable modes of transportation. Outreach efforts are targeted toward members of the population who are considered most likely to increase their use of non-drive-alone modes of transportation. An IM program should be implemented that targets employees in downtown Syracuse.

Implementing and evaluating an IM program is a five-step process that involves a before survey, segmentation, information distribution, motivation, and evaluation. Each step of the process is described below.

#### Before Survey

A web or paper-based survey is distributed to employees for the purpose of segmenting the employee population into three groups that are: (1) interested in using sustainable transportation modes; (2) regular users of sustainable transportation; and (3) not interested in using sustainable transportation. Employees are offered incentives to participate in the survey and reminder letters and other prompts are used to further encourage survey participation.

#### Segmentation

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 sustainable transportation are excluded from further marketing efforts.

#### Information Distribution

Order forms for transportation related marketing materials are sent out to individuals who are defined as interested and regular users of sustainable transportation modes. The order forms are returned to the project manager and customized marketing materials are sent to employees based on their unique interests. An incentive is offered in order to encourage employees to order information.

#### Motivation

In addition to information, employees are offered incentives to use non-drive-alone travel modes. Incentives can include free and reduced cost transit passes, gas cards for individuals who form carpools, bike locks, bike helmets and commuter bags. Promotional events such as transportation fairs are also held to further push the message of sustainable transportation use and to offer an additional medium for the distribution of transportation-related information.

#### Evaluation

A post-program survey is distributed to employees. All employees are asked to participate in the survey and the collected information is used to determine the mode split change, number of trips reduced and number of vehicle miles of travel reduced as a result of the program.

As the population of residents living downtown increases, IM programs can be implemented with downtown residents.

### 7.3 Future Programs

Downtown Syracuse employees expressed interest in additional TDM programs that should be considered for future implementation. They include a free transit pass program, free access to cars for midday errands or meetings and changes to improve perceptions of safety. These items are not recommended for near-term implementation because of their cost.

## 7.4 Funding Sources

Sustainable funding sources are a critical element of a successful TDM program in downtown Syracuse. Funding can be used by a TSO to implement specific programs or for a TMA to implement the broader recommendations outlined in previous sections.

The most commonly used source of federal revenue for TDM programs across the United States is CMAQ funds from the Federal Highway Administration (FHWA). CMAQ funds provide funding for projects and programs that reduce transportation related emissions in air quality nonattainment and maintenance areas for ozone, carbon monoxide (CO) and particulate matter (PM-10, PM-2.5). These funds are available to states with TDM related projects that:

- Improve transportation systems management and operations that mitigate congestion and improve air quality; and
- Involve the purchase of integrated, interoperable emergency communications equipment.

In the Syracuse metropolitan area, the entire CMAQ allocation is currently programmed to several entities within Onondaga County. Additional funds may become available in the future; however, actual amounts are underdetermined at this time. In light of that reality, the following funding sources should be considered:

- **Transportation and Community and System Preservation (TCSP) Funds** – The FHWA administers TCSP funds. These funds are available to states, metropolitan planning organizations, local governments and tribal governments with projects that improve the efficiency of the transportation system, reduce environmental impacts of transportation, reduce the need for costly future public infrastructure investments, ensure efficient access to jobs, services and centers of trade, and examine development patterns and identify strategies to encourage compatible private sector development patterns. The nature of TDM programs supports all of these elements and makes them eligible for TCSP funds.
- **Job Access and Reverse Commute (JARC)** - According to the Community Transportation Association of America (CTAA), the JARC program (administered by the Federal Transit Administration) “provides grants to communities for the purpose of filling gaps in employment transportation. The primary beneficiaries of this program are low-income families and families coming off of Welfare assistance who otherwise would have a difficult time getting to jobs and related services, such as child care and training.” The JARC funds that would apply to downtown Syracuse would be focused on job access grants that would develop new transportation services for low-income workers and/or fill in gaps in existing services. JARC grantees are required to provide a 50 percent match for operating and a 20 percent match for capital projects.
- **Surface Transportation Program (STP)** –Transportation for America concisely summarizes STP as a “Federal-aid highway funding program that supports a broad range of surface transportation capital needs, including road, transit, sea and airport access and vanpool, bike and pedestrian facilities. This is the largest program dollars wise in the federal transportation program, and these funds are flexible, i.e., can be used on multiple different projects and modes.” The Federal share is generally 80 percent, subject to the sliding scale adjustment. When the funds are used for Interstate projects to add high occupancy vehicle or auxiliary lanes, but not other lanes, the Federal share

may be 90 percent, also subject to the sliding scale adjustment. Certain safety improvements listed in 23 USC 120(c) have a Federal share of 100 percent.

- **Environmental Protection Agency's (EPA's) Environmental Education Grants** - The Grants Program sponsored by EPA's Office of Environmental Education (OEE), Office of External Affairs and Environmental Education, supports environmental education projects that enhance the public's awareness, knowledge and skills to help people make informed decisions that affect environmental quality. Projects funded in the past have focused on the involvement of environmental education in efforts to change curriculum, instruction, assessment or how schools are organized. Any local education agency, college or university, state education or environmental agency, non-profit organization or noncommercial educational broadcasting entity is eligible to receive this grant. These may be best suited for education of students at the Syracuse area's colleges and universities about transportation decisions and their impact on the environment.
- **Federal Transit Administration (FTA) Livability Initiative Grants** - The Federal Transit Administration administers Livability Initiative grant funds. These funds are available to states, local governments and tribal governments with projects that improve mobility and accessibility, promote transit-oriented development (TOD) and joint development of transit facilities, improve housing affordability, coordinate the planning of land use and transportation investment and focus investments in public transit infrastructure that will have lasting impacts on reducing greenhouse gas emissions and mitigating transportation's impact on climate change.

A caution that should be shared is that approval of a new transportation bill (which has an uncertain date) may very likely eliminate certain funding categories and create new ones.

### 7.5 Potential Program Benefits

Program benefits for the recommended TDM strategies can be estimated based on their impact on vehicle miles of travel and parking demand. Table 7.1 summarizes the benefits that can be achieved if the recommended TDM strategies are implemented and fully funded. The benefits are based solely on outreach targeted to employers who participated in the employer survey conducted as part of this plan development. Those employers represent approximately 2,800 employees, or slightly more than 10 percent of all employees working in downtown Syracuse. Only these employers are included in the analysis because they have expressed an interest in TDM and willingness to participate in TDM activities. After the TDM program is established, outreach can be expanded to include additional employers and employees in downtown Syracuse.

The vehicle miles of travel (VMT) and daily parking reductions shown in Table 7.1 were calculated using the EPA's COMMUTER model, program results from the implementation of similar strategies and findings contained in journal articles. The source used for each estimate is provided in the notes below Table 7.1.



**Table 7.1 – Estimated Program Benefits**

<b>Program</b>	<b>Annual VMT Reduction</b>	<b>Daily Parking Reduction</b>
Assign TDM Specialist <sup>1</sup>	0	0
Program Coordination <sup>1</sup>	0	0
Develop Marketing Plan and Materials <sup>1</sup>	0	0
Develop Online Clearinghouse of Transportation Information <sup>2</sup>	150,000	21
Create Guaranteed Ride Home Program <sup>3</sup>	137,984	19
Online Carpool Matching <sup>4</sup>	110,387	15
Assist Companies with Telework Implementation <sup>4</sup>	82,790	11
Identify and Promote Carsharing Opportunities <sup>5</sup>	Unknown	40
Personalized Commute Plans for Relocating Businesses <sup>6</sup>	Unknown	Unknown
Individualized Marketing <sup>7</sup>	689,920	95
Develop Bike Parking System <sup>8</sup>	110,387	15
Conduct Employer Outreach <sup>8</sup>		
Advocate for Transportation System Improvements <sup>8</sup>		
Conduct Specialized Marketing Campaigns and Challenges <sup>8</sup>		
Flexible Schedules <sup>8</sup>		
<b>Total</b>	<b>1,281,469</b>	<b>216</b>

## Notes:

- (1) These programs are necessary to implement and market the other recommended strategies.
- (2) Benefits are based on results from employer individualized marketing campaigns in the Region of Peel, ON that utilized online transportation tools to disseminate travel information.
- (3) Based on survey results from the Denver Regional Council of Governments that found GRH programs increase carpool frequency by 8%
- (4) Model results from the EPA's COMMUTER model
- (5) Shaheen, S., Cohn, A. & Martin, E. (2010a). Carsharing Parking Policy: Review of North American Practices and San Francisco, California, Bay Area Case Study. Transportation Research Record. 2187, 146-156. One shared car remove 9 to 12 cars from the road. We assume 10 removed vehicles per shared car in Syracuse and the addition of 4 new shared cars in downtown.
- (6) Dependent on number of relocating companies. Anticipate 5% reduction in VMT and parking within relocating employer populations.
- (7) Assumes 5% reduction in SOV trips based on Peel EIM program results.
- (8) The impacts of these programs were estimated together using the EPA's COMMUTER model.

The study stakeholders said they would like to see the TDM program reduce parking demand by 1,300 spaces per day. The initial phase of the TDM program is expected to reduce parking demand by 216 spaces per day. The initial phase is based on outreach to 10 percent of the employees in downtown Syracuse and the addition of four new shared cars to downtown. As the program expands to additional employers its benefits will increase and likely reduce demand for 1,300 parking spaces per day. Achieving this reduction will require the TDM program to reach approximately 70 percent of the downtown employment base. It is recommended that efforts focus on the largest employers as those efforts generally result in more benefits per dollar than efforts focused on smaller employers.

### 7.5 Performance Measurement

The primary measure of success for the TDM program will be parking reductions with the long-term goal of reducing parking demand by 1,300 spaces per day. However, to have a thorough understanding of the program success three areas must be measured: (1) program impacts, (2) program participation, and (3) program awareness.

#### *Program Impacts*

Program impacts are reductions in parking demand and VMT. VMT reductions are directly related to improvements in air quality and reductions in greenhouse gas emissions. Changes in parking demand and VMT can be measured through surveys and parking counts.

Surveys can be used to measure changes in travel behavior and program awareness. Employees at companies that participate in the TDM program should be surveyed on a regular basis, either annually or biennially, depending on the level of resources available and willingness of employers to participate in surveys. To limit costs, survey should be conducted online. With this method a survey instrument is created and a link to the survey is sent to participating employers who are asked to distribute the link to their employees and request that the employees complete the survey. This methodology works well with white-collar workers who typically have company provided email accounts and access to the Internet. As the TDM program expands it may work with more retail or service employees who do not have company provided email accounts or workday access to the Internet. For these employees a paper survey will be required.

All survey questions should be standardized so that information can be compared across employers and companies. Employees should be asked how they commuted over the last five days, the distance they traveled from their home to work and any appropriate questions required to determine employee awareness of TDM programs and marketing.

Any materials written to encourage survey participation should be careful to avoid biasing the sample. Phrases such as "transportation survey" should be used instead of "transit survey" or "carpool survey." Individuals who use alternative modes should not feel more compelled to respond to a survey than individuals who drive alone. Incentives offered for survey completion should also avoid biasing the sample; do not offer items such as bus passes, gas cards, or bikes. Incentives should be desirable to all individuals regardless of their commute or general travel modes.

An alternative or supplement to surveys is parking counts. Parking demand is likely to continue to grow regardless of the success of TDM efforts. This is because new businesses and residences in downtown Syracuse will generate more demand for parking, only some of which can be offset

with TDM strategies. For this reason it is necessary to determine the total number of parking spaces utilized per downtown employee. For example, if you have 900 spaces utilized and 1000 employees, the parking demand per employee is 0.9. If in the future overall parking demand increases but demand on a per employee basis decreases, it would signify that TDM strategies and infrastructure improvements are decreasing the drive-alone rate.

#### *Program Participation*

Programs cannot achieve results unless individuals participate in them. The following information on program participation should be tracked.

- Number of visits to the online Clearing House
- Number of registrants in the Guaranteed Ride Home program
- Number of registrants in the carpool matching Web site
- Number of carpools formed via the carpool matching Web site
- Number of employers and associated employees participating in the telework program
- Number of attendees/participants in the marketing campaigns and challenges
- Number of personalized commute profiles distributed to employees
- Number of bicycle lockers installed
- Number of carshare vehicles located in downtown Syracuse

It should be noted that high program participation does not necessarily result in significant reductions in VMT or parking demand. In addition to attracting participation, programs must also drive participants to modify their travel behavior, thus yielding program impacts.

#### *Program Awareness*

Successful TDM programs will increase individuals' awareness of and willingness to use sustainable transportation modes. To understand how successful TDM programs are at accomplishing these goals, the follow items should be tracked:

- Number of people or proportion of the employee population that is aware of the TDM programs being offered or promoted
- Number of people or proportion of the employee population that know how to use or take advantage of the programs being offered or promoted

When measuring program awareness it is important to determine how individuals became aware of programs and services. This information can be used to improve advertising and promotional activities.

## 8.0 Conclusions

This study was conducted to identify potential TDM programs and services that could be implemented to improve access to downtown Syracuse. Through the process of this study stakeholders identified goals that included reducing parking demand by 1,300 spaces, improving downtown labor force access, increasing stakeholder knowledge of TDM and obtaining buy-in for TDM strategies from local businesses and government agencies.

One element of this study included an evaluation to determine whether TDM strategies could be successfully implemented through a TMA. While a TMA was not found to be feasible at this time, due to a lack of funding and a potential host organization, opportunities do exist to successfully implement TDM strategies within downtown Syracuse. The recommended TSO provides an opportunity for area stakeholders to identify common goals, seek transportation funding opportunities and implement successful TDM strategies. As demand for TDM services increases and more funding becomes available, the community can consider the creation of a TMA to support the implementation of more advanced TDM services.

While the recommended TSO would be an informal organization, it can still be highly effective. The Heathrow Area Transport Forum (Forum) in England is a stakeholder organization that functions similarly to the recommended TSO. While not a formal TMA, the Forum has managed to identify funds for rail and bus station improvements, help implement a special transit pass for individuals who frequently travel to the airport and encourage carpooling by Heathrow staff members. In addition, the organization successfully advocated for the creation of two high-occupancy vehicle lanes and a bus-only lane on one of the roadways that directly serves Heathrow Airport. The Heathrow example clearly shows that a group of motivated stakeholders can achieve significant change.

This study represents a starting point for TDM in downtown Syracuse. With sufficient effort, the goals identified by stakeholders can be accomplished ensuring that downtown Syracuse remains accessible and development opportunities are not missed.

## **Appendix A – Public Involvement Plan**

## A1. Introduction

Engaging the public early and often in the planning process is critical to the success of any transportation plan or program and, as such, is required by numerous state and federal laws. This legislation calls on Metropolitan Planning Organizations (MPOs) such as the Syracuse Metropolitan Transportation Council (SMTC) to provide citizens, affected public agencies, businesses, local governments, and other interested parties with a reasonable opportunity to comment on transportation plans and programs.

While public participation is mandated, it is also practical. No one organization has a monopoly on good ideas – they often germinate through an open exchange of information. It is the SMTC's intention to engage both the public and decision-makers to define the goals and objectives of the Downtown Transportation Demand Management (TDM) Project, to identify opportunities and threats with respect to TDM, to outline a set of recommendations that will work for downtown Syracuse, and to set the stage for future action on TDM initiatives from both the public and the private sectors.

This Public Involvement Plan (PIP) was created under the SMTC's umbrella Public Participation Plan (PPP), which can be found at the SMTC's website, [www.smtcmpo.org](http://www.smtcmpo.org).

## A2.Goals

The goals of the PIP for the Downtown TDM Project are to:

- Make the public aware of the study's goals, objectives, and process, as well as publicize the public participation opportunities throughout the study; and
- Involve the public throughout the planning process.

## A3. Study Advisory Committee (SAC)

The PIP includes the formation of a Study Advisory Committee (SAC) to assist the SMTC and the consultant in the study. Representatives from the following affected agencies will be invited to participate in this study as SAC members:

- City of Syracuse
- Syracuse-Onondaga County Planning Agency
- CNYRTA
- CenterState CEO/Downtown Committee
- NYSDOT
- Major downtown employers and/or developers
- Other SMTC member agencies as appropriate

The SMTC and project sponsor will determine initial representation on the SAC. However, the SMTC will actively seek input at its "kick-off meeting" and throughout the course of the study regarding additional individuals who could participate and provide valuable input.

The SAC will meet regularly with the SMTC and consultant to advise on the content of deliverables and to provide needed input throughout the project. It is anticipated that a minimum of five SAC meetings will be held throughout the course of the study. These meetings will likely cover the following topic areas:

- *Meeting 1:* Define problem statement, objectives, and extent of study area and review Public Involvement Plan

- *Meeting 2:* Review Background Memo, employee questionnaire tool and process, and employer outreach tools and process
- *Meeting 3:* Review results of employee questionnaire and employer outreach and define TDM goals
- *Meeting 4:* Review Existing Conditions, Opportunities, & Challenges Memo
- *Meeting 5:* Review Alternatives Analysis Memo

Securing a meeting location and announcing the SAC meetings through mailings will be the responsibility of the SMTC. The consultant will be responsible for facilitating the SAC meetings (including preparation of agenda, materials, presentations, etc.), and preparing the minutes from each meeting.

#### A4. Employer and Employee Outreach

The SMTC and the consultant will use questionnaires and interviews to reach a broader group of stakeholders with a direct interest in TDM, namely downtown employers and employees.

##### *Employee Questionnaire*

The SMTC and the consultant will develop and administer a questionnaire designed to measure attitudes of downtown employees with respect to TDM. The questionnaire will identify existing travel patterns and the potential for travel behavior change.

The questionnaire will be distributed electronically, making it both easy to administer and analyze. A limited number of paper questionnaires may also be distributed as an alternative method of collecting feedback. The questionnaire will be conducted during a two-week period when there are no holidays or school vacations. This will ensure that the questionnaire captures as many respondents as possible.

Three main tools will be used to recruit participants for the questionnaire:

- *Incentives:* The SMTC and consultant will work with the MDA to identify downtown Syracuse merchants who would be willing to donate gift cards in return for free promotion as part of the questionnaire marketing efforts. These gift cards will be used in a series of drawings for employees who participate in the questionnaire. The sooner that employees respond to the questionnaire, the more drawings for which they will be eligible to participate.
- *General Publicity/Media:* The SMTC and consultant will design posters to promote questionnaire participation. The message will focus on the incentives, and the posters will be designed for posting in kitchens, break rooms, or at water coolers at downtown places of business. Posters will be distributed to questionnaire coordinators (see below), who will be asked to display the posters upon receipt.
- *Direct Personal Contact:* Having an internal champion at each major employer who can work as an on-site questionnaire coordinator will be critical to the questionnaire's success. The consultant will work with the SAC to identify target employers in priority areas of downtown and recruit those employers, through a questionnaire coordinator, to participate 8-10 weeks in advance of the questionnaire period. A combination of long- and short-term financial incentives will be employed to motivate these designated coordinators. Long-term, the consultant will offer that information derived from the questionnaire will be used to develop cost-effective transportation solutions for the employer. Short-term, gift card



drawings will be offered for coordinators that achieve a minimum employee response rate early on in the questionnaire process.

The on-site questionnaire coordinators will not only be essential to recruitment efforts, they will also be the main mechanism for questionnaire delivery. It is assumed that the on-site coordinators will have access to employee listservs and will be able to administer the questionnaire via these listservs.

The SMTC and the consultant will provide questionnaire coordinators with a questionnaire communications plan that will include key actions, dates and, where appropriate, sample language for the following:

- a. *Kick off meeting* – Coordinators from all participating employers will be invited to a kick-off meeting where the SMTC and consultant will distribute questionnaire packets and go over the questionnaire process and incentive structure.
- b. *Email Blasts* – The SMTC and consultant will send email blasts to all employer champions informing them of the questionnaire campaign, website links, and prize drawings.
- c. *Questionnaire Packet Distribution* – The SMTC and consultant will work with each on-site questionnaire coordinator and engage them in online and telephone communication. This may be supplemented with other activities in the office as necessary. As part of this on-line communication, sample questionnaires, information about the questionnaire process, and an outline the questionnaire incentive strategy will be shared with questionnaire coordinators. The final questionnaire packets will include the questionnaire link, the questionnaire poster, a schedule, and drafts of the following memoranda for distribution:
  - *Initial Memorandum* – The SMTC and the consultant will provide a memorandum to questionnaire coordinators from the SMTC/MDA explaining the purpose of the questionnaire, the incentives for completion, and the incentives for high participation rates. The memo will include relevant dates concerning the receipt and submission of completed questionnaires.
  - *Post-Prize Drawing Reminder Memo* – Shortly after the questionnaire release, the SMTC and consultant will draft and distribute a memorandum from the SMTC/MDA reminding questionnaire coordinators about the ongoing questionnaire and encouraging participation in the initiative. Winners of the most recent prize drawing will be highlighted and thanked for their participation. Details of the incentive package for questionnaire coordinators will be reiterated.
  - *Wrap-up Memorandum* – A final memorandum will be sent to all employers to publicize the final prize winners and give a quick summary of the initial questionnaire results (such as response rate, number of managers who received prizes, etc). The memo will also serve as a 'Thank You' for all of those who participated in the questionnaire.

#### *Employer Questionnaire and Interviews*

In addition to outreach to downtown employees, the *Downtown Syracuse TDM Project* will reach out to downtown employers, business organizations, and developers through a questionnaire instrument and a series of follow-up interviews.

The intent of this second questionnaire is to provide a consistent format for input from employers, business organizations, and developers on transportation issues. This allows for clear comparison of issues across the participating organizations to determine if there are commonly perceived

transportation problems. The consultant will design the employer questionnaire to identify perceived transportation issues, level of experience with TDM practices, level of support for employee transportation programs, and employer interest in a Transportation Management Association (TMA).

The questionnaire will be distributed electronically, making it both easy to administer and analyze. A limited number of paper questionnaires may also be distributed in conjunction with workshops as an alternative method of collecting feedback.

The SMTC and the consultant will work with the MDA to develop a distribution list and distribute an electronic questionnaire to as many employers in downtown as possible. As with the employee questionnaire, the questionnaire link will be distributed to the distribution list with an introductory email/memorandum. Subsequent emails will remind employers to complete the questionnaire and announce its closing.

Following the conclusion of the employer questionnaire, the SMTC, working with the MDA, will arrange interviews with key representatives of 5-10 major downtown employers. The consultant will conduct these interviews with the aim of gaining a more detailed understanding of employer perceptions of transportation issues in the area. The intent of the stakeholder interviews is to help understand why the perceptions gathered from the survey exist by allowing stakeholders to elaborate on their questionnaire answers.

These employer interviews will also offer an opportunity to educate stakeholders about TDM, understand how they think TDM can address the needs of their organization, gauge their willingness to work collaboratively with other local businesses, and assess their interest in a TMA. This will be complemented by a discussion with each stakeholder about what they perceive to be the strengths, weaknesses, opportunities, and threats to a voluntary TDM program and/or a TMA.

#### A5. Public Information Sessions/Workshops

The SMTC and consultant will hold public information sessions/workshops at specific stages during the study. These workshops will be designed to provide an educational forum for employers and interested parties in downtown Syracuse to understand transportation issues and the role of TDM in addressing them.

The first of two sessions will occur after the Background Memo has been completed and will serve the function of educating and receiving feedback on transportation issues in downtown Syracuse from a large group of interested employers and property owners. Using the information garnered for the Background Memo, the consultant will facilitate a workshop that will engage private sector stakeholders in a dialogue about transportation issues. Any issues that had not previously been identified will be captured in this forum. Workshop attendees will then be educated about TDM and TMAs as solutions and the consultant will ascertain their level of interest in implementing them. The workshop will also provide an opportunity to promote the employee/employer outreach efforts.

The second session will occur after the Alternatives Analysis Memo has been completed and a determination has been made as to whether a TMA is feasible and/or some other approach to implementing TDM is preferred. This workshop will serve as an opportunity to educate the private sector about the findings of the study as well as the action steps identified to ensure successful implementation of TDM in downtown Syracuse. The workshop will help attendees answer the question: "Does a real and widely perceived problem exist to form the rallying issue for collective

action?" if the answer is "yes", the consultant will use the workshop to assess the level of interest or involvement of stakeholders to assure the necessary commitment to form a TMA or support another form of downtown Syracuse TDM initiative. The intended outcome of the workshop will be to foster attendee support of the identified action steps as well as specific commitments to fulfilling them after the session is over.

If, during the course of this study, the SAC feels that additional public meetings are warranted, the SMTC is prepared to accommodate this need. All meetings (SAC and public) will be held in a handicapped accessible facility in compliance with the Americans with Disabilities Act. The SMTC will make every effort to respond to those who notify the SMTC for the need of a sign language interpreter, assistive learning system, or any other accommodations to facilitate the public's participation in the transportation planning process.

Securing a meeting location and promoting the event through flyers, mailings, and press releases will be the responsibility of the SMTC. The consultant will be responsible for creating any materials related to the workshops (graphics, presentations, handouts, etc.), facilitating the session, and producing summaries to document the workshop.

#### A6. Project Website

The consultant will develop a project web-section for the SMTC website that includes stakeholder meeting information, information on TDM and TMAs, existing transportation conditions and any additional relevant project data.

The SMTC web site [[www.smtcmpo.org](http://www.smtcmpo.org)] will also serve as a resource for general information about the SMTC, the Downtown Syracuse Transportation Demand Management Project, and any final approved reports.

#### A7. Press Releases/Media Coverage

The SMTC will issue news releases (announcing the details of all public information sessions) to all major and minor newspapers, television stations, and radio in advance. If necessary, the SMTC will also send additional news releases or take the initiative to promote media coverage on pertinent developments pertaining to the Downtown Syracuse Transportation Demand Management Project.

If possible, all media inquiries should be directed to the SMTC director or project manager. However, this is not always possible. If SMTC committee members, SAC members, and/or interested stakeholders associated with the study receive media requests, comments should be limited to the respective agency's opinion or involvement in the study. Speaking to the media on specific issues and questions regarding the Downtown Syracuse Transportation Demand Management Study, such as the study progress and development, is the exclusive responsibility of the SMTC.

#### A8. SMTC Publications

The SMTC publishes a newsletter, DIRECTIONS, that offers news about its activities and particular studies. This newsletter is distributed to nearly 3,000 individuals, some of whom include the media; local, state, and federal agencies associated with the SMTC; municipal and elected officials; community agencies and representatives; and a large number of interested citizens. It is anticipated that articles on the Downtown Syracuse Transportation Demand Management Project will be published in issues of DIRECTIONS.

Should the need arise for the production of a separate newsletter/flyer/report to convey a timely study development, the SMTC staff is prepared to perform this additional task. It is also important to note that the mailing list of the SMTC newsletter, DIRECTIONS, will be updated to include all members of the SAC, stakeholders, and others interested or involved in the Downtown Syracuse Transportation Demand Management Project.

#### A9. Miscellaneous Public Involvement Efforts

To further its public involvement efforts, the SMTC/consultant will be asking SAC members and interested stakeholders to assist in better notifying citizens and community groups living and/or working in the study area about the workshops and the study in general. By helping to distribute flyers/announcements and speaking to the members of the community about the Downtown Syracuse Transportation Demand Management Project, the SAC and interested stakeholders will further promote public involvement in areas (and to individuals) that were not reached otherwise.

Meeting notices and study-specific materials may also be posted at libraries, local stores, shopping centers, and/or businesses. Approved documents, such as the study's Final Report, may be made available at libraries in the vicinity of the study area. News releases will be produced to announce the availability of such items, and the SMTC invites written comments at any time.

It is also the SMTC's intent to work with and encourage other agencies to include project materials, as appropriate, in their publications and to assist in material distribution.

If the SMTC needs to get public opinion on a particular topic, additional questionnaires may be used at one or more of the public workshops.

Additionally, the Downtown Syracuse TDM Project will include various types of visualization techniques to aid the study. Examples of techniques include mapping, aerial photographs, and pictures of the study area.

All citizens (especially those who are not able to attend the public meetings or participate in direct contact with the SMTC staff) are encouraged to submit comments to the SMTC at any time. This message will be publicized and made clear throughout the study's duration both verbally and on all study material and publications. The public is also welcome to attend any of the publicized SMTC Executive, Planning and Policy Committee meetings in which the Downtown Syracuse Transportation Demand Management Project may be on the agenda as a discussion item.

#### A10. Conclusion

It is important for the SMTC to understand public attitudes throughout the Downtown Syracuse Transportation Demand Management Project, as well as to solicit input from key stakeholders including downtown employers and employees. Through the activities described in this plan, the SMTC/consultant will solicit public input and provide opportunities for the public to develop greater awareness of and active involvement in the project.

## **Appendix B – Employee Survey**

## B1. Introduction

The following summarizes data collected from downtown Syracuse employees, in what has been referred to as the employee survey. The purpose of the survey was to better understand downtown transportation issues from an employee perspective. The responses obtained from employees will help in the development and analysis of potential TDM programs for the study area. The information will also be used to identify how best to market those services that are implemented.

### B1.1 Key Findings

Employees were asked a series of questions about how they travel, concerns they may have about parking and safety, preferences for travel services and the potential impact TDM services would have on their behavior.

The drive alone rate for surveyed employees is 80 percent, a relatively high rate for a central business district. After driving alone, carpooling is the most frequently used mode of transportation (10%). While 80 percent of employees drive to work, 60 percent said they never have a need for a vehicle during the day, and only 9 percent reported needing a personal vehicle either once or multiple times a day.

Twenty percent of respondents would like to receive information about carpooling, walking, biking and riding the bus. Thirty-one percent of respondents would like to use those travel modes more often than they do.

Seventy-two percent of survey respondents said that the price of parking is too high near their work, 48 percent said there is not enough parking in downtown Syracuse and 47 percent said they were not aware of all the parking options available to them. Only 25 percent of employees reported that their employer pays for their parking. Thirty percent reported that their employers help cover transit costs.

When employees who receive free parking were asked how they would generally travel to work if given \$70 a month instead of free parking, 16 percent said they would ride the bus, walk, bike or carpool instead of drive.

Twenty-two percent of respondents said they would use transit four or more times per week if given a free transit pass. Questions like this tend to over-report potential travel behavior change, but the response does indicate that free transit passes could be well received.

Safety is a concern for surveyed employees. Only nine percent said they always feel safe when walking alone in downtown Syracuse; that number increases to 16 percent when employees walk with another person. Perceptions of safety affect travel decisions. The survey results found that employees who feel safest in downtown Syracuse are 4 percentage points less likely to drive alone to work.

When asked what programs would be most likely to encourage them not to drive alone to work, employees selected the following:

- Free access to a car for midday errands and meetings
- Transit information tailored specifically to the user

- Free rides home for individuals who do not drive to work but need to leave early because of an emergency or sickness

Based on the survey findings a significant portion of downtown employees are willing to change how they travel if offered the right incentives or information. Programs likely to be effective include parking cash-outs that provide employees with cash instead of free parking, individualized marketing that provides employees with travel information based on their specific needs, free transit passes for interested employees, a guaranteed ride home program and car-share services.

A complete summary of the survey findings and the survey distribution process are contained in the following sections.

## B2. Employee Survey Approach

The survey aimed to collect opinions from a sample of employees regarding transportation issues they face commuting to and traveling around downtown. The survey process included the following steps:

- Design
- Distribution
- Processing
- Summary

The survey was designed in an electronic format (see Section B3 for a copy of the survey instrument). The questions and layout of the survey were reviewed by the Study Advisory Committee, as well as the Downtown Committee and SMTC staff. The survey could be completed online and all data were collected into a database for later analysis.

The survey was distributed via email. Respondents from the previously administered Downtown TDM Study employer survey who indicated interest in participating in the employee survey were sent an introductory email, including email text for survey distribution and an electronic link to the survey. Other contacts from the employer survey distribution list were sent a separate introductory email including the same materials. In addition, a flyer was distributed to employer contacts upon request. Employer contacts then distributed the survey to their employees via email. Several follow-up emails were sent to the employer contacts to encourage the distribution of reminder emails to employees. In addition, SMTC and Downtown Committee staff contacted employers who indicated interest by phone and email to try to encourage participation. As an incentive, all individuals that completed the survey were entered into a prize drawing for one of twenty \$25 American Express gift cards.

Ultimately, 1,354 employees participated in the survey. Approximately 48 percent of the responses came from public sector employees with the remainder coming from employees working in the private sector. Employees from the following organizations participated in the survey:

- AXA Equitable
- Bank of New York Mellon
- Central New York Regional Planning and Development Board
- City of Syracuse
- Environmental Design and Research
- Eric Mowers and Associates



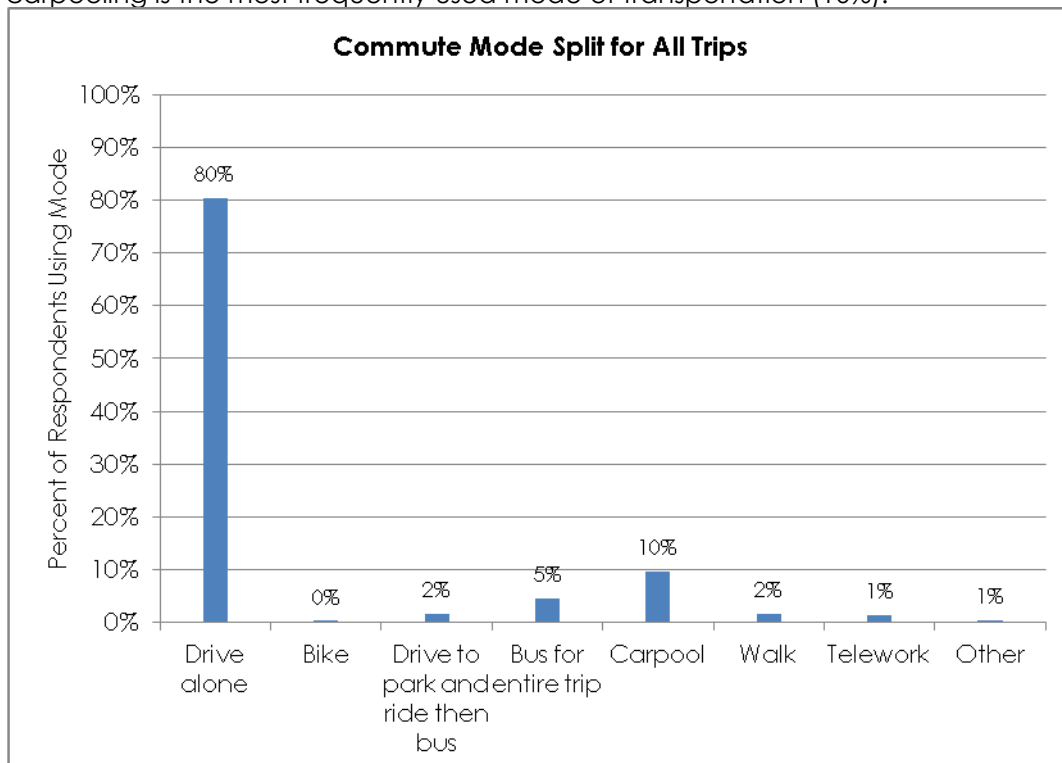
- Harris Beach, PLLC
- NYSDOT
- Onondaga County
- Personal Fitness
- Purplewire, LLC
- Salvation Army
- SMTC
- Syracuse University
- Taddeo and Shahan, LLP
- TextWise, LLC
- Wise Guys

A database tool was used to analyze the data, which was reviewed for outliers and other potential integrity issues.

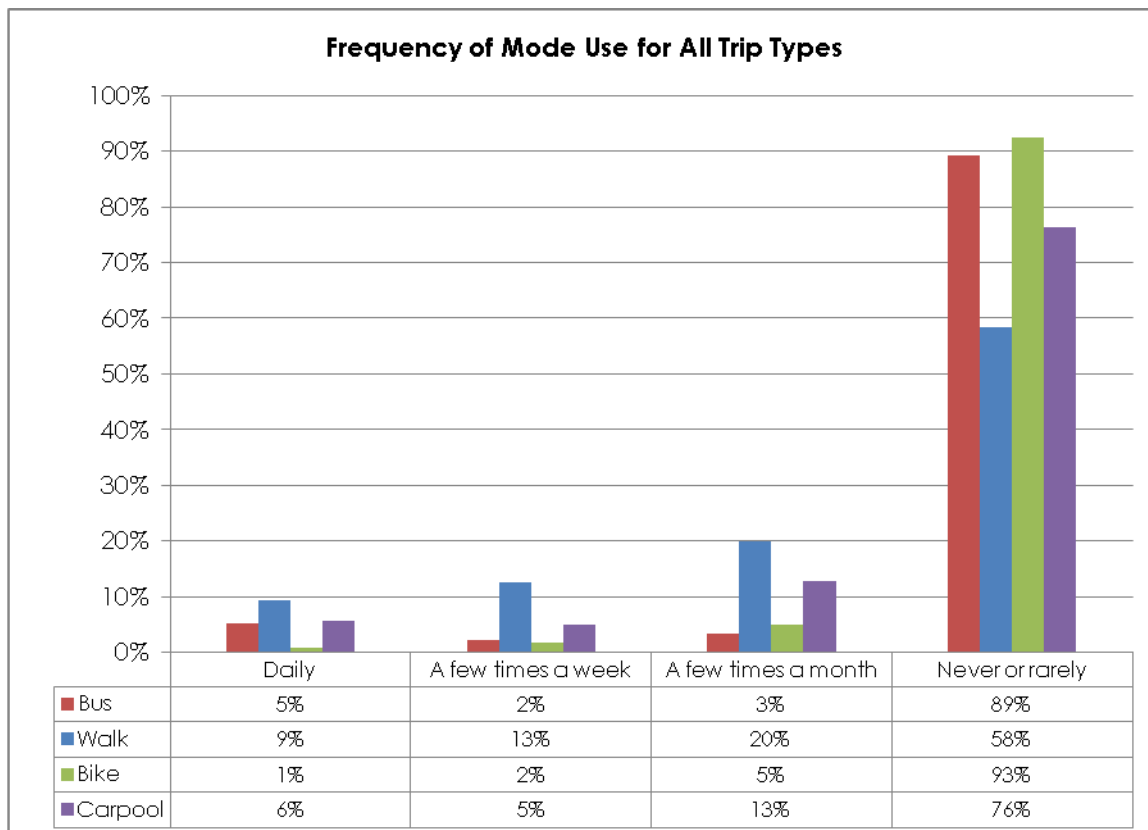
The survey results should not be viewed as representative of all employees within the study area. The survey was developed to collect information from employees at major employers within the study area that might be likely to participate in transportation demand management programs. The survey results represent the opinions and concerns of these employees only.

#### *B2.1 How Employees Travel*

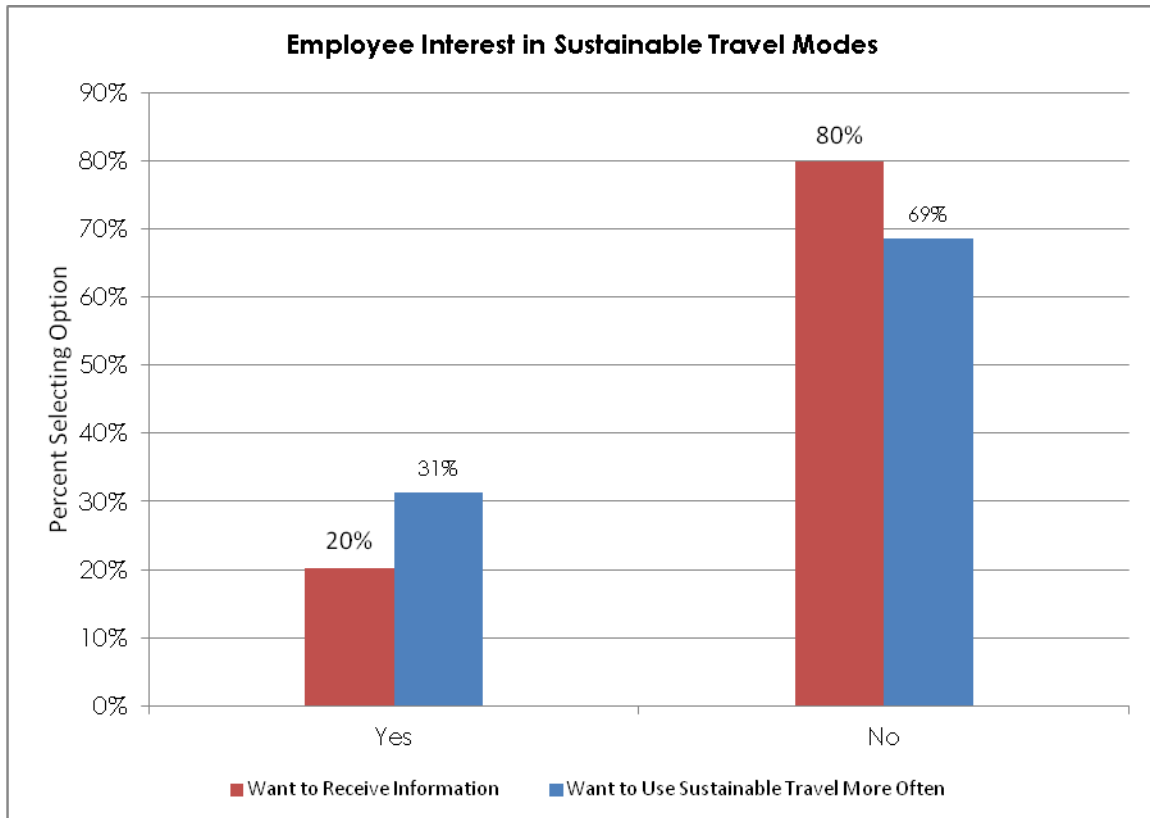
Employees were asked to report how they commuted to work during the previous five days. The resulting commute mode split is shown below. The drive alone rate (80%) is relatively high for a central business district but in line with the average for the United States as a whole. After driving alone, carpooling is the most frequently used mode of transportation (10%).



Employees were also asked how they travel for all trips, not just their commutes. The following figure summarizes the frequency at which survey respondents use various travel modes. Studies have found that individuals who use sustainable modes of transportation daily, a few times a week or a few times a month are likely to increase their use of those modes if provided with appropriate information or incentives.

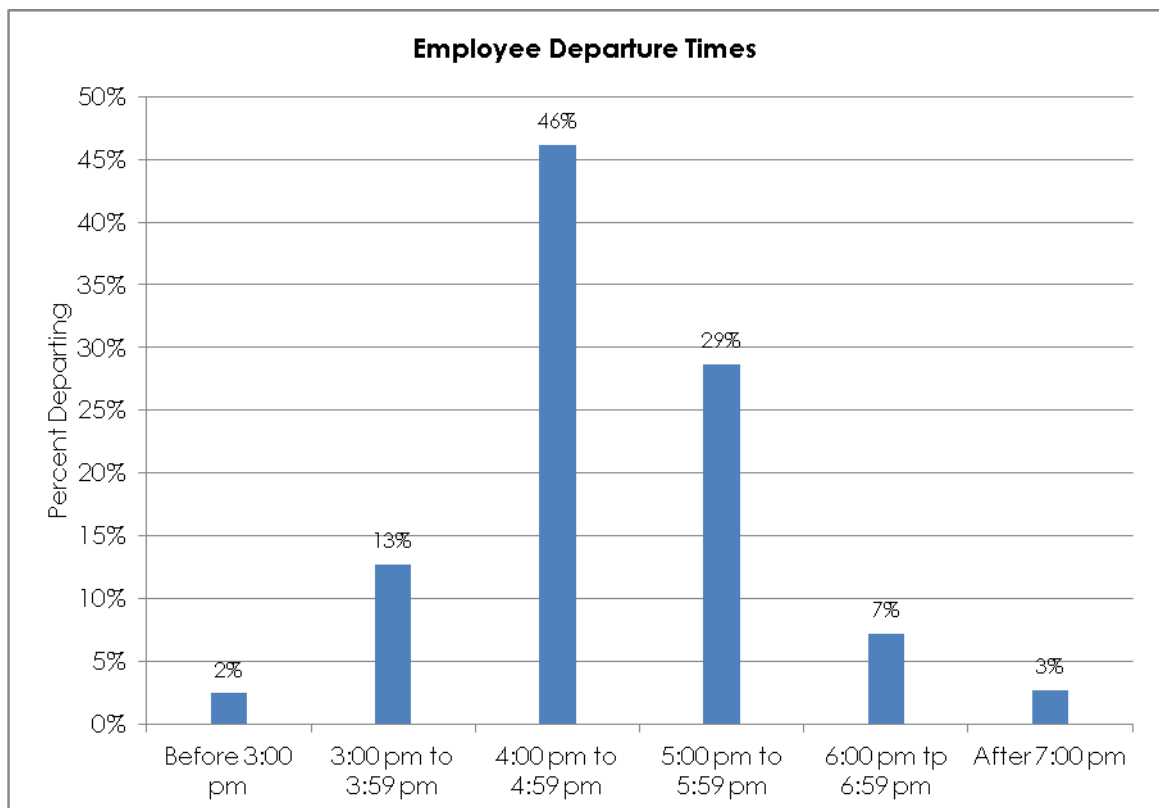
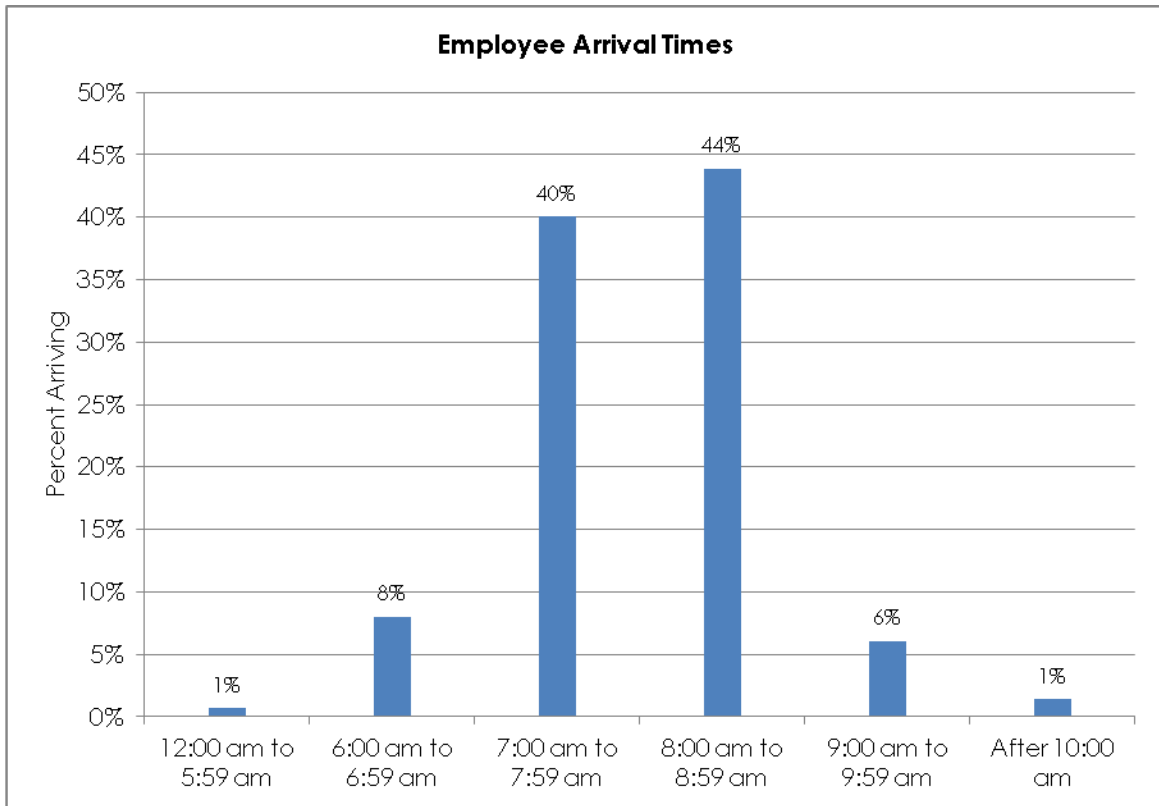


Two questions were asked to further understand employee interest in using sustainable travel modes. When asked if they would like to receive information on walking, biking, transit or carpooling, 20 percent of respondents said yes. When asked if they would like to increase their use of sustainable travel modes, 31 percent of respondents said yes. An analysis of this information and the frequency of mode use information suggest that approximately 35 percent of survey respondents are regular users of sustainable travel modes, when considering all of their travel. Fifteen percent of respondents are likely to increase their use of sustainable travel modes if provided with the appropriate information and incentives. These proportions are somewhat lower than what is typically seen by the project team in other areas.



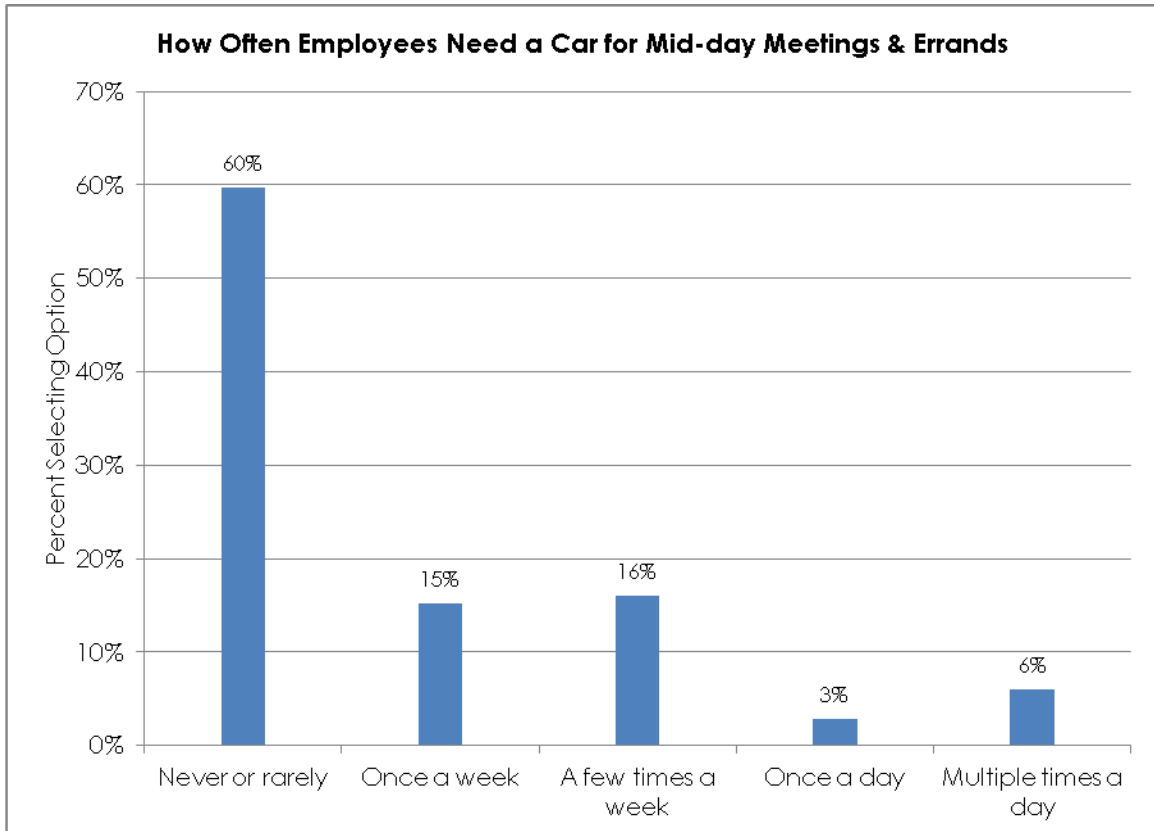
### *B2.2 Employee Arrival and Departure Times*

Employee arrival and departure times can significantly affect the travel choices available to them. Transit service is more frequent during peak travel hours and carpool partners are easier to find when large numbers of commuters are arriving and departing at the same time. The following two figures show when surveyed employees arrive at and depart from work. Eighty-four percent of respondents arrive in the two-hour window between 7:00 am and 9:00 am. Evening departures are not as clustered; 75 percent of respondents depart in the two-hour window between 4:00 pm and 6:00 pm.



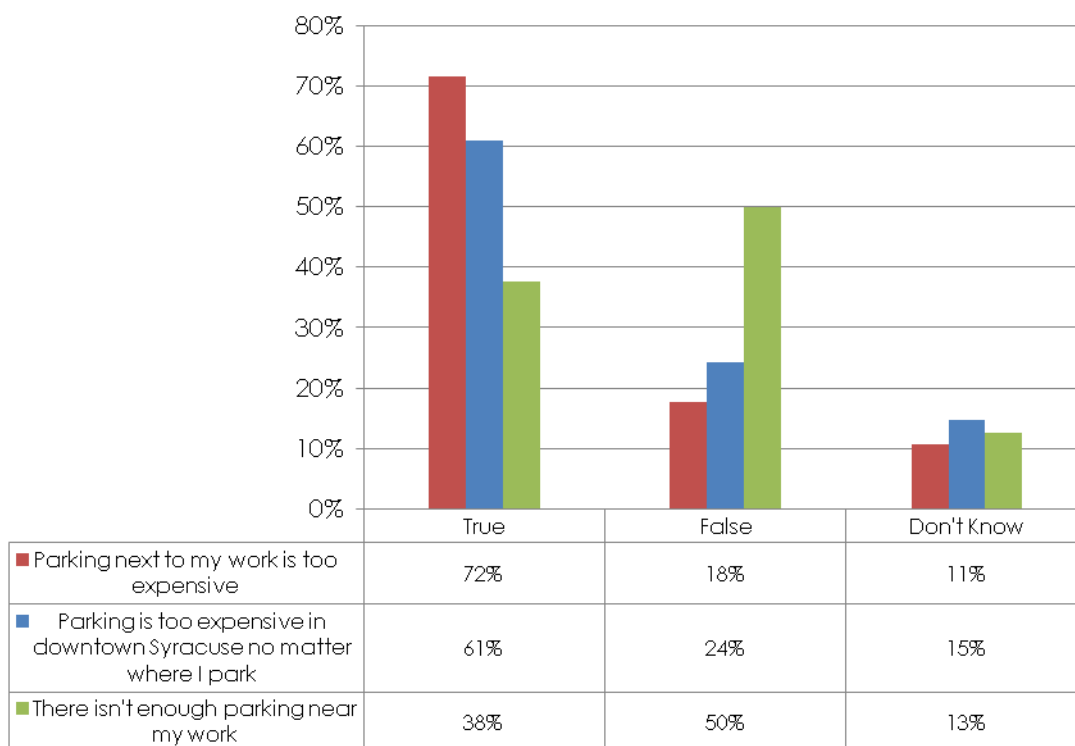
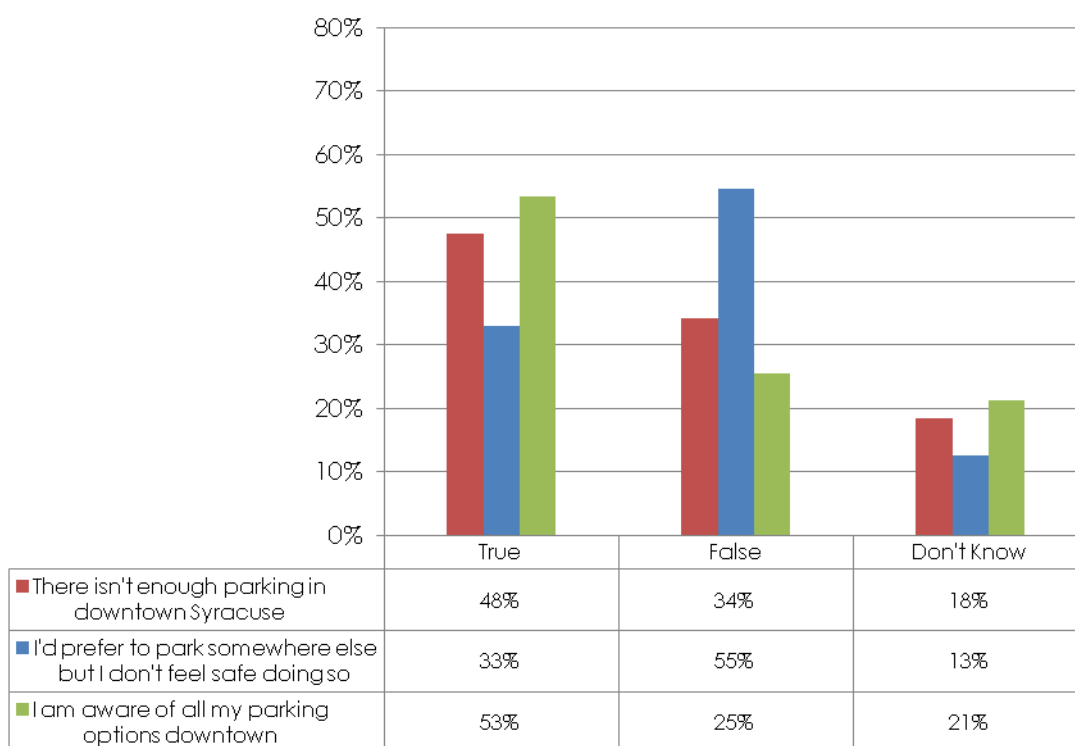
### B2.3 Mid-day Vehicle Need

Workers that need to run mid-day errands or attend meetings often feel that they are unable to commute by transit, carpool, bike or foot. To understand the scope of this issue in downtown Syracuse, survey respondents were asked about their need for a personal vehicle during the workday. Sixty percent of respondents said they never have a need for a vehicle during the day. Only nine percent reported needing a personal vehicle either once or multiple times a day.



### B2.4 Parking Issues

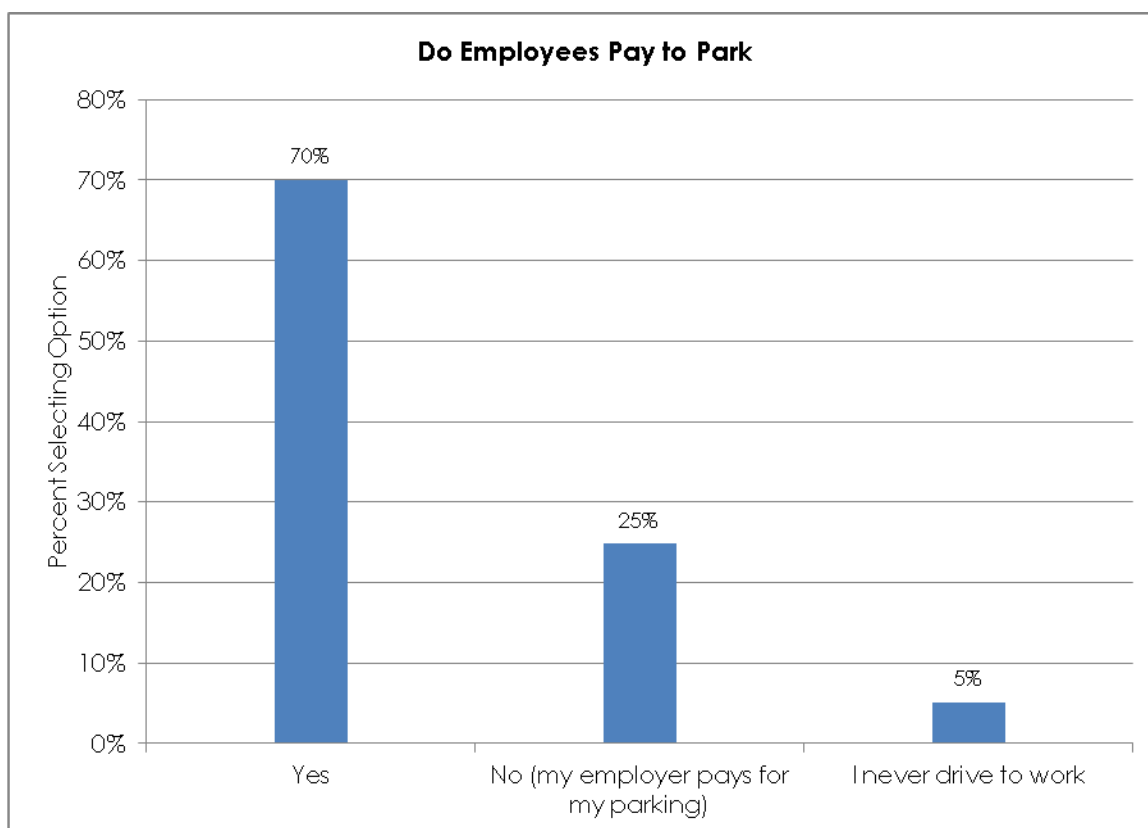
Survey respondents were provided with a number of statements about parking and asked to say whether the statements were true or false in their personal experience. The results indicate that employees are concerned with the cost of parking (72% said it is too high near their work) and the general availability of parking (48% said there is not enough in downtown Syracuse). About half of the respondents (47%) said they were not aware of all the parking options available to them.

**Parking Issues Affecting Commuters (Figure 1)****Parking Issues Affecting Commuters (Figure 2)**

### B2.5 Paying for Parking and Transit

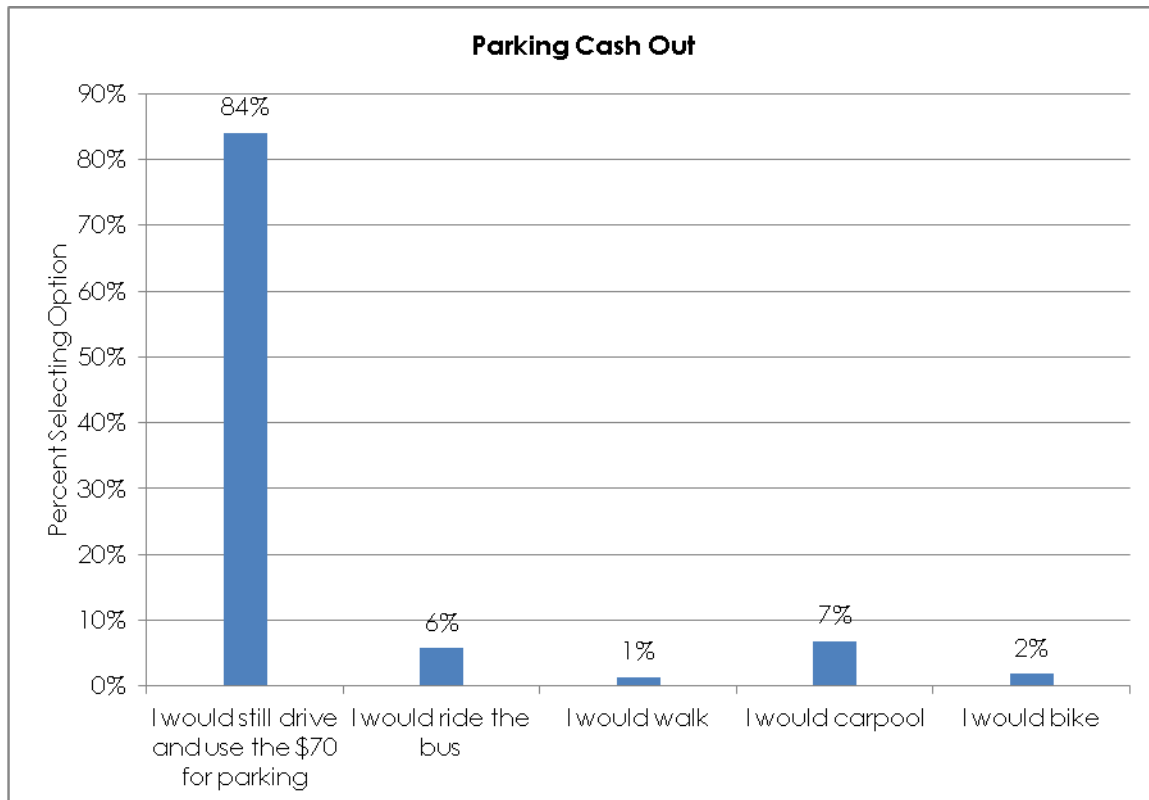
Survey respondents were asked a series of questions about parking and transit costs, both of which are strongly correlated with travel mode choice. A majority of survey respondents (70%) said they pay to park. Much fewer, 25 percent, said their employers pay the cost of parking and the remaining 5 percent said they never drive to work.

An analysis of the commute mode split data for the first two groups was conducted. Employees who pay to park drove alone 84 percent of the time during the survey's analysis period. Employees who receive free parking drove alone 90 percent of the time, showing the effect that free parking can have on mode split.

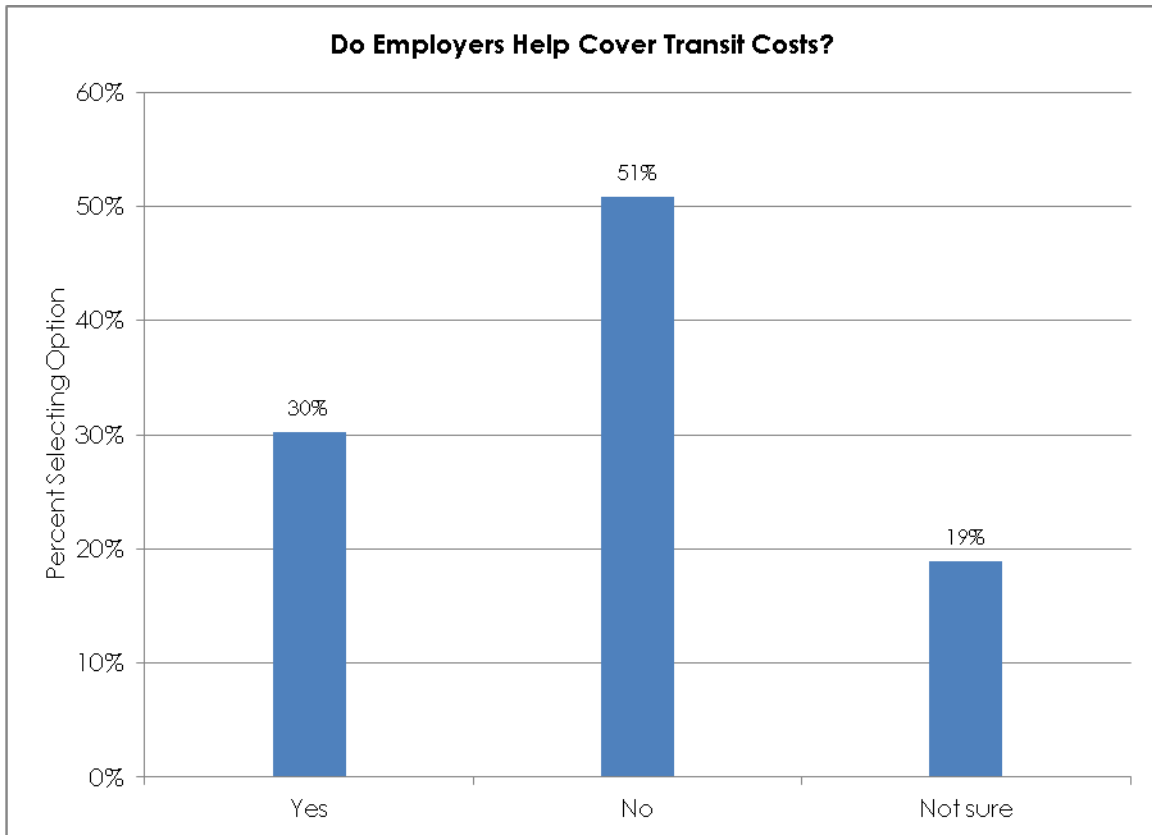




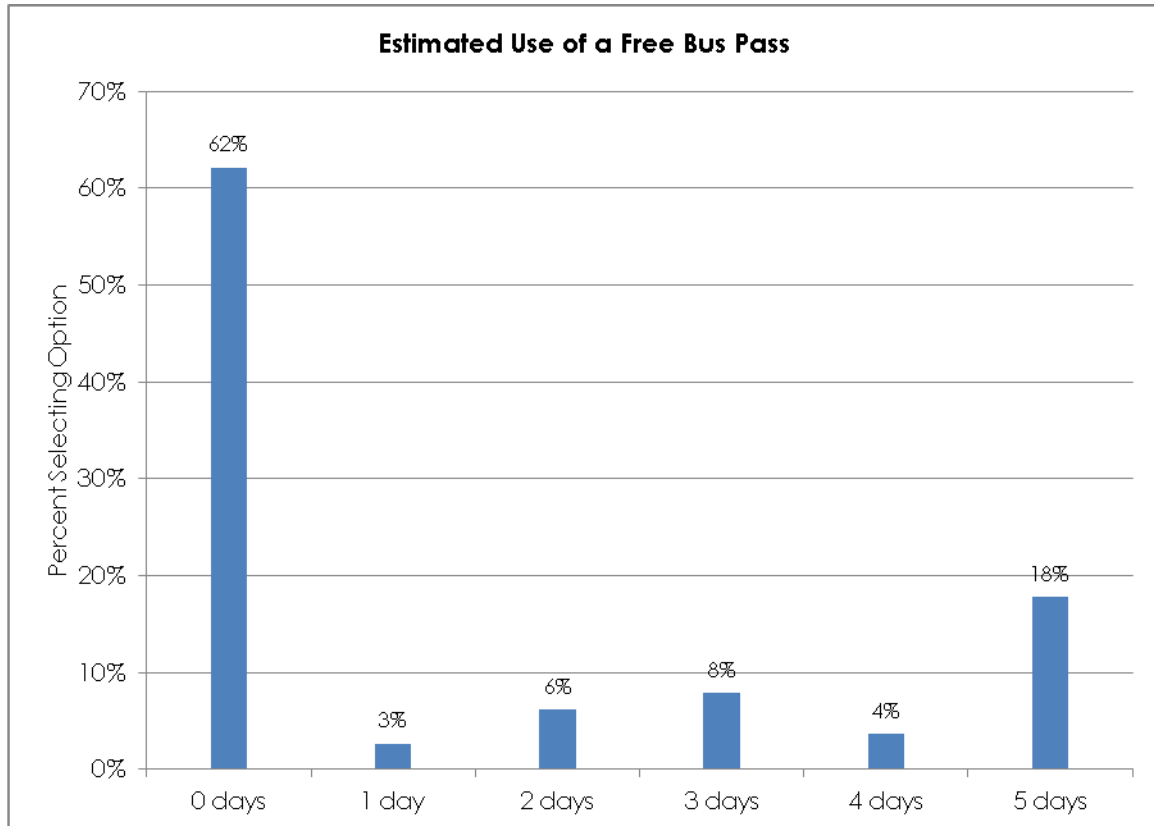
Employees who receive free parking from their employers were asked what they would do if their free parking was replaced with a \$70 cash payment. Payments like this are typically referred to as parking cash-out, and data from an analysis of 82 worksites by the Transit Cooperative Research Program indicate they can reduce the drive alone rate by approximately 15 percentage points (Kuzmyak, Evans, & Pratt, 2010). Sixteen percent of downtown employees said they would stop driving if given \$70 instead of free parking. Of those, the highest percentages indicated that they would either carpool or ride the bus instead.



Survey respondents were also asked if their employers help pay for transit costs by either allowing pre-tax purchases of transit passes, providing free transit passes or providing reduced cost transit passes. Thirty percent of employees said their employer assists with the purchase of transit passes. An analysis of the commute mode split information provided by employees found that those who receive assistance with transit costs were 15 percent more likely to commute using transit. However, the analysis also revealed that employees who do not receive assistance with transit costs were 35 percent more likely to carpool. The higher carpool rate within this second group offsets the lower transit use. In the end, the rate at which the two populations commute via single-occupancy vehicles is the statistically equivalent.



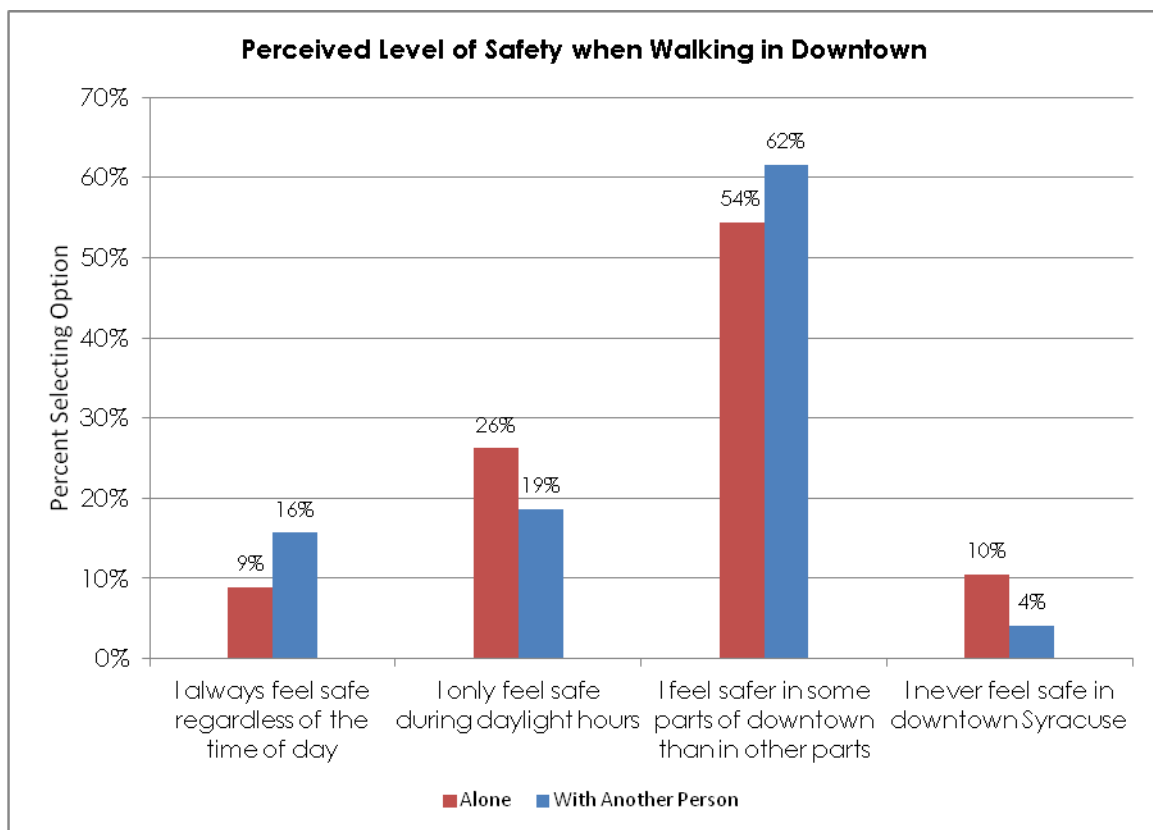
Twenty-two percent of survey respondents said they would use transit four or more days per week if given a free bus pass. An analysis of data from the Transit Cooperative Research Program found that commute single-occupancy vehicle travel normally only drops 5 to 8 percent when free bus passes are provided to employees (Kuzmyak, Evans, & Pratt, 2010).



### B2.6 Perceived Levels of Safety

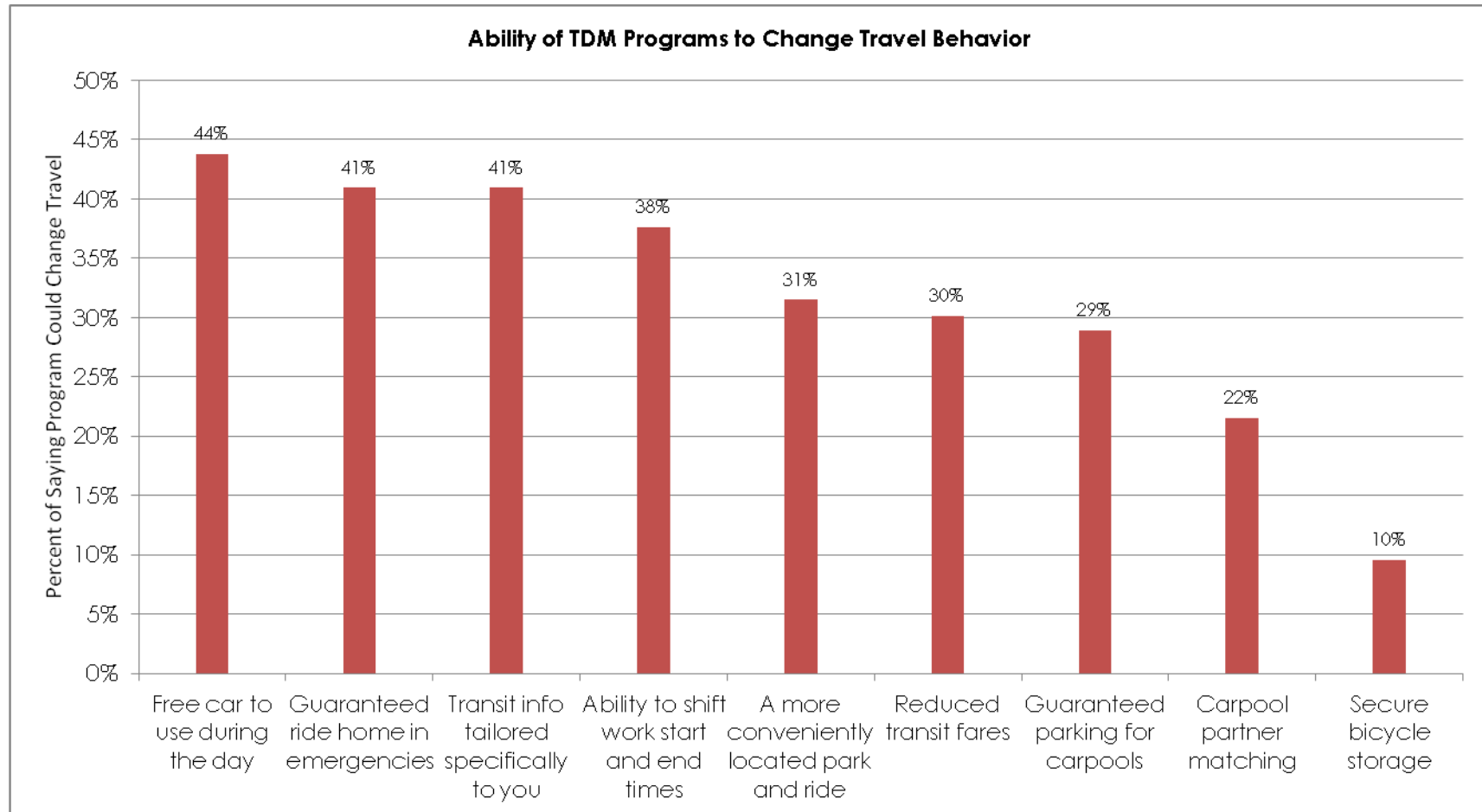
Perceived levels of safety affect the willingness of people to walk from distant parking lots, wait at bus stops and walk or bike to work. Only nine percent of survey respondents said they always feel safe when walking alone in downtown Syracuse; that number increases to 16 percent when employees walk with another person. The majority of respondents reported feeling safer in some parts of downtown than others, whether alone (54%) or when with another person (62%).

Employees who always feel safe or feel safe during daylight hours when walking alone have a drive alone rate of 78 percent compared to an 82 percent drive alone rate for employees that feel safer in some parts of downtown than others or never feel safe when walking alone. The difference is relatively small but does indicate that perceptions of safety do affect transportation decisions.



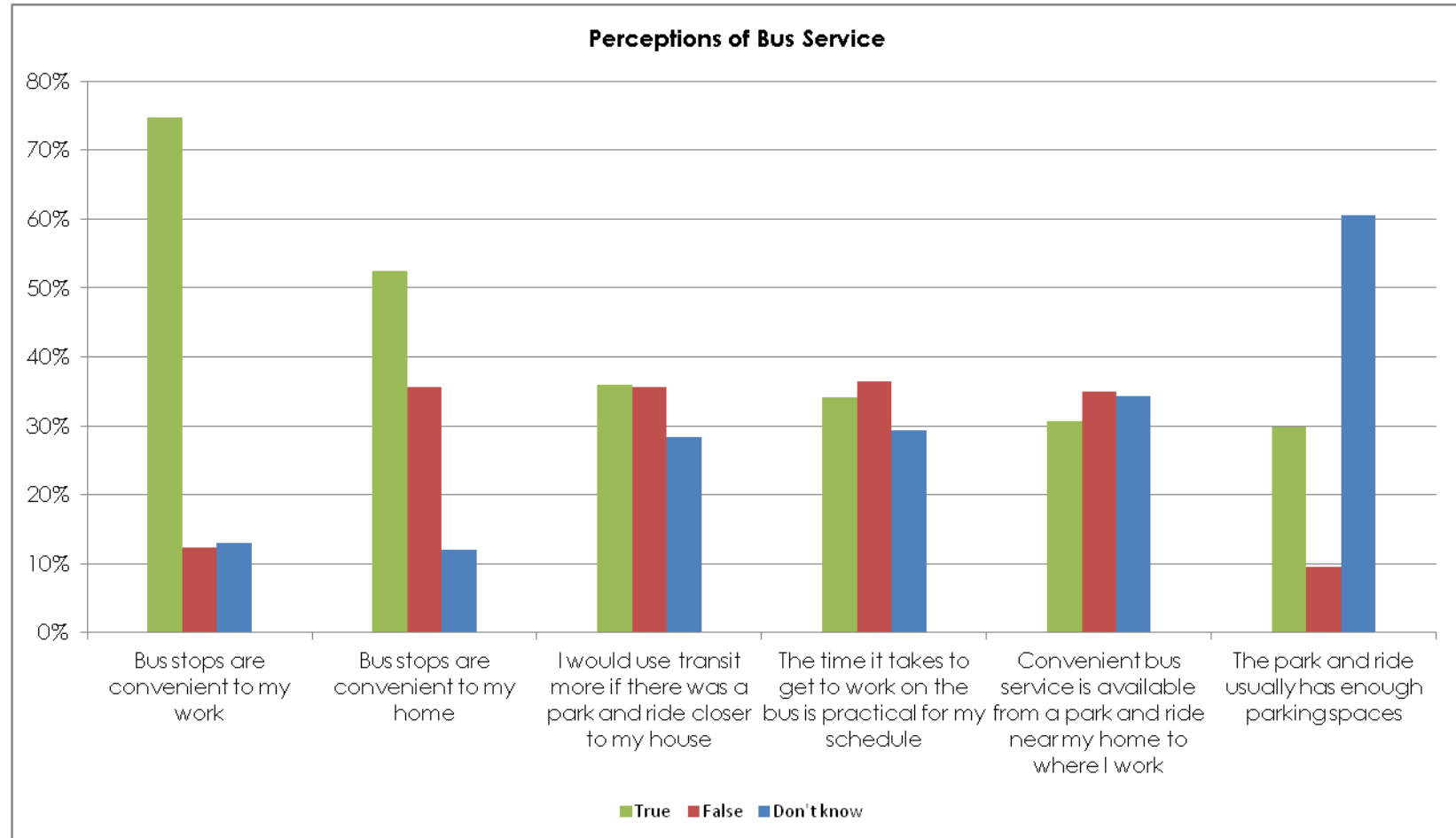
### B2.7 TDM Programs

A number of strategies exist to encourage people not to drive alone to work. Survey respondents that normally drive alone to work were provided with a list of some of these strategies and asked whether the strategies would encourage them to change how they travel. Employees were most interested in a free car for midday errands and meetings as an incentive to change travel behavior. Tailored transit information, free taxi rides home for individuals who do not drive to work but need to leave early because of an emergency or sickness, and ability to shift work times were also popular amongst respondents.



### B2.8 Perceptions of Bus Service

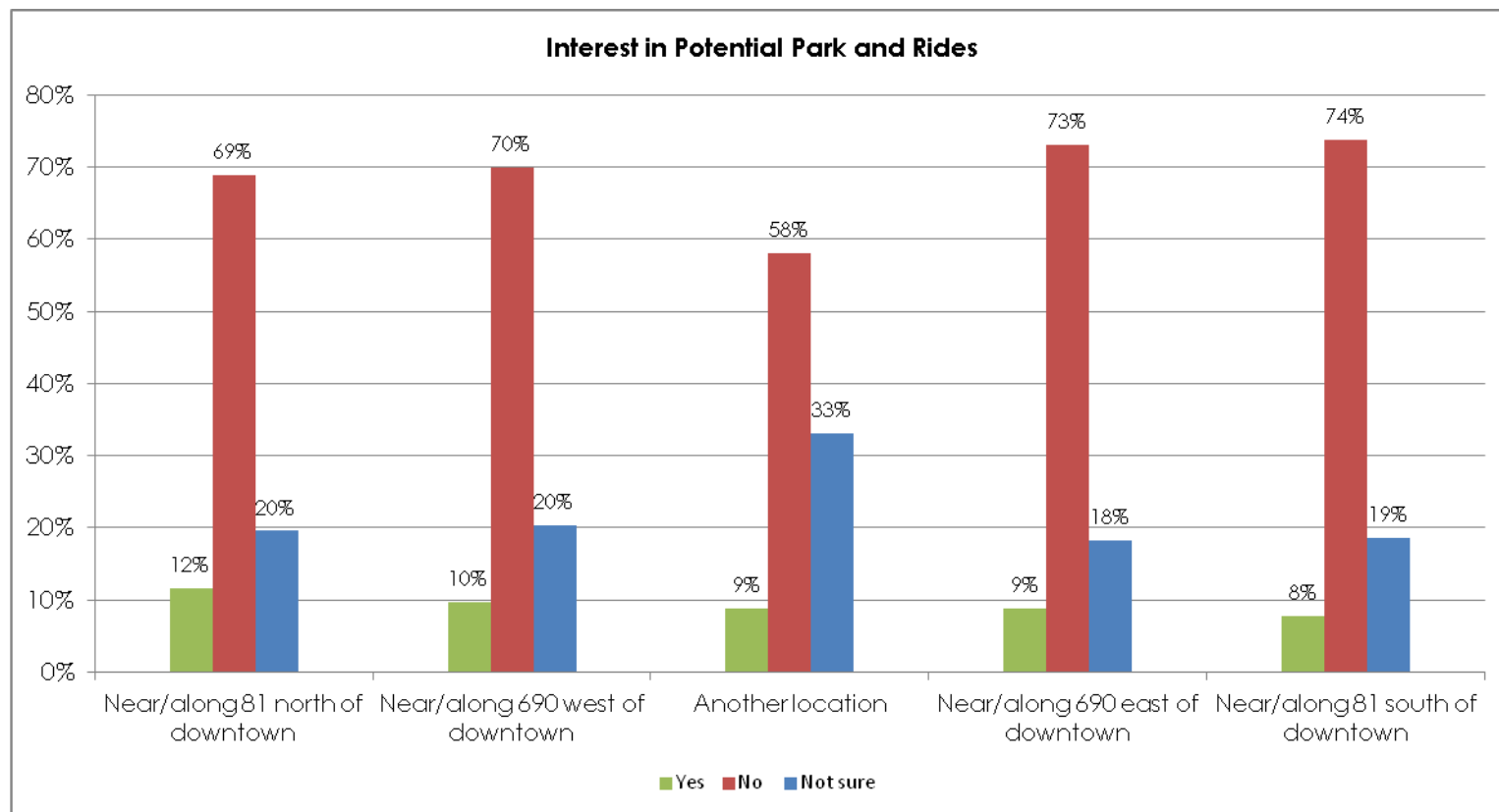
Survey respondents who normally ride the bus to work or are interested in doing so were provided with a list of statements about bus service and asked whether the statements were true or false. Based on the responses, employees seem most satisfied with the location of bus stops in relation to their homes and work. They are generally split in regard to their perceptions of various convenience factors.



### B2.9 Park and Rides

Employees were provided with a list of potential locations for new park and rides and asked whether they would use the park and rides if they were constructed. The responses are shown below, but should be interpreted carefully. Employees' final travel decisions would likely be affected by the frequency, hours and cost of service; availability of parking at the facilities; and travel time from the park and ride to downtown.

By a slight margin employees were most interested in a park and ride near or along I-81 north of downtown. This preference is supported by the employee home location map shown in Section 2.10, which shows that a large concentration of employees lives north of downtown.

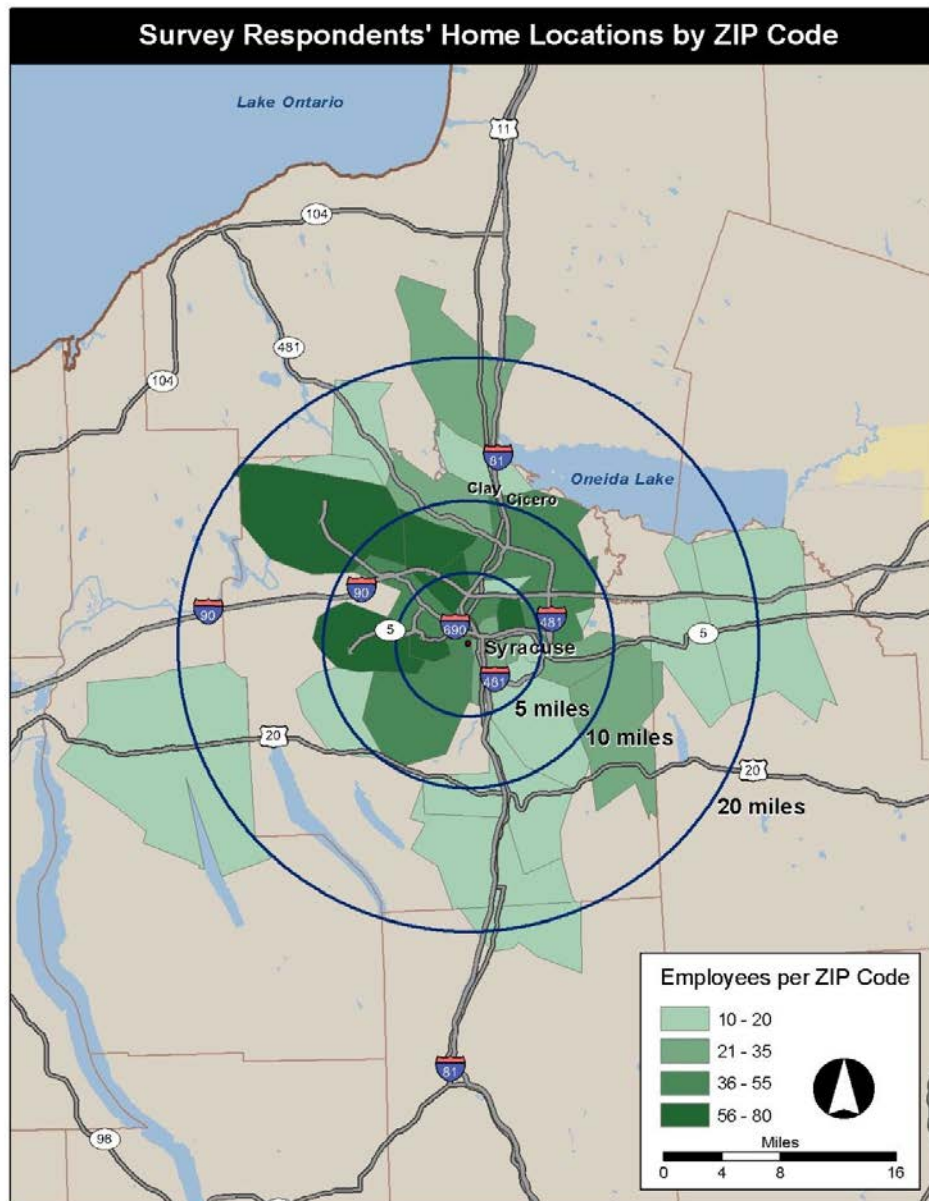




### B2.10 Employee Home Locations

Survey respondents were asked to provide their home ZIP codes. The information was used to create a map showing where survey respondents live in relation to downtown Syracuse. The map shows that many employees are concentrated around downtown. The success of different travel options can be correlated generally with distance from work:

- For people living within five miles of work, biking can be a good travel option.
- For people living within ten miles of work, transit can be a good option.
- For people living more than twenty miles from work, vanpooling can be a good option.
- Carpooling is a good option for all workers, but individuals living ten or more miles from work are more likely to seek out carpool partners.



### B3. Survey Instrument

The Syracuse Metropolitan Transportation Council is conducting a questionnaire to determine how it can best address the travel and parking needs of residents, employees, and visitors in Downtown Syracuse. Your assistance with this questionnaire will help in that regard.

1. During the last five days that you worked, how many days did you use the following transportation modes to get to work? (Please select only one choice from the list that best describes the longest portion of your trip).

	0 Days	1 Day	2 Days	3 Days	4 Days	5 Days
Drove alone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Biked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drove to a park and ride and then rode the bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rode the bus for my entire trip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpooled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dropped Off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worked from home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How many days per week do you typically work in Downtown Syracuse?

☐ 0   ☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7

3. On the last day that you worked in Downtown Syracuse, when did you arrive at work?

- ☐ 12:00 am to 5:59 am  
☐ 6:00 am to 6:59 am  
☐ 7:00 am to 7:59 am  
☐ 8:00 am to 8:59 am  
☐ 9:00 am to 9:59 am  
☐ After 10:00 am

4. On the last day that you worked, when did you leave work?

- ☐ Before 2:59 pm  
☐ 3:00 pm to 3:59 pm  
☐ 4:00 pm to 4:59 pm  
☐ 5:00 pm to 5:59 pm  
☐ 6:00 pm to 6:59 pm  
☐ After 7:00 pm

5. In an average week, how often do you need a car to attend mid-day meetings or run errands?

- ☐ Never or rarely  
☐ Once a week  
☐ A few times a week  
☐ Once a day  
☐ Multiple times a day

6. Thinking about **all of your travel, not just your commute**, how often do you use the following modes of transportation?

	Daily	A few times a week	A few times a month	Never/rarely
Public transit (bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bike	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Are you interested in receiving information about carpooling, walking, biking or riding the bus?

- ☐ Yes  
☐ No

8. Would you like to carpool, walk, bike or ride the bus more often than you do?

- ☐ Yes  
☐ No

9. If you drive to work and park downtown, which of the following are true?

	Yes	No	Don't Know	I do not drive to work
The parking next to my work is too expensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking is too expensive in Downtown Syracuse no matter where I park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There isn't enough parking near where I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is not enough parking in Downtown Syracuse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'd prefer to park somewhere else downtown but don't feel safe parking in a lot other than where I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am aware of all of my parking options downtown.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Do you regularly pay to park your car when you drive to work?

- ☐ Yes  
☐ No (My employer pays for my parking and I never see the bill)  
☐ I never drive to work

11. Does your employer help cover employee transit costs either by allowing pre-tax purchases of transit passes, providing free transit passes, or providing reduced cost transit passes?

- ☐ Yes  
☐ No  
☐ Not sure

12. If you were given \$70 a month instead of a free parking space, how would you generally travel to work? [ONLY SHOW IF Q11 = Yes]

- ☐ I would still drive and use the \$70 to pay for my parking  
☐ I would ride the bus  
☐ I would walk  
☐ I would carpool  
☐ I would ride a bike

13. If you received a free transit pass, how many days per week would you ride the bus to work?

- ☐ 0 days  
☐ 1 day  
☐ 2 days  
☐ 3 days  
☐ 4 days  
☐ 5 days

14. If you usually **drive alone to work**, would you change how you travel (e.g. take the bus, carpool, vanpool, bicycle) if any the following were available:

	Yes	No	I don't drive
A more conveniently located park-and-ride	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A free taxi ride home in an emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced transit fares	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guaranteed parking if you carpool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free assistance finding a carpool partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit route and schedule information tailored to your specific needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secure bicycle storage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A free car to use for work or personal trips during the day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to shift your work start and end times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. If you currently **take the bus** to work or are interested in taking the bus to work, which of the following is true?

	Yes	No	Don't Know	I do not ride the bus/am not interested in taking the bus
Bus stops are convenient to my home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus stops are convenient to my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a park-and-ride convenient to my home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenient bus service is available from a nearby park-and-ride to where I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The park-and-ride usually has enough parking spaces when I need them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would use transit more if there were a park-and-ride closer to my house	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The time it takes me to get to work on the bus is practical for my schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. If new park-and-rides are built around Syracuse, where should they be located?

	Yes	No	Not sure
Near/along 690 west of downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Near/along 690 east of downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Near/along 81 north of downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Near/along 81 south of downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All of these	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
None of these	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Suggest a location \_\_\_\_\_

17. When you are **walking alone** in Downtown Syracuse, which of the following represent how you feel?

- ☐ I always feel safe regardless of time of day
- ☐ I only feel safe during daylight hours
- ☐ I feel safer in some parts of downtown than in others
- ☐ I never feel safe in downtown Syracuse

18. When you are **walking with another person** in Downtown Syracuse, which of the following represent how you feel?

- ☐ I always feel safe regardless of time of day
- ☐ I only feel safe during daylight hours
- ☐ I feel safer in some parts of downtown than in others

☐ I never feel safe in downtown Syracuse

### Final Questions

19. What is the name of the organization where you work? \_<<INSERT DROP DOWN MENU OF CHOICES>>

20. What is your home ZIP code? \_\_\_\_\_

21. What is the closest intersection to your home? (List street names, e.g. S Olive St & W Franklin St) \_\_\_\_\_ & \_\_\_\_\_

22. To thank you for completing this questionnaire we would like to enroll you in a prize drawing for one of 20, \$25 American Express gift cards. Please provide us with your contact information if you would like to be enrolled in this drawing.

Name \_\_\_\_\_

Email \_\_\_\_\_

Phone \_\_\_\_\_

Do you have any additional comments about transportation issues in Downtown Syracuse?

\_\_\_\_\_  
\_\_\_\_\_

END OF QUESTIONNAIRE

## **Works Cited**

Kuzmyak, R. J., Evans, J. E., & Pratt, R. (2010). Traveler Response to Transportation System Changes. *Transit Cooperative Research Program, Report 95*.

## **Appendix C – Employer Survey**



## C1. Introduction

The following summarizes data collected from downtown Syracuse employers, in what has been referred to as the employer survey. The purpose of the survey was to better understand downtown transportation issues from an employer perspective. The responses obtained from employers will help in the development and analysis of potential TDM programs for the study area. The information will also be used to identify how best to market those services that are implemented.

### C1.1 Key Findings

The survey began by asking about perceptions of the transportation problems and resources in the area.

- Bicycle and pedestrian safety, availability of bicycle routes and the availability of customer parking received the lowest satisfaction scores of measured transportation facilities and services in the downtown area and at employer worksites.
- A plurality of employers said that employee recruitment is negatively impacted by the transportation system.
- Employers also expressed concern with the downtown transportation system's impact on transportation costs and employee productivity.
- Almost 50 percent of downtown employers are somewhat to very unsatisfied with the parking arrangement at their worksite.

When asked about the types of transportation services they currently offer, 38 percent of employers reported offering flexible work hours, and 24 percent offered telework options. Employers expressed the highest level of interest in offering discount transit passes, pre-tax purchases of transit passes, flexible work hours, and emergency ride home programs for employee who do not drive alone to work.

Employers were also asked what transportation services they would like to see offered by an outside organization. The most desired services were transportation planning to address future growth, actions to reduce parking demand and actions to improve long-term environmental sustainability. Thirty-seven percent of employers said they would be willing to participate in an organization that works to implement TDM services with the remaining employers being almost evenly split between not willing to participate and not sure whether they would participate. Forty-seven percent of employers expressed some level of willingness to financial support an organization that implements TDM services.

A complete summary of the survey findings and the survey distribution process are contained in the following sections.

## C2. Employer Survey Approach

The survey aimed to collect a sample of employer perceptions of transportation issues facing their own worksites and the Downtown Syracuse area. The survey process included the following steps:

- Design
- Distribution
- Processing
- Summary

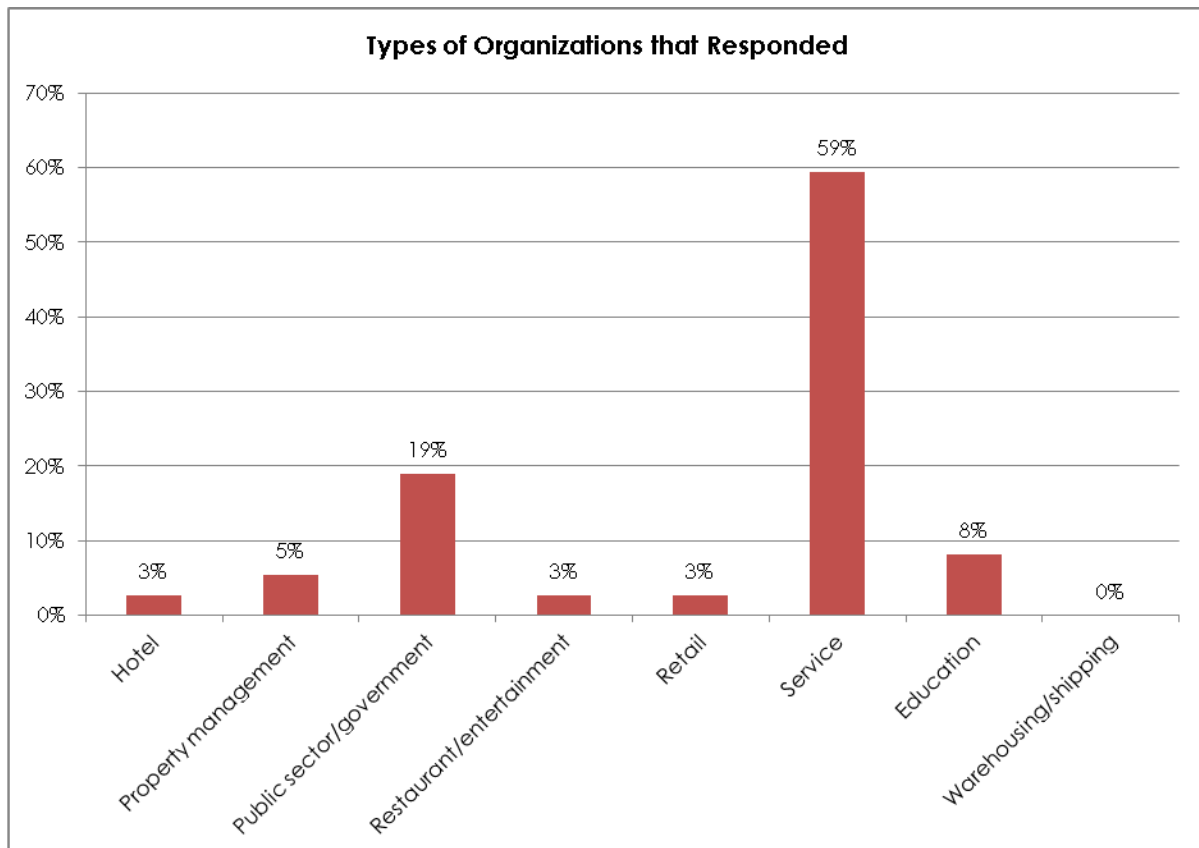
The survey was designed in an electronic format (see Section C3 for a copy of the survey instrument). The questions and layout of the survey were reviewed by the Study Advisory Committee, as well as the Downtown Committee and SMTC staff. The survey could only be completed online and all data were collected into a database for later analysis.

The employer survey was web-based. A link to the survey was distributed electronically to a list of employers created by the Downtown Committee. The distribution list was designed to include both large and small employers within the downtown area. After an initial introductory email, recipients received several follow-up emails to encourage participation. Ultimately, 37 employers completed the survey. A database tool was used to analyze the data, which was reviewed for outliers and other potential integrity issues.

The survey results should not be viewed as representative of all employers within the study area. The survey was developed to collect information from employers within the study area who would be likely to participate in transportation demand management programs. The survey results represent the opinions and concerns of these employers only.

### *C2.1 About the Employers*

The employers responding to this survey represent a wide range of industries, with the highest concentrations in the service sector (59%) and government (19%).

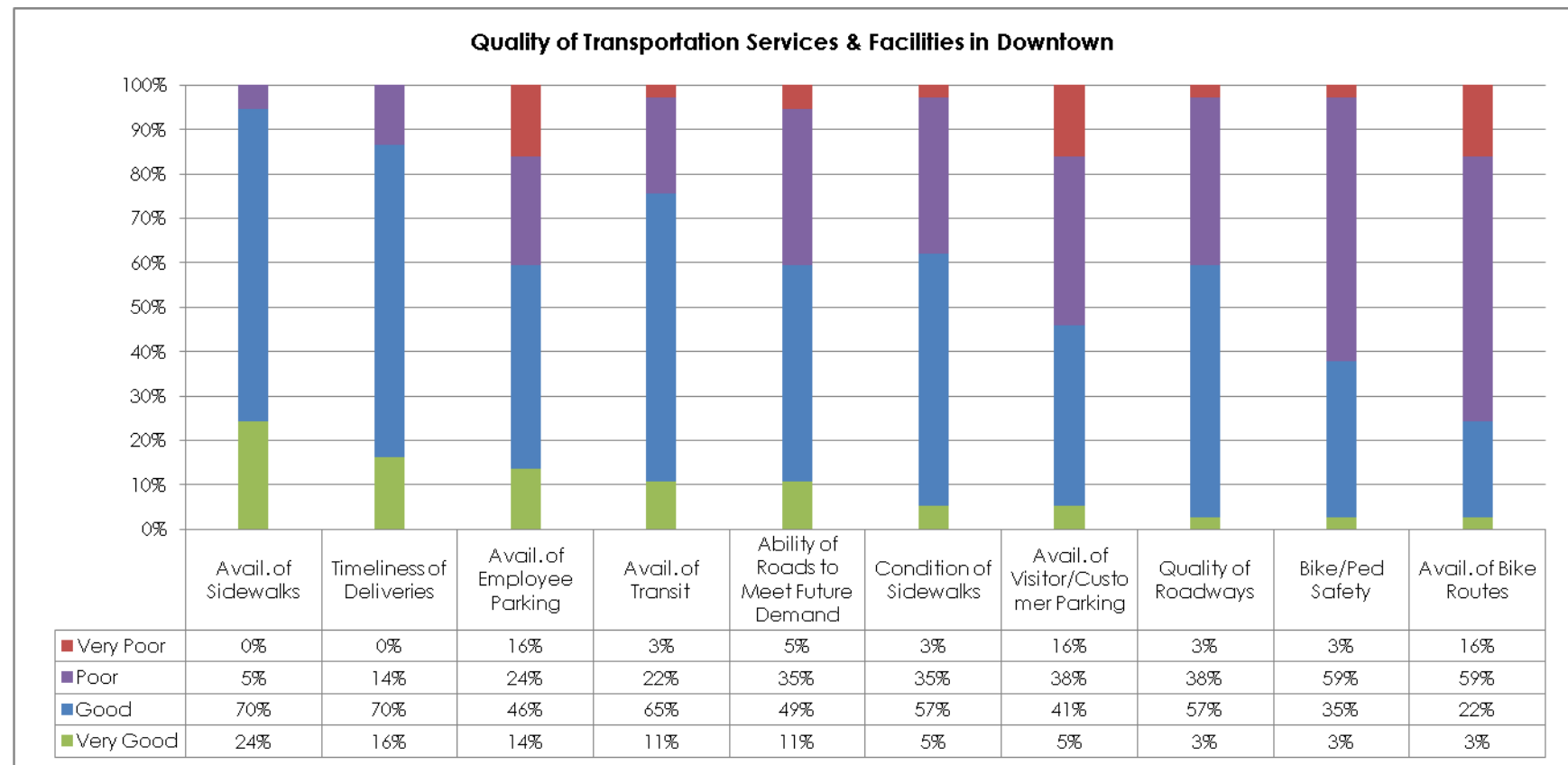


Combined, the survey respondents employ over 3,500 people. The average number of employees reported by the respondents was 99 and the median was 28.

## C2.2 Key Transportation Issues affecting the Downtown Syracuse Area

Survey respondents were provided with a list of transportation services and facilities in Downtown Syracuse and asked to rank their quality on a scale ranging from very good to very poor. More than 50 percent of respondents said the service or facility was poor or very poor in four categories: bicycle and pedestrian safety (62%), availability of bicycle routes (75%), availability of visitor and customer parking (54%) and availability of employee parking (50%). Other areas of general concern include condition of sidewalks, ability of roadways to meet future demand and the quality of roadways.

Respondents were most satisfied with the availability of sidewalks (94% very good or good), timeliness of deliveries (86% good or very good) and availability of transit (76% very good or good).

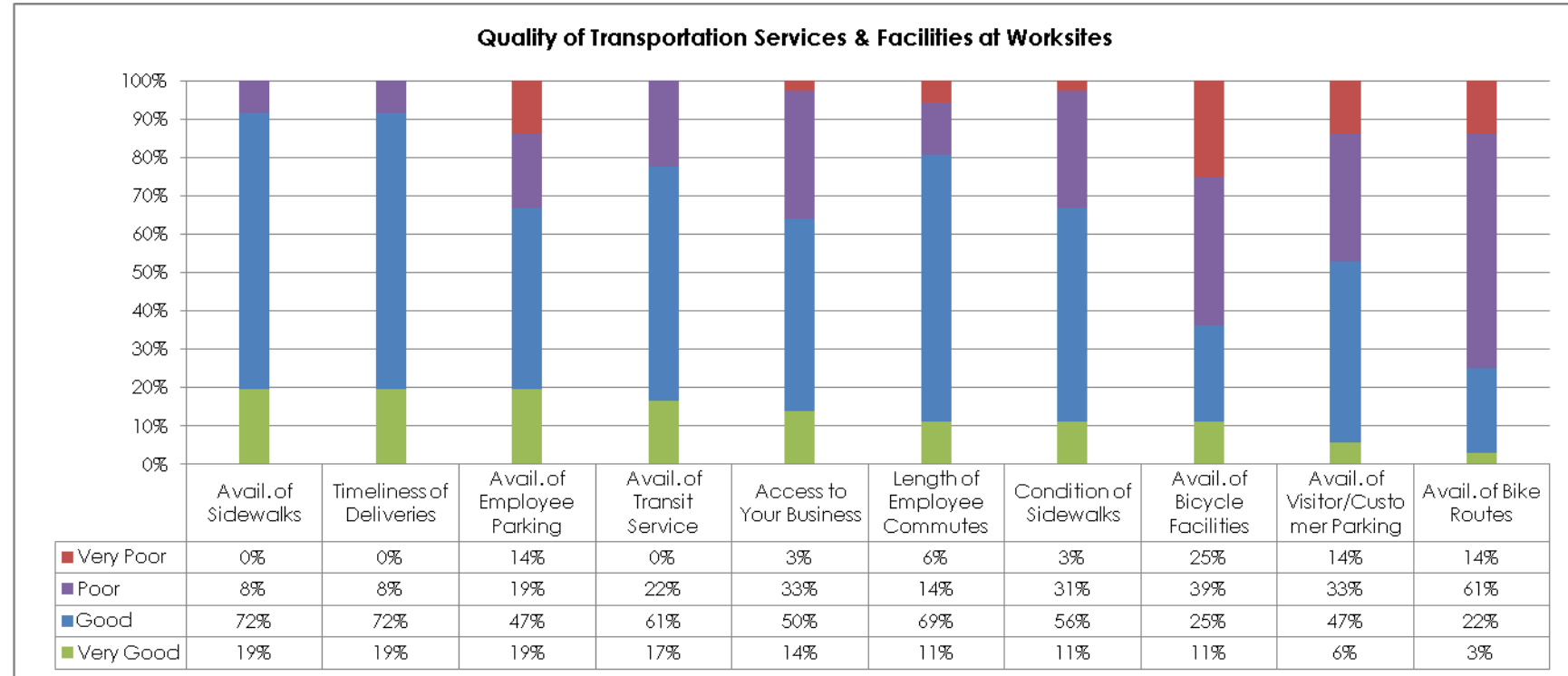


### C2.3 Key Transportation Issues affecting Employer Worksites

Similar to the previous section, survey respondents were provided with a list of transportation services and facilities and asked to rank their quality. However, in this question the respondents were asked about the items at their worksites rather than downtown in general.

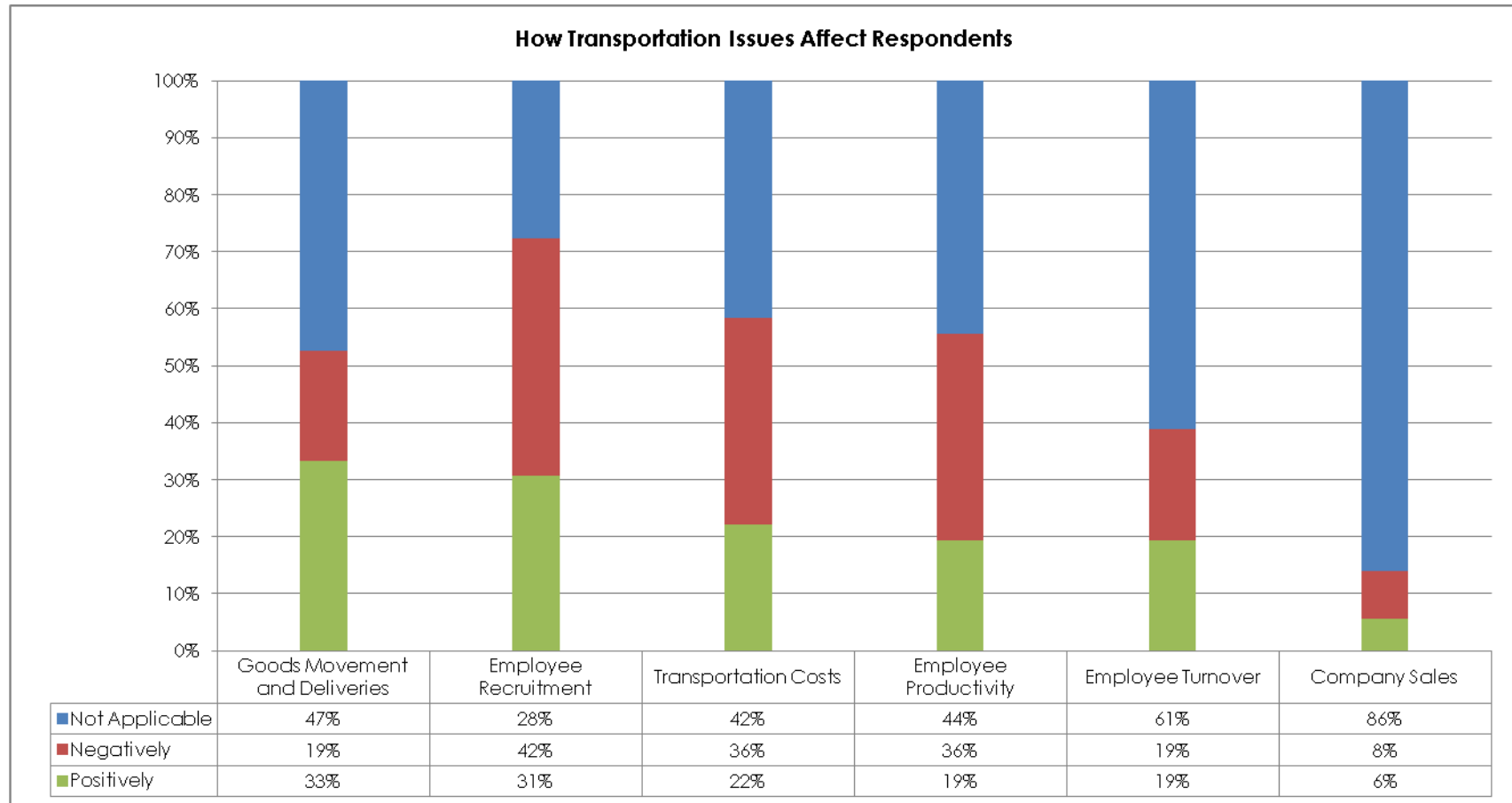
The level of satisfaction was slightly higher at the worksites than in downtown in general. However, as with their opinions about downtown, employers expressed concerns with the availability of bicycle routes (75% poor or very poor) and the availability of bicycle facilities (parking and showers) (64% poor or very poor) at their worksites. As with downtown, there were also strong concerns about the availability of customer/visitor and employee parking at worksites, with 47 percent and 33 percent of employers ranking them poor or very poor respectively.

Areas of greatest satisfaction were with employee commute times, the availability of sidewalks, the availability of transit service and timeliness of deliveries at worksites.



### C2.4 Effects of Transportation Conditions on Organizations

Employers were asked how the transportation issues discussed in Sections 2.2 and 2.3 affect their organizations. While many said transportation issues were not applicable to the areas specified, there is clear concern about how transportation affects organizations' employee recruitment, transportation costs and employee productivity.



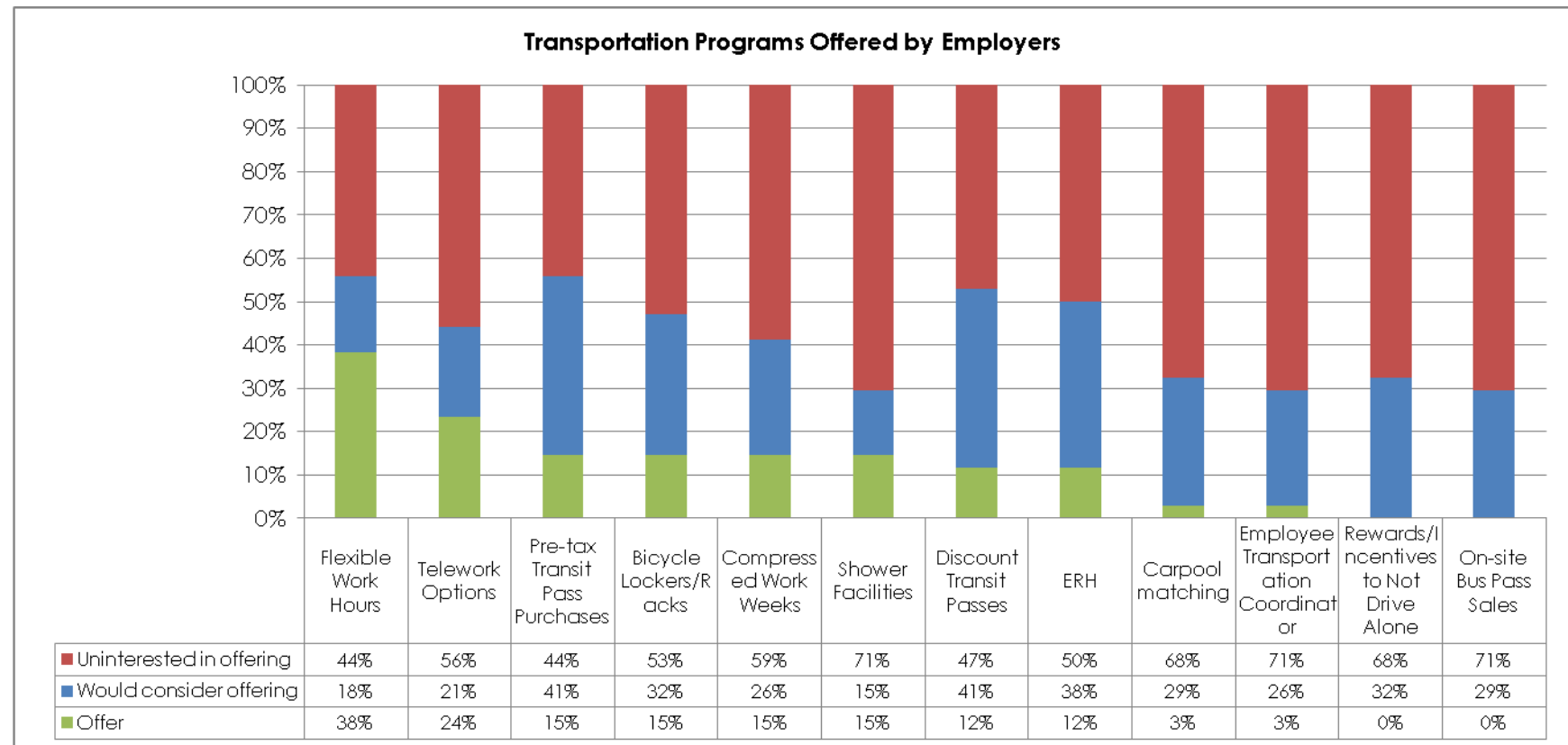
### C2.5 Commute Programs

Employers were asked whether they offer or are interested in offering a range of TDM programs. The most popular programs (i.e. those that are already offered or employers are interested in offering) are:

- Discount transit passes
- Pre-tax purchases of transit passes
- Flexible work hours
- Emergency ride home (ERH)

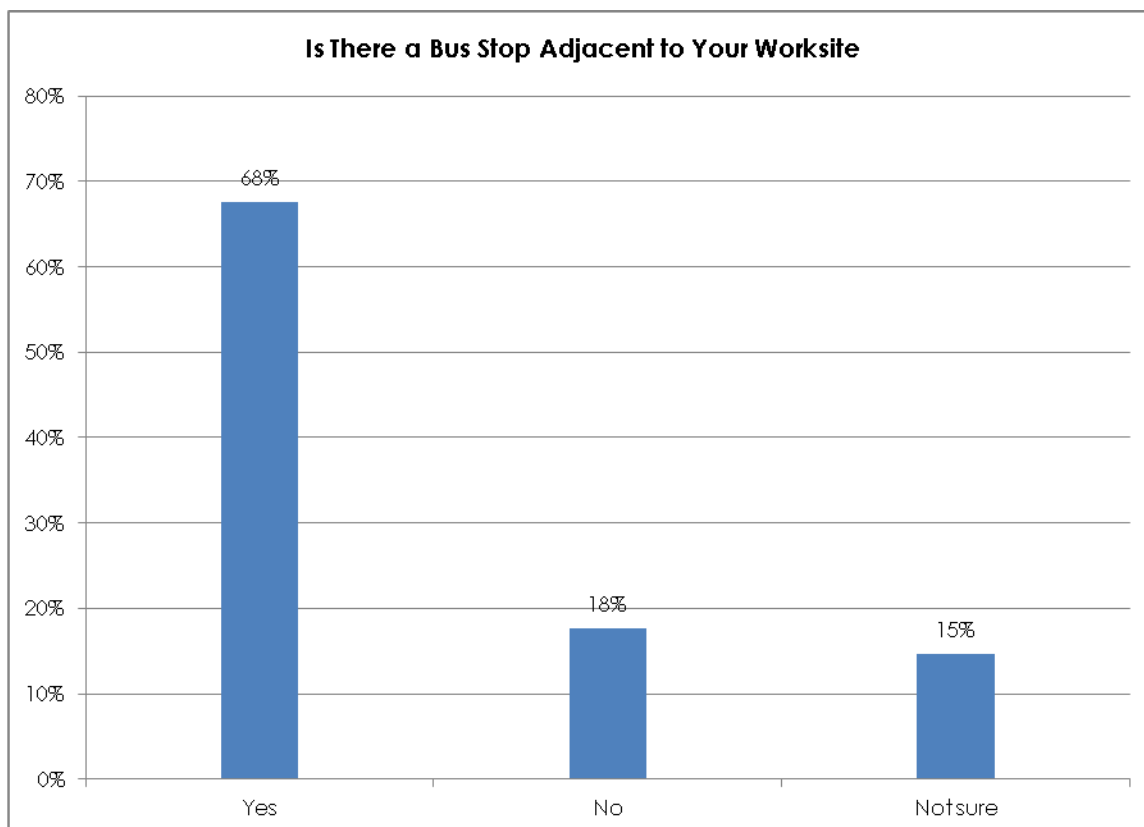
Programs garnering limited support were:

- Carpool matching
- On-site bus pass sales
- Shower facilities
- Assigning employee transportation coordinators
- Rewards and incentives for employees who do not drive alone



### C2.6 Familiarity with Local Transit Service

Survey respondents were asked if a bus stop is adjacent to their worksite and, if so, how frequently buses arrive during peak commute hours. Almost 70 percent of respondents said a bus stop is adjacent to their worksite. Fifteen percent were not sure. Of those respondents who reported the presence of a bus stop, 74 percent were not sure how often buses arrive during peak travel hours. This indicates that there is a low level of knowledge about transit service among the individuals who responded to the survey.

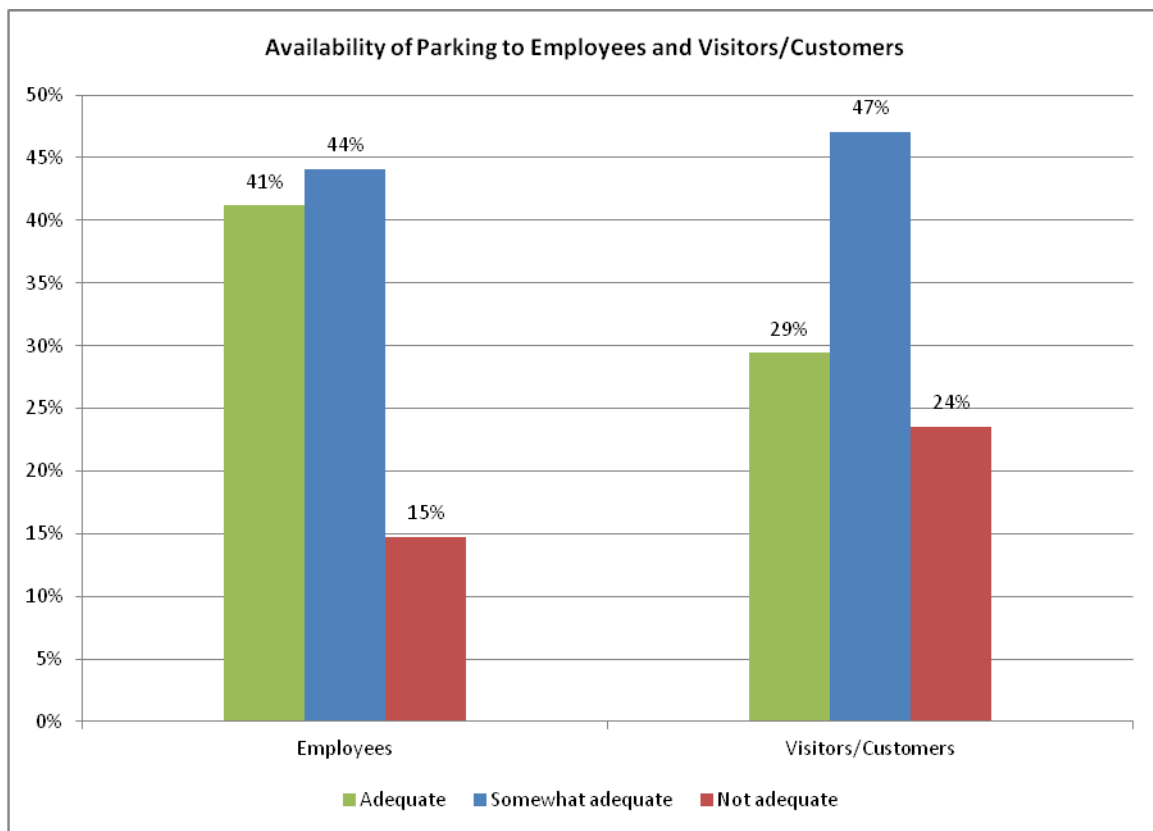


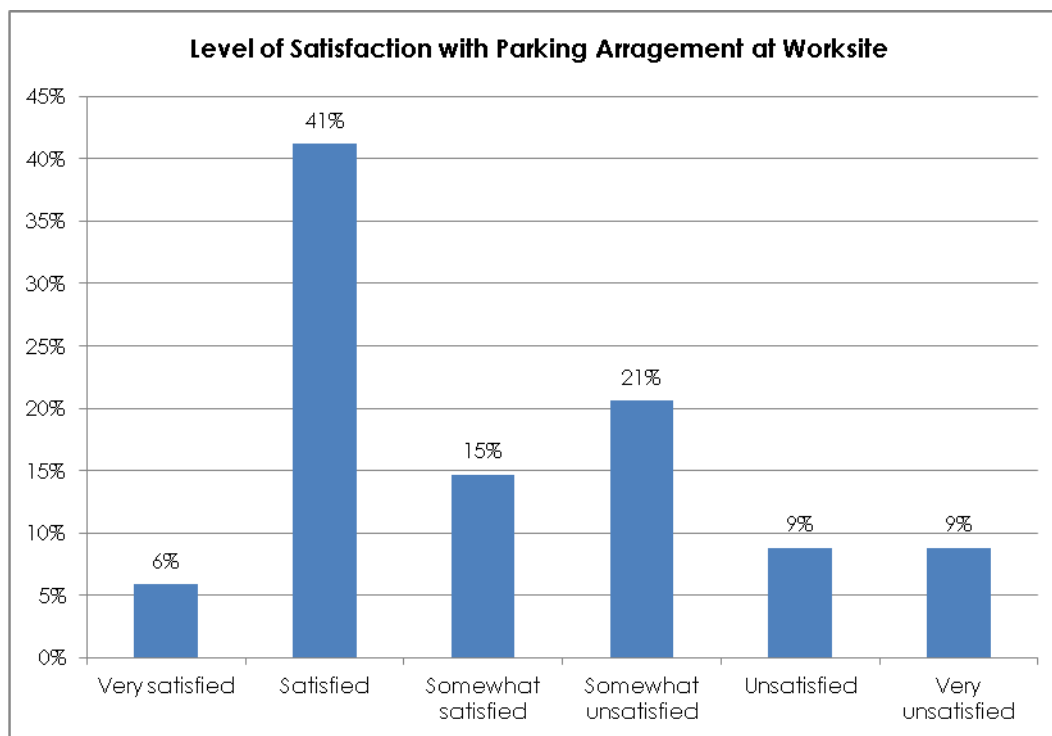


### C2.7 Perceptions and Cost of Parking

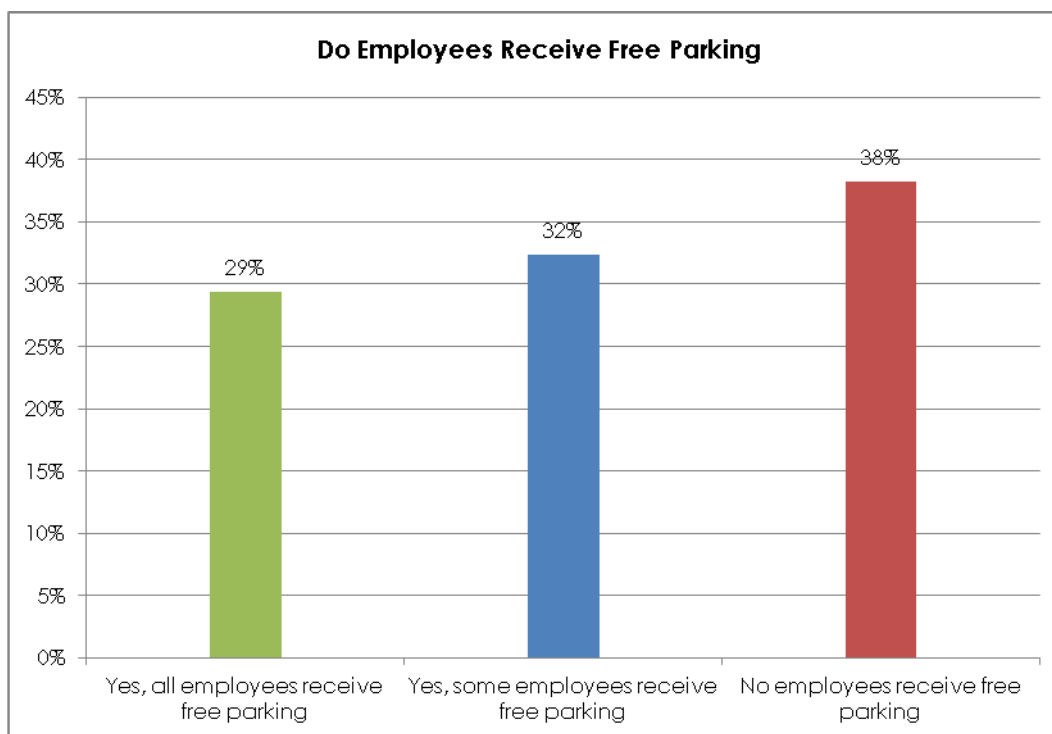
Survey respondents were asked a series of questions to further understand how favorably they perceive the availability of parking and how satisfied they are with the parking arrangements at their worksites.

Respondents were generally happier with the availability of parking for employees than for visitors and customers. Twenty-four percent of respondents said that the availability of parking for visitors and customers at their worksite is not adequate; 15 percent reported the same with respect to employee parking. Overall, approximately 40 percent of respondents expressed some level of dissatisfaction with parking arrangements at their worksite.



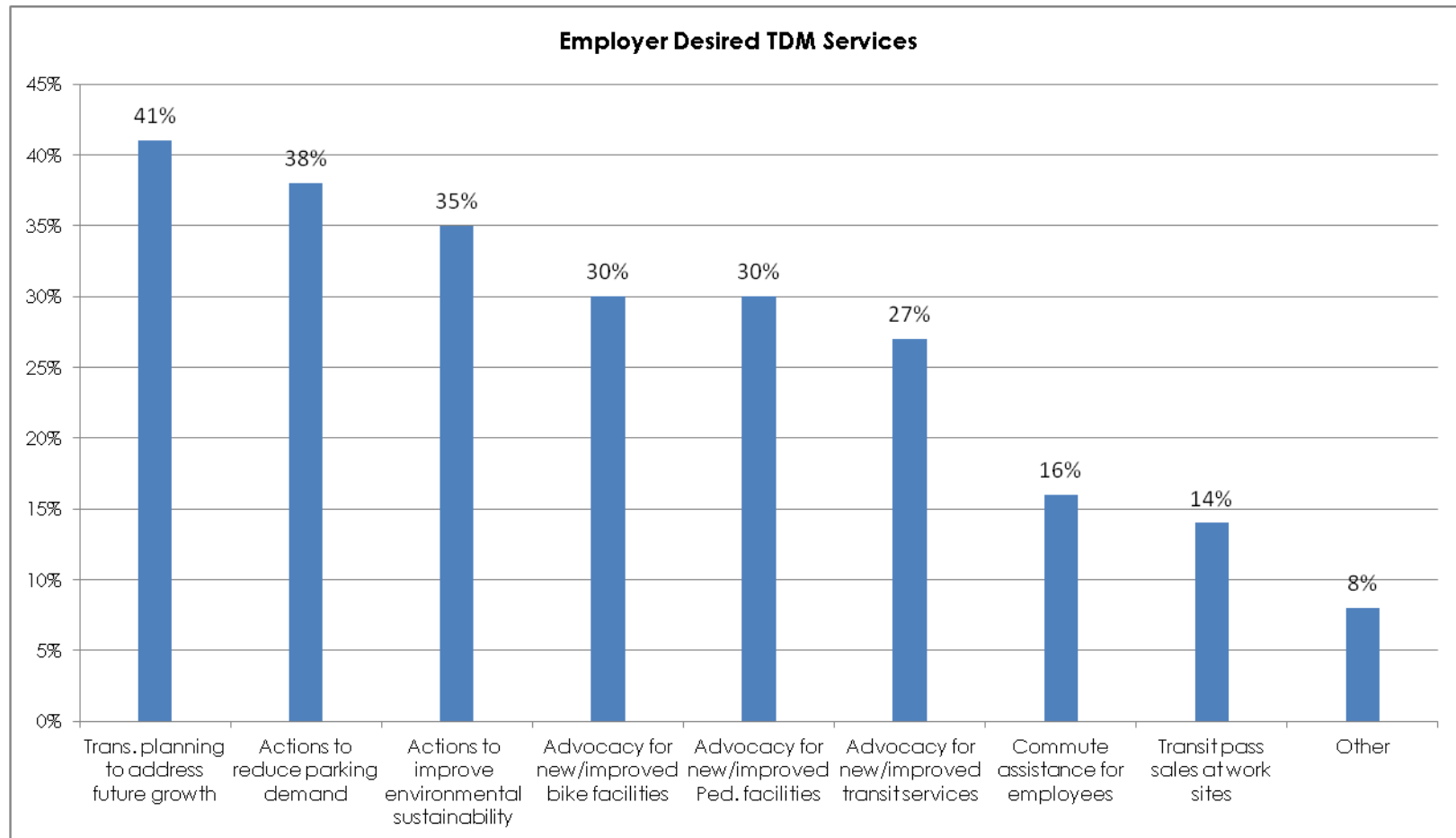


Because parking demand is often directly affected by its price, survey respondents were asked whether employees must pay to park at work. Twenty-nine percent of surveyed organizations offer free parking to all employees. Thirty-eight percent require all employees to pay for parking.



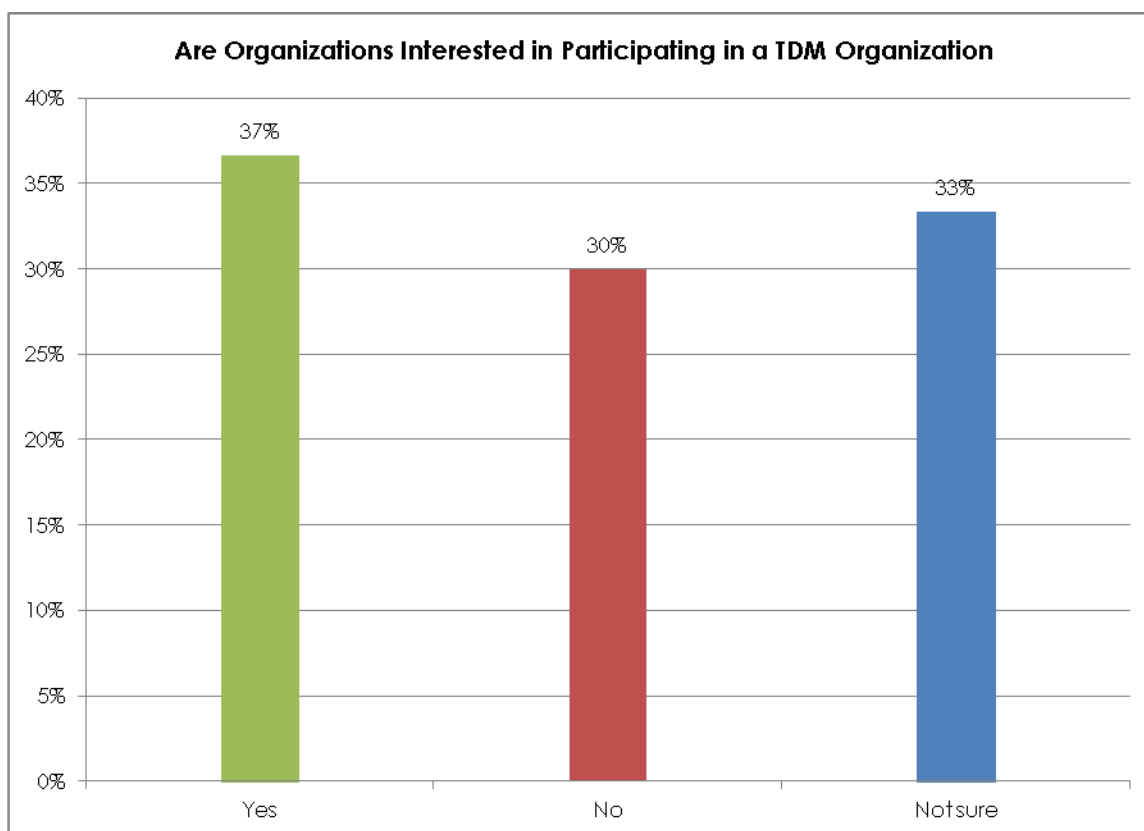
### C2.8 Desired TDM Services

Employers were provided with a list of TDM services that are often provided as part of a comprehensive TDM program. Respondents were asked to mark the items their organization would like to see implemented in downtown Syracuse and could select as many or as few options as they desired. The greatest interest was for transportation planning to address future growth, actions to reduce parking demand, and actions to improve long-term environmental sustainability. Less interest was expressed in the specific TDM strategies of on-site transit pass sales and commute assistance programs.

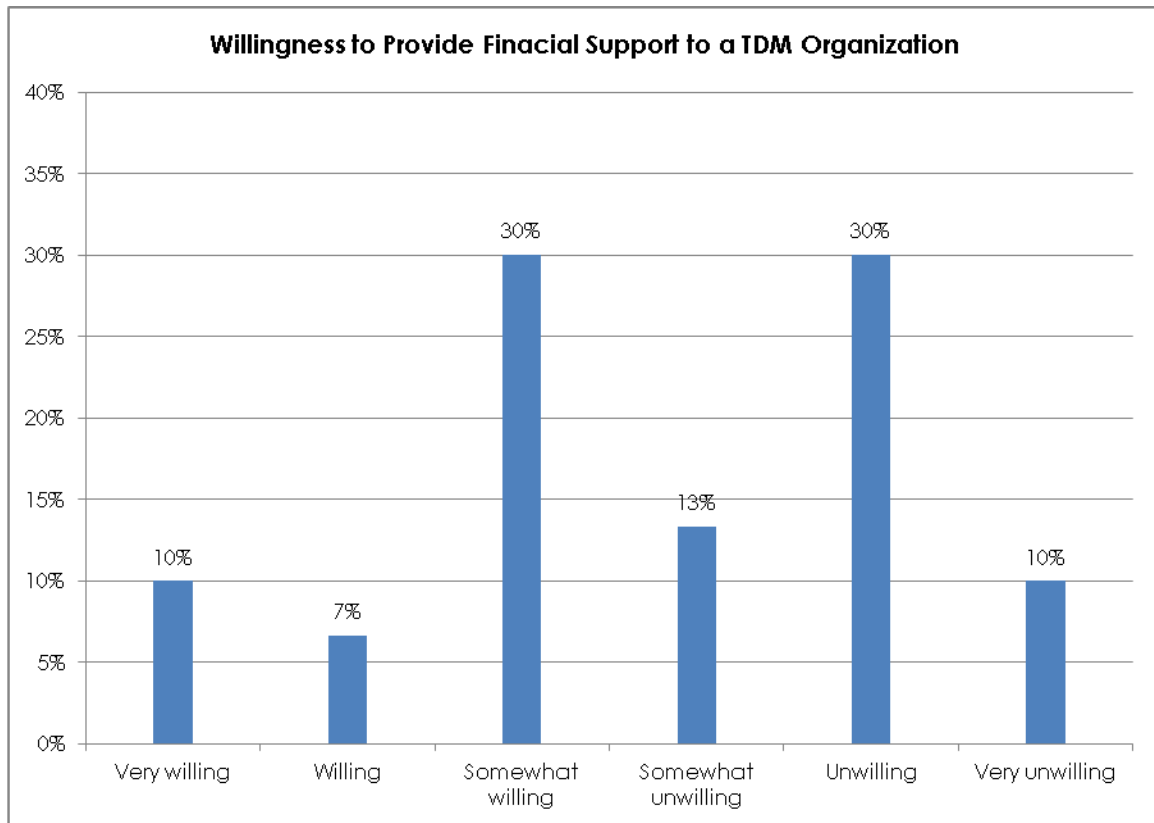


### *C2.9 Participation in a Transportation-Related Organization*

Employers were asked whether they would be interested in participating in an organization that implements the programs and services presented in Section 2.8. Thirty-seven percent of respondents said their organization would be interested in doing so. This is a slightly higher rate than is usually seen in similar studies; however, the percentage of respondents that said their organization would not be interested in participation (30%) is also higher than typical. The discrepancy can be attributed to a lower rate of employers than is typical saying they are unsure about participation.



Almost 50 percent of organizations expressed some level of willingness to participate financially in an organization that works to address transportation issues in downtown Syracuse. Forty percent said they are unwilling or very unwilling to participate financially.



### C3. Survey Instrument

**DOWNTOWN TDM STUDY: EMPLOYER QUESTIONNAIRE**

The Syracuse Metropolitan Transportation Council (SMTC) is leading a study to determine what programs can be implemented in Downtown Syracuse to decrease parking demand and increase access for workers, visitors and residents. Your participation in this study will help SMTC identify the transportation priorities of businesses in Downtown Syracuse.

**BUSINESS BACKGROUND**

1. What is the primary nature of your business?

- ☐ Hotel  
☐ Property management  
☐ Public Sector/Government  
☐ Restaurant/Entertainment  
☐ Retail  
☐ Service  
☐ Education  
☐ Warehousing/shipping  
☐ Other \_\_\_\_\_

2. Approximately how many individuals are employed at your worksite? Include full-time, part-time, and shift-workers.

3. Do you consider your worksite to be part of Downtown Syracuse?

- ☐ Yes  
☐ No

**TRANSPORTATION ISSUES**

4. Use the scale provided to rank the quality of the following transportation items in **Downtown Syracuse**

	Very Good	Good	Poor	Very Poor
Bicycle and pedestrian safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of bicycle routes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Condition of sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of employee parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of visitor/customer parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of transit service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness of freight and package deliveries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability of roads to meet future growth in downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of roadways (surface quality, striping, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Use the scale provided to rank the quality of the following transportation items at **Your Worksite**

	Very Good	Good	Poor	Very Poor
Availability of bicycle routes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of bicycle facilities (parking, showers, changing rooms)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Condition of sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Length of employee commutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of employee parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of visitor/customer parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of transit service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness of freight and package deliveries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability of visitors and customers to access your business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. How do transportation issues like the above affect your organization?

	Positively	Negatively	Not Applicable
Employee recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goods movement and package delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**COMMUTING AND TRANSPORTATION ASSISTANCE**

7. Below is a list of transportation programs that some companies offer to employees. Please tell us if you offer these programs, would consider offering these programs, or are unlikely to offer these programs.

	Offer this Program	Would Consider Offering this Program	Uninterested in Offering this Program
Carpool matching assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discounted transit passes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pre-Tax transit pass purchases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-site bus pass sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle lockers/racks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shower facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telework options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible shift start and end times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compressed work weeks (40 hrs in 4 days, 80 hrs in 9 days)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency rides home for employees who do not drive to work alone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An employee assigned to assist with employee commute issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rewards/incentives for employees who do not drive to work alone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Is there a bus stop adjacent to your worksite?

- ☐ Yes  
☐ No <skip to 10>  
☐ Not sure <skip to 10>

9. How frequently does the bus arrive during morning and evening rush hours?

- ☐ Every 0 to 15 minutes  
☐ Every 16 to 30 minutes  
☐ Every 31 to 60 minutes  
☐ Less than one bus per hour  
☐ Not sure

10. Which of the following best describes parking availability to employees at your organization?

- ☐ Adequate (no parking shortages)  
☐ Somewhat adequate (occasional parking shortages)  
☐ Not adequate (parking shortages are common)

11. Which of the following best describes parking availability to visitors/customers at your organization?

- ☐ Adequate (no parking shortages)  
☐ Somewhat adequate (occasional parking shortages)  
☐ Not adequate (parking shortages are common)  
☐ Not applicable

12. In general, how satisfied is your company with parking arrangement at your worksite?

- ☐ Very satisfied  
☐ Satisfied  
☐ Somewhat satisfied  
☐ Somewhat unsatisfied  
☐ Unsatisfied  
☐ Very unsatisfied

13. Are employees at your worksite provided with free parking?

- ☐ Yes – All employees receive free parking  
☐ Yes – Some employees receive free parking  
☐ No employees receive free parking  
☐ Not sure

## ORGANIZATIONAL OPTIONS

14. Which of the following activities would your organization like to see implemented in the Downtown Syracuse area? <Answer order will be randomized for each respondent>

- ☐ Advocacy for new and/or improved transit service
- ☐ Commute assistance for employees (carpool matching, transit planning assistance, incentives for using sustainable travel modes, etc.)
- ☐ Transit pass sales at employees' work locations
- ☐ Advocacy for new and/or improved bicycle facilities
- ☐ Advocacy for new and/or improved pedestrian facilities
- ☐ Transportation planning to address future growth
- ☐ Actions to reduce parking demand
- ☐ Actions to improve the long-term environmental sustainability of Downtown Syracuse
- ☐ Other \_\_\_\_\_

15. Would your company be interested in participating in an organization that works to perform the tasks listed in the above question?

- ☐ Yes
- ☐ No
- ☐ Not sure

16. How willing would your company be to provide financial support, such as membership dues, to an organization that would perform the tasks described above? Funding might vary between \$2 and \$4 per employee per year.

- ☐ Very willing
- ☐ Willing
- ☐ Somewhat willing
- ☐ Somewhat unwilling
- ☐ Unwilling
- ☐ Very unwilling

17. Do you have any additional comments you would like to share about transportation issues in Downtown Syracuse?

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18. Would your organization participate in an additional survey of your employees? The survey will be used to determine what issues employees experience commuting to work and to identify the solutions and programs they would like to see implemented to make Downtown Syracuse a better place to work. The survey will be distributed electronically and should take about 5 minutes to complete. We will provide you email templates and other assistance to distribute the survey.

- ☐ Yes, we would like to participate
- ☐ I'm not sure, please provide me with more information
- ☐ We would not like to participate

19. Please provide your contact information so that we can follow up with you regarding the employee survey.

Name \_\_\_\_\_

Organization \_\_\_\_\_

Email \_\_\_\_\_

Phone \_\_\_\_\_

## **Appendix D – Stakeholder Interviews**

## D1. Introduction

Understanding the perceptions and desires of area stakeholders is important to the development of a successful TDM strategy. A series of interviews were conducted with major employers and property managers in the downtown Syracuse area to help determine existing transportation issues, the types of TDM programs and strategies that are desired, and how those programs and strategies can be best delivered.

The stakeholder interviews consisted of a series of ten questions, which were developed in consultation with the project team, the SMTC and the Study Advisory Committee. A copy of the questions can be found in Section D3. The stakeholder interviews were conducted by phone during the months of August and September. Interviews typically lasted between 20 and 30 minutes. All interviews started with a brief discussion of the TDM study process and a general overview of the interview questions. The interviewees were told that any specific comments they provided would not be attributed to them directly. As a result, all information in this report is presented in a way to avoid associating specific individuals with their unique responses.

Organizations were selected to participate in the interview process based on their recent involvement in downtown transportation planning issues. SMTC and CenterState CEO provided contact information for all interviewees. Not all organizations asked to participate in the stakeholder interviews did so. The organizations that completed a stakeholder interview are:

- Partnership Properties
- NYSDOT
- CenterState CEO
- SOCPA
- BNY Mellon
- City of Syracuse
- CNYRTA
- Washington Street Partners

One staff member was interviewed at each organization with the exception of CenterState CEO and CNYRTA, where two staff members were interviewed. The interviewed organizations directly employ or manage buildings that house over 5,000 individuals. Together they lease, own, or manage over 20 buildings in downtown Syracuse. A summary of the responses received is provided in the following sections.

### *D1.1 Transportation Benefits*

All interviewees were asked whether their organization offers transportation benefits, such as free transit passes or other options, to employees to encourage the use of sustainable transportation modes. Two individuals said their organizations offer transit benefits in the form of free transit passes and pre-tax purchases of transit passes. Another organization has a vehicle available for employees to use during the day.

At only one of the interviewed organizations are all employees required to pay market rate costs to park. At another, grandfathered employees receive free parking while new hires must pay market rates. At the remaining employment locations parking is either free or significantly subsidized for all employees.

### *D1.2 Transportation Issues Affecting Worksites*

When asked about immediate and longer-term transportation issues for their worksites and employees, most interviewees focused, at least partially, on parking. Safety issues in parking garages and surface lots seemed to top the list of concerns. The issue was cited by three interviewees who said that vehicle break-ins have caused employees to feel unsafe walking in certain areas of garages or using outlying parking lots.

The availability and cost of parking was also cited as a concern. Two interviewees said that some new developments are being constructed without parking, a pattern they fear will result in a parking shortage and higher parking costs in the future. There is also concern that parking availability is not balanced within downtown, causing shortages in certain areas and excesses in others. Two individuals noted that parking is free and readily available in suburban communities, which can put downtown at a relative disadvantage when competing for tenants. Stakeholders also noted that parking, when included as part of leases, is priced to attract tenants and not necessarily based on demand.

Stakeholders said that parking facilities need to be better identified through the use of signage and intelligent transportation systems (ITS) technology. It was noted that parking is too cheap in some areas and too expensive in others. To help address parking issues, one respondent said that parking policy should be made outside the political process. Another recommended that a shuttle service be implemented to move travelers from parking facilities on the fringe of downtown to the core.

Other issues cited included a lack of transportation options for employees located on the periphery of downtown and the perception of many people that downtown is isolated and difficult to access from the south, west or east.

### *D1.3 Transportation Issues Affecting Downtown Syracuse*

In addition to being asked about transportation issues affecting their worksites and employees, stakeholders were asked about transportation issues that are likely to affect the entire downtown area. Their comments are categorized below.

#### *Economic Development*

Views on the pace of economic development were somewhat mixed; some interviewees characterized it as fast and others as slow. In a more nuanced view, it was described as previously strong and now slow as a result of the economic contraction. The general view is that downtown construction is being driven by residential development.

Some respondents felt that available buildings tend to the extremes of high and low quality with little in between. Two participants said that more effort should be made to drive people to vacant and underutilized buildings. Multiple respondents said that the number of restaurants and entertainment-related businesses are increasing.

University investment was cited as a potential driver of economic development downtown. One respondent also foresees demographic changes driving empty nesters and young people to live downtown. That respondent also thinks that higher energy costs could encourage more people to live downtown where there is less need to drive and lower home heating and cooling costs. As noted previously, two respondents believe that negative perceptions of parking availability can impact the ability of property owners to sell and lease space.

### *Roadways and Traffic Congestion*

There was universal agreement among the stakeholders that traffic congestion is not a problem in downtown Syracuse and that most employees' commutes are short. The only area where congestion was noted as a problem is in some parking garages and at interstate on and off ramps.

Multiple individuals are concerned about the potential effect of any changes to I-81 on downtown. Two stakeholders expressed a desire to see downtown's one-way streets converted to two-way streets. One interviewee said that greater efforts should be made to improve pedestrian safety through better crosswalks and improved intersections.

### *Transit System*

Comments on the transit system were somewhat limited, which may be a result of many interviewees not being regular users of the service. In general, transit was described as adequate but not good. Long travel times, limited service hours, long headways and confusion about how to obtain schedule and route information were all cited as reasons that most commuters would much rather drive than ride the bus. One participant noted that repositioning the main downtown transit hub should improve the travel experience for transit riders and pedestrians.

### *Pedestrian and Bicycle Circulation*

Comments on pedestrian and bicycle circulation were also limited. Satisfaction with pedestrian facilities appears strong with minor concern expressed about pedestrian safety. Satisfaction with bicycle infrastructure was very low. Respondents cited the lack of any bicycle lanes in downtown, poor connections between the lanes that do exist and a shortage of bicycle parking. There is hope that plans to add bicycle lanes will improve the situation, and it was noted that the downtown grid has the potential to support good bicycle facilities.

### *Carpooling and Vanpooling*

Most respondents had some comment regarding carpooling to downtown. Many noted that there is currently no service in place to match potential carpoolers and that carpooling is unlikely to be successful without such a program. One participant expressed a belief that the cost to implement a carpool-matching program is high and that no entity has stepped up to do so, perhaps because of liability concerns.

Two respondents said they believe carpool opportunities will be better when fuel prices rise. Another respondent said that carpooling had been tried and failed and its time has come and gone.

No statements specific to vanpooling were provided.

## *D1.4 Solutions*

All respondents were asked to list potential solutions for the near- and longer-term transportation issues and concerns they cited. Overall there was little overlap in the solutions they offered. However, a few respondents suggested that transit service should be improved. Specific transit recommendations included the creation of a shuttle service from the perimeter to the downtown core and expansion of the park and ride system. Several respondents also agreed

that effort should be made to create a carpool-matching program and address the associated liability issues.

Other recommendations included the implementation of marketing efforts to inform downtown travelers about their transportation options, creation of a transportation management association, better synchronization of traffic signals, improved parking lot and garage signage, encouraging employers to offer incentives to employees to not drive alone to work and separating parking management from the political process through the creation of a parking authority.

#### *D1.5 Anticipated Level of Engagement in TDM*

All stakeholders were asked if the transportation needs of their organization could be addressed by an existing or future entity, whether their organization would be willing to work collaboratively with other businesses to address transportation issues and what specific role their organization could play in a collaborative effort. Not all respondents were in a position to fully answer the questions asked.

Both direct and indirect support was offered for a transportation management association (TMA); however, significant caveats were provided. Stakeholders expressed concern about whether the agency could obtain adequate funding and two stakeholders noted that a TMA would need a quick and significant success to obtain support within the business community. One individual said that a potential success could be achieved through the consolidation of parking management agencies and partners. Another recommended that future actions be handled by the Downtown Committee.

All respondents expressed a willingness to continue their participation in transportation planning efforts at their current level or a slightly increased level, but none expressed an immediate willingness to provide funding for those efforts. One respondent said that their organization would only provide funding for transportation activities if those activities were not duplicative of any existing efforts. It was noted that funding may be available from the New York State Department of Transportation.

#### *D2. Conclusions*

There was general agreement among the stakeholders that traffic congestion is not a problem in downtown Syracuse, but parking availability is an issue in certain areas. Stakeholders expressed concern that any perceptions of a lack of parking availability could affect long-term economic development. Desire for transit and bicycle facility improvements is important to stakeholders but appears to be secondary to parking concerns.

Stakeholders would like to see actions to balance parking demand, improve visitor awareness of the location of parking facilities, make parking more convenient and address long-term parking supply issues.

Cited options for addressing parking and other transportation issues included the creation of a new organization or the expansion of an existing organization's goals and/or mandate. Available funding for transportation efforts by a new or existing organization is not clear. Few stakeholders are willing to make a funding commitment without a clear understanding of what will be achieved and how efforts will be implemented.

### D3. Interview Questions

1. How many employees work at this work site?
2. Does your organization currently offer employees transportation benefits such as transit passes, or financial incentives for employees who walk/bike or carpool/vanpool?
3. For employees who drive, is there a monthly fee to park? Are there issues with parking such limited parking supply?
4. What are some immediate and longer-term transportation issues for your work site? For your employees?
5. What are thoughts of the following both now and in the future:
  - Downtown Syracuse Economic Growth
  - Roadways and traffic congestion
  - Transit System (bus/rail)
  - Pedestrian Circulation (biking / walking)
  - Carpooling/ Vanpooling
  - Parking
6. What are some potential solutions in the near – and longer term of the transportation issues the area faces?
7. Could the needs of your company/institution be addressed by an existing or future organization?
8. What is the willingness of your company/institution to work collaboratively with other local businesses to address the transportation and parking needs of the area?
9. What role would your company/institution play to support such a collaborative effort? How willing is your organization to support a collaborative effort financially or otherwise?
10. We would like to survey your employees to get a better understanding of what their transportation needs may be and their perceptions on transportation issues facing the area. Would you be willing to conduct an online survey for your employees?



## **Appendix E – Sample TMA Business Plan**

Though establishment of a formal TMA is not recommended at this time, a sample business plan will serve as a useful guide in the event that a TMA is warranted in the future. The following section presents an initial outline of a recommended strategic business plan for the potential future development of a downtown Syracuse TMA.

1. Define TMA Service Area
2. Identify Mission, Goals and Objectives
3. Create Initial TMA Programs and Services
4. Secure TMA Budget and Funding Needs
5. TMA Formation Activities

### E.1 Define TMA Service Area

First and foremost, it is critical to clearly define the service area associated with a new TMA. A TMA's mission, programs and services are driven by the transportation, mobility and accessibility concerns of its constituents. Identifying the geographic boundaries of the TMA activity centers within which the constituents reside is important to the further development of a TMA. The Advisory Committee may wish to consider both the downtown and university areas.

### E.2 Identify Mission, Goals and Objectives

An initial draft sample of the potential mission, goals and objectives for a future TMA is outlined below and is designed to guide the organization's future activities for the first three years of operation. The draft sample TMA mission and goals are based upon the stakeholder input received during the feasibility study process including discussions with stakeholders and the transportation survey results.

#### Mission

One mission for the Syracuse TMA could be:

*To support sustainable growth in the downtown Syracuse area by developing and promoting coordinated transportation improvements and services designed to enhance access and mobility, reduce congestion and parking demand, and improve the quality of life for employees and residents.*

#### Organizational Goals and Actions

Some recommended goals and actions to fulfill that mission include, but are not limited to the following:

**GOAL A – Decrease Parking Demand:** Decrease the demand for parking in downtown Syracuse to assure access to existing and future development.

#### **Actions:**

A-1: Work with the city to measure parking demand and identify appropriate goals for parking reduction. Also determine if demand reduction should be focused on specific geographic areas within the TMA service area.

A-2: Identify innovative parking management solutions to decrease parking demand. Examples include variable pricing, establishing market-rate pricing for city controlled spaces, increase parking time limits in areas of low demand to redistribute demand and identify commercial parking policies in areas where commercial loading and unloading may be an issue.

A-3: Pursue opportunities for employer and developer parking management activities such as unbundled parking and parking cash out.

A-4: Identify opportunities for preferential parking for carpools and vanpools at area employers.

A-5: Actively work with employers and developers to implement programs to decrease parking demand as outlined in the recommended TDM strategies portion of this study.

**GOAL B- Improve Mobility:** Improve accessibility to, from and within the downtown Syracuse area through coordinated transportation improvements that enhance the availability and viability of multimodal travel choices.

**Actions:**

B-1: Work with the city of Syracuse to enhance pedestrian, bicycle and transit connectivity.

B-2: Pursue continued enhancements to regional transportation services such as vanpooling, carpooling and transit.

B-3: Improve and consolidate transportation resources to make it easier for employees, residents, students and visitors to obtain information about their travel options.

B-4: Provide TDM services to employers and help employers establish internal TDM programs.

**Goal C- Improve Environmental Sustainability:** Improve the environmental sustainability of downtown Syracuse.

**Actions:**

C-1: Support land use policies that encourage sustainable development.

C-2: Support developers and landowners seeking Leadership in Energy and Environmental Design (LEED) and LEED for Existing Buildings (LEED-EB) designations by providing TDM support that helps them maximize their LEED points.

C-3: Broaden TDM services to include actions to reduce non-mobile source energy consumption.

### E.3 Create Initial TMA Programs & Services

The following summary highlights an initial list of programs for potential implementation in the TMA's first three years:

#### A. Liaison / Advocacy

- Work with the city of Syracuse to improve bicycle and pedestrian infrastructure
  - Identify high-priority projects
  - Identify and work to obtain funding
  - Work with employers and private property owners to increase bicycle parking
- Work with Centro to improve transit service
  - Identify high priority transit improvements and work with Centro to bring about those improvements
  - Work with constituents to inventory and identify bus stop enhancements
- Coordinate with the city on parking policy
  - Actively participate in changes to the city's parking policies and procedures
  - Coordinate with the city, private parking operators and businesses to assure adequate parking is available for new developments and companies interested in moving to downtown Syracuse

#### B. Marketing / Education Services

- Create an area-wide marketing program aimed at each of the constituent groups within the TMA service area. These groups include: employers, employees, residents, developers, visitors and institutions. New marketing materials should include information about sustainable travel modes, discuss the benefits of TDM programs to employers, encourage the use of sustainable travel modes and help address any parking concerns.
  - Create a TMA brochure for employers and stakeholder partners outlining the mission, goals and objectives of the TMA. Utilize this when conducting TMA outreach as a tool to connect constituents with TMA activities.
  - Develop a new access guide that includes a map of bike trails, bike lanes, bus routes, major roadways, major landmarks and bus stops. The guide would also include "how-to" information specific to the area such as: how-to ride the bus, available bus routes, carpool information and any additional relevant transportation information.
  - Provide travel information tools, educational materials and transportation-specific planning updates on a centralized web site developed specifically for the TMA. Develop a web site marketing strategy and market the site to all constituents.
  - Conduct marketing events as recommended in the TDM plan recommendations section of this study.
- Develop a "new employee" information packet and host new employee orientations for area businesses and partners, ensuring that all new employees are aware of transportation alternatives, information sources and how to reach the TMA.

### C. Parking Coordination

- Actively participate in city parking policy decision making processes to assure that the needs of TMA stakeholders are addressed
- Encourage car share programs at new residential developments as a way to reduce parking demand associated with those developments
- Explore opportunities to encourage companies to replace their private vehicle fleets with car share vehicles as a way to decrease parking demand
- Track the impacts of TDM efforts on parking demand

### E.4 Secure TMA Budget and Funding Needs

It is estimated that an annual budget of approximately \$165,000 to \$175,000 would be adequate to support TMA administration and program implementation during the program's first three years. Funding is likely available from a CMAQ grant. The CMAQ grant can provide approximately 80 percent of the program budget. The remainder of the budget must come from local sources. As the TMA expands services it should seek additional funds from local sources through membership fees and fee for service programs. The program can seek fees for service from new developments seeking to obtain significant vehicle trip reductions, through the distribution of employee trip plans to companies moving to downtown Syracuse and assistance with marketing efforts to Centro or the city's parking program.

A sample annual budget is provided below. Some program costs may be covered by other entities that provide free office space, free use of telephone lines, administrative assistance and other services. The value of those items can count toward the program's required 20 percent match for CMAQ funding.

**Table E1: Sample TMA Budget**

	Year 1	Year 2	Year 3
Salary (1 FTE)	\$65,000	\$67,000	\$69,000
Payroll taxes	\$4,000	\$4,200	\$4,300
Fringe benefits	\$6,500	\$6,700	\$6,900
Office supplies and equipment	\$8,000	\$6,000	\$4,000
Conference fees, dues and travel	\$3,000	\$3,250	\$3,500
Printing and graphic design	\$25,000	\$15,000	\$15,000
Meeting costs	\$1,000	\$1,000	\$1,000
Promotional events	\$5,000	\$5,000	\$5,000
Office rent	\$12,000	\$12,000	\$12,000
Marketing/TDM contractors	\$40,000	\$40,000	\$40,000
Legal and accounting	\$6,000	\$4,000	\$4,000
	\$175,500	\$164,150	\$164,700

## E.5 Formation Activity Outline

The formation activity outline identifies activities that must be conducted to both form and to support the establishment of a TMA that serves the downtown Syracuse area.

### Preplanning Activities

A variety of activities need to take place in preparation for program implementation. These activities address the creation of the TMA and refinement of the proposed programs and services. Although these tasks should begin before program implementation, not all tasks need to be completed sequentially. Many steps can be conducted at the same time.

#### **1. Establish Organizational Structures**

- Prepare documentation for incorporation and taxation status (charitable organizational status allows for tax-deductible contributions from members and non-members)
- Establish single point-of-contact for TMA organizational activities

#### **2. Establish Organizational Governance**

- Establish a Board of Directors comprised of member organizations. Typically, TMA Boards or Steering Committees have up to twenty members elected from the membership. Most TMA boards meet monthly or quarterly. Some boards invite public agency representatives to serve as ex-officio (non-voting) members. The board can designate officers such as a president or chair, vice president, secretary and treasurer.
- Create TMA Bylaws. The bylaws are the governing rules for the TMA and define the organization's purpose, rules and procedures. The bylaws will also include definitions of membership, rights and powers of members and staffing.

#### **3. Applications for Funds**

- Make a formal application for public CMAQ funds.

#### **4. Establish Office and Support Structure**

- Establish office space in a location that is easily accessible to TMA constituents
- Purchase property and liability insurance and consider officer and director insurance. Accounting and legal assistance should also be identified or acquired as appropriate.

#### **6. Formalize Staff Responsibilities**

- The daily operations of a TMA are typically managed by a full-time program director. The program director reports to the TMA Board of Directors and duties include securing funding agreements, developing and implementing a business plan, managing the office and staff, managing outside contracts, attending meetings on behalf of the TMA, developing TMA products and services, interfacing with public agencies, and supporting the Board of Directors.

## **Appendix F – Study Advisory Committee Meeting Notes**

## Study Advisory Committee (SAC) Meeting

Minutes December 16, 2010 2:30 pm to 4:30 pm SMTC Meeting Room

MEETING CALLED BY	Syracuse Metropolitan Transportation Council (SMTC)
TYPE OF MEETING	Downtown TDM Study update
FACILITATOR	Justin Schor, UrbanTrans North America
NOTE TAKERS	Justin Schor and Matthew Kaufman, UrbanTrans North America
ATTENDEES	<b>UrbanTrans</b> Justin Schor, Project Manager Matthew Kaufman, Survey Analyst Nell Donaldson, SMTC <b>Study Advisory Committee</b>

**Agenda Topics**

2:30 - 2:35 WELCOME AND OVERVIEW NELL DONALDSON, SMTC			
DISCUSSION	Ms. Donaldson welcomed the committee members, set the context for the meeting and introduced the staff from UrbanTrans.		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

2:35- 2:50 UPDATE ON PROJECT PROGRESS JUSTIN SCHOR, URBANTRANS			
DISCUSSION	<p>Mr. Schor provided a summary of what was covered at the last SAC meeting held on August 2. He highlighted the study area boundaries; discussed the study goals (address current parking demand and poor perceptions of parking availability, meet future parking needs by reducing demand by 1,300 spaces, improve downtown labor force access and mode equity, improve downtown sustainability and transportation efficiency, and address parking signage and wayfinding). Mr. Schor also listed the objectives of the study (help employees, increase knowledge of travel options, identify appropriate TDM strategies for downtown, build buy-in from local business and government, focus on visitors and meet the travel needs of service employees).</p> <p>Mr. Schor noted that an employer survey, employee survey and employer interviews were conducted since the last SAC meeting and would be summarized during this meeting. He said that all of the information obtained to date will be analyzed and used to identify options for meeting the study goals and objectives</p>		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

2:50 – 3:10 STAKEHOLDER INTERVIEW & EMPLOYER SURVEY OVERVIEW MATTHEW KAUFMAN, URBANTRANS	
DISCUSSION	Mr. Kaufman provided an overview of the stakeholder interview process and employer surveys. The employer survey and stakeholder interviews were conducted to determine what transportation issues affect employers,



	<p>possible solutions to those issues and the level of involvement employers would like to have in addressing transportation issues in downtown Syracuse.</p> <p>Stakeholder interviews were conducted over the phone and the employer survey was distributed electronically. Thirty seven employers participated in the employer survey and eight employers participated in the stakeholder interviews.</p> <p>Key transportation concerns identified from the survey and interviews were a lack of bicycle routes, safety issues for bicyclists, inadequate levels of transit service, no carpool matching system, transportation impacts on employee recruitment, and high transportation costs. Employers reported that employee parking to be generally adequate but not ideal. Employers expressed concern with a lack of parking availability for visitors and customers.</p> <p>When asked what types of TDM services they would like to see implemented, employers cited transportation planning, solutions to reduce parking demand, actions to increase environmental sustainability, carpool matching services, marketing efforts to increase knowledge of travel options, creation of a transportation management association, and improved parking management and signage.</p> <p>Thirty seven percent of employers said they would participate in a TDM organization. Some stressed that any new organization should not duplicate existing services and would need to have quick successes.</p>		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

### 3:10 – 3:40 EMPLOYEE SURVEY OVERVIEW MATTHEW KAUFMAN, URBANTRANS

DISCUSSION	<p>Mr. Kaufman provided an overview of the employee survey. The survey was conducted to identify the transportation concerns of downtown employees and possible solutions to address those concerns. Employers were contacted directly and asked to distribute the survey to employees. The survey was available online and was completed by 1,350 employees. Forty eight percent of employees who completed the survey work in the private sector. The remaining 52% percent of respondents work in the private sector.</p> <p>The single-occupancy vehicle mode split for employees completing the survey is 80 percent, which is high for a downtown area. However, 31 percent of employees said they would like to increase their use of sustainable travel modes.</p> <p>Only 9 percent of employees said they access to a vehicle every day to run errands or attend meetings. This is an indication that sustainable travel modes are an option for many people. Merike Treier said that the Downtown Committee conducted a study on daycare needs that could be shared with the project team to identify what percentage of</p>
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	<p>employees must drop off or pick up children before and after work.</p> <p>The survey results indicate that parking price is a larger issue than availability. Fifty three percent of employees were not aware of all parking options in downtown, which indicates that programs to increase awareness of parking options could be helpful. The Downtown Committee already maintains a list of parking facilities and associated rates on its Web site.</p> <p>About 30 percent of employees said their employer pays for their parking. When asked what they would do if offered cash instead of free parking, 16 percent of employees said they would no longer drive alone.</p> <p>Employees expressed interest in carshare and guaranteed ride home programs, services that provide detailed transit plans, and the ability to shift their shift start and end times. A representative from Centro said that organization already offers a guaranteed ride home program.</p> <p>When discussing the survey results meeting attendees said that lots of transportation information is already available, but efforts need to be made to centralize the information and make people aware of its availability. One attendee said that there may be an option to use highway advisory radio to inform travelers about their options. It was also noted that more effort needs to be made to work directly with employers to distribute transportation information to employees.</p>		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

3:40 – 4:00 BEST PRACTICES DISCUSSION JUSTIN SCHOR, URBANTRANS			
DISCUSSION	<p>Mr. Schor summarized the items that need to consider when determining if the distribution of TDM services is feasible. For TDM services to be effective there must be actual and perceived transportation issues. One of the biggest issues identified in downtown Syracuse is parking. A previous study found that downtown parking is at an 80 percent utilization rate. Since that study was completed an 800 space parking garage was closed. The group generally agreed that parking is well utilized. However, a representative from Murbro Parking said that the lots his organization manages always have capacity.</p> <p>In further discussion of the TDM feasibility criteria Mr. Schor said that most of the criteria for success are met by downtown Syracuse. Knowing that the delivery of TDM services is feasible Mr. Schor said it is necessary to identify how those services can be delivered. He provided two examples of TDM organizations that also address parking. One example was the Lloyd District in Portland, Oregon and the other was the Central Platte Valley in Denver, Colorado. The examples show that it is possible to integrate TDM delivery with parking management.</p>		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	

n/a	n/a	n/a
<b>4:00 – 4:30 GENERAL DISCUSSION JUSTIN SCHOR, URBANTRANS</b>		
DISCUSSION	<p>Mr. Schor opened the meeting to discussion. Having provided information on the research obtained to date and operational models for the delivery of TDM service he asked the group to provide comments regarding how TDM services could be best delivered in downtown Syracuse.</p> <p>Mr. Walsh said that the city needs to improve how it handles parking and said that the type of TDM organizations discussed correspond with the direction in which the city would like to move.</p> <p>When asked about his thoughts, Mr. Gross said that in his agency's experience when people come downtown they can find parking at any location at any time of the day or night. He feels that parking is nothing more than a perception problem. People want to park right next to their work and pay nothing for it. Mr. Gross said his organization manages an 800 space parking lot with 650 available spaces that cost only \$35 per month. He feels that as long as people can come downtown and pay a reasonable rate to park there is no problem.</p> <p>Mr. Mankiewicz said that his organization is trying to retain or bring employers to downtown, but experiences difficulty doing so because of parking. An employer may want 200 spaces adjacent to their new location. The employer is willing to pay for those spaces but they are often not available or will be spread across multiple lots, which is an unattractive option to employers.</p> <p>Mr. Gross said that employer concerns can be addressed by providing them with more distant parking at a reduced rate along with a shuttle service. Mr. Mankiewicz said that option is difficult to sell to employers who say that can locate in suburban areas and have parking that is free and close to their office.</p> <p>Mr. Mankiewicz and Mr. Walsh said that employers are concerned that parking is being removed to make way for new developments. This is creating the perception that downtown parking is limited and making it more difficult to convince employers to locate downtown.</p> <p>Mr. Walsh said that while there is agreement that sufficient parking capacity currently exists, actions must be taken to assure that sufficient capacity will remain in the future. He believes that maintaining sufficient capacity will require better management and communication.</p> <p>Mr. Mankiewicz said that while there is sufficient parking capacity in general there are current areas that lack sufficient capacity. He said that there are properties that have sat vacant for years because potential lessees cannot identify sufficient amounts of parking nearby and will not consider options that involve splitting their employees between multiple parking facilities or using a shuttle.</p>	

	<p>Ms. Donaldson said that it while it would be good to implement a solution that addresses both parking and TDM, identifying an organization that can implement the solution is important. Mr. Schor said that UrbanTrans would assist with the development of "sales" materials that can be used to approach organizations capable of providing TDM and basic parking management services.</p> <p>Mr. Mankiewicz said that he thinks it will be possible to find employers and champions willing to assist with TDM and parking goals. He said her hears from a large number of employers that are looking for transportation services. He also noted that with gas prices increases he will likely start getting more calls from employers seeking TDM services for their employees.</p> <p>Mr. Effinger asked if transit services would still fall under the discussed program model. Mr. Schor said that transit would and said that in some models parking revenue is used to fund transit service.</p>	
CONCLUSIONS	Data from the surveys and discussion indicates that there is support for the distribution of TDM services in downtown Syracuse. Data and discussion also indicate that any TDM services must also address parking availability.	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
Identify potential service delivery models	UrbanTrans and SMTC	
Develop marketing collateral for use when recruiting a service delivery organization(s)	UrbanTrans	
Identify an organization(s) to deliver TDM services	UrbanTrans and SMTC	

## Public Information Meeting

Minutes December 17, 2010 8:30 am to 9:30 am SUNY-Oswego Metro Center

MEETING CALLED BY	Syracuse Metropolitan Transportation Council (SMTTC)
TYPE OF MEETING	Downtown TDM Study Public Information Session
FACILITATOR	Justin Schor, UrbanTrans North America
NOTE TAKERS	Justin Schor and Matthew Kaufman, UrbanTrans North America

**Agenda Topics**

8:30 – 8:35 WELCOME AND OVERVIEW NELL DONALDSON, SMTTC			
DISCUSSION	Ms. Donaldson welcomed the attendees, set the context for the meeting and introduced the staff from UrbanTrans.		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

8:35 – 8:45 WHAT IS TDM JUSTIN SCHOR, URBANTRANS			
DISCUSSION	Mr. Schor provided a brief summary of what transportation demand management (TDM) is and how it can address traffic congestion, parking shortages, economic development and environmental concerns.		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

8:45 – 9:10 SURVEY AND STAKEHOLDER INTERVIEW DATA MATTHEW KAUFMAN, URBANTRANS	
DISCUSSION	<p>Mr. Kaufman provided information on the stakeholder interviews and employer and employee surveys that have been conducted as part of the TDM study.</p> <p>The employer survey and stakeholder interviews were conducted to determine what transportation issues affect employers, possible solutions to those issues and the level of involvement employers would like to have in addressing transportation issues in downtown Syracuse.</p> <p>Stakeholder interviews were conducted over the phone and the employer survey was distributed electronically. Thirty seven employers participated in the employer survey and eight employers participated in the stakeholder interviews.</p> <p>Key transportation concerns identified from the survey and interviews were a lack of bicycle routes, safety issues for bicyclists, inadequate levels of transit service, no carpool matching system, transportation impacts on employee recruitment, and high transportation costs. Employers reported that employee parking to be generally adequate but not ideal. Employers expressed concern with a lack of parking availability for visitors and customers.</p> <p>Thirty seven percent of employers said they would participate in a TDM organization. Some stressed that any new organization should not duplicate existing services and would need to have quick successes.</p>

	<p>The employee survey was conducted to identify the transportation concerns of downtown employees and possible solutions to address those concerns. Employers were contacted directly and asked to distribute the survey to employees. The survey was available online and was completed by 1,350 employees. Forty eight percent of employees who completed the survey work in the private sector. The remaining 52% percent of respondents work in the private sector.</p> <p>The survey results indicate that parking price is a larger issue than availability. Fifty three percent of employees were not aware of all parking options in downtown, which indicates that programs to increase awareness of parking options could be helpful. The Downtown Committee already maintains a list of parking facilities and associated rates on its Web site.</p> <p>Employees expressed interest in carshare and guaranteed ride home programs, services that provide detailed transit plans, and the ability to shift their shift start and end times.</p> <p>A large amount of discussion occurred during and after Mr. Kaufman's presentation. Attendees noted that improvements are being made to Centro and further action should be taken to improve the experience of riding the bus. TDM efforts should take advantage of special events like the Saint Patrick's Day parade and construction projects that are likely to cause traffic congestion to encourage the use of sustainable travel modes.</p>		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

**9:10 – 9:15 ORGANIZATIONAL OPTIONS JUSTIN SCHOR, URBANTRANS**

DISCUSSION	<p>Mr. Schor provided two examples of TDM organizational structures that could be applicable to downtown Syracuse because of their ability to reduce single occupancy vehicle travel and parking demand. One example was the Lloyd District in Portland, Oregon and the other was the Central Platte Valley in Denver, Colorado. The examples show that it is possible to integrate TDM delivery with parking management.</p>		
CONCLUSIONS	n/a		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
n/a	n/a	n/a	

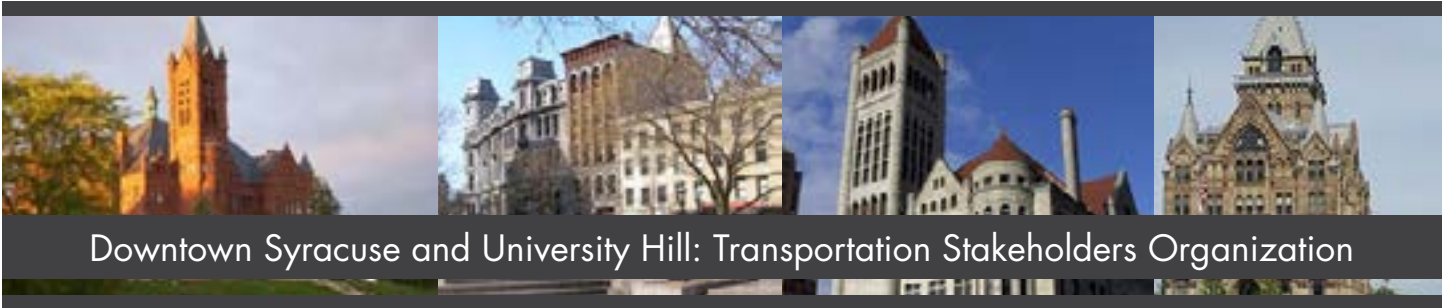
**9:15 – 9:30 GENERAL DISCUSSION JUSTIN SCHOR, URBANTRANS**

DISCUSSION	<p>Mr. Schor opened the meeting to general discussion to determine the TDM goals and service delivery preferences of the attendees. The following comments were offered.</p> <p>One attendee said she feels that Syracuse has too many organizations. Her initial reaction to an additional organization is not positive, but she would support TDM efforts if they are implemented by the Downtown Association. She would like to see more work done to make travelers aware of their</p>		
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	<p>travel options and to develop electronic tools that inform people about the availability of parking and improve transit service. She also feels that greater effort needs to be made to improve the downtown experience. Required actions include keeping sidewalks cleared, making sure light are working and improving safety.</p> <p>Another attendee said that parking is the driver of problems in downtown. Downtown is competing with shopping malls and office parks that focus on time and convenience. Weather, convenience, and safety are three things that must be addressed to get people downtown. Many parking facilities in downtown are not useable because there is something fundamentally wrong with them, safety being a major concern. The attendee would support an agency that works to address these issues.</p> <p>Another business representative said that her organization has found that clients do not like to drive downtown. Her agency has been more successful locating certain facilities in the suburbs. She said her employees would support buses if they operated more as a shuttle service picking people up close to their homes and dropping them off at their building door. She would like to see her employees increase their use of transit because it would reduce the company's parking costs. The same employer said she has found it difficult to work with the city to obtain additional parking. She has spent three months talking to multiple departments to obtain access to additional employee parking.</p> <p>It was noted that too often the premium parking spaces in downtown are used by employees, leaving the less desirable spaces for customers and visitors.</p> <p>A representative from the Downtown Association said that a parking study is currently being conducted by Walker Parking. The study is reviewing how parking garages are managed within the city and how parking revenue is used. She said that knowing where available parking spaces are located requires an overarching organization that can collect the information from the various lot managers and present it to the public in a single message. She also said that coordination is needed to implement uniform parking lot signage.</p>	
CONCLUSIONS	n/a	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
n/a	n/a	n/a

## **Appendix G – TSO Marketing Piece**





## Downtown Syracuse and University Hill: Transportation Stakeholders Organization

### **Is your organization an office, educational or retail campus in Downtown Syracuse and University Hill?**

### **Are your organization and your employees looking for any or all of the following transportation improvements?**

- Safer biking and walking conditions within and between Downtown and University Hill locations
- More convenient customer/visitor and employee parking near your worksite
- Assistance implementing Commuter Benefits to your employees
- Leadership for future Downtown and University Hill transportation plans to address growth, parking, & sustainability
- Improved labor force access and employee recruitment through transportation

If you answered yes to any of these transportation improvements, the solutions could be provided by participating in a transportation stakeholders organization for Downtown Syracuse and University Hill.

### **What is a Transportation Stakeholders Organization (TSO)?**

A TSO is a non-profit organization housed under the Center-State CEO with representatives from Syracuse businesses and local governments. The TSO is tasked with facilitating efforts amongst these stakeholders to identify opportunities for private sector, in partnership with the public sector, to solve transportation problems in Downtown Syracuse and University Hill.

### **What will a TSO do for my business?**

The TSO will explore opportunities to help employees of its member employers learn about their travel and parking choices, assist and incentivize them to use alternative travel choices, as well as develop infrastructure and services that create new travel and parking choices.

#### **Get Our Transportation Needs Heard and Funded**

In an economic climate where financial resources for much needed transportation improvements are scarce, it is important to have an organization that will advocate for parking, bike, and pedestrian infrastructure and program improvements for Downtown Syracuse and University Hill as part of regional transportation and transit planning efforts. With the needs of numerous organizations in Downtown Syracuse and University Hill **speaking with one voice** about their transportation needs and ability to support them with the **pooled financial and labor resources** of the businesses that are members, the TSO will work to find an organizational structure to **leverage additional funds** for infrastructure enhancements for its members. Those enhancements could include:



- **Parking Management Enhancements**, including more user-friendly motorist signage to highlight visitor and customer parking, shuttles to remote parking lots, etc.
- **Bicycle enhancements**, including prioritization, design, implementation, and enforcement of new paths and lanes that connect different campuses and neighborhoods in Downtown Syracuse and University Hill.
- **Transit operational enhancements**, including bus routing, stop location/design, circulators, etc.

## Transportation Forum

Although the organizations in Downtown and University Hill share common transportation issues and concerns there is no forum to discuss them and develop a consensus on what priorities should be conveyed to local, state and federal transportation organizations. The TSO can provide that forum for prioritization and implementation of transportation needs / solutions.

## Travel Assistance

Employees who are looking for a travel choice other than driving their car to work alone are often discouraged by lack of information on what their choices are as well as how to use them and fear of trying them for the first time. By educating employees about their travel choices and providing them with personalized travel assistance they can overcome their fears. Below are some examples of the travel assistance that the TSO will work to ensure that your employees receive:



- **Transit Incentives.** This includes helping employers establish transit pass discount and pre-tax purchase programs that save them and their employees money.
- **Area-wide travel choice support programs.** This includes assisting and promoting your employees with ridematching, incentives, guaranteed ride home, vanpool coordination, and many other commuter choices.
- **Downtown and University Hill specific multimodal information resources.** Web-based, with travel options, parking info, real-time travel info, event information, etc.

## What are the financial advantages of a TSO?

Participation in the TSO, can lead to the formation of public-private partnerships where member investment can provide anywhere from a two to a ten-fold return. One example of such partnership is the Transportation Solutions Transportation Management Association (TMA) in southeast Denver, Colorado, which used its \$150,000 locally funded annual budget to aggressively contact businesses along its key transportation corridor and build support for a grant application that lead to \$2 million in pedestrian and bicycle enhancements. Commuter Club TMA in Cumberland, Georgia committed \$12 million in local funds toward TDM efforts and will receive \$13 million in state and federal funds. Their parent organization, the Cumberland Community Improvement District (CID) committed \$11.4 million in local funds and will receive \$25.1 million in state and federal funds to be used for streetscape and trail improvements in the CID/TMA service area.

In addition to leveraging new funding sources, these public-private partnerships can also help their member businesses save money. Some cost savings examples include:

- Reduced need for internal staff to provide commute assistance to employees
- Reduced cost to build and maintain parking facilities through reductions in parking demand
- Increased opportunities for corporate tax savings on transportation benefits.

## How can I get involved?

Other employers in Downtown and University Hill indicated an interest in funding and participating in a public private partnership to address these transportation issues. Join them and us at the next Center State CEO meeting to determine the next steps in addressing the transportation and parking needs in Syracuse.

**Monday, October 10, 2011**

8:00 am – 9:30 am

SMTC

Room <Name>

126 N. Salina Street

Please RSVP with Mario Colone, SMTC Program Manager  
at (315) 422-5716 or mcolone@smtcmpo.org.