

GO ITHACA: Downtown Ithaca Alliance Pilot Transportation Demand Management Program

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GO ITHACA: Downtown Ithaca Alliance Pilot Transportation Demand Management Program

Final Report

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Abstract

GO ITHACA is a Downtown Ithaca-based personalized educational campaign that encourages downtown employees and residents who are single occupant vehicle users to learn about and sample sustainable modes of transportation. These modes include walking, biking, transit, and carsharing through incentives customized to each program participant in an effort to promote car-free or car-lite lifestyles.

The report offers a detailed description regarding how GO ITHACA was adjusted to the unique context of a small college town and summarizes the positive results in trip reduction and mode shift that occurred in a before-and-after survey of program participants. Information contained in this document, such as case study information from the transportation demand management program, is current at the time of publication.

Keywords

Downtown Ithaca, Tompkins County, Transportation Demand Management, GO ITHACA, Sustainable Transportation, Commuter Program

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Acronyms and Abbreviations

The following are the most common acronyms and abbreviations used in the report:

BID	Business Improvement District
BRH	Backup Ride Home
DIA	Downtown Ithaca Alliance
ETC	Employee Transportation Coordinator
GHG	greenhouse gas
NYSERDA	New York State Energy Research and Development Authority
NYSDOT	New York State Department of Transportation
SOV	single occupant vehicle
TCAT	Tompkins Consolidated Area Transit
TDM	Transportation Demand Management
TMA	Transportation Management Association

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Downtown Ithaca’s Businesses and Employees/GO ITHACA Participants

Executive Summary

During the last decade, Downtown Ithaca, a small community in the City of Ithaca located in the Finger Lakes Region of New York State, has reemerged as a regional business and employment hub with more than 300 businesses that provide jobs for some 3,000 employees, as a place to call home by offering housing to some 1,500 residents, and as an attractive destination for the hundreds of thousands of visitors and millions of tourists who come to the community each year.

As this small city grew, multi-use buildings were developed on infills that were once used as parking lots, thus reducing the number of parking spaces available to commuters, visitors, tourists, and residents. The reduction in parking made it a challenge for workers and guests to find a place to park. Additionally, the continued demand for parking has driven up the costs of parking in Downtown Ithaca.

Instead of encouraging the creation of more parking structures to address the issue, the Downtown Ithaca Alliance (DIA) wanted to take a more affordable and environmentally friendly approach by developing a transportation demand management program.

The purpose of the DIA's demonstration was to promote and encourage the use of alternate commuter services to businesses, employees, and residents and to introduce new transportation resources in the Downtown Ithaca Business Improvement District.

The pilot project's overall goals were to decrease the number of individuals who were using single occupancy vehicles (SOVs) to commute to and from Downtown Ithaca for work and thus increasing the number of individuals using alternative transportation methods (walking, busing, biking, and carpooling) for their daily commutes, reduce pollution emissions, and increase transportation options and services.

Specific goals of the project were to prepare transportation demand management (TDM) plans for up to 10 buildings, 20 businesses, 100 employees, and 25 residents and to affect travel mode changes of 200 individuals.

To achieve these goals, the program provided personal guidance to its clients, specifically by informing downtown employees about the alternative transportation methods that are available in Tompkins County and helping them test these alternative transportation methods. This was done through a highly targeted and individualized campaign reinforced by incentives and rewards.

To help businesses, employees, and residents better understand the current commuter benefits available to them and to help DIA better understand the existing employee commuter habits, the contractor first completed outreach efforts with interested employers. A total of 315 employees from 23 different businesses and two government entities completed a downtown employee commuter survey. The initial results showed 60% (188) of the employees drive to work alone.

After learning that 60% of those individuals who were surveyed commute to work via SOV, the project focused on encouraging those drive-alone commuters to sample at least one of the alternative modes of transportation for their commute to and from downtown.

During the recruiting process, DIA learned that shifting commuter habits was going to be a challenge for many reasons; five of the main reasons are (1) the Ithaca community isn't familiar with TDM strategies and/or they simply don't recognize the benefits of using TDM strategies, and therefore, were reluctant to learn about the program, (2) the current transportation services aren't robust enough to provide service to individuals living in remote locations in Tompkins County, (3) the surrounding topography and seasonal weather make it difficult for commuters living outside of the city of Ithaca to bike or walk to work, (4) the contractor was not able to secure all the necessary staffing to complete the TDM plan writing, (5) changing commuter habits is done incrementally.

Despite these challenges, DIA was able to enroll 23 businesses and two government entities into the TDM program and completed TDM Plans for 15 of the businesses. In addition, there were 12 individuals—six via the exit survey and six through their trip logging on GOIthaca.org—that reported they did shift their commute to an alternative mode of transportation.

In addition, as part of the pilot, the contractor focused on bringing two new services to the area to support the project's goals: a backup ride home service and a remote parking program.

This pilot program also helped identify the following observations and recommendations for the permanent ongoing TDM Program:

- It is costly and difficult to work one-on-one with individual employees. Among the hurdles to overcome was finding employee work time to meet and discuss transportation options.
- Instead, the team learned it was far easier to work at the business level. Business owners/leaders were generally willing to participate and could readily group the possible benefits to their organization.

- Tracking by individuals can be challenging. Employees are typically concerned about their privacy, and most opted out of the tracking program.
- Public entities were the most concerned about providing employee data to the TDM program.
- Changes occurred both formally through the program and informally, through information provided by the program.

Project research and results from the commuter survey supported the importance of and demand for a backup ride home for the wider community. Both projects were explored further and before the end of the project period, Ithaca Carshare was able to manage a backup ride home service for the TDM program. Also, toward the end of the pilot, the contractor was in the process of designing a remote parking pilot with assistance from Tompkins Consolidated Area Transit and Ithaca Marriott on the Commons.

1 Background and Program Rationale

1.1 Project Area

With a population of 30,000, Ithaca is one of Upstate New York's smaller cities. Geographically, the City of Ithaca is bordered by Cayuga Lake to the north and by steep hills to its west, east, and south. Ithaca, including its densely populated downtown, is surrounded by these hills. Even though it is smaller and isolated, the town is one of the region's rapidly growing economies and downtown area is at the heart of this growth and resurgence.

Since 2005, Downtown Ithaca has experienced tremendous growth in development. Nearly a half billion dollars has been invested or pledged for about 1,000,000 square feet of new development—office, residential, lodging, and retail/commercial—in the heart of the city. New businesses flock to Downtown Ithaca due to its wealth of multi-use building developments, its central location to higher education institutions, such as Cornell University and Ithaca College, and its shopping, dining, and entertainment destinations.

Aside from nearby Cornell University and Ithaca College, Downtown Ithaca is home to the largest collection of employers in the region with some 300 businesses employing a total of about 3,000 employees in its Business Improvement District. Ithaca itself is a regional employment hub—each day 15,000 workers commute into the community from outside of the county from all directions.

The growth experienced here makes the community susceptible to some big city issues. The lack of available city housing, evidenced by a low 1.8% urban housing vacancy rate, forces people to live farther from the downtown core and thus gives rise to Single Occupancy Vehicle (SOV) trips.

SOV usage represents a primary mode of transport for commuters coming into the Downtown Ithaca community from areas outside of the urbanized core.

According to a 2014 Ithaca-Tompkins County Transportation Council commuter survey, only 36% of “city residents” drive alone to work, while 39% walk. Beyond municipal boundaries, this picture changes. Every other measured area shows 50% or above driving alone to work. (American Commuter Survey

2014 Space 5 Census, Tompkins County.) Currently, 61.3% of commuters in Tompkins County drive alone, while 9.4% carpool, 6.5% use public transit, 1.6% bike, 14.2% walk, and 6.3% work from home. (American Commuter Survey 2017 Space 5 Census, Tompkins County.)

A 2015 report from the Nielsen Group showed that 28.45% of commuters in a one-mile radius of downtown chose to drive alone to work. The numbers increased with the distance from the urban core, totaling 69.58% of commuters operating SOVs in the 25-mile radius region. (The Nielsen Company, Pop-Facts: Demographic Snapshot 2015 Report, September 25, 2015.)

1.2 Program Rationale

More than half of downtown's commuters use SOV for their work commute, presenting problems for a city committed to sincere and significant reductions of greenhouse gas emissions.

These existing SOV users create traffic congestion and place a strain on existing parking resources. Plus, according to DIA estimates, the new generation of current and planned development projects will completely exhaust downtown's existing municipal parking supply. As parking has become scarce, the City Planning Department has started to use Transportation Demand Management (TDM) utilization as one of its site plan review criteria.

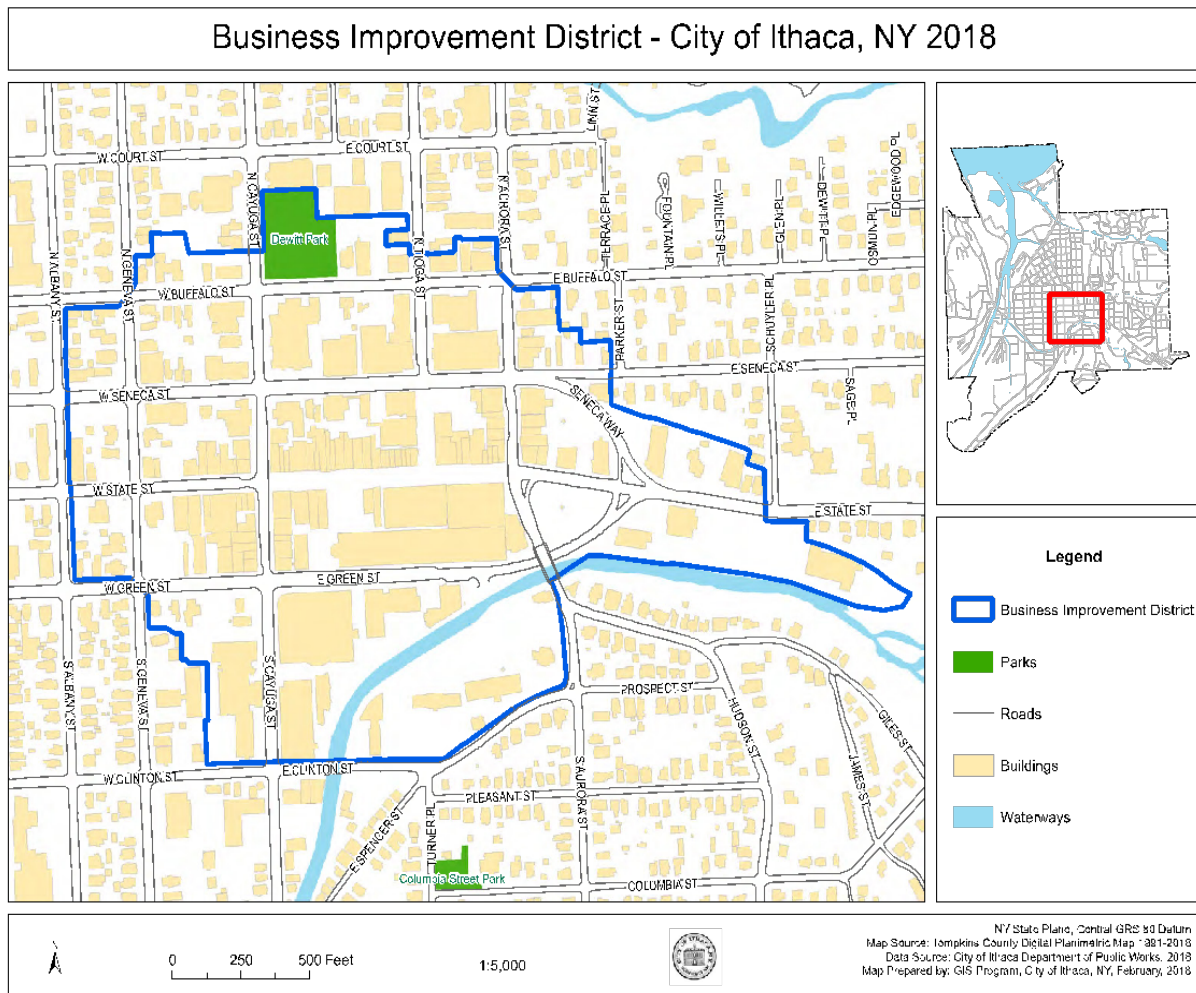
In addition to addressing traffic congestion and the projected parking issue, the City of Ithaca and Tompkins County are looking to use TDM practices to help reduce greenhouse gas reduction.

Both the city and county have committed to ambitious goals that will reduce greenhouse gas (GHG) emissions. The City of Ithaca has committed to several sustainable initiatives, including a local action plan created in 2006 aimed to reduce greenhouse gas emissions 20% lower than 2001 levels, 80% total, by 2016 through energy reducing operations. Tompkins County aims to reduce greenhouse gas emissions in the community by 80% by the year 2050. To achieve this goal, the county has developed an Energy Strategy Plan. (City of Ithaca, City of Ithaca Energy Action Plan 2012–2016 Greenhouse Gas Emissions Inventory (2010) and Update to Local Action Plan.)

In June 2016, Ithaca became the first city in New York State to join the 2030 District Network. This privately led, publicly supported district supports the business case for sustainability, providing a framework for improving urban sustainability, working with property owners and businesses to cut their energy use, water use and transportation emissions by 50% by 2030. The year 2030 is considered a deadline for achieving a carbon-free society in order to mitigate climate change (Ithaca 2030 District Tompkins County Climate, Ithaca 2030 District launched).

To meet these goals while sustaining its growth, the Downtown Ithaca Business Improvement District needed to embrace TDM practices and Transportation Management Association (TMA) services to generate real and measurable changes in transit modes. By including TDM in the municipal planning and development process, it will offer a broad range of economic, environmental, and public health benefits to local governments, citizens, and businesses.

Figure 1. Ithaca Business Improvement District Map



By measuring the reduction in SOV usage among Downtown Ithaca commuters and residents, the DIA was able to determine the commensurate reduction in GHG emissions. It was the goal of this pilot project to measurably assist the community in meeting its 2030 Energy District goals as well as its 80% GHG emission reduction goals for 2050.

To help people travel around Tompkins County, especially in and out of downtown Ithaca, local governments and nonprofit institutions collaborated to create several sustainable transportation resources:

- A pedestrian network including The Commons, Downtown Ithaca’s pedestrian-only street, that is supported by newly developed sidewalk improvement districts surrounding this popular destination.
- Tompkins Consolidated Area Transit (TCAT), an extensive transit system serving Tompkins County with over 30 routes most traveling to and from two downtown bus depots.
- Lime Bike, a private bicycle rental company, with a fleet of more than 200 dockless bikes in the downtown area.
- Ithaca Carshare, a carsharing organization with 25 vehicles.
- Taxis, Uber, and Lyft ridesharing services.
- Gadabout, a nonprofit shuttle service for the elderly and infirm.
- Tompkins County FISH (Friends in Service Helping), provides rides for Tompkins County residents in need of medical and health related services within Tompkins County.
- A biking network supported by new bike lanes and bike boulevard system, and several multi-use recreational paths including the Cayuga Waterfront Trail.
- Several highways coming into or near downtown Ithaca, including NY Routes 13, 34, 79, 89, 96 and 96B, and 366.
- Park and Ride locations in developed communities.
- A combination of parking options including metered and non-metered street parking, two municipal garages, a private garage, and private surface parking lots within downtown.
- Alternative transportation advocacy, programming, and activities network from Bike Walk Tompkins and Cornell.
- Cooperative Extension’s Way2GO.

1.3 What is Transportation Demand Management (TDM)?

Transportation Demand Management, often referred to as TDM, is a program that helps existing transportation systems — public transit, carpooling, vanpooling, ridesharing, walking, and cycling — become more efficient by influencing when, and how often people travel, the routes they take, and the cost of the trip. TDM aims to provide information, incentives, resources, and support to commuters who want to make the best possible use of available alternative transportation options.

1.4 What is a Transportation Management Association (TMA)?

TMAs are the providers of an institutional framework for TDM programs and services. TMAs can provide a variety of services that encourage more efficient use of transportation and parking resources.

TMAs typically help educate single occupant vehicle (SOV) commuters about the alternative modes of transportation that are available to them and then encourages these SOV users to switch to alternative modes of transportation by offering incentives and rewards.

A TMA's goals are to decrease SOV usage as the main commuter source, thus increasing the number of individuals who are using alternative modes of transportation. TMAs also work towards decreasing greenhouse gas emissions and decreasing vehicle miles traveled.

1.5 Why Use TDM Practices?

TDM strategies can assist this program's residents and workers with making better use of Tompkins County's available transportation options. Assistance in finding and using these can be an extremely valuable lifestyle and economic benefit. For those who can't and don't drive, non-SOV travel options provide the mobility needed to gain and sustain employment, complete errands, and lead a fulfilling lifestyle.

For others, travel options can relieve the time, stress or cost of a commute, or provide for more productive use of the time they travel. The financial savings in fuel, maintenance, vehicle wear and tear, of living a car-free or car-lite lifestyle can be substantial. Some of the key benefits of TDM practices are as follows:

- TDM helps address traffic congestion: Our TDM efforts help coordinate a number of programs that encourage people to carpool, vanpool, use transit, bike, and walk to work, as well as provide information on teleworking and alternative work schedules. By encouraging SOV users to use alternative modes of transportation, the program will lower the number of vehicles coming into the city, thereby reducing traffic.
- TDM helps reduce commute time: Once TDM practices help to reduce traffic congestion, alternative modes of transportation users will be able to get to their destination quicker.
- TDM helps improve safety on the roads: As people start to use alternative modes of transportation, reduced traffic congestion will make the roadways safer for all users, including bicyclists and pedestrians.
- TDM helps meet environmental and air quality goals: Fewer SOVs on the road will in turn reduce GHG in communities.

- TDM practices improves public health: Encouraging people to use alternative modes of transportation such as biking and walking to work increases physical activity leading to a healthy weight as well as a lower chance of heart issues and the other health problems. Plus, reduced vehicle emissions improve air quality making it easier for people to breathe.
- TDM reduces the need for parking structures: With fewer SOVs coming into the downtown community, it will reduce the strain on existing parking structures and the need to build new parking infrastructure, thus leading to cost savings for the city and taxpayers.
- TDM benefits businesses: Fewer vehicles accessing and parking at worksites can save companies substantial operating dollars associated directly and indirectly with parking costs.

1.6 Project Goals

The goal of the DIA’s project was to assist downtown businesses by providing useful transportation incentives to their employees and to help downtown employees and residents make informed decisions about their transportation routines.

To assist with this mission, the TDM pilot assembled and compiled all of the community’s various TDM related programs into a comprehensive package of transportation services; created effective marketing materials for programs and for participation in the TDM initiative; developed a structured, systematic plan for marketing TDM to the Downtown Ithaca buildings, businesses, commuters, and residents; created customized mobility plans for buildings, businesses, commuters, and residents; measured the effectiveness of the TDM program in creating a transportation mode shift from SOV travel; and measured a reduction in stress on the Downtown Ithaca public parking garages.

1.6.1 Performance Measures

1.6.1.1 Buildings

- Conduct TDM meetings with 25 different downtown buildings.
- Prepare TDM plans for at least 10 buildings.

1.6.1.2 Business

- Conduct TDM meetings with 50 different downtown businesses.
- Prepare TDM plans for at least 20 businesses.

1.6.1.3 Commuting

- Conduct TDM meetings with 150 individual commuters.

1.6.1.4 Employees

- Prepare mobility plans for at least 100 individual commuters.

1.6.1.5 Residents

- Conduct TDM meetings with 40 individual downtown residents.
- Prepare mobility plans for at least 25 residents.

To help measure the program's success, the DIA proposed specific performance/utilization benchmarks to achieve over the eight-month active phase of the project.

The overall target goal in this demonstration was to shift the commuting behaviors of 200 employees and/or residents from SOV to a more efficient mode of transportation.

As a result of achieving these goals, the team hoped to help reduce vehicle miles traveled, lower the number of vehicles placing a strain on Downtown Ithaca's parking structures, and reduce GHG emissions in the community.

For results on this pilot see 7: Outcomes.

2 Research and Case Studies

2.1 Research Overview

To help build the pilot TDM program, the DIA sought inspiration and best practices from existing transportation demand management programs and transportation management associations from around the United States.

The DIA learned that more than 125 TMAs exist in the United States, and the vast majority of them are located in cities with much higher populations and much larger target areas than Downtown Ithaca. Of the existing TMAs, the team selected and reviewed four different associations to learn about their practices and, if appropriate, apply them to the Ithaca program.

The programs the DIA researched were Go Boulder and Boulder Transportation Connections in Boulder, CO; Movability Austin in Austin, TX; Upper Valley TMA, a two-state program that serves the eastern portion of Vermont and the western portion of New Hampshire known as the Upper Valley; and GO BNMC at the Buffalo Niagara Medical Center in Buffalo, NY.

The DIA reviewed Boulder's programs because it wanted to see how TDM strategies, and a TMA organization, operated in a community that has similar demographics to Ithaca—a diversified college town. The DIA was also intrigued by and wanted to learn more about Boulder's Ecopass transit program that offers unlimited transit rides to area residents and downtown employees.

The DIA decided to research Movability Austin because Austin is a steadily growing community that is facing similar traffic issues to those in Ithaca. In addition, the Movability program has produced a series of award-winning commuter behavior change initiatives, and the team wanted to learn more about those initiatives.

The Upper Valley TMA was reviewed because the DIA wanted to learn how a smaller TMA operates. The Upper Valley is located along the Vermont/New Hampshire border and is a collection of rural, small towns in the New England region.

The DIA reviewed GO BNMC because they were interested to learn from another TMA located in the State. GO BNMC was of particular interest because, like Ithaca, it created a pilot TMA using funds from New York State Energy Research and Development Authority (NYSERDA) and New York State Department of Transportation (NYSDOT) grants. The DIA wanted to learn how GO BNMC used State grant funding to shape its program.

Through the DIA’s research, the team learned TMAs are funded through a variety of different sources or a mix of the following sources: membership dues, special taxing districts, corporate sponsorships, in-kind contributions, or government funding.

Table 1. TDM and TMA Funding Sources

TDM/TMA Funding Sources									
TDM/TMA Program	Funding Sources							Total Budget	
	Local Govt.	State Govt.	Grant	Membership Dues/Fees	Special Tax	Sponsorships/Donations	Service & Other Fees		
Go Boulder	x	x	x	x	x			\$250,000	
Movability Austin				x		x	x	\$327,000	
Go BNMC			x	x				\$175,000	
Upper Valley Communities				x				\$50,000	
		<i>2017 Funding Sources</i>							

For example, Boulder’s TDM program receives funding from city and state government, business memberships, from a transit grant, and from a special tax in a commercial district to make up its \$250,000 budget for 2017. By contrast, Austin, TX has a \$327,000 budget for 2017 and was primarily funded by revenues generated from membership fees, sponsorships and donations, professional services fees, pledges from its mobility challenge, and training and event fees. Upper Valley operates on a much smaller budget of around \$50,000 and is primarily funded by membership dues from organizations and municipalities. GO BNMC’s \$175,000 budget is funded by memberships and grant funding.

The TMAs the DIA reviewed are able to secure funding from their local governments and from membership dues, the DIA didn’t find it feasible at this time to fund its pilot TDM program using those funding sources.

In 2016, The NYSERDA/NYS DOT grant was the best funding opportunity available to assist the DIA with developing its pilot program.

Additionally, during the DIA's case study research, it learned that offering an incentive package to commuters helps encourage commuters to sample other modes of transportation and change their commuting behaviors.

Incentive packages the DIA found in other cities included free and reduced transit passes, free enrollment into guaranteed ride home programs, access to secure bike parking, and discounted or free memberships to bike-sharing and carsharing programs. In addition, the DIA learned some employers were offering flextime and telework to employees who use alternative modes of transportation for their commutes.

For details on the incentives the DIA's program offered see the program development section of this report, Project Planning and Development (section 3).

As part of the DIA's research, the team found most of the TMAs had a similar approach to addressing commuter behavior change—providing one-on-one client services.

Most of the TMAs the DIA reviewed had established relationships with their community's businesses and/or organizations through one-on-one interactions. Often these TMAs would work with an employer's Employee Transportation Coordinator (ETC), a company representative who promotes and supports transportation options in a company.

The DIA found that GO Boulder and Boulder Transportation Connections (BTC) host meetings and events four times a year to provide ETC's, interested employees, and community members with information about transportation services and incentives. In addition, BTC helps ETCs create or improve upon transportation programs in a company.

The DIA program also provided one-on-one membership services. More information about how that method worked will be covered later in this report.

During the DIA’s research of outreach efforts, it found TMAs typically gather employee commuter data through a survey process and produce customized business mobility plans based on the results of the survey.

Overall, the DIA research discovered that there isn’t a one-size-fits-all program. Each TMA is tailored to the transportation resources available in their community and is crafted to best suit the needs of the businesses, employees, and residents in the community.

In the case studies featured in this report, the DIA outlines each TMA researched while that TMA was establishing its program. The TMAs are as follows:

- Movability Austin, Austin TX
- GO Boulder, Boulder, CO
- Boulder Transportation Connections, Boulder, CO
- GO BNMC, Buffalo, NY
- Upper Valley TMA, Vermont and New Hampshire

2.2 Movability Austin

2.2.1 Movability Austin Summary

Amid rapid growth in Austin—its population increased 45 percent in the last 15 years—Austin’s civic and business leaders began to think about how to address the growing transportation challenges. Austin has prioritized the most congested intersections and started targeted road improvement projects. Additionally, a wide range of commuter focused options were promoted; however, these approaches are time consuming and require many years to accomplish. Identifying what could be done immediately to improve the situation was the motivation to create Movability Austin.

Movability Austin is Central Texas’ first and only TMA dedicated to working one-on-one with employers to improve the regions’ economic vitality and growth by connecting single occupant vehicle commuters with alternative transportation options that save time and money. Movability is managed by The Downtown Austin Alliance (Downtown BID). It provides office space, equipment, and supplementary staff time.

The TMA was formed as a collaboration of public and private sector employers, property owners, and other users to enhance mobility of Downtown Austin and improve the roads and corridors in and around the area.

This TMA started in 2012 as a service for Downtown Austin but has since grown to now service most of Central Texas. Its coverage area serves 53 employers and 80,000 employees.

For 2017, Movability set goals to build the movement and leadership to change transportation demand in the region, to provide a clearinghouse for transportation options, services, and tools for organizations to implement TDM programs, including private sector development of new technology and other market solutions, and to advocate for transportation demand management policy and planning.

Movability finished 2017 with 37 organization members, up from 27 in 2016.

2.2.2 Movability Austin Membership—Mobility Challenge

Helping businesses to think about the cash-savings in commuting takes a special degree of creativity.

In Austin, the Mobility Challenge—a pledge that employers make to create and implement a mobility plan that supports the reduction of drive-alone time of their employees—was created. It is designed to help Austin area employers increase their use of alternative modes of transportation and to encourage employers to offer incentives to their employees who demonstrate the use of alternative transportation modes.

Once an employer joins Mobility, they are encouraged to pledge the following:

- Administer a survey to determine how employees currently commute, what would motivate them to try commute options, what options they might be interested in, etc.
- Develop a mobility plan that outlines a three to five-year strategy to expand commuting. Movability inventories the employer about existing transportation amenities; develops an employee commute survey; collects anonymous employee addresses to plot on a map for potential ride sharing; schedules three 1.5-hour meetings to review survey data and determine future action; and compiles the results into a three-year plan.
- Movability also assists each company's mobility team providing additional support such as presenting the final plan to upper management, guidance on next steps, and providing Challenge participants who become Movability members professional services to implement their plan.

For many employers, membership with Movability as well as participation in the Mobility Challenge yield maximum benefits. A Movability Plan for a Mobility Challenge company varies depending on the employer's challenges, workforce, and needs.

Movability has a five-tiered partnership program from \$500 to \$50,000 and welcomes individual members for \$75 and corporate members on a sliding scale from \$250 to \$1,500. The TMA provides its members with networking opportunities, discounts to educational or roundtable events, access to their online Mobility Toolkit, along with consultation and custom mobility services.

2.2.3 Movability Austin Incentives

Incentives vary based on what each employer is willing to provide for their employees. Some incentive ideas Mobility advocate to employers include: flex start time, discounted transit passes, pre-tax commuter benefit, and telework options.

2.2.4 Movability Austin Engagement

On almost a monthly basis, Movability offers innovative and educational events—from webinars to training sessions—to its membership.

2.2.5 Movability Austin Budget

In 2017, the Movability generated \$309,018 in total revenue—\$168,356 in memberships revenues from founding member revenues (\$140,000), Affiliate Membership (\$13,275), individual membership (\$225) and full membership (\$14,719). It also generated \$140,662 in revenues from project funding: Mobility Challenge (\$120,000), member services (\$11,715), events/training (\$2,997) and sponsorships (\$5,950).

The program had \$327,252 in expenses: \$322,009 for contract services, \$2,000 for education and services, \$1,876 for general and liability insurance, \$528 for meeting and events and \$50 for information and technology.

Funding pays for two Full Time Equivalent (FTE) staff and one Part Time Equivalent (PTE) intern; a management contract with the Downtown Austin Alliance, and a contract with a consultant that completes half of the Mobility Challenge. Movability's ending net assets for 2017 was \$47,671.

2.2.6 Movability Austin Case Study Contacts

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2.2.7 Additional Sources

Movability website: movabilityaustin.org

Movability 2017 Annual report:

movabilityaustin.org/wp-content/uploads/2012/04/Movability_AnnualReport_2017.pdf

2.3 Go Boulder and Boulder Transportation Connections

2.3.1 GO Boulder Summary

The Go Boulder program was developed by the Boulder City Council in 1989 to decrease traffic congestion and air pollution.

The mission of Boulder, Colorado's Go Boulder program is to promote a shift from single occupant vehicle (SOV) use to more sustainable modes of transportation such as biking, carpooling, transit, and walking. To achieve this mission, the City of Boulder uses several coordinated methods.

The program offers guaranteed rides home for workplace participants who need to stay late at work or need a ride home in the event of an emergency, and also provides transit passes to entire workplaces, schools, and neighborhoods.

2.3.2 Go Boulder Incentives

Go Boulder's EcoPass transit program was created as an incentive to boost transit ridership. Employers can buy Ecopasses for their full-time employees as a group employee benefit package, which may also include the option to provide the benefit to part-time employees. The cost of the Ecopass per employee depends on the number of employees and on the availability of transit services near the business location.

The EcoPass entitles its holder to unlimited transit rides in the Greater Boulder Area at no charge. Also, as a benefit to employees, the EcoPass includes the Guaranteed Ride Home (GRH) program, which guarantees EcoPass holders a free taxi ride home if they commute to work using any transportation options (bus, bike, car/vanpool, etc.) and must leave work to address an unexpected emergency. GRH was developed to address the transportation availability barrier for those who use alternative commute modes.

In 2017, the City of Boulder spent a little over \$1 million to purchase Ecopasses (bus passes) for its 8,300 downtown employees. Of note, according to the City of Boulder, only 30% of those employees regularly use their Ecopasses.

For residents, GO Boulder offers a Neighborhood Ecopass. Close to 45 neighborhoods in the City of Boulder participate in the Neighborhood EcoPass Program. These 45 neighborhoods account for nearly 6,700 households in 2018—all of which qualify for a transit pass. Thousands more households in the City of Boulder are eligible to participate in the NECO Pass Program.

The annual cost for this transit pass under the neighborhood EcoPass program ranges anywhere from \$115 per household to \$900 for a regional commuter. The regular cost of a single EcoPass for a single year can cost between \$1,089 to \$1,881 depending on one's status as a local or regional commuter.

2.3.3 Boulder Transportation Connections Summary

The Boulder Transportation Connections (BTC) is a nonprofit organization that is contracted by the City of Boulder to regularly promote the city's transportation services and its opportunities to sample alternative modes of transportation.

2.3.4 Outreach for Boulder Transportation Connections

As mentioned, BTC helps promote and carry out GO Boulders mission. BTC offers companies in the city of Boulder assistance with setting up an EcoPass or another employee transit program. It also manages the EcoPass reimbursement for companies in the city of Boulder, surveys employees to learn about their commuting habits and analyzes this data to make recommendations for specific programs or improvements, helps employees with identifying their commuting choices, sets up company carpooling and vanpooling networks through a regional carpool matching database, and provides general transportation information such as offering transit maps, schedules, bike maps and other location transportation information.

2.3.5 Go Boulder and Boulder Transportation Connections Budgets

The City of Boulder's TDM program receives funding from the city and state government, business memberships, a transit grant, and a special tax in a commercial district to make up its \$250,000 budget for 2017. The city then contracted with BTC to promote the city's transportation offerings.

BTC was funded by the city (\$130,000), and it also received monies from the Denver Regional Council of Government TDM grant for promoting WaytoGO carpooling/vanpooling (\$67,000), business membership contributions (\$20,000), RTD grant to promote transit Ecopass (\$20,000), 29th Street TDM Program for managing the TDM program in the commercial district (\$10,000).

The BTC uses a large portion of its funding for staffing, which includes 2.5 FTE and 1 to 1.5 FTE contract employees. In 2017, the budget for staffing was \$180,000.

2.3.6 Go Boulder Case Study Contact

Boulder, Colorado: Chris Hagelin
Senior Transportation Planner
GO Boulder/City of Boulder
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2.3.7 Additional Sources

City of Boulder/Go Boulder website: bouldercolorado.gov/goboulder

Boulder Transportation Connections website: bouldertc.org

2.4 GO BNMC—The Buffalo Niagara Medical Center

2.4.1 GO BNMC Summary

The GO BNMC transportation management association (TMA) was formed in 2012 to coordinate projects and advance transportation demand strategies on the Buffalo Niagara Medical Campus, a 120-acre home to the region’s top clinical, research, and medical education institutions, including Kaleida Health, Roswell Park Cancer Institute, and the University at Buffalo, and nearly 60 private sector companies.

The TMA includes nine-member institution representatives from the medical campus; local mobility stakeholders including Niagara Frontier Transit Authority, Greater Buffalo Niagara Regional Transit Council, GO Bike Buffalo, City of Buffalo, New York State Department of Transportation, and the City of Buffalo Department of Public Works; neighborhood representatives; and organized labor representatives from the medical campus.

GO BNMC is managed by Buffalo Niagara Medical Center (BNMC), Inc., a not-for-profit organization, and is charged with coordinating the sustainable planning, development, and enhancement of the growing urban campus, and to be creative with the diverse ways to encourage people to access the campus.

The objective of its TDM strategies is to provide patients, visitors, employees, students, and neighbors with efficient access to the Medical Campus while improving the mobility of the overall community through coordinated planning, timely implementation, and effective management of a comprehensive, multimodal, and customer-focused transportation and parking system.

More than 12,000 people come to work at the Medical Campus every day, an increase from 8,500 in 2008. An additional 2 million square feet of clinical, research and development space has been added in the past few years, with another two million square feet (and 5,000 more employees) slated to come online soon.

At the beginning of 2012, approximately 88% of the employees on the Buffalo Niagara Medical Campus drove themselves to work. Using funding from NYSERDA and NYSDOT, GO BNMC was created to reduce the number of single occupant vehicles commuting to and from the campus.

The BNMC, Inc. set goals to reduce the percentage of employees driving to work by 13% over five years and up to 25 % by the year 2030. Upon launching GO BNMC, an online alternative commuter toolkit, in September 2012, more than 360 employees registered for the program.

Any employee who works on the Buffalo Niagara Medical Campus can become a member of GO BNMC for free by signing up for the membership or by registering for a GO BNMC Bundle.

Members receive access to all the programs that GO BNMC offers and receive monthly updates about the transportation initiatives taking place on the Buffalo Niagara Medical Campus and within surrounding neighborhoods. GO BNMC also holds an annual membership appreciation party.

GO BNMC also works to improve transportation infrastructure. Through partnerships, GO BNMC has helped facilitate, manage, and implement more than \$2 million in transportation projects over the last three years, including circulator shuttles, secure bike storage facilities, and 4,404 off-street parking spaces.

2.4.2 GO BNMC Incentives

Incentive bundles built around each mode of transportation—biking, transit, carpooling—are available to members. Guaranteed Ride Home via Lyft, parking validation twice a month, discounted metro pass program through the Niagara Frontier Transit Authority, free Reddy Bikeshare and Zipcar passes, carpool only spots and discounts.

2.4.3 Bundle Examples

For Metro Rail subway and transit commuters, their bundle includes:

One monthly unlimited NFTA Metro Pass per month. The true value of the pass is \$75, but many companies on the campus offer subsidies to their employees that reduce the cost.

Pre-tax payroll deduction when available (save up to 30% on cost of pass), additional transit subsidies when available (if offered by an employee's company). Pre-tax payroll deduction lowers the amount of taxes taken out of an employee's paycheck, which means the actual cost of a monthly parking or transit pass gets reduced by up to 30%. It is an IRS program, so money back at the end of the year either will not be expected.

Free enrollment in the Guaranteed Ride Home Program, two free car-parking validations per month, and free membership to GO BNMC are also part of this bundle.

For commuters who walk, bike, or take a shuttle, their bundle includes enrollment in Guaranteed Ride Home, two free car-parking validations per month, and free membership to GO BNMC.

2.4.4 GO BNMC Budget

GO BNMC's budget is roughly \$200,000 annually and includes staff wages (\$175,000 for two staff members), benefits, programming, and marketing.

A NYSERDA grant for a mobility hub—a site where the public will have access to many types of alternative transportation—in the plans provides some funding to GO BNMC. The remainder of its funding is provided by BNMC Inc. BNMC manages the parking facilities for the medical campus which in turn provides the funding for the organization and the TMA.

2.4.5 GO BNMC Case Study Contact

Thea Hassan, GO BNMC program manager

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Buffalo, NY 14203

(716) 218-7351

2.4.6 Additional resources

GO BNMC Website: gobnmc.org

2.5 Upper Valley TMA

2.5.1 Upper Valley TMA Summary

The Upper Valley Transportation Management Association (UVTMA) is a membership-based group of workplaces, transportation providers, municipalities, and planners in eastern Vermont and western New Hampshire.

Dues-paying members are eligible for customized transportation programs and services for their town or workplace.

The UVTMA is managed by the transportation program at Vital Communities, a small nonprofit that cultivates the civic, environmental, and economic vitality of the Upper Valley.

2.5.2 Upper Valley TMA Member Benefits and Incentives

UVTMA members complete a commuter survey and then receive a commuter action plan, they are enrolled in Emergency Ride Home and are eligible to participate in daily bicycling workshops and educational opportunities and networking events.

UVTMA Emergency Ride Home is a reimbursable program. If a UVTMA member carools, vanpools, takes the bus, bikes, or walks to work, Emergency Ride Home reimburses the cost of a cab or rental vehicle if an emergency arises and the member needs to get home, to the park and ride, to the hospital, or to their child's school or daycare. For Vermont residents, the benefit offers reimbursement up to \$70 per trip (maximum six times per year) and for New Hampshire residents the benefit reimbursement is up to \$50 per trip (maximum six times per year).

2.5.3 Upper Valley TMA Budget

The UVTMA annual budget for 2017 was \$50,000 and was generated from membership dues and funding from Vital Communities.

In 2017, UVTMA had roughly half a dozen due-paying members. The membership dues structure is as follows: For-profit workplaces pay \$10.00 per employee, nonprofits/institutions pay \$3.00 per employee and municipalities: \$0.30 per resident.

The funding from memberships pays for 1.5 FTE and one part-time employee.

2.5.4 Upper Valley TMA Case Study Contact

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White River Junction, Vermont

2.5.5 Additional resources

Upper Valley TMA website: vitalcommunities.org/transportation

3 Project Planning and Development

The DIA's planning process focused on creating a comprehensive pilot TDM program that would educate downtown's building owners, businesses, employees, and residents about alternative modes of transportation available and help them develop mobility plans that use alternative modes of transportation in daily commutes.

3.1 Timeline

The TDM program started in August 2017 and initially was scheduled to last 20 months; it was later extended for three additional months.

Because this was a pilot project, the DIA spent the first year on program development. In September 2017, the DIA hired two support staff: a research assistant and an outreach and fulfillment assistant.

The research assistant reviewed various TDM programs and TMA operations from across the country, crafted the questions for the commuter surveys, worked with commuter management software providers to create trip logging tools for TDM program, designed the incentives package, assisted the marketing team with crafting informative pieces for the program, and helped write employer summaries for the business TDM plans.

Starting in October 2017, the outreach and fulfillment assistants met with downtown building owners, businesses and employees, recruited members to the program, distributed commuter surveys, and drafted TDM plans.

For the commute data collection portion of the project, the DIA contracted with a commuter management software program. The DIA decided this software was needed to help the program's members identify various forms of transportation available as well as providing (1) commuter profiles, (2) trip-logging capabilities, and (3) the ability to review and claim incentives and rewards. In addition, the software provided the DIA with data about the modes of transportation its TDM program members were using and identified CO₂ emission reduction and alternative trip miles traveled.

The program solicited bids from and reviewed three commuter management software providers: NuRide, Ride Amigos, and Rideshark. It took about three months to secure a preferred provider. The DIA contracted with Ride Amigos in November 2017, anticipating the trip-logging platform could be built in three months, but it took Ride Amigos roughly six months to complete the task. In the meantime, goithaca.org went live in February 2018.

Additionally, during the first couple of months of the pilot, the researcher reviewed TDM/TMAs from across the country and interviewed their representatives about program funding models and budgets, mission and scope, and incentives packages. The researcher selected programs in seven cities and was able to secure information from representatives with four different programs. The researcher presented her findings to the DIA advisory board during the November 2017 meeting.

Through the DIA research of the four TDM/TMA programs, the DIA learned these programs are extremely comprehensive and differ in model and mission.

In April 2018, the DIA hired a second outreach and fulfillment assistant who started meeting with businesses and distributing commuter surveys.

Outreach and surveying lasted roughly 15 months. Surveying, data analysis, and plan writing was conducted over 12 months.

Our planning and development also included the creation of two new services: backup ride home and remote parking. Information about these two offerings is available in Service Package Development, section 5 of this report.

Table 2. Timeline of Major Project Tasks

TIMELINE OF MAJOR PROJECT TASKS																										
MAJOR TASKS	2017												2018						2019							
	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J			
Project Planning & Development																										
Service Package Development																										
Outreach																										
Surveying																										
Data Analysis																										
Marketing																										
TDM Tools Development																										

3.2 Project Management and Staffing

The DIA's demonstration program administrators included a Transportation Demand Management Executive Director (Gary Ferguson) and part-time Project Manager (Kris Lewis). The team also had support staff including a part-time research assistant (Darlene M. Wilber), and part-time program outreach and fulfillment assistants (Scott Rougeau and Luis Munoz), and part-time marketing efforts from DIA Marketing Director Allison Graffin and DIA Graphic Designer Lora Morrow.

Gary Ferguson provided fiscal oversight and policy staffing for the project. Gary has served as DIA Executive Director since 1999 and has helped to shape and guide the growth of the organization and the greater downtown district it serves. He currently serves as immediate past president of the New York Urban Council and has served on the board of directors of the International Downtown Association. Locally, Gary sits on the boards of the Historic State Theatre, the Tompkins County Chamber of Commerce, the Cayuga Medical Center, and the Tompkins County Strategic Tourism Board. He focuses on strategic planning, business retention and development, project facilitation, and public policy. He has over 30 years of experience working in downtown revitalization and management, including transportation, parking, and TDM projects.

DIA Operations Director Kris Lewis served the project manager for this project. Kris has served in this capacity with other New York State projects, including the current \$500,000 DHCR Main Street grant. She has experience working with State of New York requirements and regulations. At the DIA, Kris oversees both the internal and external operations of the organization. She manages the DIA outdoor ambassador team, which provides supplemental cleaning and maintenance services to the pedestrian mall and surrounding downtown district. She also manages hospitality ambassadors charged with providing information to visitors of downtown. She manages all facets of the outdoor environment and is the primary person interacting with city parking, Department of Public Works (DPW), and public safety staff, as well as TCAT and other transportation providers. Kris staffs the DIA Downtown Operation and Transportation Committees. The team shifted her workload to allow her to provide half-time attention to this project.

DIA Marketing Director Allison Graffin prepared the marketing materials for the project. Allison recently collaborated with the City of Ithaca in marketing the city's new downtown parking program, creating entertaining videos, collateral brochures and flyers, social media, and traditional ads for the campaign.

DIA Communications Manager Darlene Wilber served as a research assistant on this project. Darlene regularly conducts research for the DIA, gathering information for grants and special reports. Her research experience comes from more than 10 years serving as a journalist.

DIA Special Events Associate Scott Rougeau and DIA Office Manager Luis Munoz served as the project's outreach and fulfillment assistants. Scott is extremely personable and has many years of experience working with the public. Prior to coming to the DIA three years ago, he provided customer service at the Pack n' Ship Store in Downtown Ithaca. Luis also has experience working with the public. As the DIA office manager, he is the first point of contact to those who enter our office and he previously provided technical support to customers working in education, healthcare, senior living, and business and industry while working at CBORD.

3.3 ADVISORY COMMITTEE

To assist with the project planning and development, the DIA formed a TDM Advisory Committee that consisted of existing DIA Transportation Committee members. This committee brings together the transportation and TDM stakeholders of downtown. Currently, these members include:

- Jennifer Dotson, Center for Community Transportation
- Fernando D'Aragon, Ithaca Tompkins County Transportation Council and MPO Director
- JoAnn Cornish, City of Ithaca Planning and Development Director
- Thomas Knipe, City of Ithaca Planning and Development Deputy Director
- Peter Messmer, City of Ithaca Parking Director
- Norma Gutierrez, Cornell Cooperative Extension Way to Go
- Scot Vanderpool and Matt Yarrow, TCAT
- Gary Cremeens, Cornell University Transportation Services
- Fred Schoeps, DIA Board Member and downtown landlord (Chair)
- Vicki Armstrong, a representative of Bike Walk Tompkins as well as several representatives from downtown businesses and buildings.

We met with this group once a month to present our program's progress.

3.4 Commuter Management Software

This project called for subcontracting a commuter management software designer.

The DIA needed software that would provide it with commuter data, offer simple tools for our membership to log their daily commutes, provide a place to set up ridesharing trips and inform our membership about commuter incentives and rewards that were available to them for using alternative modes of transportation.

The program's research assistant learned of three commuter management software providers: NuRide based out of Connecticut, Rideshark based out of Ontario, Canada; and California-based company RideAmigos.

The DIA saw demonstrations from each of the providers and decided to subcontract with RideAmigos because of its user-friendly trip-logging, ridesharing, and commuter data gathering software, and commuter tracker mobile application. Plus, it was the most affordable option out of the three providers.

RideAmigos created a multimodal trip management program featured on the goithaca.org website. Using this website, the program's members could create profiles that included their commute routes and distances. In addition, the program's members could use the website for trip-logging, to set up or locate carpooling opportunities, review the cost and energy savings for using various modes of transportation for their commute, and see a listing of incentives and rewards they could earn by using alternative modes of transportation.

The website also provided the program's members a listing of TCAT routes, carshare vehicle locations, a map of park and ride locations that are available along their commute, and weblinks to the community's transportation providers websites.

Another benefit of RideAmigos is that the software provides connections with Strava (a popular running and cycling tracking mobile application), Waze (a GPS navigation mobile application) and Waze Carpool (a carpooling mobile application), so if the program's members used any of those mobile applications, they could easily connect them to their GO ITHACA trip logging account.

RideAmigos also created a mobile commuter tracker application. The Commute Tracker application detects trips from a user's home to their work location using the mobile phone's location service. As long as the user's phone is with them and location services are turned on, the application will attempt to detect and track trips with no further action on the user's part. The user then has the option to review each trip and either confirm or delete the trip. Users could also use the application to manually log their commutes.

3.5 Commuter Survey

To build a program that would best serve commuters, the DIA needed to understand the current work habits of commuters to Downtown Ithaca as well as learn about their transportation attitudes and barriers. To gather this information, GO ITHACA developed a Downtown Ithaca Employee Commuter Survey.

For the survey, the DIA crafted questions asking employees their starting point, destination, time of work, and about the modes of transportation currently using for the commute. Other questions included what (if any) transportation benefits were provided by employers, level of interest for changing their mode of transportation, modes they are interested in learning more about, barriers preventing them from using alternative modes, and programs and/or incentives that might encourage a to switch to another mode of transportation.

It was important to know where an employee commutes from in order to help locate possible alternative transportation options, such as busing services, that may be available.

The DIA wanted to know the location and time of work to help identify clusters of employees living near each other who commute at the same time. If the DIA was able to identify such clusters, it could help these individuals build, for example, carpooling groups. Also, if a cluster of downtown employees existed in an area of Tompkins County that isn't serviced by TCAT, the DIA could demonstrate to the bus service the need for transit stops in those areas.

The DIA wanted to know what modes of transportation employees were currently using to identify SOV users and assist in shifting them to any available alternative mode of transportation for their daily commute.

It was important for the DIA to know if the current employer provided transportation benefits to learn which employers were already offering ways to encourage the use of alternative modes of transportation.

The DIA wanted to know what level of interest commuters had in shifting commute behaviors to use this resource to first help those truly interested in changing their habits.

The DIA needed to know the transportation barriers existing among the downtown community's employees in order to make an attempt to either reduce or eliminate those barriers.

And finally, the DIA wanted to know what programs and incentives might encourage commuters to make the shift to alternative transportation in order to inform decisions about incentives that would effectively entice SOV commuters to shift to a more efficient mode of transportation.

A copy of the Commuter Survey can be found in the appendices.

Survey distribution was the first outreach campaign of the project. The DIA used this tool to gather information about commuters. The DIA team started distributing the Downtown Employee Commuter Survey in March 2018 shortly after recruiting its first GO ITHACA business member, Marriott Downtown on the Commons. The program's outreach team distributed the survey electronically and through paper copies to the businesses' human resource department or to the business owner or manager. HR or management then had their employees complete the survey.

Over the course of the pilot, approximately 500 employees were exposed in one way or another to the survey request, and, by the end of the pilot, the survey garnered 315 valid responses, a 63% response rate.

The survey asked questions about current commuter behaviors and about people's barriers to transit, biking, and carpooling. The results helped reveal that 60% (188) of the 315 individuals surveyed drive alone for their work commute. This figure demonstrates the potential for this transportation demand management program to help reduce SOV use, decrease the stress on downtown parking structures, and lower greenhouse gas emissions.

An in-depth analysis of the commuter survey results is available in Outcomes, section 7 of this report.

4 Program Development

4.1 Branding and Messaging

As the DIA was developing the program, its focus was to encourage SOV users to sample the various alternative modes of transportation that are available to help the commute to and from downtown Ithaca.

To accomplish this, the DIA branded its program as something active, fun, and simple, and it had to craft a campaign that promoted a complete presentation of the community’s transportation options—transit, carshare, bikeshare, carpooling and walking.

Below is a further explanation of branding, messaging, and incentive and reward package creation.

Figure 2. GO ITHACA Logo



The brand GO ITHACA was designed to be positive and simple. Two bright earth tone colors were chosen as part of the logotype.

Figure 3. Ride Amigos Commuter Management Website Image



Using GO ITHACA’s branding and messaging, RideAmigos created a commuter management website. The site was essentially a trip navigating and logging site where the program’s members can find and sign up for trips, locate information about incentives and rewards, and locate and set up ridesharing opportunities. The site was also used to promote the community’s transportation providers, parking garages, and park and ride locations.

The DIA marketing team designed GO ITHACA brochures for businesses. The GO ITHACA brochures were bright, clear, and concise with a focus on the environmental, health, and client and employee benefits for businesses, along with a listing of incentives available to those who join GO ITHACA.

The DIA also crafted a welcome package that included the GO ITHACA business brochure, informational materials about the program’s Lime, TCAT, and Backup Ride Home incentives—as well as TCAT, Carshare, and Lime service flyers.

The program’s primary messaging showed that the program was a valuable resource designed to help downtown employees find affordable, sustainable, and environmentally friendly ways to commute to and from downtown. The messaging promoted TCAT, Ithaca Carshare Lime, general biking, and carpooling.

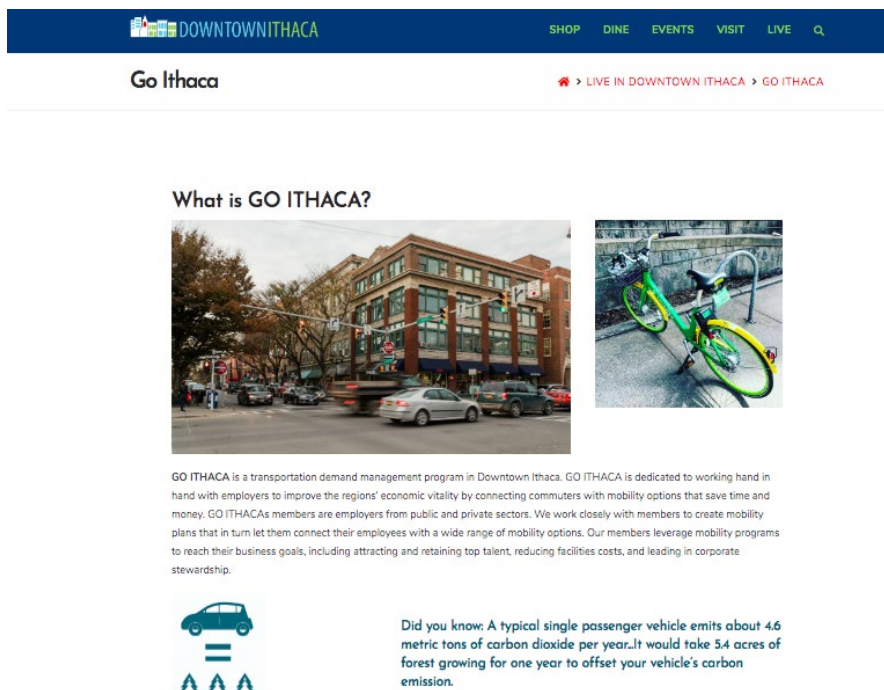
The messaging was carried out verbally through our outreach assistants and electronically (via email) to GO ITHACA members. The email messages reminded GO ITHACA memberships about logging trips and incentives and rewards available to them.

The DIA’s TDM program was not a mass-public program, so its marketing campaign was designed to reach a select employer audience. This demonstration program was promoted solely to downtown businesses and their employees. Our outreach and research assistants were charged with notifying these groups about the program.

4.2 Digital Marketing

In January 2019, the DIA’s marketing team created a GO ITHACA page on the Downtown Ithaca website to inform and familiarize the public with the program.

Figure 4. GO ITHACA Website
downtownithaca.com

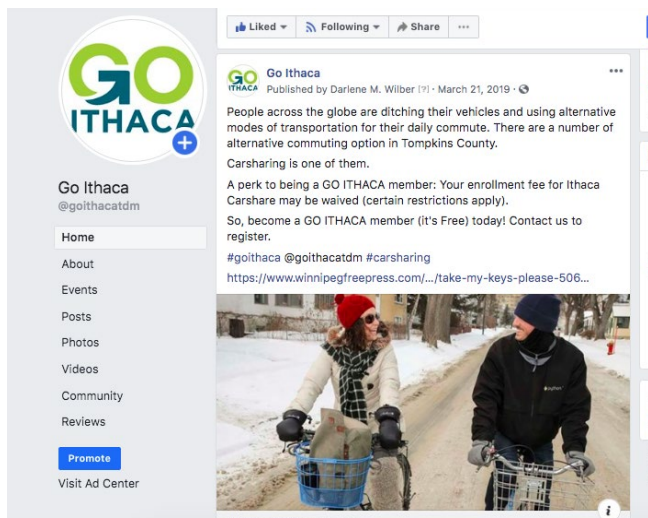


The messaging on the page was geared toward businesses and employees and offered three reasons why they should each join GO ITHACA.

In addition, recognizing that the DIA needed to generate more public awareness to further encourage employees and residents to use GO ITHACA services, the GO ITHACA team launched a page on Facebook in April 2019.

The GO ITHACA team used its Facebook page to advertise transportation services and events, to promote the program’s incentives and rewards packages, and to share news about changes in behavior for commuters happening across the globe.

Figure 5. GO ITHACA Facebook Page



From its research, the DIA learned that simply informing its GO ITHACA members about commuter options wasn’t enough to produce behavioral change. It also needed to offer incentive and reward packages to further encourage the shift.

4.3 Incentives

To encourage its membership to sample alternative modes and to log their commutes, the DIA crafted an incentives package for its GO ITHACA members. The incentives provided were meant to eliminate some of the perceived barriers to transportation and encourage individuals to sample alternative modes of transportation.

The program developed five incentives: one each for transit, carsharing, bike rental rides, and for personal bike commuters (an in-kind contribution from our program partners), and carpooling.

For members who wanted to try the TCAT services, the program offered a 30-day free bus pass, and then two consecutive months of discounted bus passes. The program decided to gradually wean off its members from receiving subsidized transit passes because the transit service relies on receiving rider fees to continue its operations. By offering the first 30 days free, members experienced how simple the mass-transit system is to use—as well as learning how affordable it is compared to the cost of driving alone to work.

Members who wanted to sample Ithaca Carshare were eligible for free enrollment for carshare services. The enrollment fee at the time the DIA negotiated with the carshare company for this incentive was \$40, presenting a generous cost savings for GO ITHACA members.

The bicycling incentive was crafted to both encourage regular bike commutes and to promote the Lime bike service, which is new to the community as of spring 2018. The DIA created a partnership with this service and negotiated an incentive so GO ITHACA members could sample this service—a benefit to both the program and the bike rental service. GO ITHACA members who wanted to try Lime bike were offered a special code to receive discounted rides, and Lime was able to attract more riders because of the incentive.

Those who used a bicycle for commuting were also eligible to receive access to the shower facilities at Finger Lakes Fitness Center. Those who started carpooling and advertised their carpool on goithaca.org, were eligible for one month of free parking in a city-owned parking garage.

In addition to these member benefits, the program also provided its members with automatic enrollment into the Backup Ride Home Service created by Ithaca Carshare.

It was important to include the Backup Ride Home service as part of the member incentive package because the DIA found that many employees indicated in the commuter questionnaire that using alternative modes of transportation prevented access to a personal vehicle to leave work in the event of an emergency. The Backup Ride Home service eliminates this barrier. Additional information about the valuable service is available in Service Package Development, section 6 of this report.

Participants interested in claiming any of the program's incentives could do so by contacting the program's outreach assistants.

The incentives package included the following:

- Participants who wanted to try TCAT received a one-month bus pass for free. They could then purchase discounted bus passes for the next two months. The program offered the three months of transit passes to encourage SOV users who live in Tompkins County to use mass transit instead.

The program chose to wean participants from receiving free service because TCAT is a nonprofit and needs bus fares to continue funding its operation. Furthermore, TCAT is the most affordable alternative mode of transportation available in Tompkins County. During the pilot, an adult single-ride fare in the city limits was \$1.50 and an adult single-ride fare to the other communities in Tompkins County was \$2.50. As of July 2019, transit became even more affordable with fares capped at \$1.50 for a single adult ride and at 75 cents rides for seniors, youth 17 and under, and persons with disabilities.

- For those who wanted to test Ithaca Carshare's services, the \$40 enrollment fee was waived.
- Participants who wanted to bike to work or to complete errands while downtown received discount codes for free Lime rides.

The program's reduced Lime bike rides and carshare incentives were developed to encourage people to use these services for commuting and/or completing errands once they were downtown.

- Those who started or joined a carpool on the GO ITHACA website were eligible to receive free parking for one month in Cayuga Street Garage, a city owned garage managed by All-Pro Parking.

The free parking incentive was developed to encourage the creation of more carpooling groups and to ensure that GO ITHACA members listed their carpool on the program's website.

- Those who shifted to biking to work instead of driving alone were given access to shower facilities at the Finger Lakes Fitness Center which is centrally located for downtown businesses.

The access to showers incentive was developed for those who bike to work and needed a place to freshen up before heading into the office.

- The incentive package also offered automatic enrollment into a Backup Ride Home service managed by Ithaca Carshare.

In the lead-up to the launch of the GO ITHACA pilot, a decision to spend time and effort developing a Backup Ride Home program was made to be part of the package of incentives available to commuters. This was an interagency effort involving the key partners in the GO ITHACA pilot—the DIA, the City of Ithaca, Ithaca Carshare/Center for Community Transportation, and TCAT.

Initial efforts revolved around working to get TCAT to take this program under their wing. After months of deliberation, TCAT backed away from administering a backup ride home program, due to concerns about insurance and administrative capacity. At this juncture, Ithaca Carshare/Center for Community Transportation picked up the mantle and, working with the DIA and the TDM pilot, unveiled a plan for a Backup Ride Home program that utilized the existing call-in infrastructure used by Ithaca Carshare.

The Backup Ride Home program provides users with up to four free rides per year, utilizing taxis, rideshares, and, as appropriate, carshare vehicles. The program is open to all GO ITHACA participants and all TCAT monthly riders.

As stated previously, the DIA chose free enrollment for Backup Ride Home program as an incentive because the program's commuter survey results revealed one of the barriers keeping SOV users from switching to alternative modes of transportation was the belief that they needed to have their own vehicle in the event of an emergency. Automatically enrolling GO ITHACA members in the program eliminated this barrier.

4.3.1 Remote Parking

Another desired tool was the availability of remote parking for both downtown commuters and residents.

Remote parking refers to storing vehicles in locations remote to downtown but accessible via other modes of travel. These locations tend to be close to the edges of downtown, making for a long walk, but possible alternative. By contrast, park and ride sites refer to locations further out of town along key arterials, and would be serviced by bus/TCAT.

Throughout the pilot period, the interagency working group examined and sought appropriate options for remote parking. Toward the latter months of the pilot, a location at the Wegmans on Route 13 roughly one mile from downtown was identified as a suitable and available option. Negotiations for use of the 100-car surface out-lot adjacent to Wegmans began but required significantly more time than the pilot allotted.

As of the writing of this final report, the City of Ithaca (on behalf of the TDM program) is concluding the process of entering into an agreement with Wegmans for use of the lot for daytime commuter remote parking. Beginning in October 2019, an initial 30 spaces will be turned over to the program for use by one of the TDM pilot participating businesses—the Marriott Hotel. To transport commuters from the lot to downtown, two travel options will be used—(1) the hotel will provide use of one of its shuttles to move employees from the lot to downtown and (2) a special carpool system will be employed where four employees will work together to carpool. One of the four will drive from Wegmans to downtown with the other three pool members and receive reduced parking rates. The three riders will leave their vehicles in the remote lot.

The DIA explored the idea of using TCAT to shuttle participating employees back and forth from downtown to Wegmans, but the transit company was not prepared to expand service at the time of the pilot.

This Wegmans remote lot will serve as a demonstration/pilot for the Ithaca TDM program. If successful, the Wegmans lot will be expanded and other big box locations along the Route 13 corridor can be replicated. In the meantime, negotiations continue with TCAT on enhancing service to the area to provide the needed peak hour frequency for the remote parking.

4.4 Rewards

In addition to providing incentives, the program offered rewards as a way to recognize its members who regularly logged their trips on the GO ITHACA website. The rewards package included items from a couple of local entertainment providers and a downtown pharmacy. For those who logged their commutes on website, the program offered free movie tickets to Cinemapolis, an independent movie theatre; free tickets to a community show at the historic State Theatre, a downtown community performance theatre; and free ice cream from the Green Street Pharmacy. The program selected these rewards because the items were popular as well as available in the community.

When a member logged a specific number of single commuter trips on the website or through the Commuter Tracker application, they were eligible for rewards. If a member logged one round-trip commute to and from their home, it counted as two single trips.

Members who logged 25 trips could claim a free ice cream at Green Street Pharmacy, while those who logged 50 trips could claim a ticket to a show at the State Theatre, and those who logged 75 trips could claim a ticket to a movie at Cinemapolis.

4.5 Engagement

By March 2019, the program secured enough members to start focusing on how to keep them informed and interested in the program. This was primarily achieved through digital engagement activities such as:

- A monthly email reminder to log daily trips on the website, a reminder about incentives and rewards packages, emails encouraging members to start or join carpools and to “like” and “follow” the GO ITHACA Facebook Page.
- Individual calls to participants who indicated their interest in receiving one-on-one assistance with sampling alternative modes of transportation and claiming their incentives and rewards.
- On the GO ITHACA social media site, members were able to engage with the DIA’s posted messages regarding program’s incentives and rewards, prompts to contact the program for general information and for news about different affordable and sustainable transportation modes in the community.
- On the GO ITHACA website, there was a leader board where participants could see their progress in terms of GHG savings and how it matched up with other participants. One problem with the digital trip tracking tool is that it excludes members who either don’t have access to the technology or do not use computers and mobile applications in their daily lives. As the DIA builds the program, it will continue to look for ways to work with this group of individuals.

5 Service Package Development

While the DIA was crafting its pilot program, Downtown Ithaca was experiencing a tremendous amount of growth from housing and commercial development. With added housing and commercial properties comes more people—residents and employees—who need long-term parking for their vehicles. As a result, long-term parking in Downtown Ithaca’s three existing parking structures is limited.

To address this issue, the DIA, along with its project partners, felt it necessary to develop two new commuter services: Backup Ride Home and Remote Parking.

For the past five years, the DIA has been working to develop these services to further incentivize and encourage commuters to use alternative modes of transportation and help to reduce the number of people parking downtown.

5.1 Backup Ride Home

Out of the 188 SOV users who completed the program’s commuter survey, 59 individuals (31%) said they “need” to use a personal vehicle for their commute in order to have a way to get home in the event of an emergency.

This perceived “need” is addressed by offering Backup Ride Home services as part of the TDM plan.

Backup Ride Home can be used in situations where downtown employees must unexpectedly work late, leave work early, or when planned transportation at the end of the workday is unexpectedly unavailable. The Backup Ride Home program is intended to support commuters who travel by modes other than driving alone. It does not cover personal vehicle failures or poor road conditions when they drive alone. Often individuals never use Backup Ride Home; however, the program provides participants a sense of security in offering transportation options if one’s plans change or the expected mode of transportation becomes unavailable.

In fact, the first-year results from Ithaca’s Backup Ride Home program compare with results from other already established emergency ride home programs (such as Cornell University and Buffalo). Actual utilization is low. In year one, only two rides were provided. Enrollees do not tend to overuse or misuse the program.

5.2 Remote Parking

The DIA discovered through its commuter survey that Downtown Ithaca employees commuting from more than 15 miles outside of the city couldn't readily or conveniently use most alternative modes of transportation. These individuals were limited to either SOV use or carpooling for their daily commuter because (1) those who live outside of Tompkins County don't have access to TCAT service near their home, (2) there are some remote parts of Tompkins County that TCAT currently doesn't service, and/or (3) the employee lives too far to bike or walk to work.

Roughly 12 months into the pilot program, the DIA started pursuing remote parking service by reviewing potential locations that would allow at least 50 vehicles as part of a pilot remote parking program. Interest in providing long-term remote parking at a location near downtown quickly grew momentum once the DIA realized there was a strong demand.

The DIA first approached Cornell University about hosting the program on their campus, but the campus didn't have the space available. The university is attempting to create a car-free/car-lite campus and reducing the number of parking spaces and structures on the campus. DIA reviewed the City of Ithaca properties but found that appropriate spaces were not paved.

The DIA then located an underutilized parking area at the Wegmans grocery store located in the city on Route 13. This is an ideal location to provide remote parking services because it is within a 10-minute shuttle to downtown businesses. In addition, allowing people use the grocery store parking lot, provided Wegmans as well as neighboring businesses with potential customers.

The DIA approached Wegmans about offering a portion of its underutilized parking lot for the DIA's pilot. Wegmans was agreeable to the request with two provisions: (1) vehicles participating in the program would be clearly identified and (2) the store would not be held liable for any issues that arise in the remote parking. The DIA agreed to provide interior hang tags to participants, but the nonprofit organization is unable to offer insurance for the lot. The city will need to provide that coverage. Furthermore, there is a significant amount of legal paperwork and government approval that needs to be completed for funding to be allocated for this service.

Another challenge in attempting to launch a pilot remote parking program is locating a shuttle service to take participants to the downtown area in a timely fashion. For this to be a convenient service for the participants, a shuttle would need to come to the remote parking lot every 10 minutes during peak arrival and departure times, that is, between 7 a.m.–9 a.m. and 4 p.m.–6 p.m. TCAT, the community public transit provider, currently does not have resources to provide this service. The DIA is reviewing other shuttle providers.

The DIA hopes to operate a pilot remote parking service to downtown employees in 2020.

5.3 Lime Bike

Figure 6. Lime Bikes Image



In April 2018, during the DIA’s pilot project, Lime, a private dockless bike share operator, introduced its bike rental services to the downtown community. This new transportation option quickly became popular, and the DIA recruited its services into its incentive package.

According to Bike Walk Tompkins, Lime has had consistent ridership of around 11,250 rides per month throughout the summer from May to August. With the return of students to Ithaca in September, Lime’s expansion into Collegetown, and the introduction of its Lime-E electric bikes, Lime’s ridership reached nearly 13,500.

The winter season and the hilly terrain pose challenges for this service. The return of cold and snowy weather and subsequent fleet reduction brought ridership down to 2,850 in December.

5.4 Carpooling and Ridesharing

Initially, the primary focus of the DIA program was to encourage people to use transit (TCAT), biking, carsharing (Ithaca Carshare), and to walk as their primary modes to commute to work.

However, the commuter questionnaire results showed the program's membership base has SOV users who live in close proximity to other GO ITHACA members and could be potential carpoolers based on their similar arrival and departure times.

Toward the end of the pilot, GO ITHACA started to build a carpooling network on its website to help members find a carpool buddy for their work commute. Several carpools were created in specific businesses to facilitate the carpooling network.

5.5 Park and Ride

When members lived outside of TCAT's coverage area, the program encouraged the use of one of the park-and-ride locations situated along a commute route.

Tompkins County's Park and Ride locations are located in Brooktondale, Danby, Dryden, Enfield, Freeville, Groton, Lansing (3 locations), Newfield, Slaterville Springs, Trumansburg and at Tompkins-Cortland Community College.

6 Outreach

The pilot program community outreach goals were to spread awareness about the GO ITHACA TDM offerings, recruit downtown businesses and employees, share with them the benefits of using alternative modes of transportation, assist in locating alternative transportation options, and notify them about incentives and rewards available.

The program's outreach workers were first tasked with contacting and meeting with interested businesses to share information about the program. The next step was to offer opportunities for distributing the commuter survey to their employees to determine if any employees were a good fit for the program.

6.1 Targets

The program targeted those commuters from downtown businesses and governmental departments as well as residents whose primary mode of transportation was SOV use. The program targeted SOV users because they are the main contributors to traffic congestion, parking supply use, and GHG emissions— issues of concern for this project.

6.2 Onboarding Businesses

From the target group, the DIA started its outreach with downtown's three hotels—Marriott Downtown, Hilton Garden Inn, and Hotel Ithaca.

The DIA chose to start with the hospitality sector because they are among the largest employers in the downtown business improvement district, employing anywhere between 40 to 100 individuals. Two of the downtown hotels agreed to participate: Ithaca Marriott Downtown and Hilton Garden Inn. Once the DIA surveyed employees and completed the TDM plans for those businesses, they then pivoted to working with smaller downtown retailers (employing <10) and lastly medium sized offices (employing 10–40).

The DIA found its most consistent successes while working with medium-sized offices, mostly tech companies. It also engaged larger organizations such as the City of Ithaca and Tompkins County. Working with such entities proved to be much more complicated, as each involved dealing with worker unions which are strict about the benefits the government entities provide to their employees.

To start onboarding businesses to the GO ITHACA program, the DIA first contacted a business management personnel or human resources team to walk them through the program.

After an introduction to the program and its processes and goals, a commuter survey was administered to the business staff. The questionnaires requested name, contact information, home address, work address, work schedule, and transportation habits. At first, the DIA administered physical paper surveys, but shifted to an electronic survey to avoid manually entering survey results. The DIA found the electronic survey to be much more convenient for translating data.

After employees from each business completed surveys, the DIA analyzed the transportation behaviors and then presented each business with a customized TDM Plan, which included aggregated survey results based on their employees' answers. These plans consist of an introduction page, survey data, graphs, charts, and maps illustrating the transportation habits of the employee as reported on the survey.

The report also identified potential candidates for the GO ITHACA program and how each eligible employee can shift their transportation practices to a more sustainable option. The conclusion of the report thanks the business for the opportunity to work with their team and lays out recommended actions for moving forward, including one-on-one follow-up meetings to walk individual candidates through the program and an explanation of the employee benefits as participants in the program.

6.2.1 DIA Drafted TDM Plans for Fifteen Businesses

(Three of the plans are attached in the appendices.)

The experience and levels of success varied greatly throughout the pilot program. Overall, most of the businesses under consideration were very eager and willing to participate in the program. A few declined to participate for various reasons, including concern over employee privacy, businesses being in transition, or skepticism about the program's cause or potential impact.

6.3 Onboarding Employees

From the results from the Commuter Survey, the DIA was able to identify potential candidates for the GO ITHACA program. The DIA listed the potential candidates at the end of the TDM Plan for each business.

After presenting the plan to the Human Resource department or management representative of the targeted business, individual meetings were scheduled with the identified candidates. At these meetings, the GO ITHACA outreach team introduced the program to the potential candidates and then walked them through the GO ITHACA website, the trip-logging process, and the Commute Tracker.

Candidates, if still interested, were then registered to GO ITHACA trip-logging software at GOITHACA.org. Once they registered to the site, they became GO ITHACA members and could log their trips for up to the past five weeks of commutes and current trips. Also, during the meeting, those who were interested in joining the program were registered for incentives to provide them with samples of alternative transportation to encourage them to switch their mode of transportation.

The Outreach Coordinator then followed up with these individuals after a week or so to address any questions or problems they might have had regarding the program.

6.4 Business Case Study

6.4.1 Ithaca Marriott: Downtown on the Commons

Figure 7. Ithaca Marriott Downtown on the Commons Logo



Out of the all business participants in the program, the Ithaca Marriott Downtown on the Commons was the biggest champion of the pilot.

Ithaca Marriott Downtown is a 150-guest room and seven-suite hotel located in Downtown Ithaca. The hotel includes Monks on the Commons, a full-service restaurant.

Ithaca Marriott Downtown's primary focus is on providing its guests with a positive hospitality experience and hiring exceptional individuals from across the Finger Lakes and Southern Tier regions who will adhere to this mission. Employee satisfaction is another top priority for Ithaca Marriott.

In April 2018, 73 Marriott employees completed the GO ITHACA program's commuter survey; however, before the end of the pilot, an additional 39 employees submitted completed surveys, totaling 112 completed surveys from Marriott employees.

Of these 112 employees, 67 (about 60%) drive to work in single occupant vehicles, 19 employees walk to work, 18 take the bus, four carpool, two bike, one uses Uber or Lyft, and one listed "other" as the primary mode they use to get to work.

Out of those 67 SOV users, 24 (about 36%) said they were interested in learning about alternative modes of transportation and 12 (about 18%) employees registered for the GO ITHACA program.

The Marriott participants who joined GO ITHACA pledged to shift their transportation habits by selecting alternative modes of transportation for their daily work commute. These modes included riding the bus, biking, walking, and carpooling. The high number of SOV users in this group indicated to the DIA that a great deal of potential existed in introducing alternative modes of transportation to this group.

At the time of writing this report, 12 Marriott employees registered at GO ITHACA.org and logged 549 alternative trips, traveled 2,235 miles using alternative modes, and reduced CO₂ by 1,137 pounds.

When the DIA conducted a follow-up/exit survey with its GO ITHACA members at the Marriott on the Commons, it learned that three of the 19 individuals who responded to the follow-up survey now carpool.

6.5 Employee/Individual Case Study

6.5.1 KRIS LEWIS: Downtown Ithaca ALLIANCE EMPLOYEE, DIRECTOR OF OPERATIONS

Figure 8. Image of Kris Lewis



Kris Lewis is a full-time employee at the Downtown Ithaca Alliance. She typically travels to the DIA office for work five days each week. Prior to the development of the GO ITHACA program, Ms. Lewis used her personal vehicle to commute to work. She would travel 10 miles round trip, roughly 24 minutes each day from Lansing to Downtown Ithaca at a cost of \$2.85 for gas per trip or \$14.25 per five-day work week.

“Even though I lived near a bus line, I used my car for my commute because it was convenient to just hop in it and go,” says Lewis. She then started assisting with operations of the GO ITHACA pilot and realized public transit was more affordable than driving her vehicle.

Lewis is a senior citizen, so she could purchase a bus pass for \$20 for 30 rides or 67 cents per ride (\$1.34 per work commute–2 trips) versus \$2.85 using her SOV, a \$1.51 per day/\$7.55 cost savings per week or \$30.20 per month.

Her employer offered to subsidize the cost of her transit pass which presented an additional cost savings for her.

In addition, by using transit instead of her vehicle, she also reduced her carbon footprint by reducing CO₂ emissions. Her SOV commute was producing 4.2 pounds of CO₂ emissions per day or 21 pounds per week. Her transit commute, however, produced 1.7 pounds of CO₂ emissions per day or 8.5 pounds of CO₂ per five-day work week.

In addition, using transit made her commute less stressful and more enjoyable because she no longer had to worry about competing with other traffic traveling downtown.

“When I ride the bus, I can sit and read a book, which is great for me because I love to read,” said Lewis. She strongly encourages people who live on the bus route 30 and 32 lines to use the bus. She says it’s quick. A bus comes to the stop every 15 minutes and gets her to a stop near her work in about 35 minutes. She says the only change she had to make to use transit was to slightly adjust her departure schedules from home and work so she is ready in time to catch the bus. “I’m truly happy I made the switch. Using the transit system is better, safer, more affordable, and less stressful than driving my car. I really enjoy it,” says Lewis.

7 Outcomes

The GO ITHACA program was designed to offer a personalized service to downtown buildings, businesses, employees, and residents. The team conducted one-on-one meetings with more than two dozen businesses and surveyed over 300 employees regarding commute behaviors. Though meeting one-on-one with individual businesses was a time-consuming process, we found this to be an effective way to best assist employers with crafting a commuter plan that is easy to adhere to and sustainable.

7.1 Program Goal Results

One of the goals for the project was to reduce SOV vehicle miles traveled, lower GHG emissions, and help membership achieve a healthier lifestyle by using alternative modes.

The program had 57 individuals register on GOITHACA.org, the commuter management and trip-logging site.

These individuals logged 3,640 commuter trips. Out of those trips 2,000 (55%) were taken using alternative modes, totaling 9,593 miles of alternative trips—these figures equate to a reduction in SOV VMT. Also, this group burned 1 million calories (14,925,373 calories per person) and reduced CO₂ emissions by 4,734.5 pounds (70.66 pounds per person).

To guide the program's outreach efforts, the DIA established performance benchmarks.

- Conduct TDM meetings with 25 different downtown buildings and prepare TDM plans for at least 10 buildings.
- Conduct TDM meetings with 50 different downtown businesses and prepare TDM plans for at least 20 businesses.
- Conduct TDM meetings with 150 individual commuters and prepare mobility plans for at least 100 individual commuters.
- Conduct TDM meetings with 40 individual downtown residents and prepare mobility plans for at least 25 residents.

The DIA felt injecting high-performance expectations for its program was important in accomplishing impactful change in Downtown Ithaca's urban core.

During the pilot, the outreach workers met at least 50 different businesses and were able to prepare plans for 15 different businesses. The outreach workers also met with at least 150 employees during either group meetings or through one-on-one meetings.

Another program goal was to help facilitate the creation of additional transportation resources.

The DIA was able to help steer the creation of Backup Ride Home and help introduce Lime bikes to the community. The outcomes of providing these two transportation resources as part of the program’s incentive package are noted in the Incentives Outcomes section of this report.

7.2 Business and Governmental Entities Participation

7.2.1 TDM Program Acquired Twenty-Two Businesses and Two Governmental Entity Participants:

Table 3. List of business and governmental entities participating

Alphabet Soup	GiveGab	Rosie
American Crafts by Robbie Dein	Green Street Pharmacy	State Theatre
Autumn Leaves Used Book Store	Hangar Theatre	Stream Collaborative
Benjamin Peters	Hilton Garden Inn	Taitem Engineering
Brightworks Computer Consulting	Ithaca Marriott Downtown	The Cornell Store on the Commons
City of Ithaca	Ithaca Sheepskin	The History Center in Tompkins County
Downtown Ithaca Alliance	M&T Bank	Ithaca Sheepskin
Finger Lakes School of Massage	New Roots Charter School	Ithaca Police Department

The DIA crafted business TDM plans for 15 businesses and two government agencies.

Out of these participating businesses, Ithaca Marriott Downtown submitted 113 (36%) completed commuter surveys—the most of all the above entities. The DIA anticipated Marriott would provide a large turnout since it is one of the biggest employers among the group of participants.

7.3 Initial Commuter Survey

To help the DIA understand employee commuter habits, it crafted a comprehensive commuter survey that asked employees very detailed questions about their daily commute. From the 23 participating businesses and the two governmental entities participating in the program, 315 downtown employees completed the Commuter Survey.

Here are the results from the transportation related questions asked in the questionnaire:

7.3.1 Where Do You Live?

We wanted to know where people live to encourage those who live in and near Ithaca to walk, bike, or use transit, and we wanted to encourage those who lived far away (more than 20 miles outside of the city limits) to carpool. Only 9 out of 315 who completed the survey didn't answer this question.

The 306 individuals who did respond provided their residential address. From this we determined how far they lived from Ithaca's City Center using Google maps.

Commuter Survey revealed the following about members' home location:

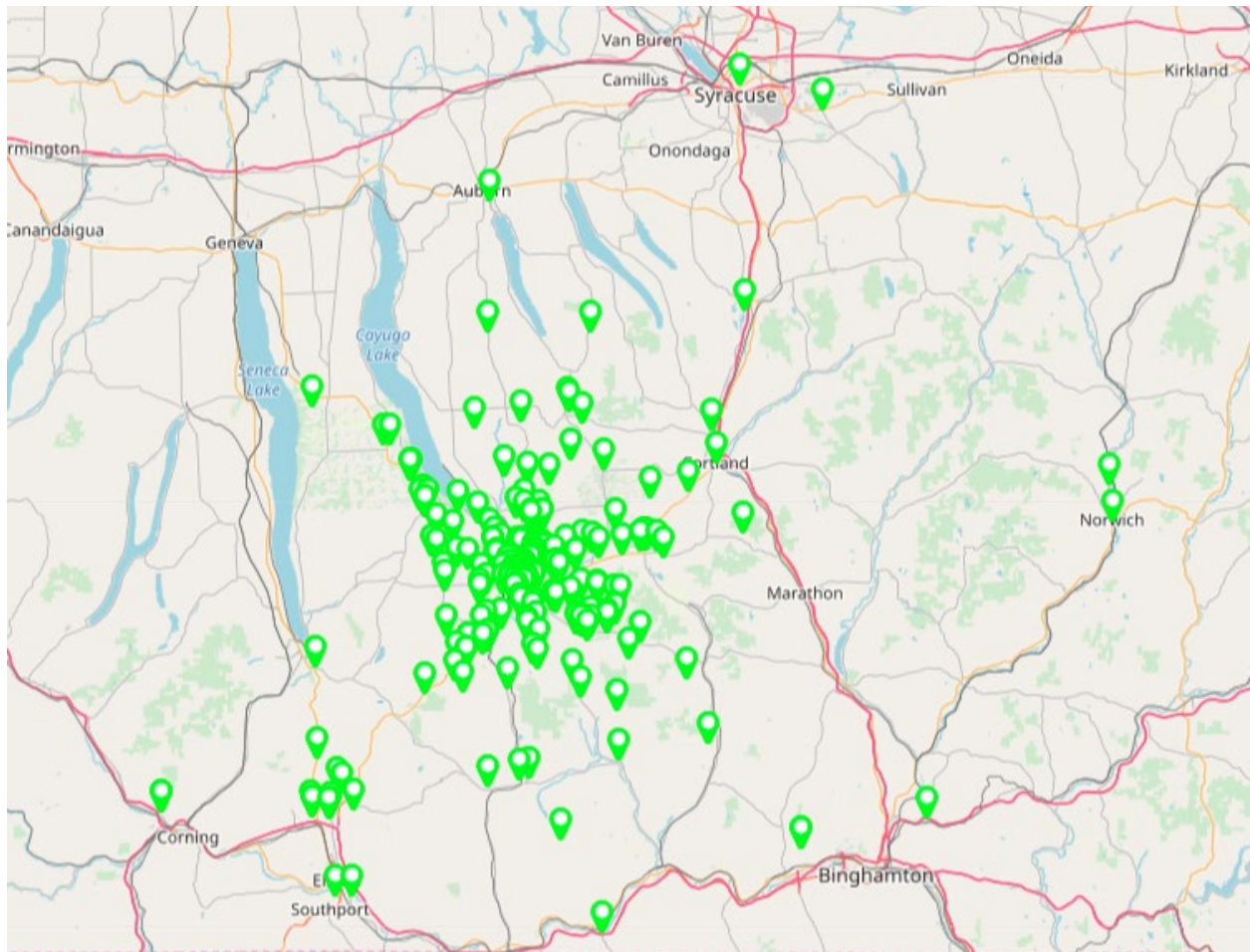
- 192 (63%) individuals live in Ithaca
- 27 (8.2%) individuals live 5–9 miles from Ithaca
- 50 (16%) individuals live 10–19 miles away
- 23 live 20–29 miles away
- 4 individuals live 30–39 miles away
- 4 live 40–49 miles away, 2 live 50–59 miles away
- 4 live 60 or more miles away from the city

Table 4. GO ITHACA Commuter Distance

GO ITHACA MEMBER COMMUTER DISTANCE FROM ITHACA

<u>In Ithaca</u>	<u>5-9 Miles</u>	<u>10-19 Miles</u>	<u>20-29 Miles</u>	<u>30-39 Miles</u>	<u>40-49 Miles</u>	<u>50-59 MILES</u>	<u>60+ MILES</u>
192	27	50	23	4	4		
2	4						

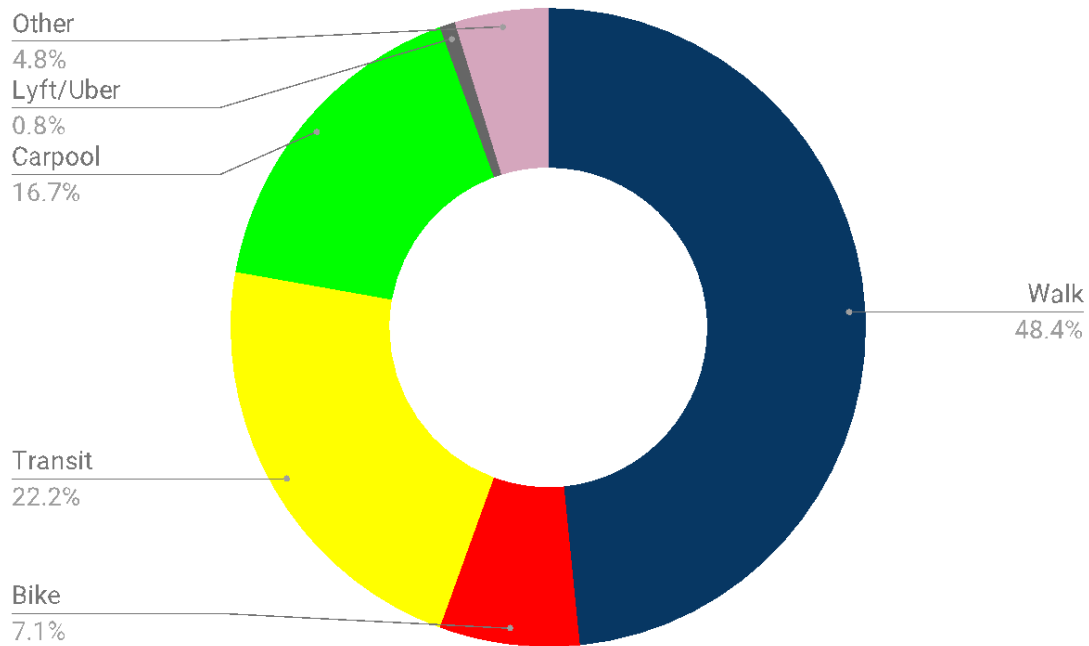
Figure 9. Map of Upstate New York with Location Pins of Commuters



7.3.2 Primary Mode of Transportation to Commute To and from Work

Figure 10. Primary Mode of Transportation

What is Your Primary Mode of Transportation to Commute To and From Work?
(315 individuals responded to this question)



SOV Users: Out of the 315 downtown Ithaca employees who completed the survey, 188 individuals (60%) are SOV users. This figure expressed to us that there was a lot of opportunity to help SOV commuters locate an alternative mode of transportation.

Walking: Sixty-one (61) individuals stated they walk to work, making this the second highest primary mode of transportation.

Transit: Transit was the third most used mode of transportation with twenty-eight (28) individuals (22.2%) using this service.

Carpooling: Twenty-one (21) or 16.7% of the employees reported that they carpool to work.

Biking: Nine (9) of 7.1% of the individuals reported they ride their bike to work.

Uber/Lyft ridesharing: One (.08%) person stated they use ridesharing services.

Other: Six individuals said they use some other form of transportation for their commute.

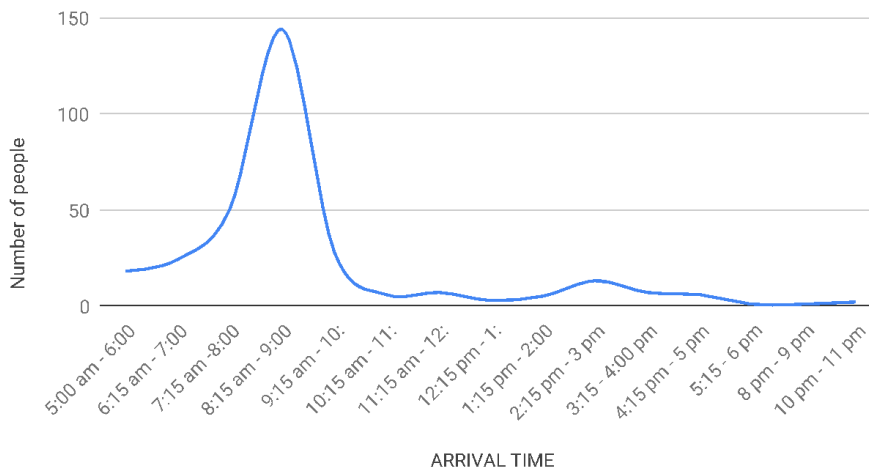
7.3.3 At What Time Do You Arrive at Work? At What Time Do You Depart from Work?

We asked questions about work arrival and departure so we could learn what time our commuters are populating the streets, contributing to traffic.

Out of the 315 individuals who completed the survey, 18 individuals come into work at or before 6 a.m., 24 individuals arrive to work at or before 7 a.m., 50 employees arrive to work between 7:15 a.m. and 8:00 a.m., 144 individuals arrive between 8:15 and 9 a.m., and 28 individuals arrive between 9:15 a.m. and 10 a.m. Combined, 264 individuals contribute to the morning rush hour.

Figure 11. Commuter Arrival Time

What Time Do You Arrive To Work?



During the mid-morning/afternoon, from 10:15 a.m. to 4:00 p.m., 41 individuals commute downtown, and, during the evening, from 4:15 p.m. to 11 p.m., 10 individuals are commuting downtown.

Our survey confirmed there is a rush hour between 3:00 and 7:00 p.m. during the day with 230 of the 315 surveyed leaving downtown during this time frame.

Figure 12. Commuter Departure Time



What Days of the Week Do You Work?

The DIA learned most of the surveyed employees work Monday through Friday.

Out of the 315 individuals who completed the survey, 291 work on Friday, 277 individuals work on Thursday, 269 work on Wednesday, 268 work on Tuesday, 262 work on Monday, 129 work on Saturday, and 53 work on Sunday.

Table 5. Commuter Distance Table

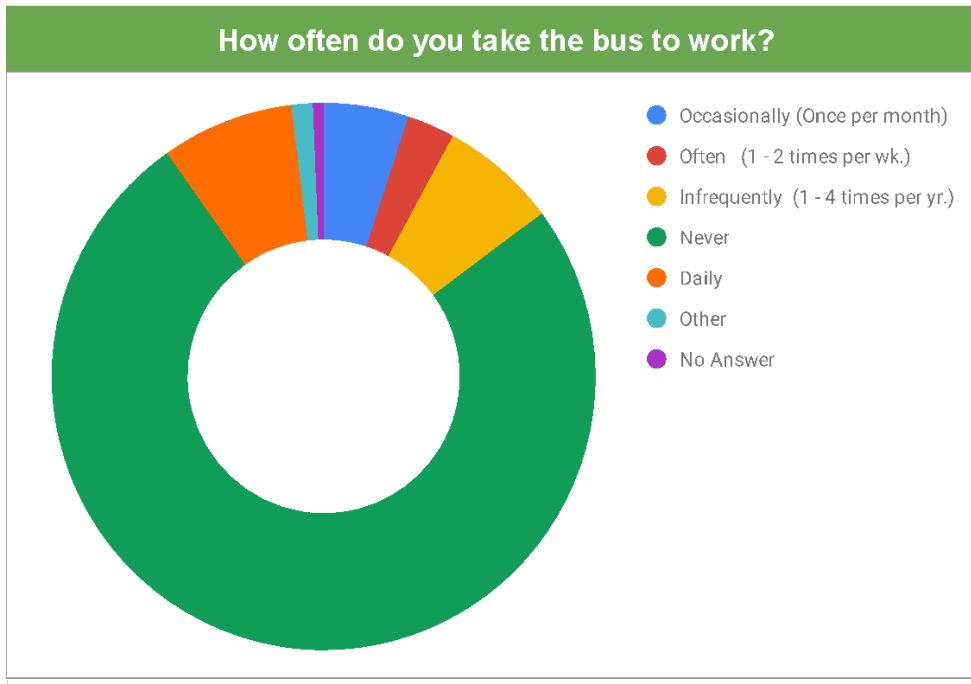
DAYS OF THE WEEK TYPICALLY WORKED

<u>SUNDAY</u>	<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>FRIDAY</u>
53	262	266	269	277	291
<u>SATURDAY</u>					
					129

7.3.4 How Often Do You Take the Bus to Work?

This question helped the DIA determine the transit users to encourage to use transit more often and also helped the program identify people who never use transit for their work commute. From these results, the DIA discovered there is potential to get 239 people to try TCAT services.

Figure 13. Bus Ridership Pie Chart



BUS TO WORK REPOSSES

239	Never
25	Daily
22	Infrequently (1 to 4 times per year)
16	Occasionally (1 time per month)
9	Often (1 to 2 times per week)
4	Other
2	No Answer

7.3.5 If You Do not Take the TCAT Bus To and From Work, Could You?

Yes 126

No 181

The responses to this question indicated to us that there are 126 individuals that the program might be able to incentivize to switch to TCAT services for their work commute.

7.3.6 If You Answer No, Why Can't You Take the Bus to Work?

For this question, individuals submitted their own answer. Here are some of the most common answers to this question:

- Responses
 - 65 Answered could take the bus if they needed to
 - 53 I already take the bus
 - 34 I walk
 - 29 Bus pickup and drop off times are inconvenient/not frequent enough
 - 27 No bus route/service near me
 - 22 Live outside of Tompkins County which is outside of the TCAT bus service area
 - 21 Bus-stop is too far for me to walk to/from home (more than a mile walk away)
 - 12 Other reason
 - 11 I have to make multiple stops on my way to and from work
 - 8 The bus takes too long
 - 6 Bike to work
 - 6 I live too close to work/It would take longer to take bus than drive
 - 5 No bus service available when I get out of work
 - 5 I don't want to ride the bus
 - 1 Carpool
 - 1 I get dropped off
 - 15 NO RESPONSE

The answers to this question helped the DIA to recognize some of the barriers to using transit that exist for downtown employees. Once we were able to identify their barriers, we determine which mode of transportation might work best for them.

For example, when identifying commuters who did not live close to a TCAT bus route, we would try to locate a park and ride situation. If we were unable to locate one that worked for them, we then ruled the TCAT bus pass incentive as an option that would not work for them.

7.3.7 Once You are Downtown, How Do You Travel to Complete Errands, Attend Meetings, Get Lunch, Etc.?

- Responses
 - 150 Walk
 - 67 Drive or walk
 - 18 Walk or bus
 - 17 Bike or Walk
 - 17 Drive
 - 12 Drive, walk, or bus
 - 6 Bike, Walk or Lime bike
 - 4 Drive, walk, Lime bike
 - 2 Walk or Lime bike
 - 2 Walk, Uber/Lyft
 - 2 Bike or bus
 - 2 Bike, Walk, or taxi
 - 2 Bus
 - 2 Bus or taxi
 - 2 Drive, walk, bus, Carshare
 - 2 Drive, Walk, Taxi/Uber
 - 1 Drive, walk, Carshare
 - 1 Walk or Carshare
 - 1 Drive, walk, hotel shuttle
 - 1 Bike, Walk, or bus
 - 1 Bike, Walk, bus, or Carshare
 - 1 Walk, Carshare, Lime bike
 - 1 NO RESPONSE

The results show that a majority of individuals walk or use an alternative mode of transportation to complete their errands during the day. This confirms that Ithaca provides a walkable community and also offers adequate alternative transportation for completing errands during the workday.

7.3.8 If You Drive to Work, Which of the Following Would Encourage You to Consider Other Modes of Travel?

We asked this question to help craft our alternative transportation incentives package and to learn about other ways we might help encourage SOV users to change their transportation habits.

The survey offered 11 choices including “other.” The respondents were able to choose multiple incentives.

- Responses
 - 116 Picked Incentives/Rewards for carpooling, taking the bus, walking
 - 78 Chose an easy way to connect with carpoolers who live near my house
 - 70 Selected Guaranteed Ride Home service in case of an emergency
 - 62 Individuals said discounted monthly (TCAT) Bus Pass
 - 25 Selected access to showers/lockers/changing rooms
 - 25 Said secure bicycle storage nearby employer/destination
 - 23 Said they wanted more information on commuting options/explaining options and how to use them
 - 21 Individuals responded that they don’t drive,
 - 19 SOV users said they don’t want to change their habits
 - 10 Said they walk to and from work
 - 7 Said organized walking, biking or bus groups I could travel with to Downtown
 - 23 Said improved safety/security
 - 3 Said adding TCAT bus service route close to their home
 - 1 Said company vehicle for work related travel during the day

7.3.9 What Transportation Benefits are Currently Provided by Your Employer?

- Responses
 - 124 No Transportation Benefit Provided
 - 42 Subsidized parking public lot
 - 24 Subsidized TCAT pass
 - 23 Subsidized parking in company lot
 - 14 Outdoor bike parking
 - 12 Indoor bike parking
 - 2 Carshare Membership Access
 - 1 Flex/Pre-Tax Transit Benefit
 - 3 Flex/Pre-Tax Parking Benefit
 - 1 Flex/Pre-Tax Transit Benefit
 - 7 Unsure
 - 80 NO RESPONSE

We asked this question because it was important for us to know if employees were currently receiving some of the benefits that our program offers. If they weren’t receiving a transportation benefit then our program could help them.

7.3.10 What Transportation Benefits Do You Wish Were Provided by Your Employer?

- Responses
 - 119 Subsidized parking
 - 57 Subsidized TCAT pass
 - 29 Indoor bike parking
 - 41 Flex/Pre-Tax Parking Benefit
 - 37 NONE
 - 22 Flex/Pre-Tax Transit Benefit
 - 12 Outdoor bike parking
 - 4 Preferred carpool parking spaces
 - 121 NO RESPONSE

Figure 14. Incentives Currently Offered by Employer

What Transportation Incentives Does Your Employer Currently Provide?

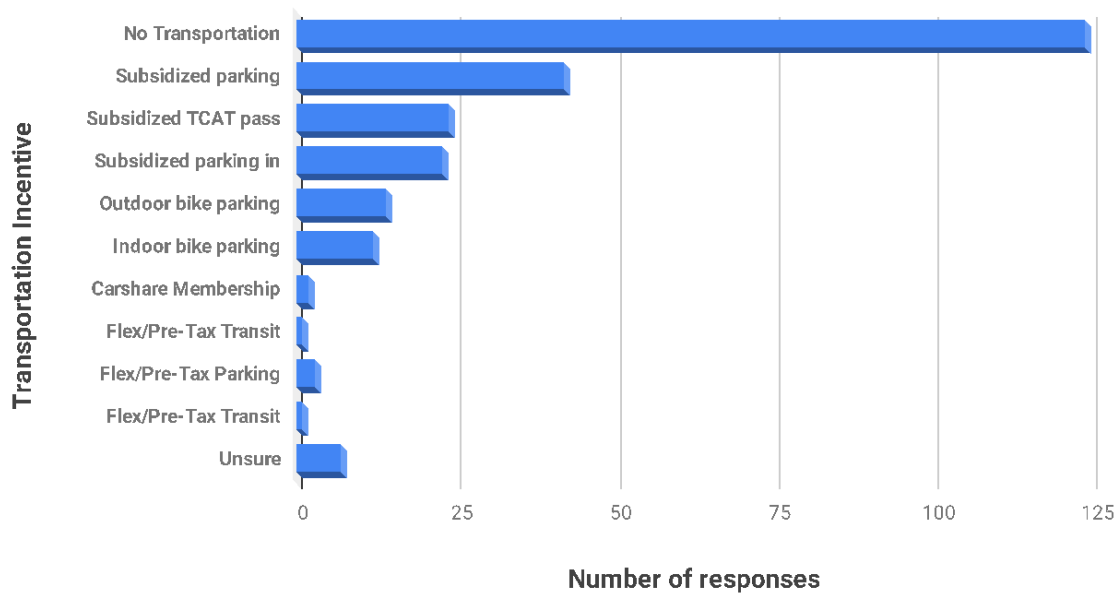
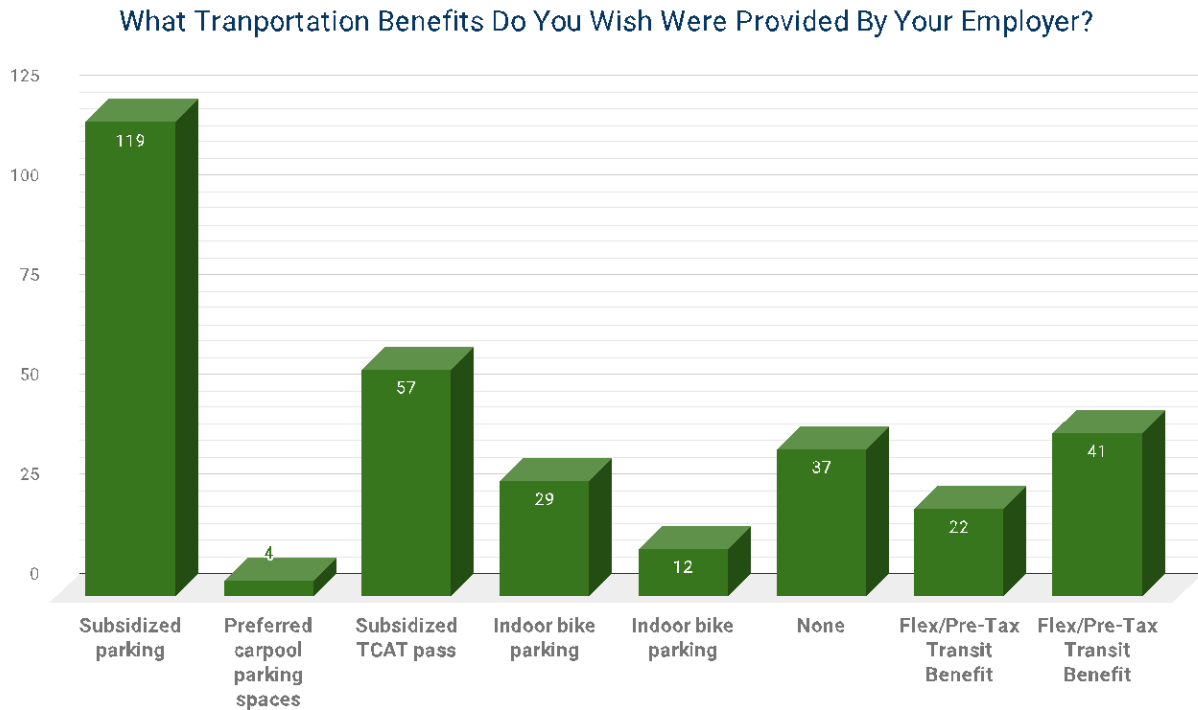


Figure 15. Transportation Benefits Desired



The results from this question shows 119 of those employees surveyed want subsidized parking so they can drive a vehicle to work and park in one of the downtown garages. This result was discouraging because our program is trying to reduce the number of vehicles parking downtown.

7.3.11 Does Your Employer Allow You to Work from Home?

NO 126

YES 110

It was encouraging to see nearly half of our respondents are able to work from home. Remote work is considered a commuter benefit.

7.3.12 If Your Employer Allows You To Work From Home, How Often Do You Work From Home?

We asked this question because we wanted to know if and how often people are using their work-from-home benefit. If an employee is an SOV user for their commute, but able to work from home a couple of times per week, then our program would encourage them to telework as a means to reduce their VMT. Working from home (or remotely) would also help them save time and money spent on their daily commute.

- Responses
 - 28 1–3 times per year
 - 20 1–2 days per month
 - 14 4 times per month (Once per week)
 - 11 Never
 - 10 1 day per month
 - 7 1–3 days per month
 - 4 Less than 1 day per month
 - 2 4 times per week
 - 2 3 times per week
 - 1 Everyday
 - 11 Individuals who answered yes, didn't provide a response

7.3.13 If You Drive to Work, Where Do You Park?

Table 6. Locations Where Commuters Park Cars

PLACES PEOPLE PARK

ON-STREET METERED	ON-STREET NON-METERED	GREEN STREET GARAGE	SENECA STREET GARAGE	CAYUGA STREET GARAGE	OTHER	NO ANSWER
3	67	78	21	37	68	16

We wanted to know where people were parking so we could encourage parking in available garages (or use an alternative source of transportation) to leave on-street parking for customers and visitors.

7.3.14 Does Your Method of Commuting To and From Work Change Depending on Weather?

We asked this question because we wanted to know if the regions' varied weather and seasonal changes had an impact on commuter habits.

YES 48

NO 135

DID NOT RESPOND 132

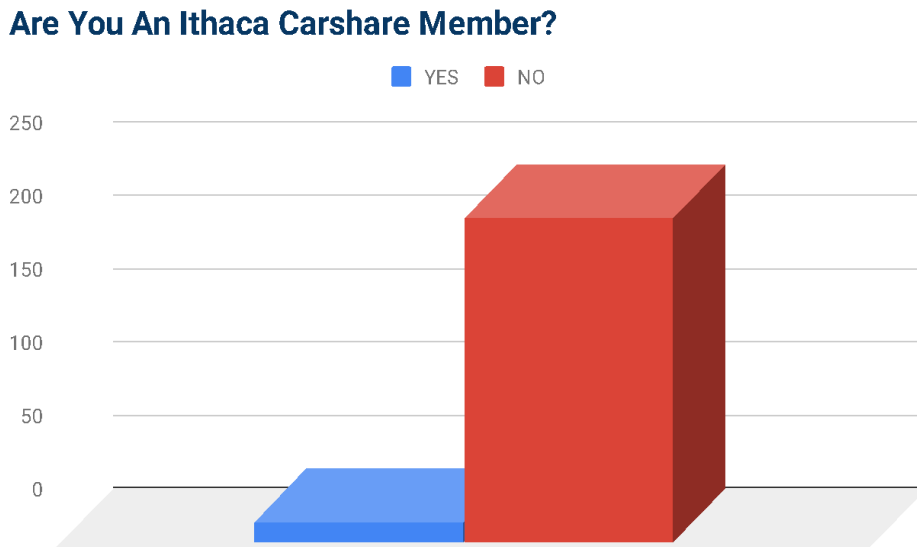
7.3.15 Are you an Ithaca Carshare member?

YES 14

NO 221

DID NOT RESPOND 80

Figure 16. Ithaca Carshare Membership Chart



The answers we received from this question showed us that there was an opportunity to introduce more than 200 people to Ithaca Carshare's services.

These commuter survey results helped us craft our incentives package. We were able to use this data to encourage our transportation partners to provide freebies or discounts for each alternative mode of transportation (transit, biking, and carpooling).

7.4 Online Trip logging Outcomes—GOITHACA.ORG

Out of the 315 people who completed the Commuter Survey, 55 (17%) of them enrolled for the commuter management and trip-logging service on GoIthaca.org. Those individuals logged 3,170 trips totaling 4,894.6 miles of alternative mode travel, a total of 88,000 calories burned, and a CO₂ reduction of 2,717.3 pounds.

7.5 Incentive and Rewards Redemption

We found that nearly 70 of our members did use incentives to sample some of the community's alternative modes of transportation. The redemption data is as follows:

7.5.1 Backup Ride Home

The DIA is proud to say that the Center for Community Transportation, one of this project's partners, was able to implement and manage a backup ride home service. The service started in February 2018, eight months into our pilot program.

As of June 2019, 59 individuals are enrolled in the BRH program.

Since its creation, BRH fielded four ride request phone calls and three question/info phone calls to the backup ride home phone number. Two of those calls resulted in an actual ride. One of the rides wasn't fulfilled because the person got on a bus after waiting for the taxi that was ordered for them took too long. The other trip wasn't fulfilled because their trip request wasn't eligible. The individual was trying to get to the hospital, a trip that was unrelated to their commute.

7.5.2 Transit

Out of GO ITHACA's 189 SOV members, seven individuals (or 4%) used the free and reduced transit passes provided by the DIA program to sample the TCAT transit system. Furthermore, two individuals who tested the transit system directly reported to us that they now have switched from SOV to using transit for their daily commute.

7.5.3 Lime Bike

Lime bike, a bike rental provider and downtown Ithaca’s newest transportation option, reported GO ITHACA members used the discount code incentive on 55 bike rentals/rides.

7.6 Exit Commuter Survey Results

A post-program survey was digitally distributed to employees who completed the initial survey. The purpose of the exit survey was to understand the impact the pilot program had on commuting habits and attitudes.

Out of the 315 individuals who completed the initial survey, 32 of them either didn’t provide us with email addresses citing they either didn’t have an email, didn’t want to provide one, or provided email addresses that were either invalid or no longer active. We were able to email the exit survey to 277 (88%) employee participants.

Out of the 277 members who were emailed the post-program survey, 33 (12%) individuals completed it.

The results to the questions are as follows:

7.6.1 Since Completing the Downtown Employee Commuter Survey (Joining GO ITHACA), Have You Changed the Mode of Transportation You Use to Get to and from Work?

6	PEOPLE–18.2%	YES
27	PEOPLE–82.0%	NO

Table 7. Commuter Behavior Change

Yes	No
6 people	27 people

7.6.2 If You Answered Yes, What Mode of Transportation Did You Switch To?

- Responses
 - 3 (9%) Switched from Driving Alone to Transit
 - 1 (3%) Switched from Driving Alone to Carpool
 - 1 (3%) Switched from Walking to Biking
 - 1 (3%) Switched from Drive Alone to Walking
 - 27 (82%) I didn't switch modes

Table 8. Mode of Transportation Change

WHAT MODE OF TRANSPORTATION DID YOU SWITCH TO FOR GETTING TO AND FROM WORK?

DID NOT CHANGE	BIKE	RIDESHARE/ CARPOOL	TRANSIT/ TCAT	WALK
27	1	1	3	1

7.6.3 If You Didn't Change Your Mode of Transportation, Why Didn't You?

We received eight (8) responses to this question. They are as follows:

- Long distance and an odd work shift
- I hadn't switched because the bus was too expensive, but now it's a lot cheaper so I will ride more often
- My current mode is convenient to my lifestyle and public transportation would not provide the flexibility that I need day to day
- No other option available given the distance I travel
- No adequate public transportation to my home
- My schedule varies day-to-day due to meeting and appointment schedules. Sometimes I need to run errands after work and want my car
- I walk
- I already use Carshare, ride TCAT regularly, and walk

7.6.4 Since Learning about GO ITHACA, Have You Enrolled in the Backup Ride Home Program?

19–57.6% NO

3–9.1% YES

11–33% NO - “WHAT IS BACKUP RIDE HOME?”

Even though our members were supposed to be automatically enrolled in Backup Ride Home, 19 individuals did not take advantage of that incentive. In addition, it appears there were 11 people who weren't properly informed about the service.

7.6.5 Since Learning about GO ITHACA, Have You Enrolled in Ithaca Carshare?

28–84.8% NO

3–9.1% NO - “WHAT IS ITHACA CARSHARE?”

2–6.1% YES

Even though the DIA's incentive package included an Ithaca Carshare enrollment waiver, members still had to pay fees to use the carsharing service. That cost may have deterred the program's members from using this service.

8 Program Challenges

8.1 Working with Employers

One of the challenges the DIA encountered while working with businesses was that some businesses offered transportation benefits that seemed to deter commuters from using alternative modes of transportation.

For example: When working with the City of Ithaca, the DIA learned its employee's union contract requires the city to subsidize employee parking. Since city employees have their parking paid for as part of their contract, it was a challenge to get those who use this benefit to switch to alternative transportation modes.

We concluded that we need to work with the city to help them re-imagine options that would be acceptable to both the union and the city to augment the parking subsidy with subsidies for alternative transportation, such as paying for transit passes.

One challenge the DIA discovered while working with businesses was that many of businesses do not have designated ETCs. Most of the companies in the downtown community are small (less than 20 workers) and they either can't afford to employ an ETC, they don't have the staffing to designate an ETC, or they are unfamiliar with an ETC as they are unaccustomed to TDM practices.

Since the businesses don't have ETCs, the program's outreach coordinators had to take on the task of helping employees understand TDM practices and educate them on the benefits. The DIA also had to help GO ITHACA members with their incentives and rewards claims. As the DIA continues to build its program, it hopes to encourage downtown businesses to assign a designated ETC who can help the employees claim the program benefits and rewards.

Furthermore, the program encountered issues convincing businesses who have parking lots for their staff and customers to realize the benefits of using TDM strategies.

8.2 Working with Individuals

8.2.1 Trip-Logging Challenges

Once the individuals completed the commuter survey and became a program member, it was challenging to get many of them to engage in the program offerings, especially the trip-logging website and mobile application to document their commutes.

The DIA learned the program members were reluctant to use these tools because they felt their privacy would be compromised by reporting commute times or by having the mobile application track the commutes.

8.2.2 Engagement Challenges

The DIA noticed less than half of those who completed the commuter survey continued to engage with the program. Out of the 315 individuals who completed the initial commuter survey, less than half continued to engage with the program.

The program's quarterly email blasts were only opened by 30 to 38 percent of the recipients. Eight participants unsubscribed from receiving the emails. In addition, we couldn't reach all of the program's members via email. At least 75 of them didn't provide any type of contact information.

Social media post engagement was also extremely low. During its two months' existence, the media post acquired 20 followers.

Lastly, the program emailed its exit survey to 227 members. Two individuals unsubscribed after receiving the final survey, three individuals didn't receive the email because their email address was no longer active. Ninety-four members opened the message but only 33 individuals submitted responses to the exit questionnaire.

8.2.3 Staffing Challenges

The DIA planned to hire two TDM Plan Writers to craft the customized plans that are based off of the data collected from the commuter questionnaire.

The DIA advertised the TDM Plan Writer positions on a handful of online job sites and to our transportation providers; however, the DIA was unsuccessful in locating individuals who met the requirements to fulfill the roles. TDM planning is a relatively new concept in the community, making it a challenge to locate a candidate who understood the program and could meet all the needs of the role.

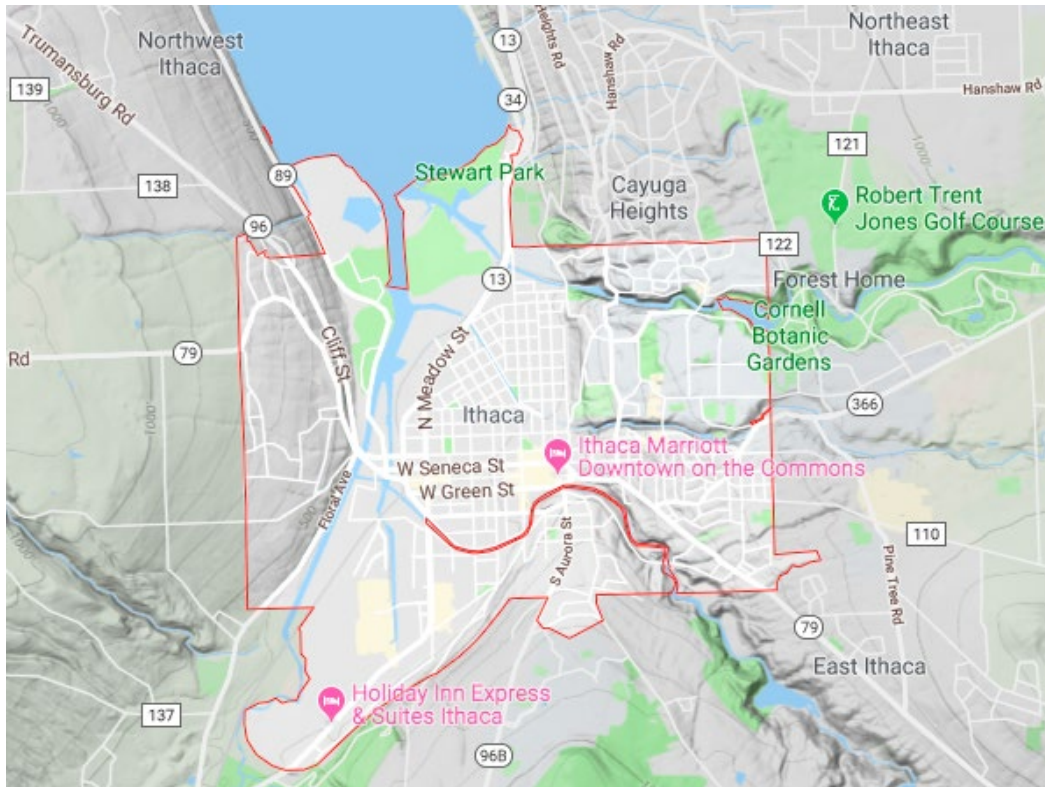
Since the DIA was unable to fill those plan writer positions, the program's half-time outreach representatives and research assistant had to draft TDM plans which took time away from tasks they were hired to complete for the project.

As a result of not securing all proposed staffing, the DIA had to limit its focus and reduce its benchmarks. The DIA originally proposed to help draft TDM plans for 10 buildings, 20 businesses, and 100 individuals, but it shifted its focus to solely recruit businesses and employees to the program and writing plans for the businesses.

The DIA was able to achieve its goal of creating TDM Plans for 20 businesses and assisted more than a dozen employees with sampling alternative modes of transportation.

8.3 Transportation Challenges

Figure 17. Topography and Elevation Map of Ithaca



8.3.1 Biking

For the DIA’s program members who live a distance reasonable enough to bike to work, hilly terrains may make it challenging for some to bike during the winter months, especially when the roads are slick with slush, snow, and ice. In general, it’s a challenge for many individuals to bike year-round because many of the city’s surrounding hills have a lot of turns and are extremely steep.

The seasonal weather and hilly terrain also make it difficult for commuters to take advantage of the Lime bike service because the bike sharing service reduces its fleet during the winter months as a result of the unfavorable weather conditions.

8.3.2 Transit

The DIA found through its commuter survey that the main reasons employees didn’t make the switch to transit was because that transit resource is not available to them, or, if available, the times for pickup and drop off are not convenient for them.

Some participants stated they didn't have a bus route close to their home, while others mentioned the bus didn't travel enough through their area. To use the service, they would either need to catch the bus hours before their shift or hours after the shift ended.

The program also had at least a dozen commuters—mostly hospitality workers—who didn't take the bus but said they would, if a bus service was available in the late evenings, after 8:00 p.m.

Currently, the transit service doesn't have enough demand in remote areas to warrant adding more staffing and busing to provide service to many of the rural areas in the outskirts of Ithaca.

8.3.3 Carpooling

The DIA discovered that when individuals found a carpooling group to join, they weren't reporting the commuter shift behavior to the program.

Additionally, the program struggled to convince people to make the shift to carpooling because they either didn't want to rely on other people for rides or said they had to complete too many errands or stops before or after work to make it worthwhile for others to commute with them.

8.4 Software Challenges

The DIA found it challenging to convince individuals to use the Commuter Tracker mobile application to log their commutes. Many individuals felt this application was too invasive and didn't want their travel habits to be tracked at all.

8.5 Timeline and Staffing Observations

Twenty months seems to be a reasonable amount of time to establish a pilot TDM program, but each step toward building a successful program requires constant attention from the staff.

For staffing a pilot, at least one full-time staff person and a couple of support members are needed for the duration of the pilot to help plan, develop, and implement the project. Understand that the first year of a pilot may be dedicated to program development and market planning and that any additional time after should be devoted to outreach, surveying, plan writing, and data analysis.

8.5.1 Commuter Solutions

As entities develop their program, they may not be able to come up with a solution for every commuter scenario; there are some transportation barriers (such as lack of bus service in some areas) the program will not be able to fix right away. Additionally, understand that some individuals are simply committed to using their SOV for their commute no matter what benefits you present to them.

8.5.2 Membership

When evaluating program, don't expect to receive an outpour of feedback from an exit survey. The DIA program and those similar to this program have reported that the exit survey doesn't garner as many respondents as the initial survey. The DIA also found that at least a dozen participants who completed the initial survey ended up leaving the target area during the pilot.

When evaluating the entire program, focus on what you accomplished. Changing commuter behaviors isn't a simple task. It takes time and effort from both the program and its members to make the program successful, so any amount of commuter behavior change your program achieves, should be documented and celebrated.

9 Recommendations

9.1 The Program: From Pilot to Permanent

This NYSERDA project was designed to be a pilot program, testing the applicability of a TDM program in a small metropolitan market such as Ithaca. We wanted to examine how ideas used in other larger market TDM programs would work in a small city landscape where the rural countryside was only 3–5 miles away from the center city, where congestion was at a different level than in larger metropolitan areas, and where resources commonplace in more populated regions are harder to find.

The results demonstrated a mix of outcomes, but also suggested that the concept and principles of TDM could indeed work in Ithaca, albeit with modifications and adjustments. We recommend the continuation of the GO ITHACA efforts because its mission, offerings, and the results produced are beneficial to those businesses, employees, residents in the community interested in affordable, sustainable, and less stressful commuting in a car-free or car-lite lifestyle, while at the same time, improving the environment.

The GO ITHACA program is also beneficial from a data gathering standpoint. The DIA's pilot was the first to target the commuter behavior of Downtown Ithaca employees, it created TDM plans for 20 businesses, helped seven people try the TCAT bus service, encouraged 18 SOV users to start carpooling, led 17 people to register for backup ride home services, and by having individuals use alternative modes of transportation the GO ITHACA program helped reduce CO₂ emissions in the Ithaca community by 2,624.5 pounds.

The DIA also recommends that future GO ITHACA teams follow these additional recommendations (listed below) to increase the impact of their program on participants, as well as to fully account for their impact. The recommendations are suggested in several parts of the report and are repeated here for your convenience.

9.1.1 Staffing

For future demonstration programs, the DIA recommends staffing at least one full-time person who can dedicate 100% of their time to TDM program planning, outreach, and TDM Plan writing efforts. The DIA also recommends adding an additional outreach worker and a plan writer who can work half time.

9.1.2 Outreach

To recruit as many individual participants as possible, the outreach team recommends meeting first with the business' HR representative, management, property owner, or manager and then have them distribute the commuter survey to their employees or tenants. Then, after the outreach consultant has acquired the commuter surveys and drafted a TDM strategies plan, schedule group workshops sessions (lunch and learns) with the potential participants to give them a better understanding of the program.

In addition, the DIA found that trying to secure a follow-up meeting to meet one-on-one with potential participants was a challenge. Instead, the DIA recommends using the group sessions to enroll participants in transportation incentives to enable them to sample the alternative modes. It is also suggested that a representative from each group of transportation providers is taken along to help assist with program recruitment.

The DIA also recommends that the program continues to work one-on-one-with employees when building their personalized TDM Plan. In a one-on-one setting, employees were more willing to talk to the DIA about their perceived barriers to using alternative modes of transportation and the DIA was able to ask and answer questions about their commute—questions that may have not been asked on the commuter survey.

9.1.3 Engagement

For future programs, if a decision is made to disseminate a program exit survey, the DIA recommends offering an incentive that will encourage members to complete the survey. For example, offer a \$10 gift card to those individuals who fully complete the survey.

9.1.4 Communication

The DIA recognized that many of its program's members often forgot to log their trips or redeem their rewards on the commuter management site, so the DIA recommends sending membership emails on a bi-monthly basis to remind participants to log their commutes, use the incentives that are available to them, and collect their rewards.

If the outreach worker isn't able to reach certain individuals via email, they should place a call or text to remind those individuals to complete the tasks.

Additionally, the DIA found that members seemed to trail off after sampling an alternative mode of transportation. To ensure information is gathered about their experience, follow up with participants soon after they sample one type of transportation alternative. You don't want to lose track of members.

9.2 Changes to the Permanent TDM program

As Ithaca moves forward with its TDM program, it is considering the following modifications:

- Create a structure that can be used throughout the city/region, with a central administrative capacity, but the ability to layer distinct district programs that focus on specific geographic areas—Downtown, Collegetown, the Waterfront.
- Modify the package of incentives to match the interests of targeted businesses and individuals.
- Create a formal carpool incentive, in conjunction with the city parking garages, providing a fiscal incentive for the driver and premium parking spaces for the carpool vehicle.
- Re-tool the TCAT bus pass incentive. Make it last longer. The DIA is currently considering a six-month incentive, with the program subsidizing 25% of the cost and TCAT subsidizing another 25%, leaving the rider with an attractive 50% cost share for a full six months.
- Back off on the trip logging and tracking. Make it optional and allow people to opt-in. Provide rewards for tracking and realize that privacy is a strong concern.
- Focus on creating remote parking options as a way to reduce parking demand in downtown garages.
- Work with the community's transit service on establishing a downtown transit circulator.

9.3 Recommendations for Additional Services

To further encourage the use of TDM strategies at the employer and government level, the DIA recommends that employers consider offering additional commuter benefits: Flex Work and Alternative Arrangements, Employer/Building Recognition Program, TDM Plans Requirements, Telework Assistance, TDM Policy.

Descriptions and explanations of each of these strategies are available in the Recommendations for Additional Services chart.

Table 9. Recommendations for Additional Services Chart

Category	Strategy	Description
Recommended Additional Services	Telework and Alternative Work Arrangements	Go Ithaca should provide telework and non-traditional work arrangements (such as flex work hours and alternative work schedules) arrangements (such as flex work hours and alternative schedules) assistance to interested employers. This service will have a significant impact on reducing the number commuters who have to travel to downtown for work.
	Employer & Building /Recognition Program	Go Ithaca should recognize companies and buildings that are strong champions of the TDM efforts — those businesses who are Go Ithaca Members that provide transportation benefits and alternative transportation resources to its employees and tenants. This positive PR reinforces the desired behavior amongst participating organizations and increases their other businesses awareness of what their competitors are doing. Over time it will inspire other businesses to join our program and make providing transportation benefits the norm in that industry.
	TDM Plans Requirements	The City of Ithaca should require new developments (those in excess of 5,000 SF), large renovation projects (over 50,000 SF), and large special events (more than 35,000 people) provide a TDM Plan that estimates the transportation impact development, project, or event. Small developers are often not equipped to produce TDM plans in-house and must therefore use a consultant. This presents an opportunity for the Go Ithaca to craft top notch, low-cost plans, generating revenue for the program while freeing up more developer resources for TDM implementation rather than planning. Outside of the Downtown Ithaca, developments may also agree to provide TDM Plans as part of the entitlement process and can contract the preparation of these plans with the Go Ithaca program.
	Telework Assistance	According to the GO ITHACA Downtown Employer Survey, only ??? of employers provide their employees the option to telework. Go Ithaca's role will be to educate employers on the benefits of telework and help them work through the logistical challenges of implementing a telework program. For a fee, Go Ithaca will serve as a consultant to assist employers with developing customized telework programs.
	TDM Policy	We recommend the city craft policies that make TDM a primary means to improve livability, health, and quality of life, that link TDM and enhanced travel options to residents health and quality of life have the potential of creating a very personalized appeal for TDM, include TDM in efforts to integrate land use and transportation, and make TDM a key part of city's sustainability initiative.

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APPENDIX A. Downtown Employee Commuter Questionnaire

A.1 Downtown Ithaca Employee Commuter Survey

Downtown Ithaca is working with our transportation partners, the City of Ithaca, and a committee of interested stakeholders on a downtown commuter program.

This survey is designed to provide information to guide development of a Transportation Management Association that will assist downtown employees and residents with commuting to and from work.

We appreciate your time and opinions. Thank you in advance for completing the Downtown Ithaca 2018 Commuter Survey. Please contact Downtown Ithaca at (607) 277-8679 or email info@downtownithaca.com if you have any questions.

***Required**

1. Email Address *

2. Your Name (First and Last) *

3. Email Address *

4. Phone Number: *

5. Where do you work? *

6. Your Home Address? (House Number, Street Name, Town/City/Zip) *

7. What time do you typically arrive at work? *

Example: 8:30 AM

8. What time do you normally leave work? *

Example: 8:30 AM

9. Are you a full-time or part-time worker for this company? *

Mark only one oval.

- Full time
 Part time

10. What days of the week do you typically work? *

Check all that apply.

- Monday
 Tuesday
 Wednesday
 Thursday
 Friday
 Saturday
 Sunday

11. What is your primary mode of transportation to get to and from work?

Circle/Select One.

- Drive alone vehicle
 Public transit (the bus)
 Carpooling
 Vanpooling

 Walking
 Bike Riding
 Uber/Lyft

 Park and Ride
 Other: _____

12. If you drive to work, where do you park? *

Mark only one oval.

- Green Street Parking Garage
- Seneca Parking Garage Cayuga
- Street Parking Garage Metered
- on-street parking

- On-street parking outside of the metered zone
- Other (please specify)

13. Do you have a monthly parking pass/permit?

Mark only one oval.

- Yes
- No

14. Once you are downtown, how do you travel to complete errands, attend meetings, get lunch, etc.? *

Check all that apply.

- Drive
- Bike
- Walk Bus
- Carshare
- Taxi
- Uber/Lyft

- Corporate Vehicle
- Limebike

- Other: _____

15. Do you own or have access to a bicycle? *

Mark only one oval.

- Yes No

16. How often do you ride your bike to work? *

Mark only one oval.

- Never
- Infrequently (1-4 times per year)
- Occasionally (1 time per month)
- Often (1-2 times per week)
- Daily

17. How often do you take the bus to and from work? *

Check all that apply.

- Never
- Infrequently (1-4 times per year)
- Occasionally (1 time per month)
- Often (1-2 times per week)
- Daily

18. If you do not take the TCAT bus to and from work, could you? *

Mark only one oval.

- Yes
- No

19. If you answered no, why can't you ride the bus to and from work?

20. If you drive alone to work, what are some of the reasons why you don't walk, bike, take the bus, or carpool to work? *

Check all that apply.

- I need/like to have the car to run errands, go to lunch, etc. I
- have an irregular work schedule
- I need a car in case of emergency
- Other modes of transportation take too much time
- Safety/Security concerns
- Paid parking is provided by my employer
- The weather is not always accommodating
- I don't live near a TCAT bus route
- I don't drive
- _____
Other:

21. Does your method of commuting to and from work change depending on weather? *

Mark only one oval.

- Yes
- No

22. If your method of commuting changes based on weather, how does it change?

23. If you drive to work, which of the following could encourage you to consider other modes of travel? *

Check all that apply.

- An easy way to connect with other carpoolers near my house
- Incentives/Rewards for carpooling, taking the bus, walking
- Organized walking, biking or bus groups I could travel with to
- Downtown A discounted monthly (TCAT) Bus Pass
- More information on commuting options/ explaining options and how
To use them Secure bicycle storage nearby employer/destination
- Access to showers/lockers/changing rooms
- Improved safety/security
- Guaranteed Ride Home service in case of an emergency
- Other: _____

23. Do you have an Ithaca Carshare membership?

Mark only one oval.

- Yes
- No

If you have a Carshare membership, how often do you use the carshare service?

24. What transportation benefits are currently provided by your employer?

Check all that apply.

- Subsidized parking in public garage
- Subsidized parking in company lot
- Subsidized TCAT pass

- Outdoor bike parking
- Indoor bike parking

- Preferred carpool parking spaces
- Flex/pre-tax parking benefit
- Flex/pre-tax transit benefit

- No transportation benefits provided
- Unsure

- Other: _____

27. What transportation benefits do you wish were provided by your employer?

Check all that apply.

- NONE
- Parking in company lot: Subsidized
- Parking in public lot: Subsidized
- TCAT pass
- Outdoor bike parking
- Indoor bike parking
- Preferred carpooling parking spaces
- Flex/Pre-tax parking benefit
- Flex/Pre-tax transit benefit

28. Does your employer allow you to work from home?

Mark only one oval.

- Yes
- No

29. If your employer allows you to work from home, how often do you work from home.

Check all that apply.

- Once per week
- Twice per week
- Three times per week
- Four times per week
- Other: _____

30. What alternative modes of transportation are you interested in learning more about?

Check all that apply.

- TCAT
- Carshare
- Limebike
- Carpooling/Vanpooling
- Biking and walking groups
- Not interested in learning about alternative modes of transportation
- Other: _____

31. Have you taken this survey before? *

Mark only one oval.

- Yes
- No

32. If yes, have your transportation habits changed? How?

33. Do you have any additional comments or suggestions regarding commuting to and from Downtown Ithaca?

A.2. Downtown Ithaca Commuter Behavior Shift Survey

A.2.1 Thank you for participating in GO ITHACA

We are wrapping up our pilot program, and we want to know if our program encouraged you to sample alternative modes of transportation or helped you change your commuting habits.

We'd also like your feedback on how we may improve as we continue building this program.

*** Required**

Email address *

Your email

First and last name *

Your answer

Home address *

Where do you work? *

Since completing the Downtown Employee Commuter Survey (Joining GO ITHACA) have you changed the mode of transportation you use to get to and from work? *

- Yes No

If yes, how did you previously commute to work?*

- Drive alone
- Bus
- Bike
- Walk
- Share a ride/Carpool
- Uber/Lyft/Taxi
- Transit/TCAT
- Park and Ride
- I didn't change my mode of transportation
- Other: _____

What mode of transportation did you switch to commute to and from work? *

- Transit/TCAT
- Bike
- Walk
- Share a ride/Carpool
- Uber/Lyft/Taxi
- Drive alone
- Ithaca Carshare
- Park and Ride
- I didn't switch to another mode of transportation
- Other: _____

Since learning about GO ITHACA, have you enrolled in the Backup Ride Home program? *

yes

no

No, what is the Backup Ride Home Program?

Other: _____

Since learning about GO ITHACA, have you enrolled in Ithaca Carshare? *

Yes

No

No, what is Ithaca Carshare?

If you didn't change your mode of transportation, why didn't you?

Thank you for taking the time to complete this survey. Your answers will help support this and other commuter management programs.

APPENDIX B. Transportation Demand Management Plans

- B.1 Marriott Downtown TDM Plan**
- B.2 Hilton Garden Inn TDM Plan**
- B.3 Stream Collaborative TDM Plan**



Ithaca Marriott Downtown

Transportation Demand Management Plan

120 S. Aurora St



Statement of Opportunity

Ithaca Marriott Downtown on The Commons in Ithaca, NY is a 150-guest room and 7 suite hotel located in downtown Ithaca, at the corner of E. State Street and S. Aurora Street. The hotel includes Monks on the Commons, a full-service restaurant.

Ithaca Marriott Downtown's primary focus is on providing its guests with a positive hospitality experience and hiring exceptional individuals from across the Finger Lakes and Southern Tier regions who will adhere to this mission. Employee satisfaction is another top priority for Ithaca Marriott.

In fact, The Ithaca Marriott was the first business to join the GO ITHACA pilot program in April 2018 to assist its employees with learning about more affordable and less stressful ways to commute to and from work.

GO ITHACA provides an opportunity for Ithaca Marriott to take a leadership role serving their employees and the community by using mobility tools such as transportation alternatives to improve employees' commute satisfaction, support company growth, and positively impact the transportation issues in Downtown Ithaca.

Ithaca Marriott is pledging to reduce the number of its employees who are driving alone to and from work each day.

In April 2018, to kick off their participation in the GO ITHACA program, 75 Marriott employees completed the GO ITHACA Commuter Survey. Many of these employees will be among the first to complete a GO ITHACA plan which will be designed to assist them with their work commute.

With participation in GO ITHACA, the Ithaca Marriott Downtown will greatly improve upon traffic/parking congestion, as well as, air and noise pollution. Through the use of sustainable transportation options, benefits can be found for the Ithaca Marriott Downtown, its employees, customers, and the downtown community as a whole.

Survey Results

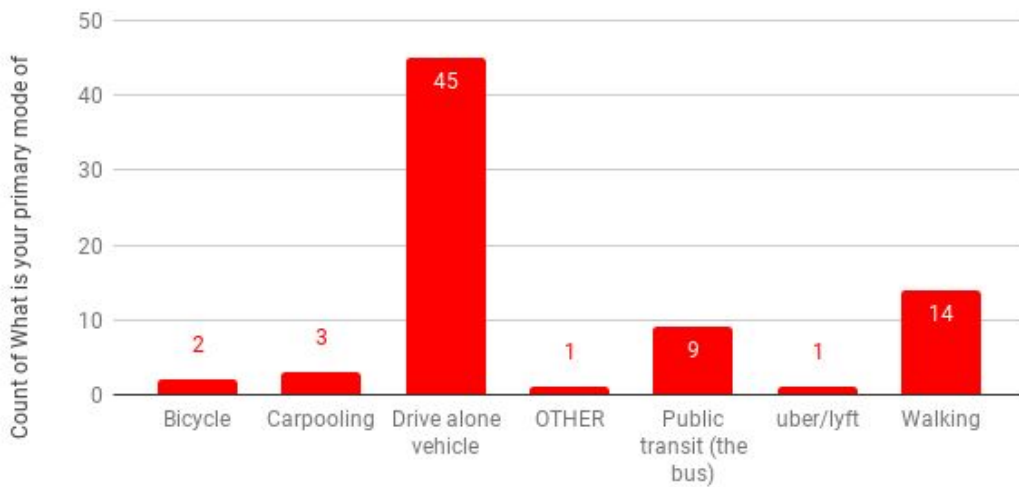
A commuter survey was completed and returned by 75 employees in April 2018 producing the following results:

What days of the week do you work and how to you get there?

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Trips Weekly
Drive Alone	26	31	31	36	34	41	33	232
Walk	9	10	12	10	12	12	11	76
Bike	1	1	2	1	1	2	2	10
Bus	6	4	6	7	5	8	7	43
Rideshare	3	3	2	1	2	3	3	17
Taxi/Uber/Lyft	0	1	1	1	1	1	0	5

Of our 75 participants, we found an overwhelming amount of Single Occupant Vehicles, 45 of 75 or 59%. Each of these SOVs represents a potential opportunity for improved transportation practices.

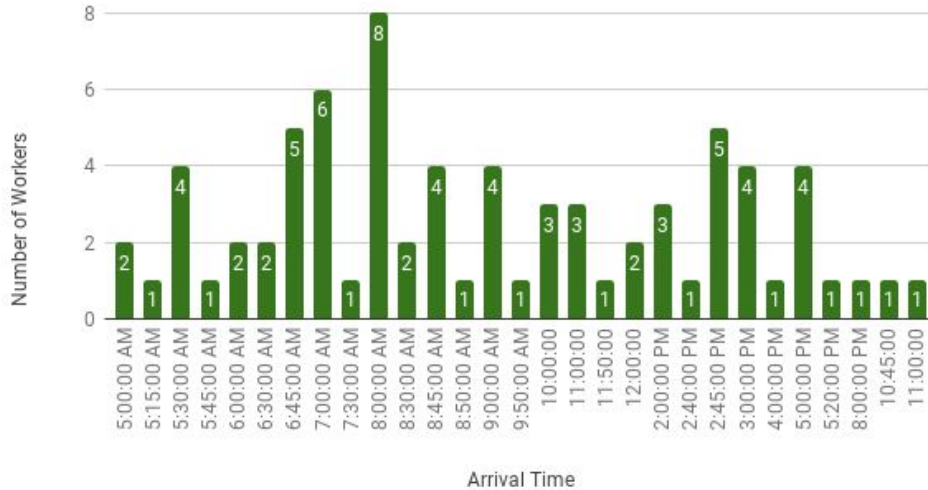
Primary mode of transportation to get to and from work?



What is your primary mode of transportation to get to and from work? (Circle/Select One)

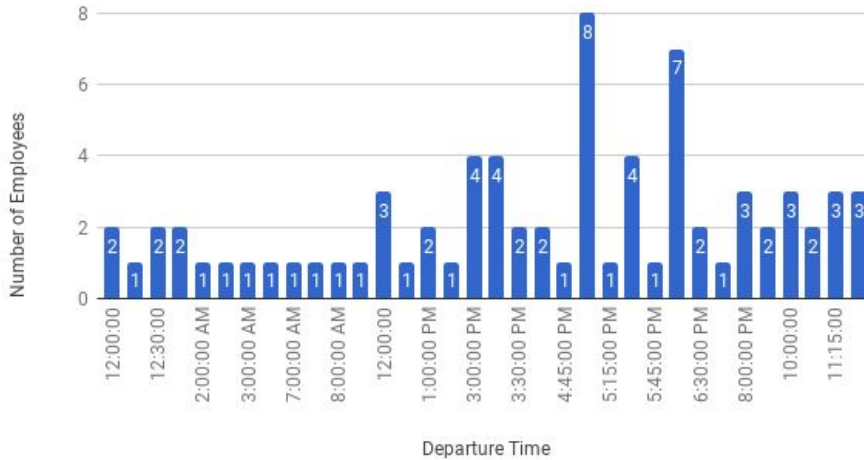
33 of 75, 44%, arrive at work between 6:30am and 9:00am, peak AM congestion hours for the downtown.

What time do you typically arrive at work?



34 of 75, 45% leave work between 3:00 pm and 6:00 pm, peak PM congestion hours. These results illustrate potential impact of alternative transportation. If every business removed 1 SOV from rush hour imagine the difference that would make to commutes.

What time do you normally leave work?

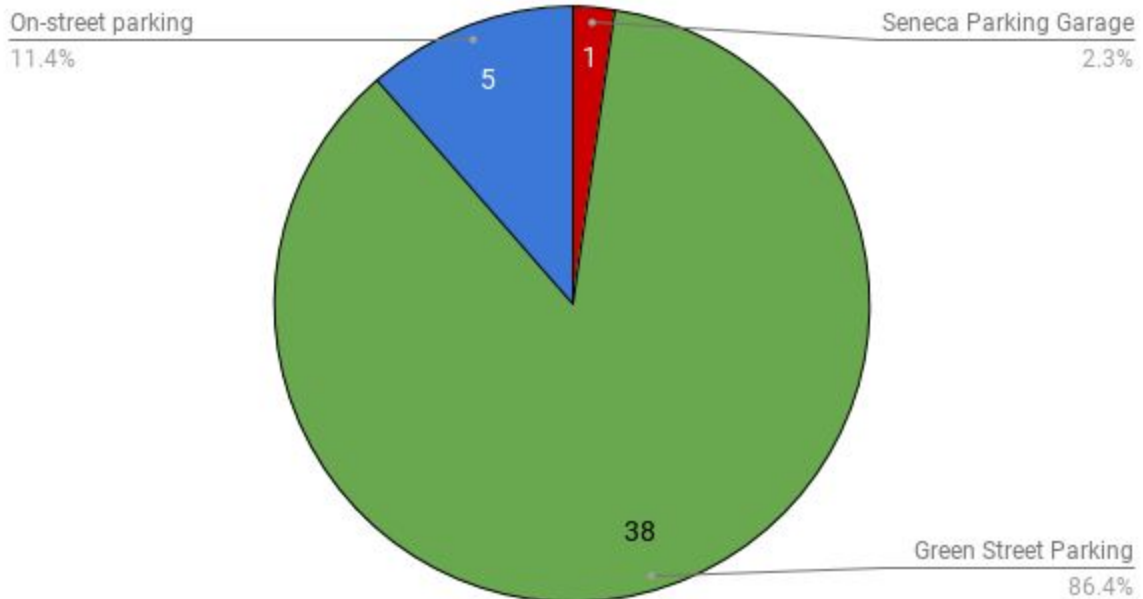


38 of 44*, 86% of those who drive to work park in the Green St. Garage. 7

surveyors reported receiving subsidized parking, 5 of which park in Green St. Garage. 2 individuals who receive subsidized parking reported not using it and parking outside of the metered streets. Garage parking creates an added cost to employees of \$7 per work day. Spread over 261 work days in 2018, this totals \$1,827 out of pocket by employees. The standard monthly parking rate at Green St. Garage is \$100 per month bringing that total to \$1,200 per year. The 1 employee parking at the Seneca St. Garage pays the same rate as Green St. The 5 drivers who park on the streets outside of metered parking then walk a few blocks to work.

****There was 1 surveyor who did not provide an answer***

Where do you park?



Once downtown, 38 of 44, or 86% answered that they walk to some or all of their meetings, errands, and lunches. 66% of those surveyed admitted to relying, at some point during the day, on their car to get around. This survey was administered before the launch of Lime Bike, a bike rental program. With the introduction of this new transportation resource, we anticipate the 9% of bike usage to increase substantially. **Both Ithaca Carshare, a membership based car rental program, and Lime Bike alleviate the need to have one's own vehicle parked downtown sitting idle most of the day while costing employees money.**

Once Downtown, how do you get around?(Meetings, Errands, Lunch, Etc.?)	Check all that apply	Percentage of sample size
Drive	29	66%
Bike	4	9%
Walk	38	86%
Bus	1	2%
Carshare	1	2%
Taxi	0	0%
Uber/Lyft	0	0%
Other	1	2%

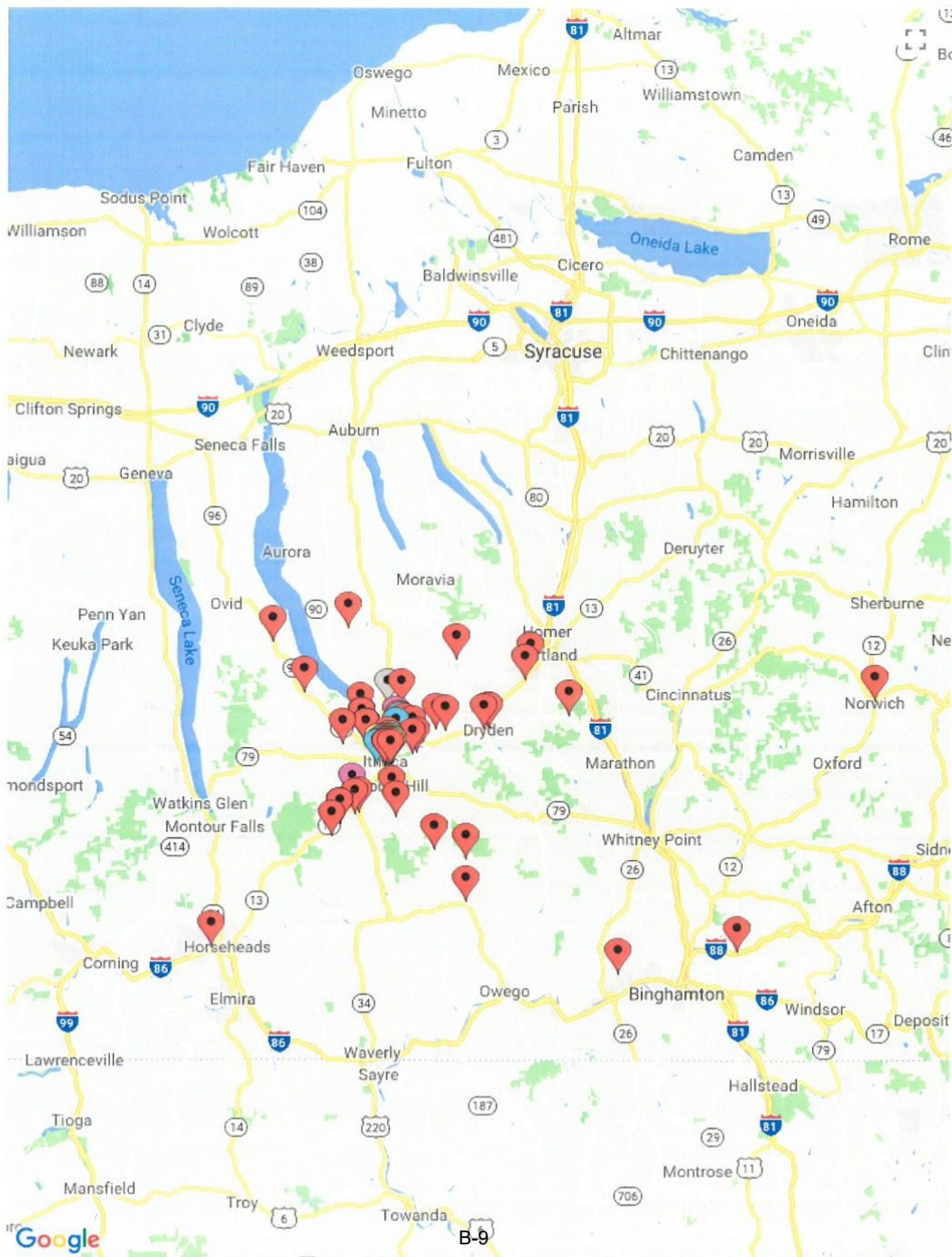
30 of 44, or 68% of SOV employees expressed interest in learning about mobility options. 7 people chose not to answer, and the final 7 expressed no interest in mobility options. This is promising, because sustainable transportation options exists for nearly all of our interested participants. The Guaranteed Ride Home incentive is already included with enrollment in GO ITHACA answering the highest interest. As the GO ITHACA program builds, our incentives program, and the availability of carpool opportunities will grow exponentially, thus addressing the 2nd and 3rd highest interests below. We look forward to working with the Ithaca Marriott to create additional internal incentives to encourage and reward participants. Suggested internal incentives include subsidized TCAT passes, earned time off, and rewards for carpoolers.

Additional interests from those surveyed included: improved bike lanes, dog-friendly carpoolers, and financial compensation

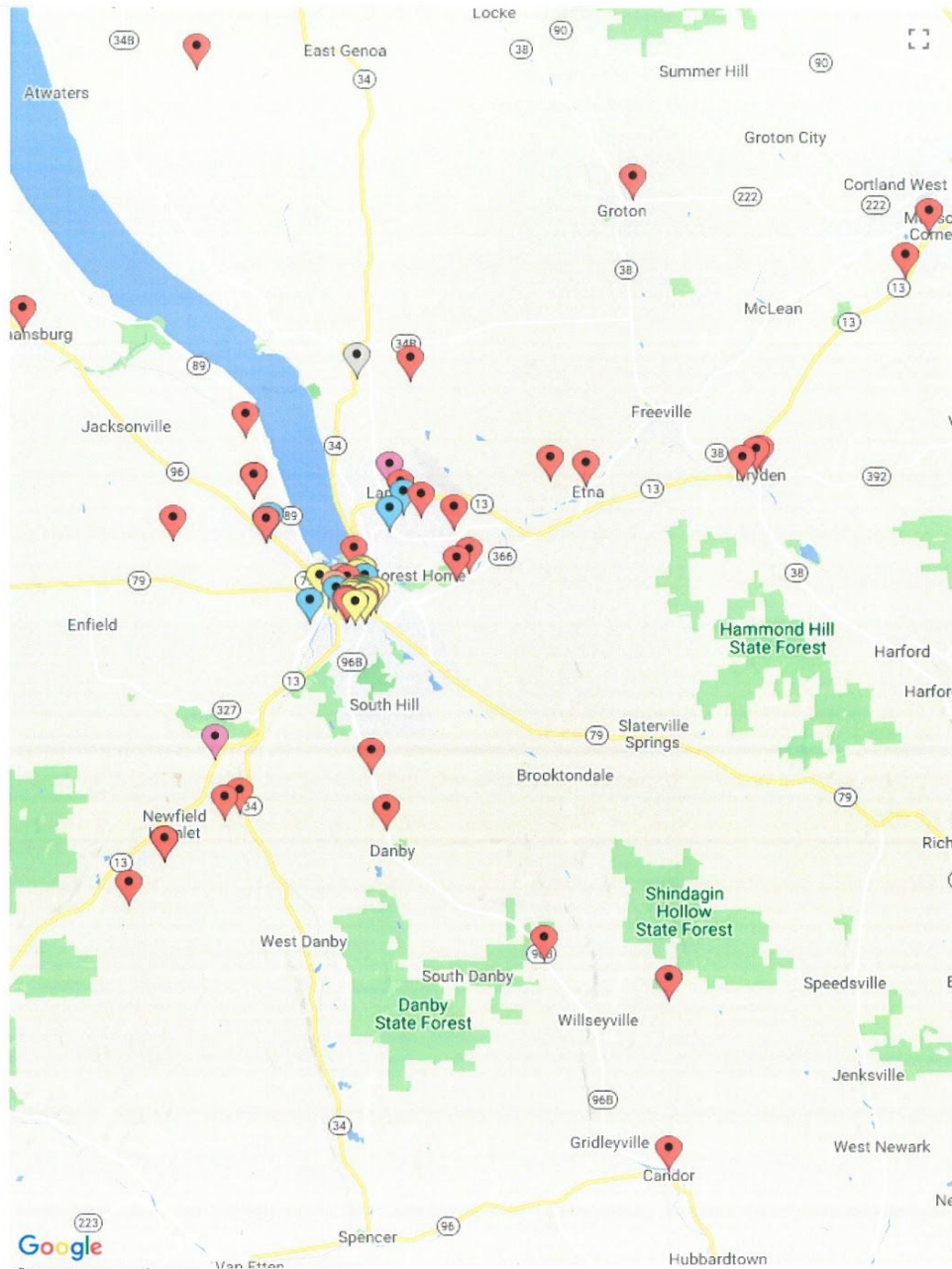
What could encourage you to not drive to work?	Check all that apply	Percentage of sample size
Easier way to Carpool	13	27%
Incentives/Rewards	15	31%
Organized Bike/Bus/Walk Groups	3	6%
Discounted Bus Pass	11	22%
More Information on Commuting Options and How They Work	5	10%
Secure Bike Storage Close to Work	7	14%
Access to Showers/Lockers/Changing Rooms	6	12%
Improved Safety/Security	2	4%
Guaranteed Ride Home	16	33%

The map below illustrates the entirety of our survey. We have color coordinated the pins to coincide with each employees transportation method. The green pin is the Ithaca Marriott, red pins represent single occupant drivers, blue pins represent TCAT customers, and yellow pins are employees who walk to work.

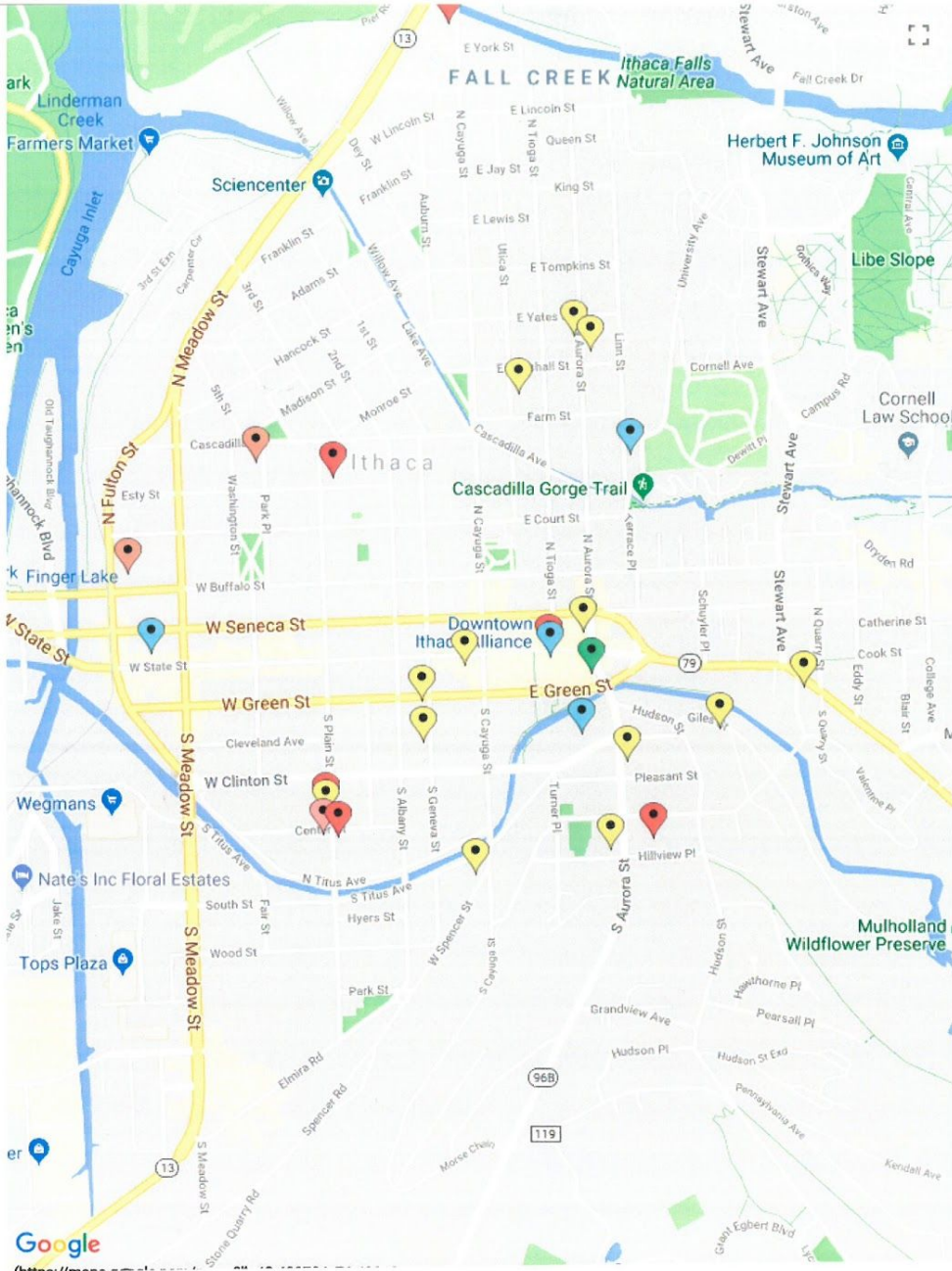
- Green = Ithaca Marriott
- Yellow = Walk to Work
- Blue = TCAT to Work
- Purple = Carpool
- Red = SOV



As you can see, there are a few long-distance commutes to the Ithaca Marriott. However, as we zoom in on the second map, we notice several opportunities for sustainable transportation alternatives. **A collection of employees live within each others commutes to work, most within less than a mile of each other, creating perfect carpooling opportunities.** Additionally, TCAT routes are available for many within blocks of their homes. This information helps easily identify the best potential alternatives for each individual. Using our resources paired with this survey data, we can create personalized transportation plans for most individuals.



As we continue to zoom in to the Ithaca Marriott, we see a rise in employees who walk or take the bus to work. This is great, however, as you can see there are 6 SOVs who live mere minutes from the Ithaca Marriott. These individuals are prime candidates for alternative transportation options given their proximity to work.



Recommended Actions

Of our 30 current SOV who expressed interest in mobility options, we calculate that sustainable transportation alternative plans can be personalized for 24, 80%.

- **Walk to Work:**
 - **7 of our 30 SOV live within 2 mile, 20 - 25 minute walk.**
 - These candidates could also bike to work.
 - Most of these 7 have a fellow employee biking or walking a greater distance to work than they drive. There is opportunity to buddy up, and facilitate walking/biking groups.
- **Bike to Work:**
 - **In addition to the 7 above, 3 other candidates live within 5 miles of work.**
 - These candidates are all within a 5 - 30 minute bike ride.
 - An additional 4 candidates that did not answer if they were interested in mobility options fit the bike to work model.
- **TCAT:**
 - **14 of our 30 surveyors are located conveniently to bus stops.** Most within 1-3 blocks.
 - Ithaca Carshare would provide access to a vehicle if a situation called.
 - 6 of our surveyors that did not answer if they were interested in mobility options are ideal candidates to take the TCAT to work.
- **Carpooling:**
 - **8 different groupings of possible candidates were discovered, covering 21 total individuals.**
 - Employees in these groups share almost identical work schedules. Sharing same days worked, and same shift within a 30 minute window.
 - Each individual within these groups either lives within blocks of each other, or lives within the commute of another employee

Are there any additional incentives the Ithaca Marriott Downtown could provide? With added incentives urging employees to take advantage of living so closely an instant impact could be made.

Action Plan

With your help and permission we would love the opportunity to meet with the following individuals, who expressed interest in mobility options, and educate them on sustainable transportation alternatives.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

There exist additional opportunity with individuals who did not answer if they would or would not be interested in mobility options. With permission we would like to follow up with the following individuals and measure their interest in mobility options.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	

Additionally, it would be most beneficial to meet with the Ithaca Marriott Downtown and discuss potential internal incentive programs that may increase excitement and participation around this program. As GO ITHACA continues to grow so will transportation options and program rewards and incentives. We will keep the Ithaca Marriott Downtown and GO ITHACA enrollees informed as these programs become available.

We plan to follow up with GO ITHACA participants progress, and look forward to addressing any obstacles that may arise. Please let us know when would be best to meet and discuss further actions.

Transportation to and from downtown Ithaca is an issue that affects us all. We appreciate your participation in GO ITHACA and your work towards a better downtown experience.



Hilton Garden Inn

Transportation Demand Management Plan
130 E. Seneca St



Statement of Opportunity

The Hilton Garden Inn in Ithaca, NY is a 104 guest room hotel located in downtown Ithaca, immediately across the street from the Ithaca Commons pedestrian mall. The hotel includes two onsite restaurants, The Garden Grille and Kilpatrick's Publick House, and a 1,300 square-foot adaptable event space.

The Hilton Garden Inn's primary focus is on providing its guests with a positive hospitality experience and hiring exceptional individuals from across the Finger Lakes and Southern Tier regions who will adhere to this mission. Employee satisfaction is another top priority for The Hilton Garden Inn.

In fact, The Hilton Garden Inn joined GO ITHACA pilot program in April 2018 to assist its employees with learning about more affordable and less stressful ways to commute to and from work. GO ITHACA was an opportunity to take a leadership role serving their employees and the community by using mobility tools such as transportation alternatives to improve employees' commute satisfaction, support company growth, and positively impact the transportation issues in Downtown Ithaca. Hilton Garden Inn pledging to reduce the number of employees driving alone to work each day.

In April 2018, to kick off their participation in the GO ITHACA program, 18 Hilton Garden Inn employees completed the GO ITHACA Commuter Survey. Many of these employees will be among the first to complete a GO ITHACA plan that will assist them with their work commute.

With participation in Go ITHACA, the Hilton Garden Inn could greatly improve upon traffic/parking congestion, as well as, air and noise pollution. Through the use of sustainable transportation options, benefits can be found for the Hilton Garden Inn, it's employees, customers, and the downtown community as a whole.

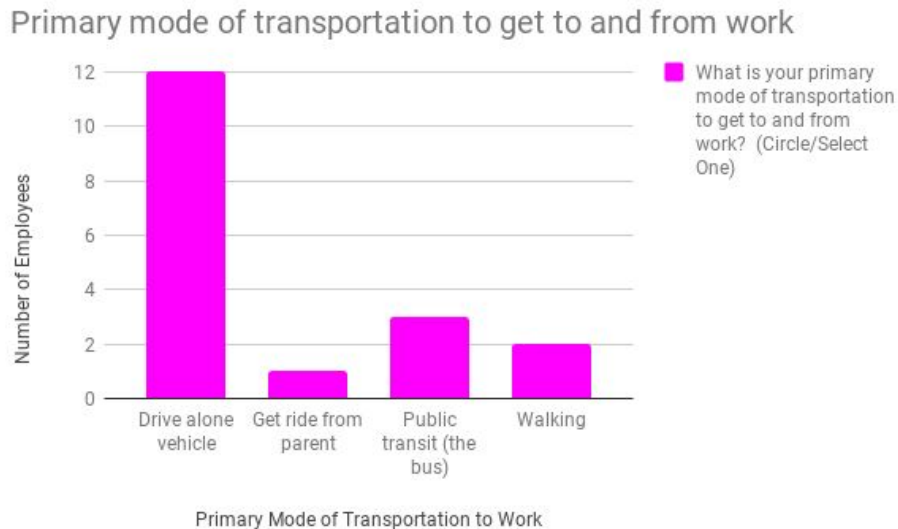
Survey Results

A commuter survey was completed and returned by 18 employees in April 2018 producing the following results:

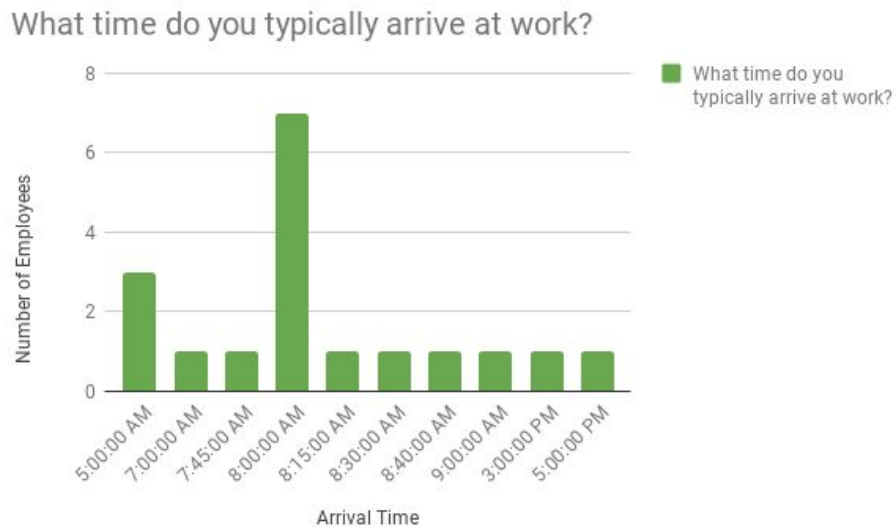
What days of the week do you work and how to you get there?

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Drive Alone	7	9	10	11	10	10	8
Walk	2	2	2	1	2	2	0
Bus	2	2	3	2	2	2	3
Rideshare	0	0	0	1	0	1	0

Of our 18 participants, we found an overwhelming amount of Single Occupant Vehicles, 12 of 18 or 67%. Each of these SOVs represents a potential opportunity for improved transportation practices.



13 of 18, 72%, arrive at work between 7:00am and 9:00am, with 7 of 18 39% arriving at 8:00 am.

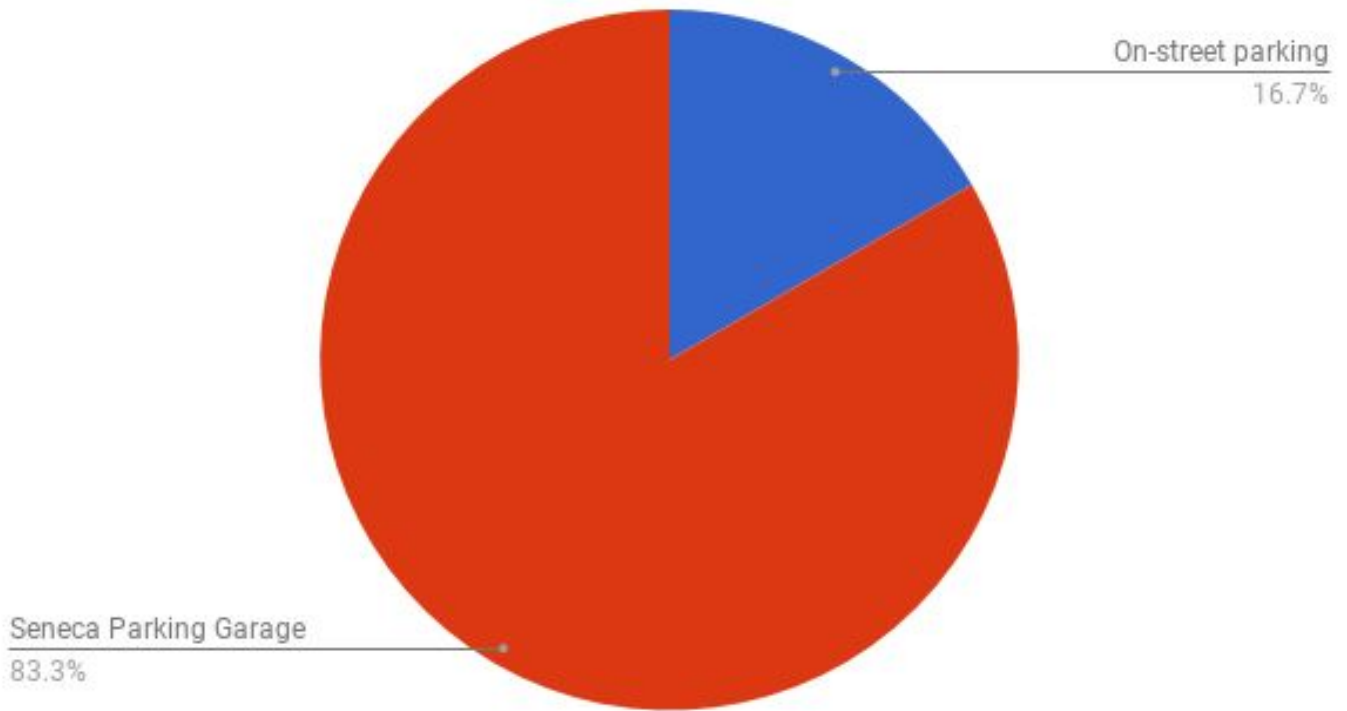


11 of 18, 61% leave work between 3:00 pm and 6:00 pm, peak congestion hours. These results illustrate potential to adjust/flex work schedules around these rush hours. These steps would take additional effort on the business's side; however the benefits of employees arriving before or after rush hours is well documented. These benefits include but are not limited to reduced stress, time and financial savings, as well as higher recruitment and retention as employees live better balanced and healthier lives.



10 of 12, 83% of those who drive to work park in the Seneca Garage, with one surveyor receiving subsidized parking. This creates an added cost to employees of \$7 per work day. Spread over 261 work days in 2018, this totals \$1827 out of pocket by employees. The standard monthly parking rate at Seneca is \$100 per month bringing that total to \$1,200 per year. The remaining 2 drivers park on the streets outside of metered parking then walk a few blocks to work.

If you drive to work, where do you park?



Once downtown, 17 of 18, or 94% answered that they walk to some or all of their meetings, errands, and lunches. One-third of those surveyed admitted to relying at some point during the day on their car to get around. This survey was administered before the launch of Lime Bike. With the introduction of this new transportation resource, we anticipate the less than 1% of bike usage to increase substantially. Both Ithaca Carshare and Lime Bike alleviate the need to have one's own vehicle parked downtown sitting idle most of the day.

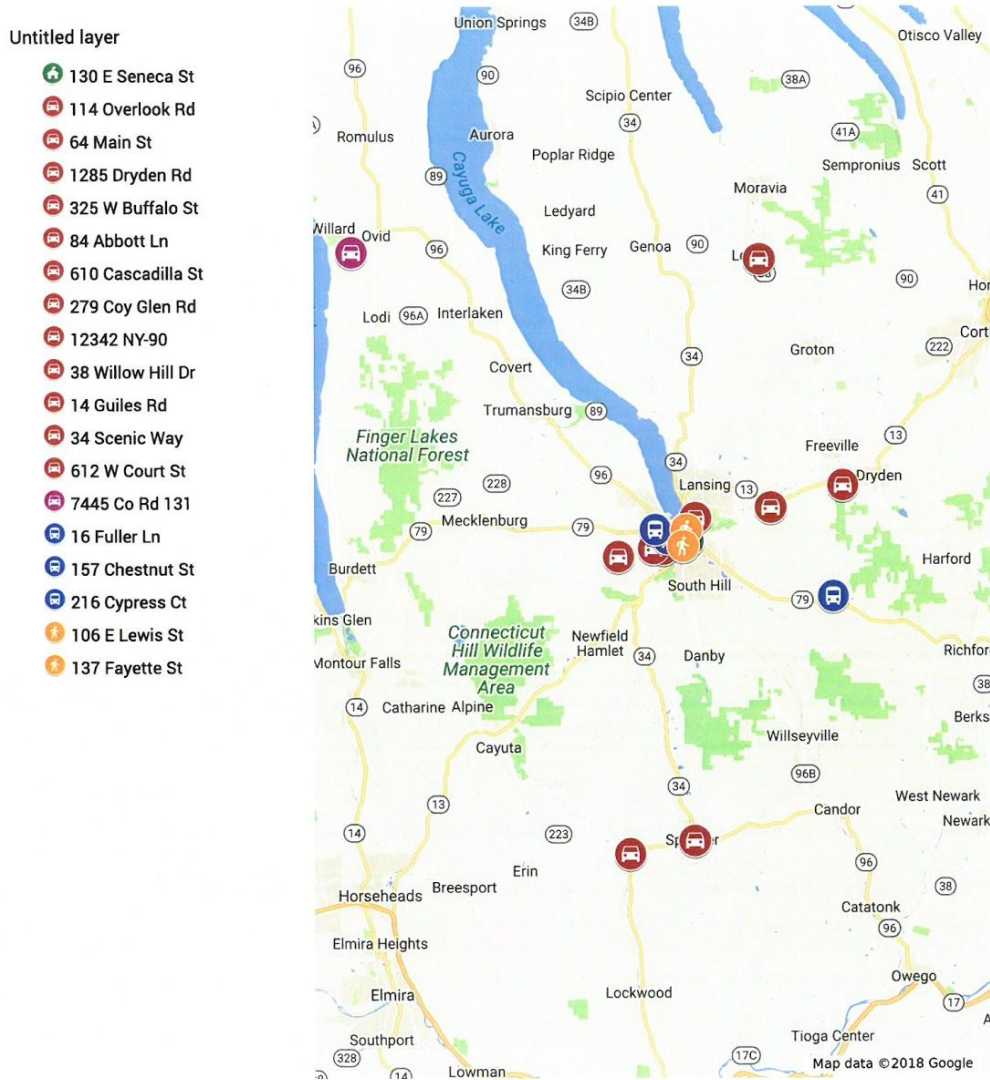
Once Downtown, how do you get around?(Meetings, Errands, Lunch, Etc.?)	Check all that apply	Percentage of sample size
Drive	6	33%
Bike	1	<1%
Walk	17	94%
Bus	3	17%
Carshare	0	0%
Taxi	2	11%
Uber/Lyft	1	<1%
Other	1	<1%

11 of 12, or 92% of SOV employees expressed interest in mobility options. This is very promising, because sustainable transportation options exists for nearly all of our participants. As the GO ITHACA program builds, the availability of carpool opportunities will grow exponentially, thus addressing the highest interest below. The backup ride home incentive is already included with enrollment in Go Ithaca answering the second highest interest. We look forward to working with the Hilton Garden Inn to create additional internal incentives to encourage and reward participants, fulfilling the third highest interest. Suggested internal incentives include subsidized TCAT passes, earned time off, and rewards for carpoolers.

What could encourage you to not drive to work?	Check all that apply	Percentage of sample size
Easier way to Carpool	8	80%
Incentives/Rewards	4	40%
Organized Bike/Bus/Walk Groups	1	10%
Discounted Bus Pass	3	30%
More Information on Commuting Options and How They Work	3	30%
Secure Bike Storage Close to Work	2	20%
Access to Showers/Lockers/Changing Rooms	2	20%
Improved Safety/Security	2	20%
Guaranteed Ride Home	4	40%

The map below illustrates the entirety of our survey. We have color coordinated the pins to coincide with that employees transportation method. The green pin is the Hilton Garden Inn, red pins represent single occupant drivers, blue pins represent TCAT customers, and yellow pins are employees who walk to work. There was one employee who receives a ride to work from a parent, represented by the purple pin in Ovid.

Hilton Garden Inn TDM - 2018

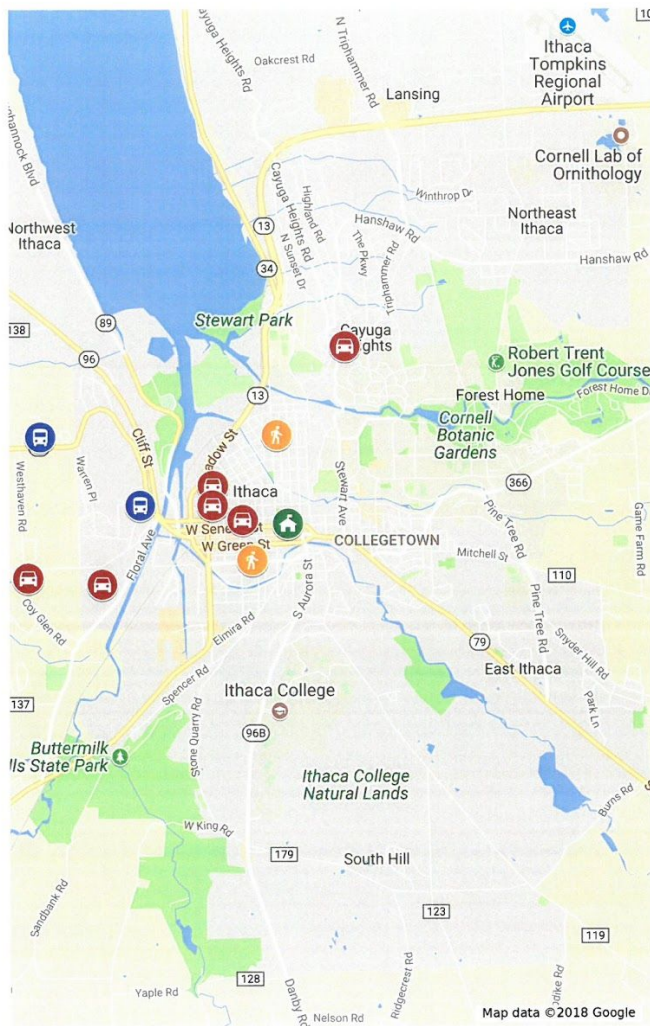


As you can see, there are a few long-distance commutes to the Hilton Garden Inn. However, as we zoom in on the second map, we notice several opportunities for sustainable transportation alternatives. **A collection of employees live within each others commutes to work, most within less than a mile of each other.** With this information we can easily identify the best potential alternatives for each individual, and create personalized transportation plans for each of them.

Hilton Garden Inn TDM - 2018

Untitled layer

-  130 E Seneca St
-  114 Overlook Rd
-  64 Main St
-  1285 Dryden Rd
-  325 W Buffalo St
-  84 Abbott Ln
-  610 Cascadilla St
-  279 Coy Glen Rd
-  12342 NY-90
-  38 Willow Hill Dr
-  14 Guiles Rd
-  34 Scenic Way
-  612 W Court St
-  7445 Co Rd 131
-  16 Fuller Ln
-  157 Chestnut St
-  216 Cypress Ct
-  106 E Lewis St
-  137 Fayette St



Recommended Actions

Of our 12 current single occupant drivers, we calculate that sustainable transportation alternative plans can be personalized for 8, 67%.

Additionally there is opportunity for 3 of our single occupant drivers to facilitate carpools. As this program moves forward and participation increases we will only see a rise in carpooling opportunities.

- Walk to Work:
 - 3 of our 12 SOD live within 1 mile, 15 - 20 minute walk.
 - 1 of these 3 reported driving from the 300 block of W. Buffalo, 4 blocks away and less than half a mile.
 - These candidates could also bike to work.
- Bike to Work:
 - In addition to the 3 above, 2 other candidates live within 3 miles of work.
 - The farthest 2.5 miles, or a 16 - 20 minute bike ride.
- TCAT:
 - All 8 of these candidates live within blocks of a bus line.
 - Ithaca Carshare would provide access to a vehicle if a situation called.
- Carpooling:
 - 2 pairs of candidates were discovered.
 - 2 employees living in Spencer and Van Etnan, less than 5 miles apart, share similar work schedules 5 days a week.
 - 2 employees living in western Ithaca, less than 3 miles apart, share similar work schedules 3 days a week.

Are there any additional incentives the Hilton Garden Inn could provide? With added incentives urging employees to take advantage of living so closely an instant impact could be made.

Action Plan

With your help and permission we would love the opportunity to meet with the following individuals and educate them on sustainable transportation alternatives.

[REDACTED]

Additionally, it would be most beneficial to meet with the Hilton Garden Inn and discuss potential internal incentive programs that may increase excitement and participation around this program. As Go Ithaca continues to grow so will transportation options and program rewards and incentives. We will keep the Hilton Garden Inn and Go Ithaca enrollees informed as these programs become available.

Additionally we plan to follow up with Go Ithaca participants progress, and look forward to addressing any obstacles that may arise. Please let us know when would be best to meet and discuss further actions.

Transportation to and from downtown Ithaca is an issue that affects us all. We appreciate your participation in Go Ithaca and your work towards a better downtown experience.



Steam Collaborative

Transportation Demand Management Plan

108 W. State St. 2nd Fl



Statement of Opportunity

STREAM Collaborative is a firm based in Ithaca, NY that offers an array of services from full service architecture and landscape architecture to new media. It's primary goal is to provide its clients with high quality architectural designs that suit their needs and hiring experienced designers who help adhere to this mission.

To assist its employees with their daily work commute needs, Stream Collaborative joined the GO ITHACA transportation demand management (TDM) pilot program in October 2018. GO ITHACA provides Stream Collaborative with the opportunity to take a leadership role in serving their employees and the community by using mobility tools such as transportation alternatives to improve employees' commute satisfaction, support company growth, and positively impact the transportation issues in Downtown Ithaca.

By joining GO ITHACA, Stream Collaborative is pledging to reduce the number of its employees who are driving alone to and from work each day. The GO ITHACA team will educate Stream Collaborative employees about affordable and less stressful ways to commute to and from work and connect them with transportation providers who can help them make the switch from single occupancy vehicles to alternative mode of transportations.

As a GO ITHACA participant, Stream Collaborative will greatly improve upon traffic/parking congestion, as well as air and noise pollution. Through the use of sustainable transportation options, benefits can be discovered for Stream Collaborative, its employees, and the downtown community as a whole.

To kick off their participation in the GO ITHACA program, 5 Stream Collaborative employees completed the GO ITHACA Commuter Survey, a questionnaire designed to provide Stream Collaborative a snapshot of its employees commuter habits. The surveys were reviewed by the GO ITHACA team and the results are summarized in the following TDM plan.

Survey Results

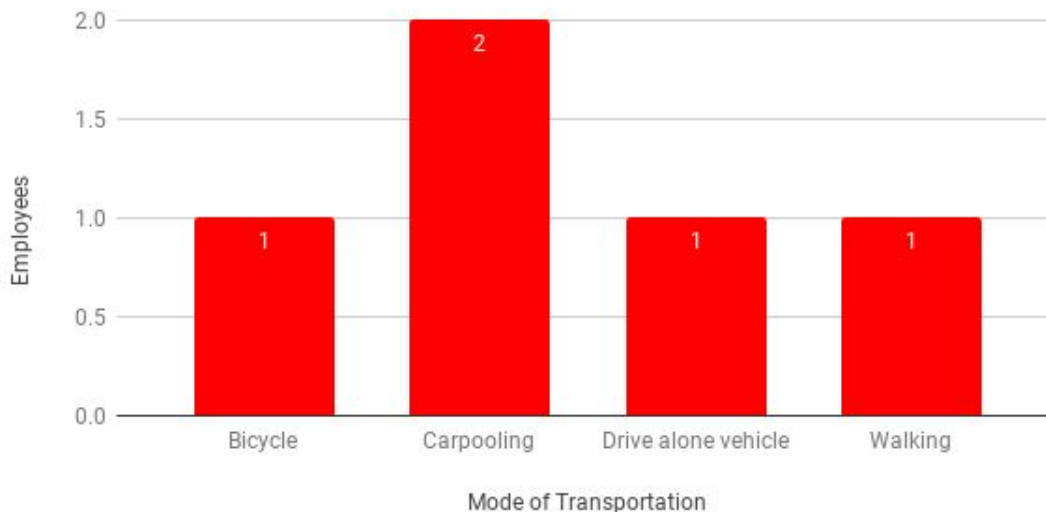
A commuter survey was completed and returned by 5 employees in September 2018 producing the following results:

What days of the week do you work and how to you get there?

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Trips Weekly
Drive Alone	0	1	1	1	1	1	0	5
Walk	0	1	1	1	1	1	0	5
Bike	0	1	1	1	1	1	0	5
Bus	0	0	0	0	0	0	0	0
Carpool	0	2	2	2	2	2	2	10
Taxi/Uber/Lyft	0	0	0	0	0	0	0	0

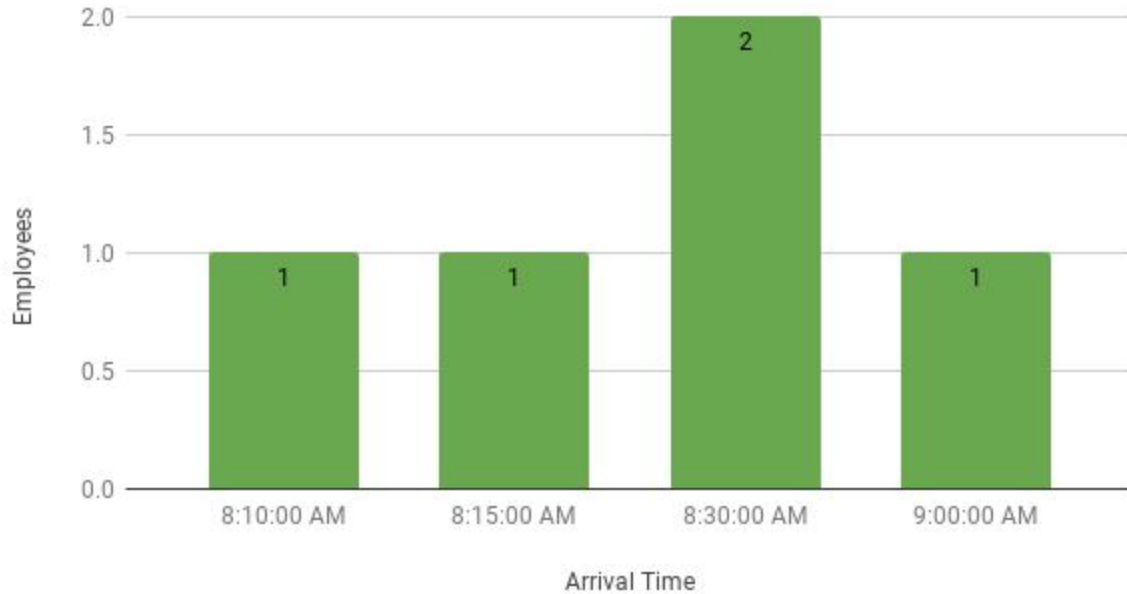
Of our 6 participants, we found that 1 of 5 or 20% commute using Single Occupant Vehicles. Each of these SOVs represents a potential opportunity for improved transportation practices.

What is your primary mode of transportation to get to and from work?



All employees arrive at work between 8:00am and 9:00am, peak AM congestion hours for the downtown.

What time do you typically arrive at work?



All employees leave work between 3:00pm and 5:30pm, peak PM congestion hours. These results illustrate potential impact of alternative transportation. If every business removed 1 SOV from rush hour imagine the difference that would make to commutes.

Once downtown, 4 of 5, or 80% answered that they walk to some or all of their meetings, errands, and lunches. Only 20% of those surveyed admitted to relying, at some point during the day, on their car to get around. Both Ithaca Carshare, a membership based car rental program, and Lime Bike alleviate the need to have one's own vehicle parked downtown sitting idle most of the day taking up valuable space.

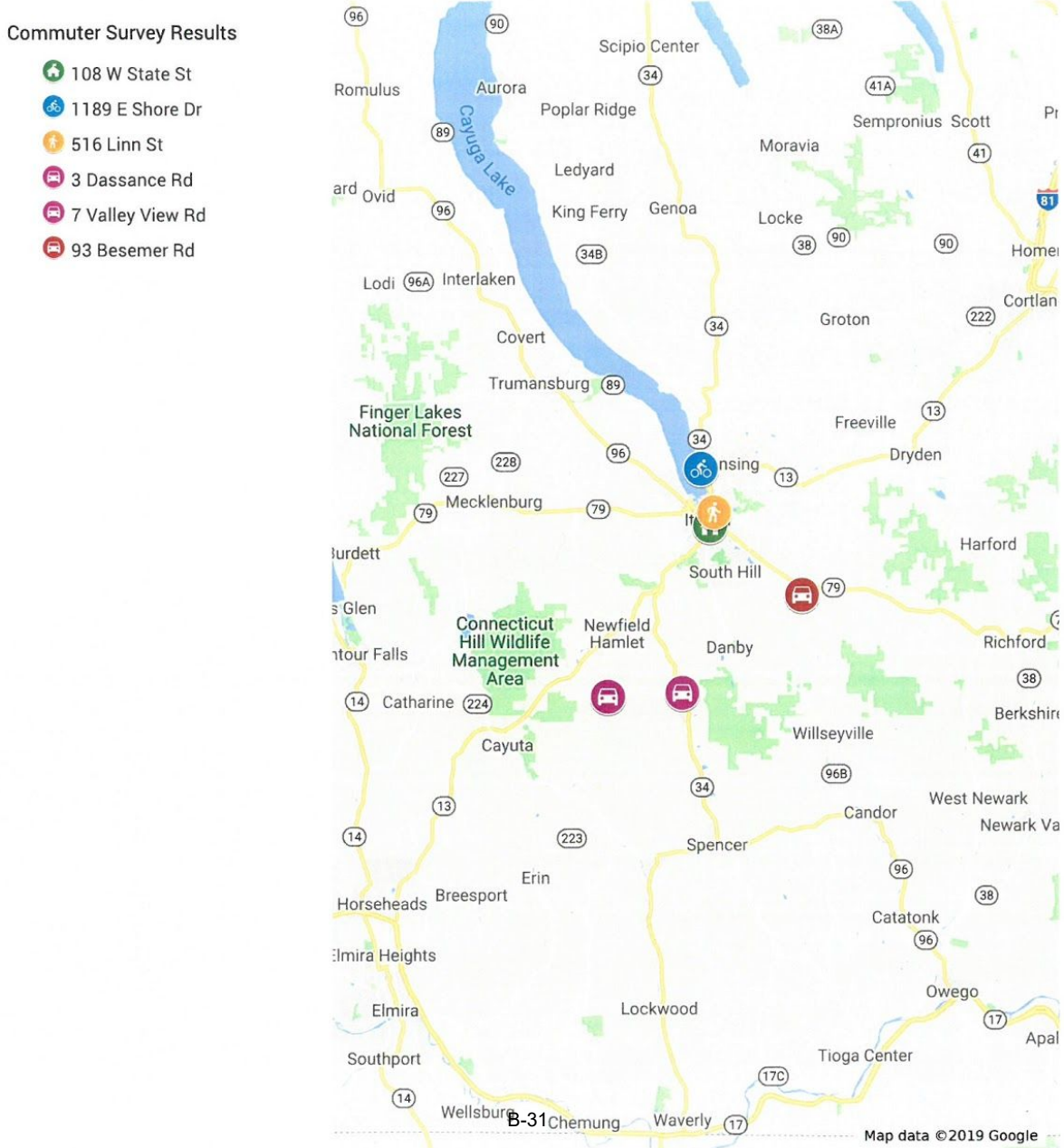
Once Downtown, how do you get around?(Meetings, Errands, Lunch, Etc.?)	Check all that apply	Percentage of sample size
Drive	1	20%
Bike(Including Limebike)	2	40%
Walk	4	80%
Bus	0	0%
Carshare	1	20%
Taxi	0	0%
Uber/Lyft	0	0%
Other	0	0%

The map below illustrates the entirety of our survey. We have labeled and color coordinated each employees transportation method. The green pin labels Stream Collaborative Office, red cars represent SOVs, purple cars for carpools, dark blue pins represent TCAT customers, teal bikes for bikers, and yellow walkers for employees who walk to work.

Green = GiveGab Office
 Red = SOV
 Purple = Carpool

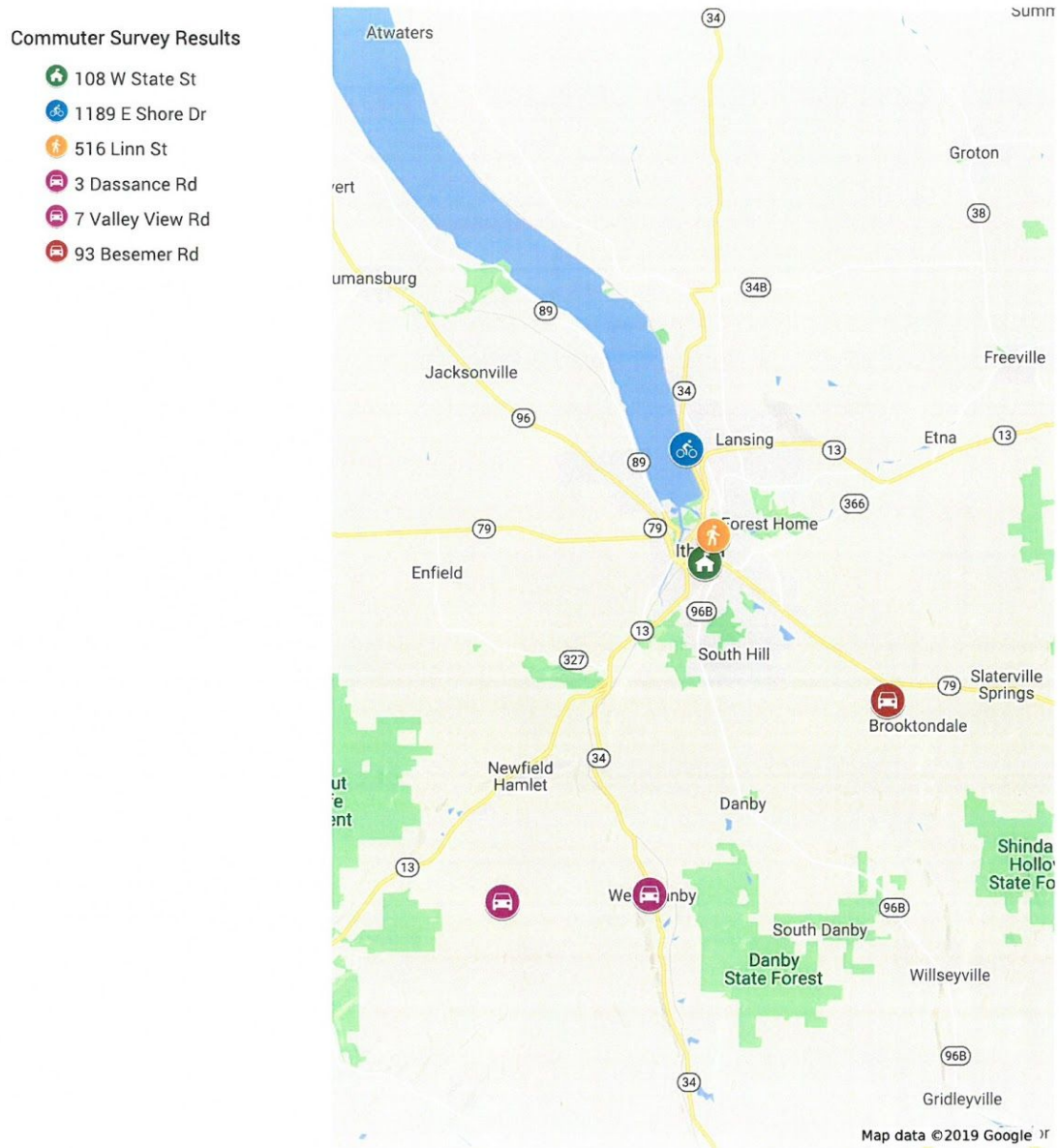
Blue = TCAT
 Teal = Bikes
 Yellow = Walkers

Stream Collaborative TDM



As you can see, there are a few longer-distance commutes to the Stream Collaborative. However, we notice several employees already using more sustainable transportation habits. Infact, Stream Collaborative is one of our most successful partners with seeking alternatives to SOVs. Congratulations! There still exist potential opportunities for transportation education.

Stream Collaborative TDM



Recommended Actions

Stream Collaborative is truly an example for alternative transportation habits. A breakdown of the survey results and options are below.

- **Walk to Work:**
 - All Stream Collaborative employees that could reasonably walk to work already do! **Keep up the good work!**
- **Bike to Work:**
 - **1 Employee living on East Shore bikes to Stream Collaborative**
 - **Biking could also make for a promising alternative for employees that walk to work.**
 - These candidates are all within an 10 minute bike ride from work.
- **TCAT:**
 - **Currently TCAT would not be a good fit for any of these employees.**
 - **TCAT is in the process of expanding services, stay tuned.**
- **Carpooling:**
 - **2 Stream Collaborative employees currently carpool to work. Keep up the good work!**
 - **1 additional employee was discovered that would make great carpool facilitator.** The more people that register as willing carpool facilitators, the greater the transportations options and impact on commutes.

Action Plan

With your help and permission we would love the opportunity to meet with the following individuals, who expressed interest in mobility options, and educate them on sustainable transportation alternatives. We would also ask that Stream Collaborative staff create GO ITHACA accounts and start logging their commutes to and from work. I would be happy to meet individually or in a group and walk through this process and explain the program.

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]

As GO ITHACA continues to grow so will transportation options and program rewards and incentives. We will keep Stream Collaborative and GO ITHACA enrollees informed as these programs become available. We plan to follow up with GO ITHACA participants progress, and look forward to addressing any obstacles that may arise. Please let us know when would be best to meet and discuss further actions.

Transportation to and from downtown Ithaca is an issue that affects us all. We appreciate your participation in GO ITHACA and your work towards a better downtown experience.

APPENDIX C. Marketing Materials (Brochure)

DID YOU KNOW...

A single passenger vehicle emits about 10 tons of carbon dioxide per year...
It would take 10 acres of forest growing for 10 years to offset your vehicle's carbon emission.



Source: EPA and California 2010 Community Greenhouse Gas Inventory. Carbon dioxide based on a vehicle's fuel consumption and the number of miles driven per year.

GO ITHACA

171 E. State St.
Ithaca, NY 14850

(607) 277-8679



goithaca.org

info@downtownithaca.com



**YOUR COMMUTER RESOURCE
FOR DOWNTOWN ITHACA**

WHAT IS GO ITHACA?

GO ITHACA is a pilot Transportation Management Association (TMA) created by the Downtown Ithaca Alliance to help Greater Ithaca commuters efficiently travel to and from work everyday, reduce single-car commutes, reduce traffic congestion, and improve the downtown community as a whole.

Around the country, TMAs are valuable and effective in coordinating mobility programs and services to help commuters. GO ITHACA is a collaboration of public and private sector employers, property owners, and other users working together to improve mobility around Ithaca.



BENEFITS OF JOINING

- Automatic enrollment in Backup Ride Home
- Discounted TCAT (transit) passes
- Discounted Carshare enrollment
- Free & discounted Lime bike rides
- Access to shower facilities at Finger Lakes Fitness Center
- GO ITHACA rewards including: Cinemapolis, State Theatre Tickets, & more.



*Robust commuter programs like
GO ITHACA reduce stress & save time.*

*This translates to
happier employees!*

3 REASONS TO GO ITHACA

1. Attract & Retain Employees

Single person commutes during peak rush hours is consistently linked with higher stress and worse health outcomes.

At the same time, many up-and-coming employees, particularly millennials, are looking for employment that offer the kinds of options that let them have healthier and more balanced lives.

2. Measure Your Environmental Impact

GO ITHACA's trip-logging software will help your employees find alternative modes of transportation that are eco-friendly, meanwhile providing accurate reports demonstrating how your employees are reducing greenhouse gas emissions.

3. Make Space for Clients & Customers

Reducing the number of parking spaces occupied all day by employees opens up space for clients and customers to park short term. We'll show your employees how to make the switch from their single occupancy vehicles to alternative modes of transportation.



HOW TO GET SET UP

STEP 1: Commuter Assessment & Planning

One of our knowledgeable GO ITHACA team members will work directly with you and your employees to first survey current commuter habits, then he or she will help design new commuter plans that work for each employee as well as reduce your overall company commuter impact.

STEP 2: Get Connected with GO ITHACA

One of our team members will help your employees get registered with a free account at Golthaca.org so your employees can plan trips and find the most efficient form of alternative transportation once registered. We will also create a company network account on Golthaca.org so you can measure your company's impact as a whole, create commute challenges and offer commuter incentives.

APPENDIX D. GO ITHACA Branding Style Guide



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PRIMARY COLORS



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SECONDARY COLORS



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#E2CFA1 #D7DF23 #F7941E #EF4136 #F2FC27

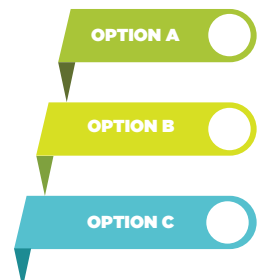
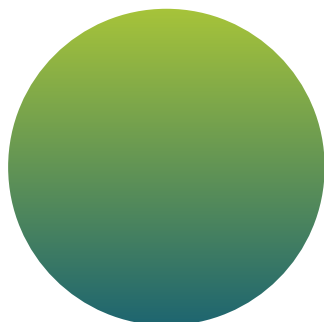
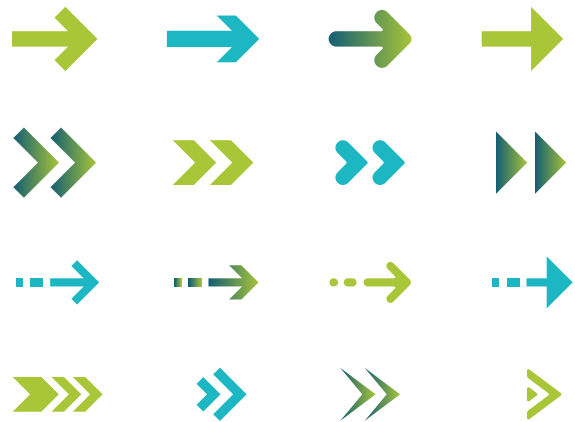
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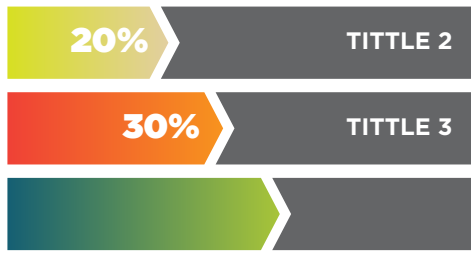
GOTHAM ULTRA
 GOTHAM THIN
GOTHAM MEDIUM

SECONDARY TYPE

KG HAPPY SOLID

DESIGN ELEMENTS





GO ITHACA

ITHACA



Nam pretium turpis et arcu. Duis arcu tortor, suscipit eget, imperdiet nec, imperdiet iaculis, ipsum. Sed aliquam ultrices mauris. Integer ante arcu, accumsana, consectetur eget, posuere ut, mauris.

APPENDIX E. Business Recruitment Packet

JOIN US



DOWNTOWN ITHACA'S PILOT COMMUTER PROGRAM



Employers: You give your employees the tools they need to succeed at work. But what about getting them to work? Many employers and their employees feel the strain that congestion and parking puts on their time, their bottom lines, and on health. Transportation can sometimes be a barrier, but it doesn't have to be.

You have GO ITHACA here to help.

GO ITHACA is a pilot Transportation Management Association (TMA) created by the Downtown Ithaca Alliance for Greater Ithaca Area commuters. Around the country, TMAs have proven valuable and effective in coordinating mobility programs and services. We were formed as a collaboration of public and private sector employers, property owners, and other users to improve mobility around Ithaca.

GO ITHACA's MISSION

To maintain the economic viability of Downtown Ithaca by reducing traffic congestion and improving air quality through the creation and provision of services and materials that promote affordable alternative mode of transportation options to the single occupant vehicle.

GO ITHACA is working to create a commuter network comprised of downtown Ithaca employees and residents. Our programs are specifically designed to assist employees and residents with choosing, planning, and implementing their commute of choice. To encourage the use of sustainable transportation options we provide incentives to employees who take transit, carpool, bike, and walk into work. Locating the proper commuter methods to suit your employees wants and needs will help them reduce transportation costs, travel more efficiently, improve their health, help the community, and address nagging transportation challenges.

Our talented team will work with your employees to help them make commuter connections and learn best commuter practices. They'll learn about all the alternative

commuter options that are available to them. Our main goal is to get your employees to use alternative modes of transportation so that they no longer have to take a single vehicle to work on a regular basis. This means that your business doesn't have to wait for new parking infrastructure – you can make changes right now that maximize productivity and help boost recruiting and retention rates. And that means the economic engine of Downtown Ithaca keeps accelerating.

A GO ITHACA membership will help you recruit and retain tenants

Drive-alone commutes during peak rush hours have consistently been linked with higher stress and worse health outcomes. Robust commuter programs, such as GO ITHACA, reduce stress and save time, and this translates to happier tenants!

At the same time, many potential employees, particularly millennials, are looking for employers who offer the kinds of options that let them have healthier and more balanced lives which includes a car free or car lite lifestyle. Whether it's access to bike facilities, discount transit passes, or a combination of options, employers who offer options are finding that those mobility choices can lead to more engaged, productive, and happy employees. Let us work with you to create a customized mobility plan that fits best with your workplace culture, employee needs, and long term goals.

GO ITHACA will also help your business

- Improve the environment: GO ITHACA's trip-logging software will help your employees discover alternative modes of transportation that are eco-friendly. Once your employees become members and start logging their commutes using alternative modes of transportation, we'll create a report that shows how your company's employees are reducing greenhouse gas emissions.
- Create more parking for your clients/customers: We'll show your employees how to make the switch from their single occupancy vehicles to alternative modes of transportation. Once they make that switch, their vehicle will no longer need a parking space, thus creating spaces for your clients and customers.

THE SERVICES & RESOURCES GO ITHACA IS OFFERING TO YOU

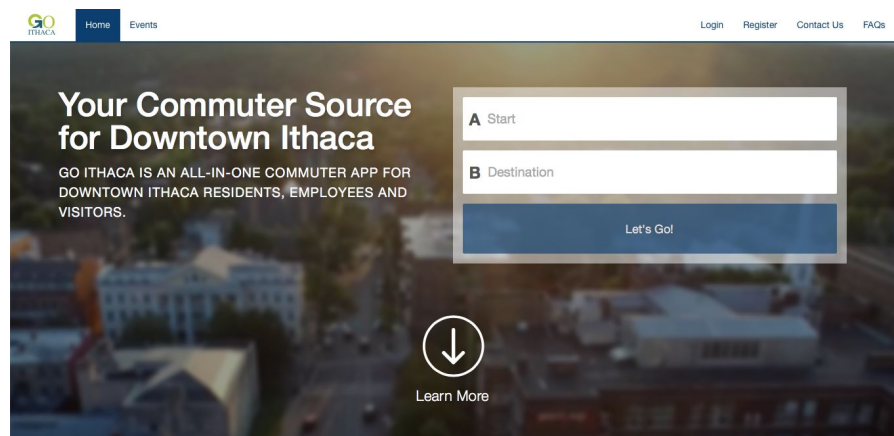
- Commuter Planning: One of our GO ITHACA staff members will be assigned as

your case manager. They will help your employees design a commuter plan.

- Commuter Assessment: Our assessment will help you gather data about your employees' current commuter habits.
- One stop information regarding alternative modes of transportation: Our team will educate you on all of the alternative transportation offerings and help your employees complete all the necessary paperwork to register for the various modes of transportation.
- Commuter management and trip logging - GO ITHACA Members will have access to our transit, carpooling, and trip-logging services that are available at GOITHACA.org. They simply need to register for an account. We'll show them how to register and navigate the site.
- Ridematching: A state of the art ride-matching system allowing commuters to quickly and securely find carpool partners. The system matches people based on proximity to origin, destination and travel route.
- Mobile trip tracking app, Commuter Tracker. This is a tracker app that accurately monitors your employees trips to and from work. It only tracks trips to and from their residence. This service makes it possible for GO ITHACA to accurately account for your employees logged trips. We'll show your employees how it works.
- Commuter Incentives and Rewards ~ When your employees make the switch from a single occupancy vehicle to an alternative mode of transportation and regularly log their trips using Commuter Tracker and the GO ITHACA.org, they'll be eligible for special incentives and rewards.
- A Commuter Management Network ~ We'll be able to create a Network in our GOITHACA.org trip-logging platform for your company. Having your own network on our platform will allow you to track your employees' (those who register with the company's network) commuter habits. You'll also be able to create commute challenges and commute incentives for your employees.

GOITHACA.ORG

As part of the program, the DIA contracted with Ride Amigos, an industry-leading provider of Transportation Demand Management software, to create a GOITHACA.org, a website where your



employees can learn about commuting options, manage and log their commutes and learn about commuter related competitions, and incentives. It also generates reports that you'll need to prove the positive impact your employees are making in the community.

COMMUTER TRACKER BY RIDE AMIGOS

To help your employees accurately track their commutes, GOITHACA has a commuter tracker (developed by Ride Amigos). Your employees simply need to download this application to their phones and connect it to their GO Ithaca profile.



Once the application is setup, it will track your employees' trips from work to home and vice versa.

If your employees use MOVES or STRAVA — a pair of mobile application that are popular choices for runners, walkers, and cyclists — they can connect their GO Ithaca profile to those mobile apps and track their trips that way instead.

GO ITHACA Incentives

- Automatic enrollment in Backup Ride Home
- Free and Discounted TCAT passes
- Discount on Carshare membership enrollment
- Discounted Lime bike rides
- Access to Finger Lakes Fitness shower facilities
- Free parking in Cayuga Street Garage for carpoolers

GO ITHACA Rewards

As your employees start logging their commutes on GOITHACA.org, they will make themselves eligible for some great rewards:

- Free movie ticket to Cinemapolis
- Free ticket to movie at State Theatre
- Free ice cream at Green Street Pharmacy

Creating a Custom Commuter Package

Every workplace is unique. Company culture, physical location, and employee preferences all play an important role in determining how to develop commuter benefits at your workplace. When developing your unique commuter benefits program, it is important to consider strategies that resonate with company values and consider the built environment where your workplace is located. Consideration must also be given to the amount of resources an organization is willing to dedicate to the program.

To maximize the effectiveness of your membership, we'll create a customized TDM plan that will serve as a framework to guide you through program development, implementation, and evaluation.

We welcome the opportunity to work with and invite you to join GO ITHACA TMA, where you will connect with some of Ithaca's most community-minded businesses and institutions; dedicated to reducing traffic congestion and air-quality throughout the region.

APPENDIX F. TDM GO ITHACA Business Intro Letter



Dear _____

The Downtown Ithaca Alliance (DIA) is launching a new program that we believe will directly help your business and we want to invite you to learn more about it.

The DIA is piloting a free transportation demand management program, called GO ITHACA, which aims to reduce the number of employee and resident single occupancy vehicles that are parking in the downtown area.

Why will this benefit you? First, parking is an important consideration and cost here in downtown, either for you or your employees. By shifting some people into alternative modes of travel, we can reduce your (or your employees) parking cost outlay. Second, our goal is to free up at least 100 parking spaces in the downtown garages, making them available for client and patron parking- something that should be important to you.

Our initiative, funded as a pilot by NYSERDA, enabled us to create a downtown transportation demand management program (known in shorthand as TDM). We have inventoried and assembled the list of possible travel options and also put together a collection of incentives that can help motivate people to switch from car travel to some other alternative. We have created an app that will monitor and track individual progress- as a tool to help the employee, the employer, and the community.

With your help, we survey your staff and then prepare a customized TDM plan for your business. After we share that plan with you, we then work with and enroll employees who can benefit from alternative commute options.

As part of our GO ITHACA program, our staff will educate your employees about the alternative modes of transportation that are currently available to them. We'll also help them create individualized commuter plans that includes the modes of alternative mode of transportation they will use for their commute.

We have specifically targeted your business for participation due to it size and possible impact to the community.

To begin this process, we'd like to have you or your designee sit with Scott Rougeau from the DIA's TDM staff to review what this program can achieve for your company and for our community. Our goal is to enroll at least 25 businesses and enroll at 100 participating employees.

Scott Rougeau will be contacting you to set up a time to meet and discuss how this program works and how you can benefit. I urge you to learn about TDM and add to your company's portfolio of action items.

Thank you for your consideration.

Best,

Gary Ferguson
Executive Director
Downtown Ithaca Alliance

NYSERDA, a public benefit corporation, offers objective information and analysis, innovative programs, technical expertise, and support to help New Yorkers increase energy efficiency, save money, use renewable energy, and reduce reliance on fossil fuels. NYSERDA professionals work to protect the environment and create clean-energy jobs. NYSERDA has been developing partnerships to advance innovative energy solutions in New York State since 1975.

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