



Washington State
Department of Transportation

Growth and Transportation Efficiency Center Program

2009 Report to the Legislature



Get the most done with the least investment—that's a GTEC.

Joe Hyer, Business Owner, Olympia

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Executive Summary

The Washington State Department of Transportation (WSDOT) is collaborating with local governments, transit agencies, and businesses on a new approach to support economic development and transportation efficiency in growing urban centers. The Growth and Transportation Efficiency Center (GTEC) program, which is part of the Commute Trip Reduction (CTR) law, works with businesses, schools, and neighborhoods to find new ways to encourage commuters to ride transit, vanpool, carpool, walk, bike, work from home, and use other commute options besides driving alone.

While the statewide CTR program focuses on commuters traveling to major employers, GTECs provide commute options programs to smaller employers, residents, and students. Common program elements include trip reduction incentives, transit passes, outreach and information for commuters, small-scale infrastructure investments, and local policy development and implementation.

The GTEC program is part of WSDOT's *Moving Washington* strategies for reducing traffic congestion. Offering more choices to commuters will make the best use of highway capacity by reducing the demands placed on our most congested bridges and roadways. The program will also help communities meet their local goals for growth and economic development, reduce their carbon footprint, and improve air quality and public health.

This report describes the development and implementation of Washington's GTEC concept in 2007-2009. It highlights initial progress and recommends the program be continued. Initial reports from the seven local programs demonstrate that the concept is viable and offers new and important benefits. Local businesses and commuters have responded with enthusiasm. The program is creating stronger community partnerships, fostering innovation in demand management strategies, and leading cities to explore land use changes to support economic development.

In 2006, the legislature considered changes to the CTR program. Communities lined up behind one of the ideas: to use intensive implementation of CTR in dense urban areas to overcome mounting economic and transportation challenges. Organizations, public and private, viewed the emerging concept,

The goal of the GTEC program is to reduce 13,000 drive-alone vehicle trips and 103 million annual vehicle miles traveled by 2011.

GTECs, as a way to meet local and regional objectives. They saw that the new approach could:

- Expand commute options programs in growing urban centers, customized to the needs and services of the local market, by providing transformed CTR tools to small- and medium-size employers.
- Create and strengthen local partnerships among business, transit, and government by requiring commitments from partners and local match for any GTEC funded by the state.
- Support economic development by linking goals for growth with transportation goals and strategies.
- Use land use decisions to further transportation and growth goals by pursuing policies to encourage residential and commercial development in GTEC areas.
- Create a more flexible implementation model for employers by offering a customizable framework and adaptable tools.

In 2008, after completing a plan and successfully competing for state funds, seven cities around the state began implementing their GTECs. These seven customized GTECs have taken shape in partnerships with their transit agency, regional transportation planning organization (RTPO), and employers. About 226,000 employees who were not a part of CTR are now eligible to participate through GTECs. Statewide, about 570,000 employees are eligible for the CTR program. Taken together with the GTEC program, nearly 800,000 commuters in the state now have the opportunity to be a part of a commute options program. For the first time in the CTR program's history, small employers have the opportunity to provide meaningful contributions to the transportation system through state and local partnerships.

State-Funded GTEC Programs in 2007-2009

City	Local Program
Bellevue	<i>Choose Your Way Bellevue</i>
Olympia	<i>Downtown Commuter Program</i>
Redmond	<i>R-Trip</i>
Seattle	<i>Commute Seattle</i>
Spokane	<i>Travel Green</i>
Tacoma	<i>Downtown: On the Go!</i>
Vancouver	<i>Destination Downtown</i>

WSDOT recommends that the legislature continue funding for the GTEC program through the 2009-2011 biennium. A funding level of \$2.5 million would provide resources for the seven local programs to continue through the end of the biennium and for WSDOT to provide technical support, including performance measurement to evaluate progress. If funding is provided, WSDOT will report to the legislature in 2011 on the effectiveness of the program, evaluate other potential GTEC areas, and recommend future funding levels.

Why Is the GTEC Program Important – What Are Its Benefits?

The GTEC concept has emerged at a critical time. Declining revenues for transportation means that fewer resources are available to build and maintain transportation infrastructure and services that are critical for moving people and goods, and supporting economic growth. Job losses and fluctuations in energy prices leave consumers vulnerable to the ever-changing costs of personal transportation. The challenge of meeting Washington's climate change goals focuses directly on transportation, which produces the state's largest share of greenhouse gas emissions.

The GTEC program offers tools to respond to these challenges. It builds on the success of the CTR program to provide benefits for the transportation system, the economy, commuters, and the environment. The program brings together diverse interests to reduce demand on the transportation system—and helps to keep people and goods moving—by encouraging ridesharing, riding transit, working from home, bicycling, and walking. The economy benefits from freeing up limited parking spaces in downtown areas, which helps businesses by encouraging customer visits and sales and allowing more investment in development. Employers benefit by reducing parking costs and improving retention and recruitment of employees. Commuters benefit by having more options to protect themselves from high gas prices, reducing their personal transportation costs, and enjoying a more reliable commute. The environment benefits from reduced greenhouse gas emissions and other air pollutants and better water quality.

“We need to provide transportation choices to people all around the state. CTR is great for the large employers, but those tools haven't been available for smaller employers until now. A GTEC helps smaller employers like me that want to be a part of transportation solutions. A GTEC allows us to leverage resources in order to achieve goals for the least amount of investment.”

Joe Hyer, owner of Alpine Experience in downtown
Olympia and Olympia City Councilmember

Why Is the State Involved in GTEC?

WSDOT worked with the Commute Trip Reduction Task Force in 2005 to create the GTEC concept. The department wanted to expand the benefits of CTR in dense urban areas and in congested corridors. Dense urban areas, as key employment destinations, depend heavily on an efficient transportation system. As employment and population in these areas grow, demand for transportation increases, which can reduce the effectiveness of the state highway system. By supporting low-cost, responsive local programs to manage demand in congested corridors, the state can increase the efficiency of the system, support local economic growth, and reduce greenhouse gas emissions. Local governments seek technical assistance, policy support, measurement, and funding from the state to effectively implement demand management.

Why Do Employers Support GTEC?

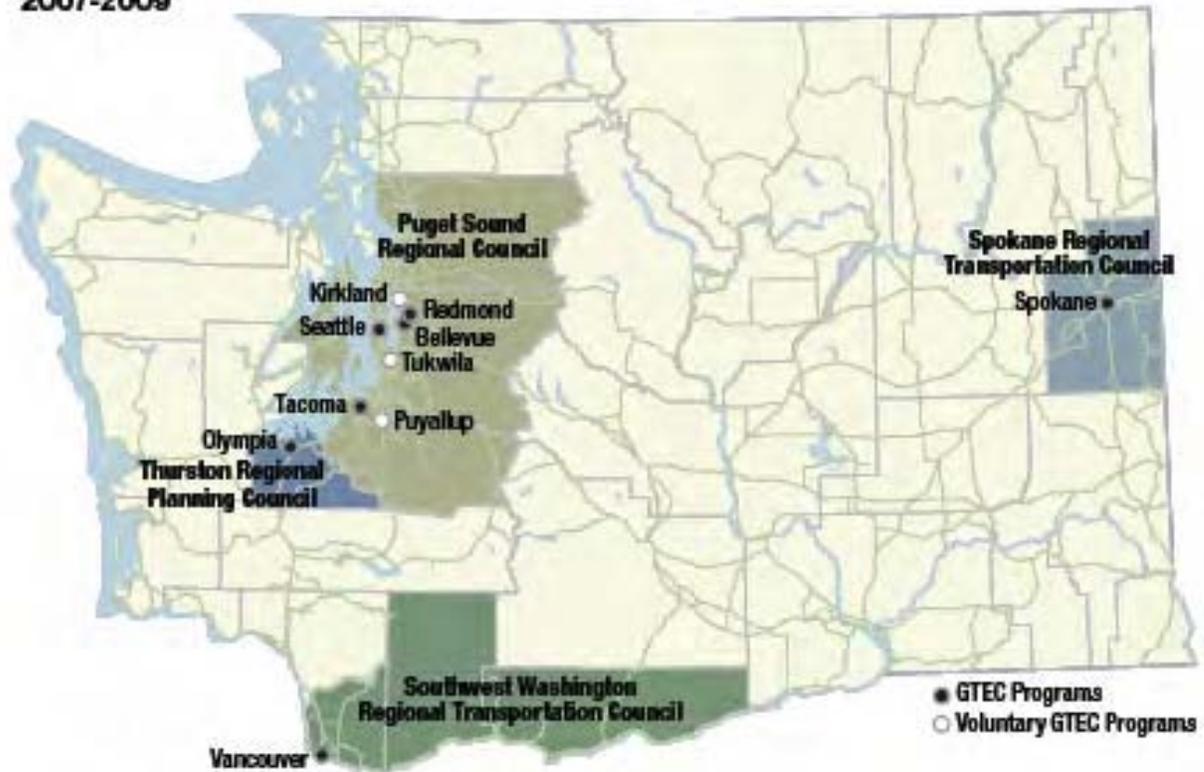
Small employers and business leaders in the seven GTECs have expressed strong support for the program. These supporters include members of the Bellevue Downtown Association, the Downtown Seattle Association, the Downtown Spokane Partnership, and the Tacoma-Pierce County Chamber of Commerce, as well as individual small employers like Joe Hyer, owner of an outdoor retail store in downtown Olympia, and Josh Schlesinger of Schlesinger Companies, who owns office space in downtown Vancouver. Reasons for their support include:

- The partnership created by a GTEC provides a dynamic forum for businesses to participate in the development of meaningful transportation solutions.
- GTEC provides a tool to reduce an employer's carbon footprint.
- Providing parking for employees and customers is expensive. Reducing the number of parking spaces needed by employees means more parking for customers. Reducing the need to add employee parking as a business grows means more revenues and in some cases more land or floor space to use for business development and expansion, rather than for parking.
- GTEC provides a framework for customizing local programs to fit the local market and existing services.
- GTEC reduces the costs for transportation system maintenance and expansion by increasing the efficient use of the existing system.
- Smaller employers seek the incentives and strategies used by larger employers in the CTR program. GTEC allows scalability to the smaller employer due to its lower administrative cost.

What Progress Did the GTEC Program Make in 2007-2009?

In 2007, 14 cities from around the state developed GTEC plans and applied for funding from the Governor-appointed Commute Trip Reduction Board. The board selected seven GTECs for funding, using the \$2.4 million one-time allocation provided in the 2007-2009 legislative transportation budget. The seven local programs funded by the state were downtown Bellevue, downtown Olympia, Redmond's Overlake area, downtown Seattle, downtown Spokane, downtown Tacoma, and downtown Vancouver. Each of these programs provided the required local match of 50 percent.

Growth and Transportation Efficiency Centers (GTEC) 2007-2009



In addition, three volunteer cities, Kirkland, Puyallup, and Tukwila, moved forward with elements of their GTEC plans without state funding, so that they may be prepared for future funding opportunities.

The seven state-funded programs work with small businesses, neighborhoods, and schools. More than 226,000 commuters who were not part of a regional CTR program now have access to commute options programs. The collective goal of these GTEC programs is to reduce 13,000 drive-alone vehicle trips by 2011 that would otherwise be traveling on some of the state's most congested highways. This represents vehicle trips reduced from employers who were not previously included in CTR. Achieving this goal will mean a reduction

of about 103 million annual vehicle miles traveled (VMT), more than would have been achieved through CTR alone.

In 2008, as part of their initial program implementation, each GTEC performed baseline surveys of their commuters. This data will be used to further customize local program strategies and policies. It will also be used as a benchmark for comparison with future measurement surveys to determine progress toward local goals.

Note: [Appendix A](#) highlights the program elements of each of the seven GTECs.

Where Should the GTEC Program Go From Here?

Initial reports from the seven local programs demonstrate that the concept is viable and should continue. By offering state guidance and a planning and implementation framework that is customizable and based on local needs and resources, the program is creating stronger community partnerships, fostering innovation in demand management strategies, and leading cities to explore land use changes to support economic development.

The GTEC program has passed the implementation stage and WSDOT offers the following recommendations:

- Continue state funding for the program through the 2009-2011 biennium and determine if the seven GTECs met their goals. A funding level of \$2.5 million would allow the seven local programs to continue through the end of the biennium and allow WSDOT to provide technical support, including performance measurement to evaluate progress.
- Report to the 2011 Legislature on the effectiveness of the program, other potential GTEC areas, and provide recommendations for future funding levels.

“Our new president is calling Americans to make changes to restore a vibrant and prosperous nation. By taking the pledge to share the commute just one day a week you are collectively contributing to a strong economy, environment, and a vibrant Downtown Seattle. We can take it one ride at a time.”

Kate Joncas, President of the Downtown Seattle Association
Seattle Times, March 4, 2009

The Growth and Transportation Efficiency Center (GTEC) program has its roots in the history of the Commute Trip Reduction (CTR) law. The Washington State Legislature passed the CTR law in 1991. The program reduces traffic congestion, air pollution, and petroleum consumption through employer-based programs that decrease the number of commute trips made by people driving alone. Since 1991, the state, local governments, and transit agencies have successfully worked together in partnership with major employers in urban areas around the state to encourage employees to ride transit, vanpool, carpool, walk, bike, work from home, and use other commute options besides driving alone. More than 570,000 employees were eligible for the CTR program in 2008.

Biennial measurement continues to prove the success of the CTR program. At worksites that have participated in the CTR Program since 1993, the proportion of employees driving alone dropped from 70.9 percent in 1993 to 65.5 percent in 2007. This decrease was substantially larger than the drop at non-CTR worksites, even in those areas with similar services and infrastructure. CTR commuters reduced emissions of nearly 4,000 tons of air pollution in 2007 through the choices they made. They also reduced petroleum consumption by about 7.9 million gallons, saving them over \$23 million in fuel costs.

While successful, the CTR program is limited. The majority of employees in our state are not covered by CTR, even in the nine counties where it operates. Many of the employers in our state's most important downtown areas are not a part of CTR, because the program only applies to major employers. Simply expanding the CTR program to smaller employers is not considered viable. The CTR law's focus on accountability at a worksite level requires a fairly rigid administrative structure that would not be cost-effective if applied to smaller employers.

The Growth and Transportation Efficiency Center Concept

In 2006, the legislature created the GTEC program in 2006 as part of the CTR Efficiency Act. Communities lined up behind the GTEC concept: to use intensive implementation of CTR in dense urban areas to overcome mounting economic and transportation challenges. Public and private organizations saw the concept as a way to meet local and regional objectives. They realized that the new approach could:

- Expand commute options programs in growing urban centers and customize to the needs and services of the local market.
- Strengthen local partnerships among business, transit, and government.
- Support economic development.

- Use land use decisions to further transportation and growth goals.
- Create a more flexible implementation model for employers.

In 2007, the legislature provided a one-time allocation of \$2.4 million to start up the GTEC program. At that time, the legislature directed WSDOT to report on the progress of the program and recommend future funding levels for the program in 2009. In 2008, after completing a plan and successfully competing for state funds, seven cities around the state began implementing GTECs.

Purpose of This Report

This report describes the implementation of the GTEC program, evaluates its progress, and offers recommendations to continue the program. Because WSDOT performed baseline measurements for each GTEC in 2008 and data on changes in mode share and vehicle miles traveled (VMT) will not be available until subsequent surveys in 2010, WSDOT conducted a qualitative assessment of program progress.

This report is organized as follows:

1. [Program Implementation in 2007-2009](#)
2. [Findings](#)
3. [Recommendations](#)
4. [Appendix A: Summaries of Local GTEC Programs](#)

Program Implementation in 2007-2009

GTECs represent an innovative new partnership between the state, local jurisdictions, transits, and the business community. The program is designed to promote concentrated local efforts to offer infrastructure and services and transportation-efficient land uses that will reduce drive alone commuting. These investments can provide greater access to employment and residential centers while decreasing the proportion of commuters driving alone during peak periods on the state highway system. Cities have adopted the program because it helps them to meet their local goals for growth and economic development, reduce their carbon footprint, and improve their community's air quality and public health.

Creation of the GTEC Program

The Commute Trip Reduction Task Force (now the CTR Board) developed the GTEC concept in 2005 and recommended that the program be created in its 2005 report to the legislature. The CTR Task Force wanted to expand on the success of CTR, but recognized that expanding the CTR program framework to smaller employers would not be the most effective approach.

Instead, the CTR Task Force developed the GTEC program concept as a way to focus intensive trip reduction programs on a dense urban area, such as downtown, to support economic growth and transportation efficiency. By focusing on a geographic area, rather than an individual employer, the program could be integrated with transportation and land use planning, and reach out to smaller employers, residents, and students.

Based on the CTR Task Force's recommendation, the legislature authorized the GTEC program as part of the CTR Efficiency Act in 2006. Organizations, public and private, viewed the emerging GTEC concept as a way to meet local and regional objectives. They saw that the new approach could bring together diverse organizations, and particularly smaller employers, as partners to develop transportation solutions closely linked to economic development.

Rather than specifying employer and jurisdiction requirements, the new law leaves implementation open for customization based on local needs and goals. Regional transportation planning organizations (RTPOs) have a role in establishing which areas are eligible to be a GTEC and certifying proposals as meeting standards. The state is required to establish guidance and rules for the program. The CTR Task Force is now the CTR Board and is responsible for awarding funding. The law directs local governments, RTPOs, and transit agencies to prioritize designated GTECs when allocating funding or making service and infrastructure investments.

Funding and Selection Process

After the creation of the program, 14 cities from the central Puget Sound, Vancouver, and Spokane developed GTEC plans, using the guidance provided from WSDOT. At that time, there was no guarantee of state funding. When the legislature provided a one-time allocation of \$2.4 million to start up the GTEC program in 2007, all of the cities submitted applications for funding.

In a competitive process, the CTR Board reviewed the plans and selected seven cities for funding. In the Board's selection, it placed a strong emphasis on demonstrating partnerships with local employers and transit agencies in the application. Other selection criteria included proximity to congested corridors, integration with local land use and economic development plans, and level of local match.

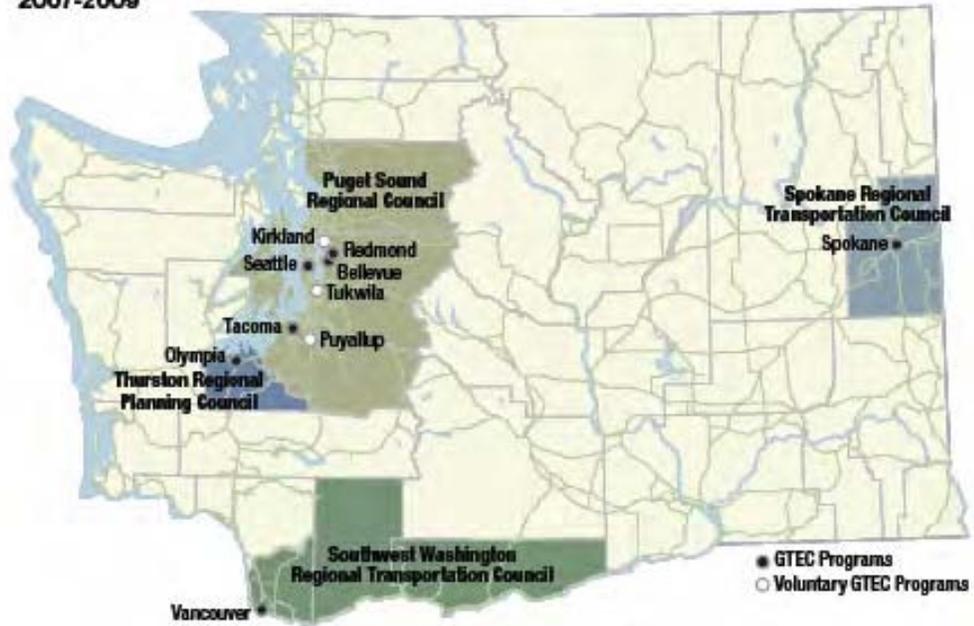
The state's seven funded GTECs are located in urban centers:

- Bellevue
- Olympia
- Redmond
- Seattle
- Spokane
- Tacoma
- Vancouver

Three additional cities were not selected for state funding but they opted to designate and implement basic elements of their plans in hope of future funding opportunities. These unfunded GTECs are:

- Kirkland
- Puyallup
- Tukwila

**Growth and Transportation Efficiency Centers (GTEC)
2007-2009**



Implementation Began In Early 2008

In 2008, after successfully competing for state funds, seven cities around the state began implementing GTECs. These seven GTECs expanded the number of employees with access to state-supported commute options programs by almost 40 percent (about 570,000 commuters have access to the CTR program, while 226,000 additional commuters now have access to commute options through the GTEC program).

GTEC Program Framework

The GTEC program builds on the existing CTR infrastructure and partnerships, but offers a distinct and customizable approach. Each GTEC is tailored to its local area, with partnerships and strategies based on local needs and resources. Programs must contain the following elements to be eligible for state funds:

- Goals for reductions in drive-alone trips and VMT that are more aggressive than the CTR program goals or that include more employees than would be included by the CTR program alone.
- Short- and long-term strategies for achieving the goals.
- A measurement and performance monitoring plan.
- A financial plan demonstrating how the program will be funded from public and private sources (state funds require a 50 percent local match).
- An organizational structure for implementing the program, including partnerships with businesses and transit agencies.
- An evaluation of local land use and transportation policies to determine the extent to which they complement and support trip reduction efforts.

The table on the next page illustrates the similarities and differences between the CTR and GTEC programs. One key example is the way that commuter information is provided to commuters. Each program distributes the same type of information, but at different scales. Each CTR worksite designates an employee transportation coordinator (ETC) to administer the program to employees at the worksite. In a GTEC, the GTEC program manager fulfills this function at the area-wide scale, rather than the worksite scale.

Just like an ETC, the GTEC program manager reaches out with commute options information to all employees in the area and helps foster strong employer buy-in. Essentially, the entire GTEC is treated like one large worksite, so every employee within the boundaries has the potential to contribute to the local program's drive-alone and VMT reduction goals.

Comparison of CTR and GTEC Programs

Program	CTR	GTEC
Requirements	All major employers in a CTR-affected urban growth area must participate.	Voluntary program.
Target Population	Employees at major employers.	Employees at all employers of any size in the area, students, and residents.
Scale of Commuter Information	Employee transportation coordinator for each worksite.	Transportation coordinators and one-stop commute information for the designated area.
Program Requirements	Individual employer/worksite program based on CTR law requirements.	Area-wide program that must meet minimum parameters but can be customized to fit local needs.
Measurement and Accountability	Individual employer/worksite measurement using a population survey.	Area-wide measurement using a sample survey.
State and Local Investment	Local match not required, but frequently needed to supplement state funds to meet state mandate.	50 percent local match required to receive competitive state funds.
Goals	Local goal must meet state minimums for drive-alone and VMT.	Must set goals to reduce more vehicle trips and VMT than CTR to be eligible for funding.
Funding Eligibility	All affected CTR jurisdictions receive funding from the state based on formula.	Must be certified by RTPPO and locally designated to be eligible for state funds. Funding awarded by competitive grant process.

Goals and Measurement of Performance

Each of the GTECs have set customized goals to reduce drive-alone trips and VMT by 2011. The individual goals sum to a total state goal for the program to reduce 13,000 drive-alone trips and about 103 annual VMT by 2011. More information about the individual GTEC goals is described in [Appendix A](#).

The GTEC program uses commuter surveys to set a benchmark and then track progress every two years. Opinion Research Northwest, WSDOT’s contractor, designed and conducted a random sample survey in six funded GTECs as well as three voluntary jurisdictions (the city of Redmond’s GTEC is focused on CTR worksites, so it used existing data provided by the CTR survey). The surveys, in both online and paper formats, were distributed over the summer of 2008. If the program is continued, WSDOT will conduct surveys in 2010 to determine progress toward the local and state goals.

Implementation Activities

In 2008 and 2009, each funded GTEC implemented a program designed to meet its goals for reducing drive-alone trips and VMT. Program strategies include:

- **Create Strong Partnerships.** During the initial review and plan selection process, the CTR Board expressed a strong interest in seeing that the state program promote and foster collaborative relationships between the jurisdictions, the business community, transit agencies, and the RTPOs. Each of the GTECs has taken great strides toward achieving this goal. Many indicate this is the first time these types of relationships have existed in their communities. For the most part, those jurisdictions that report the most progress are also those with the strongest stakeholder relationships.
- **Employer Outreach.** GTEC program managers and their contractors are reaching out to area employers to provide information about commute options and benefits for the business community. Additionally, they provide technical support to assist employers by:
 - Establishing employer-based commute reduction programs through promotions and individual outreach efforts.
 - Inviting employees to receive incentives and rewards for participating in the program.
 - Recognizing program champions in the business community.
- **Trip Reduction Incentives for Commuters, Students, and Residents.** Each program is using a variety of incentives and rewards for employees who choose to try alternative commute strategies, such as:
 - Providing incentives for carpooling, vanpooling, using transit, working from home, biking, and walking.
 - Distributing transit passes, both as incentives and as employee benefits provided by GTEC program managers and business owners.
 - Developing online commute calendars to track commute habits and determine incentive and reward recipients. These allow employees to keep an ongoing calendar of their commute habits and assess progress toward their personal goals.

- **Branded Marketing Efforts and Commuter Resources.** Each of the GTECs has created a branding campaign as a means of putting a local face on their program activities. These brands are associated with a variety of messaging materials and consistent look and feel that customers can easily identify.
 - Bellevue – *Choose Your Way Bellevue*
www.chooseyourwaybellevue.org
 - Olympia – *Downtown Commuter Program*
www.ci.olympia.wa.us/community/transportation/commuter
 - Redmond – *R-Trip*
www.gortrip.com
 - Seattle – *Commute Seattle*
www.commuteseattle.com
 - Spokane – *Travel Green*
www.mycommute.org
 - Tacoma – *Downtown: On the Go!*
www.piercetrips.com
 - Vancouver – *Destination Downtown*
(Web site will be launched in spring 2009)
- **Prioritized Infrastructure Investments.** Each of the GTEC jurisdictions developed lists of infrastructure improvements identified by city staff and their respective councils. The GTEC program strives to ensure that previously identified or new improvements within a GTEC that support its commuters are given high priority. Some of the infrastructure improvement projects include:
 - Redmond installed signage and way-finding information for commuters to navigate safely and efficiently within and around the GTEC.
 - Tacoma plans to install bicycle lane striping to create safer more defined commuting spaces for bicyclists and motorized vehicle traffic.
 - Olympia invested in pedestrian improvements to encourage walking, such as clearly marked walkways, bulb-outs for large intersections, awnings over sidewalks, etc.
 - Vancouver is reaching out the employers to determine where to install bike racks to allow commuters to easily store their bicycle near work or local amenities.
 - Bellevue installed bike lockers to safely and conveniently store bicycles out of the weather in secure storage facilities.

- **Policy Development and Implementation.** The program encourages participating jurisdictions to review existing city policies, and work to update and improve them to reflect demand management strategies. Cities are considering changes to local policies to address GTEC mobility goals, including:
 - Studying parking management strategies.
 - Creating design and development standards, including area concurrency requirements, that work seamlessly to encourage alternative commute modes.
 - Ensuring that transit services within GTEC boundaries are given a high priority within the overall area transit planning process.

The CTR program has a rich history of data collection and performance measurement that WSDOT seeks to build on for the GTEC program. As a new program, the GTEC program does not yet have the performance data to determine its effectiveness at reducing drive-alone trips and vehicle miles traveled (VMT). In 2008, six of the seven funded GTECs and three additional voluntary GTECs distributed surveys and collected baseline data about travelers within the area. (The city of Redmond's GTEC is focused on CTR worksites, so it used existing data provided by the CTR survey). WSDOT will use the baseline data from these surveys as a benchmark to determine future performance of the programs in reducing drive-alone trips and VMT.

WSDOT relied on qualitative information to evaluate the initial implementation of the GTEC program. WSDOT's evaluation produced these findings:

1. The program, if successful, will be an important part of WSDOT's approach for managing demand and reducing greenhouse gas emissions.
2. Local programs have been established and are demonstrating progress with new partnerships, new services, and strong local support.
3. Baseline data shows that the market for the program exists.
4. Data collected through the program provides useful information for planning and program development.
5. If funded, the program's 2010 measurement surveys will determine if progress has been made toward drive-alone and VMT goals.

The GTEC program, if successful, will be an important part of WSDOT's approach for managing demand and reducing greenhouse gas emissions.

The GTEC concept has emerged at a critical time. Declining revenues for transportation means that fewer resources are available to build and maintain transportation infrastructure and services that are critical for moving people and goods and supporting economic growth. Job losses and fluctuations in energy prices leave consumers vulnerable to the ever-changing costs of personal transportation. The challenge of addressing climate change directly impacts transportation, which produces the state's largest share of greenhouse gas emissions.

The program offers a strategy to respond to these challenges. It establishes a state interest in supporting comprehensive local programs to manage demand. The program can help the state meet its goals while helping communities meet their local goals for growth and economic development, reduce their carbon footprint, and improve air quality and public health.

The program builds on the success of CTR to provide important benefits:

Transportation System Benefits

- The program brings together diverse interests to reduce demand on the transportation system—and help keep people and goods moving—by encouraging ridesharing, riding transit, working from home, bicycling, and walking. Offering more choices to commuters will make the best use of highway capacity by reducing the demands placed on our most congested bridges and roadways.
- The program offers a network of organizations and strategies for WSDOT and its partners to use when making investments to keep traffic moving during construction.

Economic Benefits

- The program leverages local and private investment in transportation infrastructure and services in ways that support the economy. Employers benefit by freeing reducing parking costs and improving employee retention and recruitment with valuable employee benefits.

Climate Change

In Washington, transportation accounts for nearly half (47 percent) of the total greenhouse gas emissions (including emissions from cars, trucks, planes, and ships), which is in large part a function of the vehicle miles traveled (VMT) on the state's highways. In 2008 the Legislature passed HB 2815, which requires the state to reduce VMT by 18 percent by 2020. Each funded GTEC is implementing strategies to reduce drive-alone commuting by 10 percent and VMT by 13 percent. These goals represent an initial step toward achieving the goals set forth in the bill.

The GTEC program is also well placed to effectively respond to the Governor's climate change initiative. The state's 10 GTECs have set drive alone and VMT reduction goals which are more aggressive than those for CTR employers, and more aggressive than the new statutory VMT per capita reduction goals. By integrating business and residential development decision-making with mode split goals for transportation, the GTEC program can help centers with sizeable travel markets implement policies that reduce VMT per capita. As the program grows, there will be new opportunities to expand and support demand management and transportation-efficient land use policies along more of the state's key corridors.

In 2008, the Legislature also passed SB 6580, which requires state agencies to review current Growth Management Act (GMA) planning requirements and to establish a range of climate change approaches including a computer modeling program which estimates the greenhouse gas reductions resulting from various land use and transportation planning strategies. The GTEC program provides incentives and tools to strengthen the transportation and land use connection (described in the Growth Management Act, but presently implemented unevenly across the state). GTEC helps guide local governments toward more effective land use policies, such as parking management, which in turn can produce longer-term benefits for congestion relief, air quality and greenhouse gas emissions, and economic development.

- The program helps to grow the local economy. Freeing up scarce parking spaces in downtown areas helps businesses by encouraging customer visits and sales and focusing investment in economic development.

Commuter Benefits

- The program expands transportation options awareness, incentives and services to more commuters and targets services to the specific market. Consumers benefit by having more options to protect themselves from fluctuating gas prices, reducing their personal transportation costs, and enjoying a more reliable commute.

Environmental Benefits

- The program supports climate change efforts by establishing more efficient driving conditions and providing people with a menu of transportation options. The Climate Action Team's 2009 report describes the program as a key strategy for reducing greenhouse gas emissions.
- The program offers flexibility to consider a wider range of trips (beyond the commute trip), such as shopping and recreational trips, to further reduce energy consumption and greenhouse gas emissions.

Local GTEC programs have been established and are demonstrating progress with new partnerships, new services, and strong local support.

WSDOT requires a quarterly progress report from each GTEC that receives state funding and hosts quarterly networking sessions among GTEC implementers. More than 226,000 employees, residents and students who have not been a part of the CTR program are now able to receive benefits from the GTEC program. New partnerships have been established and existing partnerships have been strengthened. Each GTEC is providing new incentives and services for commuters. Local employers, business leaders, and media outlets have responded positively.

Examples include:

- Local business sector champions who understand the linkages between transportation and economic development have emerged.
- Partnerships among local governments, business community, transit agencies, and RTPOs have grown stronger.
 - The Tacoma Chamber of Commerce now hosts forums for local business leaders, transit agencies, and local government staff to discuss transportation issues. The GTEC has leveraged a strong partnership between the city, transit and local Chamber of Commerce to create a solidly consistent approach to demand management in their downtown.

- The Puget Sound Regional Council created a Transportation Demand Management (TDM) steering committee for local governments, transit agencies, and employer representatives to coordinate activities, share best practices and develop demand management solutions for the region.
- Each of the seven state-funded GTECs has established customized branding and outreach campaigns. These campaigns include new Web sites and transportation materials that have been distributed in large quantities in each GTEC.
 - The city of Bellevue is focusing on commuters to downtown by working with small employers and implementing service improvements and other strategies, such as its new commuter store and bike locker program.
 - Olympia’s *Downtown Commuter Program* gives all downtown employees a package of information and incentives to encourage walking, biking, transit, and ridesharing.
 - The city of Seattle launched CommuteSeattle.com, a one-stop commuter information Web site.
- Transit agencies report increased sales of transit passes to employers and building managers.
 - Seattle is working with property managers to provide transit passes to commuters who have never been part of a commute options program. King County Metro reports that this outreach is paying off with increased transit pass sales to employers.
- Several newspapers have covered GTEC program activities and expressed editorial support for the program’s goals. See the sidebar for an excerpt from an August 6, 2008 editorial in *The Olympian*.
- Employers asked their employees to fill out commuter surveys for the program’s baseline measurement. This measurement is critical as a benchmark to determine future progress.
- Most GTECs have focused on reaching out to small employers, but several have also reached out to students and residents.
 - Seattle is conducting on-site consultations with employers to provide their employees with services and information on commute options.
 - Spokane is working with the branch campuses for Washington State University and Eastern Washington University to provide demand management services for those student populations.

The Olympian – Published August 6, 2008

Many Benefits With Downtown Commuter Plan

Downtown Olympia employees have some new reasons to leave their cars home when they head to work. The city of Olympia just launched a new downtown commuter program that provides financial incentives and prizes to downtown employees who walk, bicycle, vanpool, carpool or ride the bus to work.

This is a project with plenty of upside. A \$300,000 grant from the state Department of Transportation makes it all possible. The overall goal is to reduce the number of employees who drive alone to work. The state has had commute trip reduction programs in place for employers with 100 or more employees for several years. The beauty of this program is its ability to reach the 650 businesses in downtown Olympia, many of which have just a few employees. Spearheading the project for the city is a familiar face—John Keeffe. He's worked for city parking services for the past four years, but before that, he was a mail carrier in downtown Olympia. It's safe to say he knows the turf.

Keeffe will be going door-to-door in the weeks ahead offering a variety of services to downtown employees. They include:

- Free monthly bus passes to use Intercity Transit. The 200 passes available each month are valued at \$25 and will be distributed on a first-come, first-served basis.
- Downtown employees who walk or ride their bike to work will receive \$25 gift certificates to a downtown business of their choice.
- New vanpool riders will receive a \$50 subsidy for their first three months of ridership. Vanpools are one of the most popular and rapidly expanding forms of alternative transportation offered by IT.
- Downtown employees who carpool to work will be eligible to purchase monthly parking permits for \$20. Permit holders will be allowed to park free at any nine-hour meter, as long as two permits are visibly displayed in the vehicle.
- Each month, all program participants who use alternative commute options at least 60 percent of their total trips to work will have their names placed in random drawings for gift certificates to downtown businesses.

The project has a lot going for it. The incentives are tailored to benefit downtown businesses. And fewer employee vehicles downtown mean more parking for customers, which should help downtown merchants, too. The program won't work for everybody. But for those who do drive their cars relatively short distances to work, the program makes a lot of sense. Walking or biking to work is good exercise and a way to combat health problems such as obesity, diabetes and heart disease. The data collected by Keeffe also will provide a baseline of information describing how downtown employees currently commute to work.

The program target is a 10 percent reduction in single-occupancy vehicles among downtown employees during the next four years. Fewer cars mean less traffic congestion downtown and reduced vehicle exhaust, which will improve air quality and reduce greenhouse-gas emissions. With gasoline prices still hovering around \$4 a gallon, the timing of the program couldn't be better. Downtown employees are encouraged to participate in the downtown commuter program.

www.theolympian.com/opinion/v-print/story/532406.html

- Tacoma’s *Downtown: On the Go!* will reach new groups—university students, small employers, and residents. Tacoma’s program is closely collaborating with the University of Washington-Tacoma to significantly integrate the school’s transportation efforts with that of the city. Additionally, the city is working to reach out to the residential population of the St. Helens neighborhood.

Baseline data shows that the market for the GTEC program exists.

The results from the baseline survey indicate that the market for the program is there. Employees commuting to CTR worksites within GTECs drive alone at a 22 percent lower rate than those that do not commute to CTR worksites. This means that the CTR program has been successful in lowering the drive-alone rate among existing participants. It also means that there is room for the GTEC program to grow to catch up to the successes of the CTR employers in the same areas. As employees at the non-CTR employers within GTECs use new information and services—such as ride matching services, incentives to walk or bike, or subsidized transit passes—WSDOT expects the overall drive alone rate in GTECs to decline.

Comparison of Drive Alone Rates in GTECs

	Non-CTR Commuters	CTR Commuters	Percent Difference
Bellevue	71%	59%	17%
Olympia	73%	75%	-3%
Seattle	41%	27%	35%
Spokane	79%	65%	18%
Tacoma	85%	79%	7%
Vancouver	88%	81%	8%
Total*	59%	46%	22%

*Total is weighted by number of employees.

(The city of Redmond is not included in the table above because its GTEC is only collected baseline data for CTR worksites.)

Compared to CTR worksites, more commuters in non-CTR worksites drive alone. But as shown in the following table, more non-CTR commuters live closer to their worksites. This demonstrates that there is considerable potential to reduce drive-alone trips at non-CTR worksites.

**5-Mile or Less Commute Distance
From Home to Work in a GTEC**

	Non-CTR Commuters	CTR Commuters
Bellevue	17%	15%
Olympia	45%	31%
Seattle	31%	22%
Spokane	38%	42%
Tacoma	24%	20%
Vancouver	24%	21%
Total*	29%	24%

*Total is weighted by number of employees.

(The city of Redmond is not included in the table above because its GTEC only collected baseline data for CTR worksites.)

Data collected through the GTEC program provides useful information for planning and program development.

WSDOT collected information that can help local implementers plan the next phase of their programs. The GTEC surveys contained additional questions not on the CTR survey, which will provide richer data about the local market. This data can be used to drive program development and provide an information baseline for planning state and local investments in construction traffic management and transit services.

WSDOT has only evaluated a snapshot of the data. More analysis will be forthcoming. Initial highlights include:

- **Flexible Work Options.** The surveys indicated that very few (6 percent) of GTEC employees use telework on a weekly basis, but nearly 50 percent said they were likely to try the option if available. Respondents also indicated that 35 percent of them would be likely to try a compressed workweek if available.
- **Commute Times.** Over half (55 percent) of respondents indicated that the duration of their commute had stayed the same over the last year, while nearly a quarter (24 percent) said their commute times have increased. Forty-five percent of the respondents in Bellevue indicated that their commute times had increased from a year ago.

- **Insight Into Travel Behavior.** The survey asked commuters which types of errands they ran before work, on their lunch break and after work. Most respondents indicated that they ran the vast majority of their errands after work. Types of errands included:
 - Roughly 70 percent picked up groceries
 - 27 percent went to medical appointments
 - 36 percent attended social events
 - 12 percent pick up their children

This type of data can be correlated to mode choice to help planners and implementers learn about how people make travel decisions and what types of amenities could be sited differently to reduce travel demand.

- **Parking.** Over half (55 percent) of respondents indicated that they typically were able to park at their worksite or on the street for free. Fifteen percent said they paid for parking, but their employer reimbursed them. These figures represent significant barriers to demand management strategies and parking management will be a significant focus for the GTEC program.

If funded, the GTEC program's 2010 measurement surveys will determine if progress has been made.

If funding is provided to continue the program, WSDOT plans to perform measurement surveys again in 2010 in each of the GTECs. The data will be compared to the benchmarks in 2008 to determine what progress each GTEC has made toward its established goals to reduce drive-alone trips and VMT.

Based on its evaluation of the program, WSDOT has developed recommendations for the GTEC program. Two of these recommendations are for legislative consideration, and the remaining programmatic recommendations are directed at WSDOT, local program implementers, and RTPOs.

Legislative Recommendations

The Legislature directed WSDOT to evaluate the GTEC program and recommend future funding levels. WSDOT recommends that the Legislature:

1. Continue state funding for the program through the 2009-2011 biennium. A funding level of \$2.5 million will allow the seven local GTECs to continue for two more years. A portion of this should be allocated to WSDOT to provide technical support and consistent performance measurement.
2. If funding is provided, require that WSDOT report to the 2011 Legislature on the effectiveness of the program, identify other areas of the state with potential GTECs, and provide recommendations for future funding levels if the program should be continued.

Programmatic Recommendations

1. **Strengthen the land use elements in GTEC plans by addressing concurrency requirements and parking management.** Supportive land use and development policies are essential for local economic viability and GTEC program success. The first phase of GTEC implementation has focused on transportation services and information, rather than longer-term land use changes. WSDOT should provide guidance that can inform local decisions on land use policies as they relate to transportation efficiency.
2. **Establish indicators to track economic growth in GTECs.** WSDOT does not currently work with economic data such as job growth, parking savings, and new development. WSDOT should work with GTEC implementers and RTPOs to research available indicators and establish common metrics. This will help to better understand the economic changes that occur in each GTEC.

3. **Focus on long-term local program sustainability.** WSDOT's vision for the program is to provide state funding matched by local investment to start up local programs, with a gradual transition away from state support to locally derived funding sources. WSDOT will work to establish funding sustainability policies if the program continues to be funded beyond 2009-2011. In the meantime, WSDOT will guide local implementers to consider local funding sources for their GTEC programs, such as using Transportation Impact Fees or establishing Transportation Management Associations (TMA).
4. **Establish a more defined role for RTPOs/MPOs in the GTEC program.** Some RTPOs are not as engaged in the GTEC program as envisioned in the enabling legislation. Local and regional stakeholders need to be sharing information and coordinating TDM plans, programs, and projects. Specific roles for RTPOs could include establishing regional parking management strategies and prioritizing GTECs in regional funding allocations as required by the CTR law. In addition, several jurisdictions have requested alterations to their GTEC boundaries in order to provide services to more employers. WSDOT needs to provide guidance to the RTPOs as to how and under what circumstances this is allowable.
5. **Use the GTEC network as a foundation for construction traffic management where appropriate.** WSDOT continues to develop approaches to manage traffic during construction of major corridors. CTR and GTEC programs offer a foundation for rapid distribution of incentives and information. WSDOT should work to connect projects with local programs when construction mitigation strategies are needed.
6. **Update and strengthen GTEC planning and programming guidance and requirements.** Lessons learned from the first round of GTEC planning and implementation should be applied to update WSDOT guidance and contracting requirements. WSDOT should provide staffing parameters to help ensure that a jurisdiction is prepared to effectively implement their GTEC programs.

Bellevue – Choose Your Way Bellevue

The city of Bellevue works with their contractual partner, the Bellevue Downtown Association, and implements program service delivery via TransManage (the downtown Bellevue TMA). The TMA is the retail “face” of the *Choose Your Way Bellevue* program for employers, employees, and residents. TransManage opened up a storefront in the Bellevue Transit Center, located in the heart of downtown. This presence helps raise awareness of its services while providing walk-up assistance for commute planning. Some of the program’s activities include:

- Outreach with small employer under the “Commute Advantage” brand, to focus on those currently with fewer than 100 employees. This effort markets commute benefit options at various levels of investment, including FlexPass, other transit/rideshare subsidies, pre-tax programs, and telework.
- Targeted marketing for residents to inform them of their options for non-drive alone commuting. They provide walking maps, transit and other travel option information, free transit tickets and promotional items.
- Recently unveiling a project to work with hospitality employers (retail, hotel, restaurant, etc.), in order to promote commuting options. Through the “Choices for your Commute” program, these employees are encouraged to use an alternate mode and complete manual trip logs. Each month fifteen \$25 gift card winners are drawn from those who complete the logs.
- Opened a large indoor bike locker within the TransManage storefront space, a service that previously had been unavailable anywhere in downtown Bellevue. This new facility is designed to encourage bicycling with transit commuting, by offering safe accessible storage with the additional advantage of free bicycle maintenance provided several times a week by staff from the Bicycle Alliance of Washington.



Bellevue		
Current State Funding Amount	\$300,000	
Local Match Amount	\$592,000	
GTEC Employment	~30,000 (plus 5,000 at CTR worksites)	
CTR Affected Worksites	21	
Congested Corridor(s)	I-90, I-405, and SR-520	
Drive Alone Trip Reductions*	2,346	
Reduction Goals	Drive Alone	VMT
	10%	13%
	Daily	Annual
VMT Reductions*	78,106 miles	19,526,417 miles
Total GHG Reductions*	36 tons	8,917 tons
Fuel Savings*	3,848 gals	961,892 gals
Fuel Cost Savings*	\$8,465	\$2,116,163

*Reductions if Bellevue achieves its goals. Assumes fuel cost of \$2.20 per gallon.

“Our vision is to evolve an environment supportive of non-drive-alone travel and grow the non-single occupant vehicle travel market, in order to reduce the single-occupant vehicle rate and vehicle miles traveled in Downtown Bellevue and thereby preserve mobility and livability in the face of future growth.”

“Enhancing mobility will play a significant role in meeting current and future trip demand in our evolving and fast-growing urban center.”

Leslie Lloyd, President, Bellevue Downtown Association

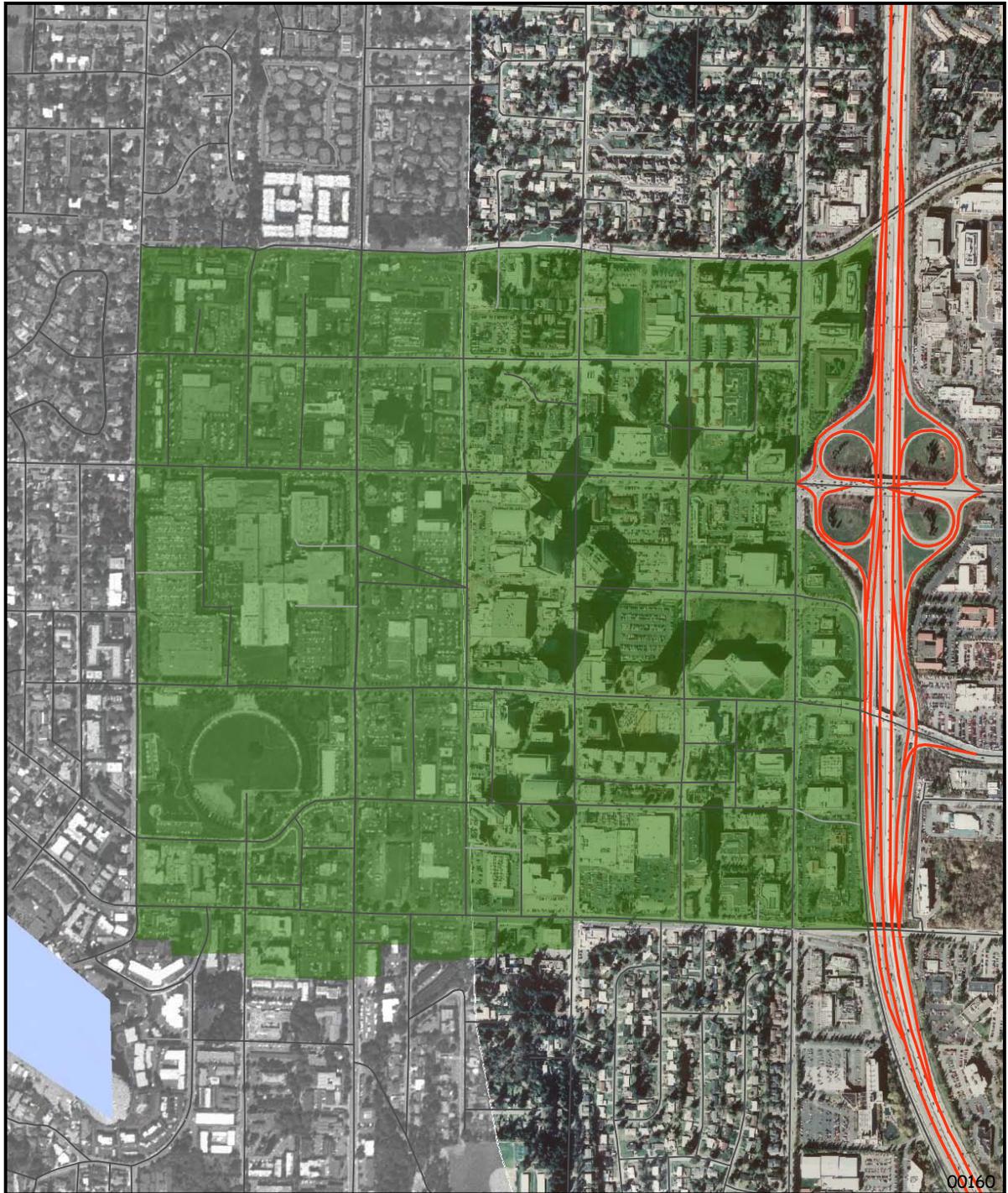
“I love the programs that you’re offering, especially the workshops. They provide me an opportunity to hear about the options we could pursue with alternative commuting.”

Vicki Briggs, Operations Coordinator, Morrison Hershfield

“I am grateful for the Commute Advantage program and the efforts of TransManage to assist KBA, Inc. with our commute program. The networking with other businesses in the area has allowed us to not only set up a vanpool, but increase ridership with our FlexPass program.”

Misty Fisher, Operation Coordinator, KBA, Inc.

Bellevue Growth and Transportation Efficiency Center (GTEC) 2007 - 2009



Olympia – Downtown Commuter Program

The city of Olympia's GTEC program works in close collaboration with Intercity Transit on the *Capitol Commutes* project and the *Downtown Commuter Program*. The *Capitol Commutes* project focuses on large CTR affected state agency worksites located within the boundaries of the GTEC, and the *Downtown Commuter Program* works with the small and mid-size employers in the city center. The *Downtown Commuter Program* has moved forward with the following activities:

- Outreach with small employers, where over 150 businesses have been visited as part of the program manager's personalized "door-to-door" outreach efforts. Participation has increased from 79 employees in August to over 220 as of January 2009.
- Participated in a pilot project along with WSDOT to create an online commute calendar to track day-to-day commute behaviors and assist in the assessment of eligibility for incentives/rewards program for alternative commute choices.
- Contracted with a community based social marketing firm to investigate the barriers to altering downtown employee commute behaviors. The contractor's work assisted the city in shaping services and incentive programs that support desired behavioral shifts.
- Provided 200 free bus passes a month that are available to downtown employees. The city also offers a subsidy of up to \$50 for three months to new vanpool participants as well as carpool parking permits at 9-hour meters in the downtown core.
- Prioritized capital improvements including bulb-outs on corners for increased pedestrian safety, planting trees along the corridor to slow traffic and provide shade and an amenable pedestrian atmosphere and pedestrian countdown signals at 30 intersections in the GTEC area.



Olympia		
Current State Funding Amount	\$300,000	
Local Match Amount	\$1,569,523	
GTEC Employment	~7,000 (plus 13,000 at CTR worksites)	
CTR Affected Worksites	36	
Congested Corridor(s)	I-5 and US-101	
Drive Alone Trip Reductions*	495	
Reduction Goals	Drive Alone	VMT
	10%	13%
	Daily	Annually
VMT Reductions*	14,673 miles	3,668,315 miles
Total GHG Reductions*	7 tons	1,675 tons
Fuel Savings*	723 gals	180,705 gals
Fuel Dollars Saved*	\$1,590	\$397,551

*Reductions if Olympia achieves its goals. Assumes fuel cost of \$2.20 per gallon.

“The Olympia Downtown/Capitol Campus GTEC will reduce employee trips to the Downtown/Capitol Campus area and help to maintain a viable transportation network as growth continues in the city and region.”

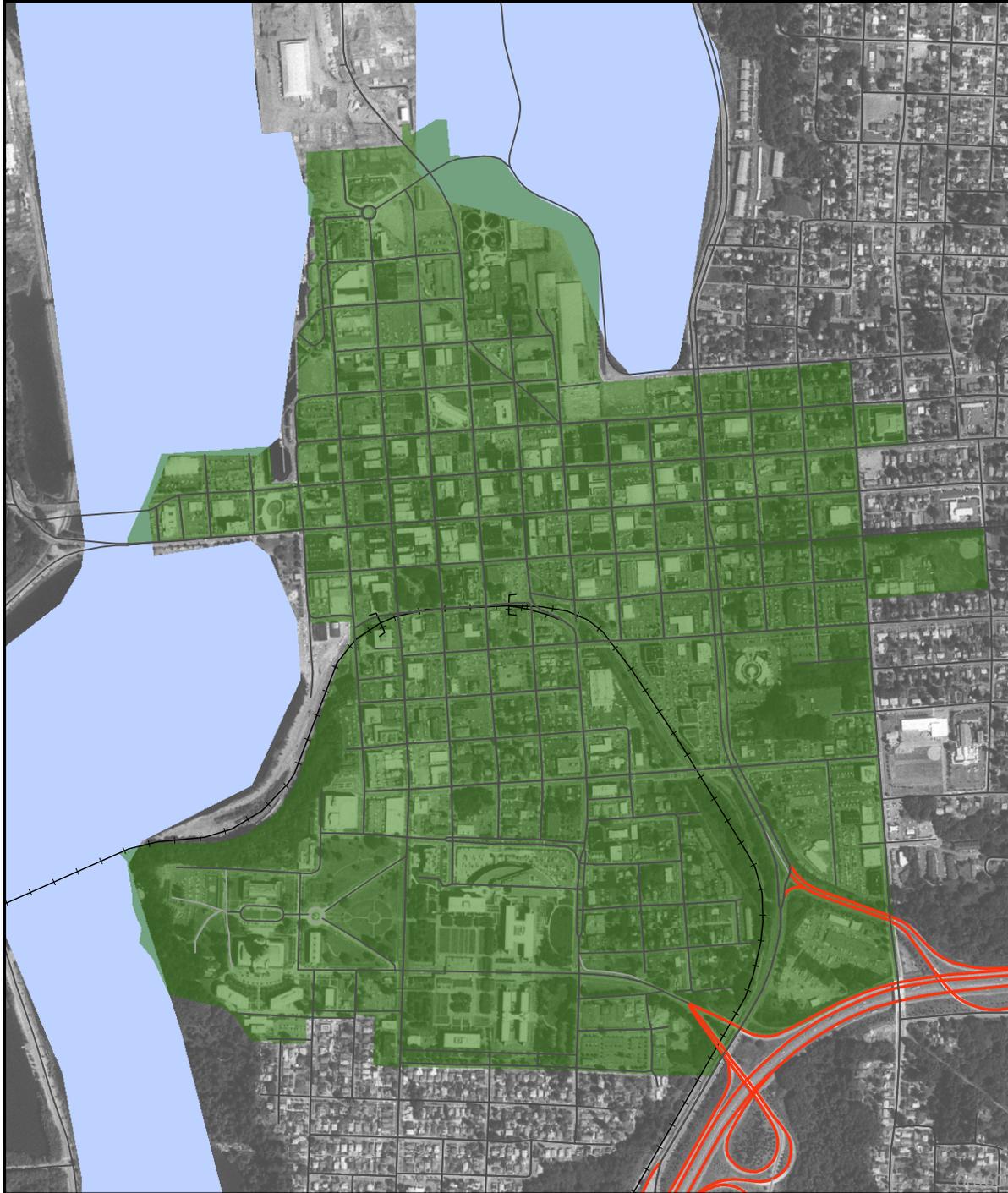
“The Olympia Comprehensive Plan has a clear vision for the downtown as a dense, well-designed and diverse area. The GTEC plan will play an important role in the next crucial steps.”

Mark Foutch, former Mayor, city of Olympia

“This project can help the downtown continue to work for everyone by using available parking as efficiently as possible. Each of these actions will encourage fully occupied storefronts that will provide an even more broad array of services within walking distance for those living, working and shopping or playing downtown.”

Connie Lorenz, Executive Director of the Olympia Downtown Association

Olympia Growth and Transportation Efficiency Center (GTEC) 2007 - 2009



Redmond – R-Trip

The city of Redmond's GTEC program is primarily focused on the Microsoft Overlake Campus, which is comprised of the company, its vendors and associated service contractors. Redmond has opted to set more aggressive mode-share goals for their CTR affected worksites, which makes their approach significantly different than the other six funded programs.

The Redmond GTEC program has:

- Established a robust comprehensive commute management system (www.gortrip.com), which has seen their participant population grow from none in May 2008 to nearly 12,000 in March 2009.
- Partnered with King County Metro, the cities of Issaquah and Sammamish, and Microsoft to add additional transit service to the GTEC area through Transit Now partnerships.
- Developed and distributed marketing materials to commuters, through transportation fairs, transit boards and personal distribution to help spread awareness of the enhanced commute incentives.
- Initiated targeted outreach to Microsoft employees and other commuters located on Microsoft campus, and partnered with the company to bring in additional staff to assist with the partnership's efforts.
- Hired a consultant to conduct a major Overlake Parking Study, which will assist the city to create a more efficient parking management strategy that better integrates the urban center's land use vision with its demand management activities. Currently, there is no paid parking within the GTEC, so a revised parking management strategy represents a significant step forward to achieve the city's mode share goals.



Redmond		
Current State Funding Amount	\$187,500	
Local Match Amount	\$573,000	
GTEC Employment	~23,000 at CTR worksites (plus ~13,300 at non-CTR worksites)	
CTR Affected Worksites	11	
Congested Corridor(s)	I-405 and SR-520	
Drive Alone Trip Reductions*	150 (see note below table)	
Reduction Goals	Drive Alone	VMT
<i>Note: These goals are higher than required under the CTR program.</i>	11%	14%
	Daily	Annual
VMT Reductions*	4,325 miles	1,081,000 miles
Total GHG Reductions*	2 tons	494 tons
Fuel Savings*	213 gallons	53,267 gallons
Fuel Cost Savings*	\$469	\$117,187

*Reductions if Redmond achieves its goals. Assumes fuel cost of \$2.20 per gallon.

Note: These figures represent CTR worksites only. The Redmond GTEC did not set goals or collect baseline data for non-CTR employers. Instead, the GTEC plan set higher goals for CTR worksites. If Redmond were to amend its GTEC plan to apply these goals to non-CTR worksites, expected trip reductions from non-CTR worksites would be between ~890 and ~1,230 vehicle trips, depending on the baseline drive alone mode share of non-CTR employees. Expected VMT reductions from non-CTR worksites would be between ~34,000 and ~35,800 daily (or 8,500,000 to 8,950,000 annually), depending on the baseline VMT per employee of non-CTR employees. GHG, fuel savings, and cost savings would also increase significantly if non-CTR employees were included. In addition, the enhanced programs implemented at Microsoft’s Redmond campus were also implemented at other Microsoft worksites in the state. This effect is not included in the estimate.

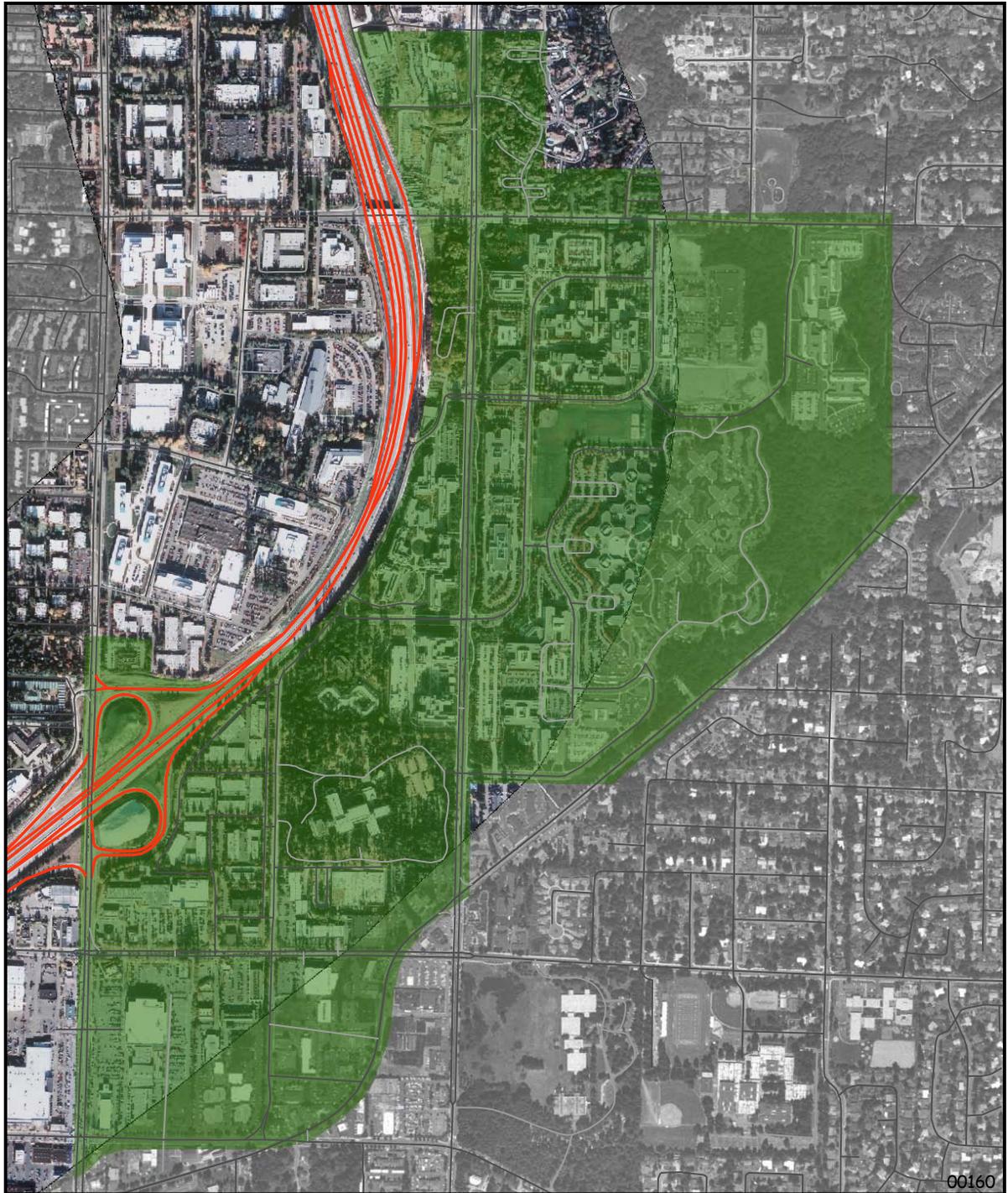
“Creating choice and connecting community are key to Overlake’s on-going transformation into a vibrant urban center. Redmond’s GTEC partnership with WSDOT and Overlake businesses has helped us enhance available travel options, identify strategic mobility opportunities, and initiate a community dialog on parking strategies that support the community vision. Together, we have been able to make significant progress toward realizing our vision for Overlake.”

John Marchione, Mayor, city of Redmond

Redmond GTEC Vision

To create a dynamic and vibrant community with increased housing opportunities near employment sites, as well as transit-oriented and mixed use development, supporting a pedestrian and non-motorized environment.

Redmond Growth and Transportation Efficiency Center (GTEC) 2007 - 2009



Seattle – Commute Seattle

The city of Seattle has a long-standing working relationship with both King County Metro and the Downtown Seattle Association (DSA). The city has contracted directly with DSA to provide the public face and service delivery for its GTEC program, which has been branded as *Commute Seattle*. The *Commute Seattle* staff has demonstrated the ability to distribute transit passes and to promote their vast array of commuter products and services to businesses within the downtown GTEC. Some of the program's activities include:

- Encouraging commuters to “*Live More, Drive Less*” which is *Commute Seattle's* campaign slogan.
- Distributing daily traffic bulletins and other transportation information to employers and property managers via its Web site at www.commuteseattle.com. This site is a “one-stop-shop” for downtown commuters, employers, and property managers to explore commute options for employees and tenants. Staff updates the site daily with links to real-time traffic flow maps, special event calendars, and commute options and transit tracking capabilities.
- Hosting a number of events for business leaders, employees and the general public in an effort to promote commute alternatives.
- Providing “Transportation Consultations,” which are one-on-one customized consultations with employers designed to tailor transportation solutions to meet individual company needs and business practices.



Seattle		
Current State Funding Amount	\$600,000	
Local Match Amount	\$600,000	
GTEC Employment	~114,000 (plus 41,000 at CTR worksites)	
CTR Affected Employers	133	
Congested Corridor(s)	I-5, I-90, SR-520, and US-99	
Drive Alone Trip Reductions*	4,546	
Reduction Goals	Drive Alone	VMT
	10%	13%
	Daily	Annual
VMT Reduction Goal*	158,029 miles	39,507,298 miles
Total GHG Reduction*	72 tons	18,041 tons
Fuel Savings Goal*	7,785 gals	1,946,172 gals
Fuel Cost Savings Goal*	\$17,126	\$4,281,579

*Reductions if Seattle achieves its goals. Assumes fuel cost of \$2.20 per gallon.

“After attending the Commute Seattle seminar held here in our building, our organization signed up for the FlexPass and revamped our commuter benefit program to emphasize public transit over subsidizing parking. We are also saving lots of money!”

Brian Andersen, Office Manager, Northwest Resource Associates

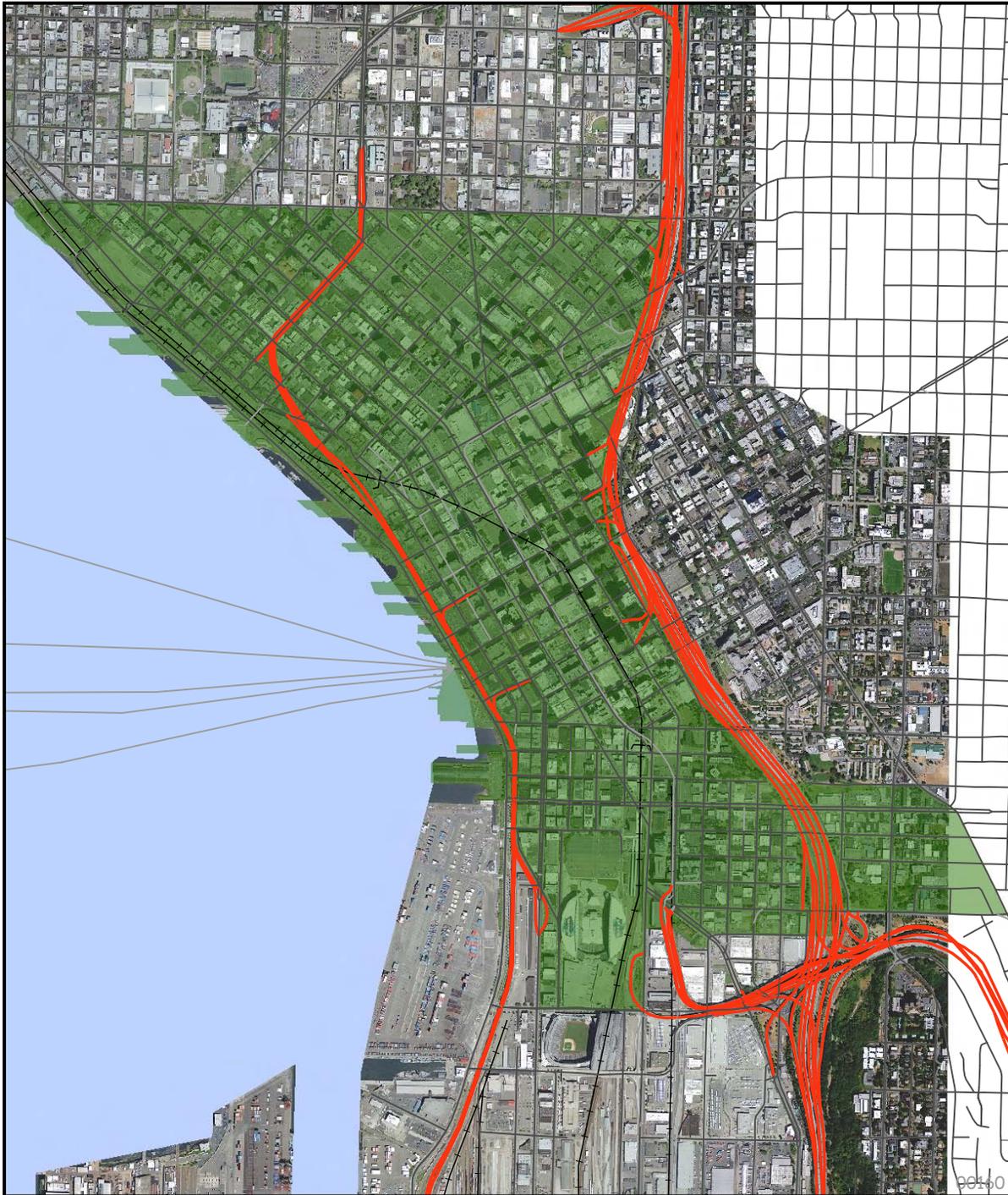
“The help and support we received from Commute Seattle on the FlexPass project was essential and the information and support they continue to provide to our company is having a very positive impact on our goal of becoming a model of office sustainability. They are one of the best resources available.”

Sally Lively, Office Coordinator, GeoEngineers, Inc.

Seattle GTEC Vision

To support Seattle's major investments in transportation services and infrastructure and to be a resource for all commuters who wish to join the city's mission to focus on moving people and goods, not vehicles.

Seattle DUC Growth and Transportation Efficiency Center (GTEC) 2007 - 2009



Spokane – Travel Green

The city of Spokane's GTEC program is administered by Spokane County staff, through a contractual agreement. The county is also tasked with providing the city's CTR services. The Spokane GTEC program is focused primarily on employees in the downtown area, however the program is also using innovative approaches to reach out to multi-family residential units and to the branch campuses of WSU and EWU located in the University District. These two schools are populated exclusively with commuting students who reside off campus, which makes them a large potential target audience for the city's demand management services. Some of the programs activities include:

- Offering incentives for all commuters located in the GTEC, using the existing CTR *Travel Green* campaign (previously called *Smart Moves*) as the branded look and feel for their GTEC program. This is also part of their promotional Trip Reduction Performance Program project focusing on increased use of commute alternatives via tracking on the www.MyCommute.org commute calendar.
- Inserting GTEC service information into city of Spokane utility bills, which are sent out to a much wider audience in the surrounding community.
- Partnering with the Spokane Bike Club, to promote Spokane County's Bike to Work Week, which attracted 700 participants.
- Incorporating GTEC goals and policies into the Downtown Spokane Plan update, along with the city's development regulations.
- Conducting a walkability audit, including both afternoon and dusk reviews of the pedestrian amenities and experience around the Riverpoint Campus in the University District.



Spokane		
Current State Funding Amount	\$150,000	
Local Match Amount	\$360,000	
GTEC Employment	~21,000 (plus 4,000 at CTR worksites)	
CTR Affected Worksites	12	
Congested Corridor(s)	I-90	
Drive Alone Trip Reductions*	1,495	
Reduction Goals	Drive Alone	VMT
	10%	13%
	Daily	Annually
VMT Reductions*	37,700 miles	9,424,891 miles
Total GHG Reductions*	17 tons	4,304 tons
Fuel Savings*	1,857 gals	464,280 gals
Fuel Cost Savings*	\$4,086	\$1,021,417

*Reductions if Spokane achieves its goals. Assumes fuel cost of \$2.20 per gallon.

“We know that a healthy workplace means healthier, more productive employees. Our employees are embracing the goal of making downtown a “transportation efficiency center” because most live within 5 miles of the area. Improved transportation options, and increased awareness of existing options in the downtown core will encourage downtown commuters to shop and conduct business within the area instead of driving elsewhere.”

Russ Nobbs, Owner, Rings & Things

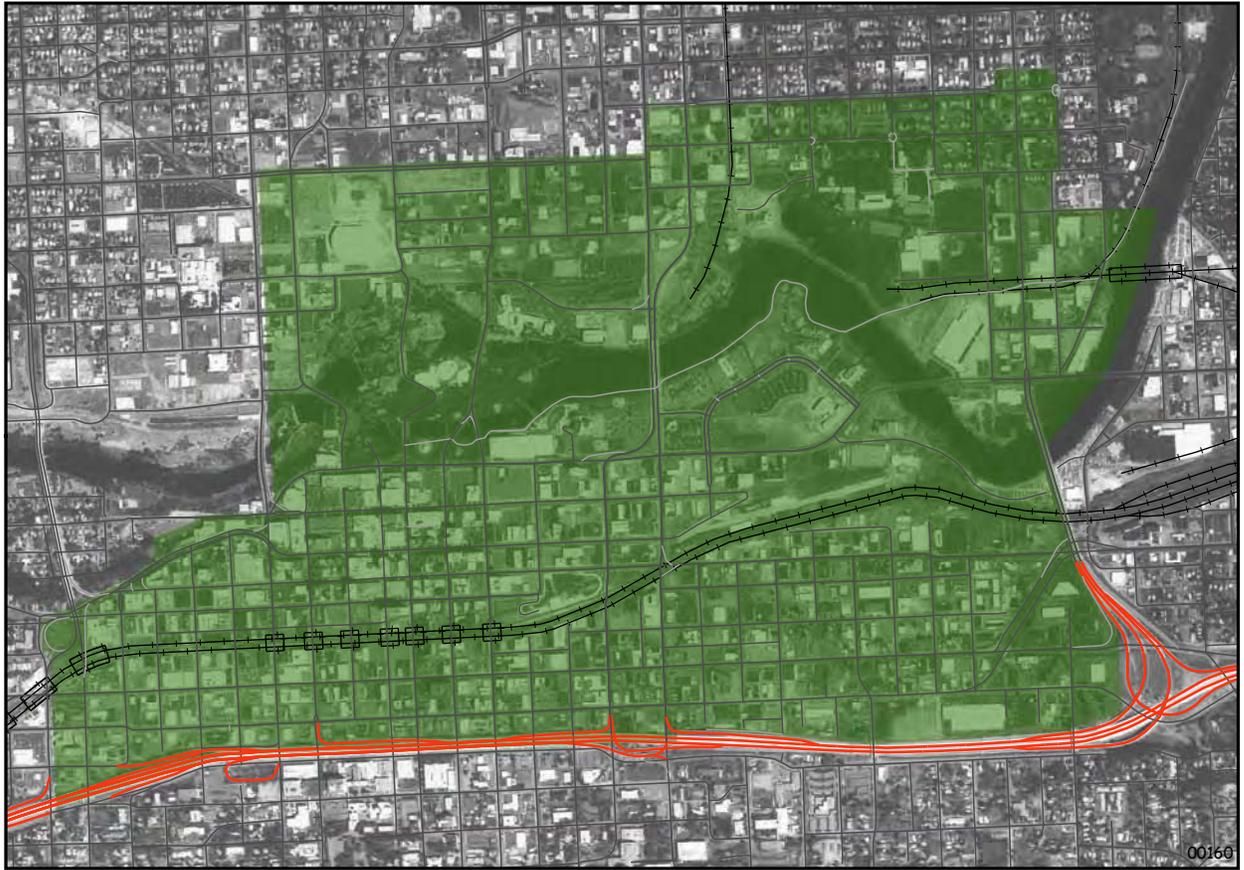
“I see this as a program that has benefits beyond simply improving transportation efficiency. When business owners and employees use alternative forms of transportation to and from work, more parking becomes available for customers. More available parking increases the customer base that has access to Downtown.”

Tom Power, Owner, Fernwell Building in downtown Spokane

Spokane GTEC Vision

Downtown Spokane should be a thriving neighborhood with a diversity of activities and a mix of uses; it should be alive night and day. The mix of uses must include residential (high, medium, and low-income), office, entertainment, and retail. Plans for the downtown must ensure a viable, economically strong downtown area.

Spokane Growth and Transportation Efficiency Center (GTEC) 2007 - 2009



Tacoma – Downtown: On the Go!

The city of Tacoma has a close collaborative partnership with the Tacoma-Pierce County Chamber of Commerce. The Chamber is working with its membership on a similar demand management approach via a Trip Reduction Performance Program (TRPP) project. This highly effective partnership has encouraged them to host a series of CEO Transportation Forums, as an effort to assist executive level management to better understand the business case for transportation demand management in downtown Tacoma. The city's GTEC program manager is now a participant on the Chamber's Parking and Transit Committee. This provides for even greater opportunities to provide and receive input on issues that benefit mobility and the overall GTEC goals within the business community. Some of their program activities include:

- Collaborating with Pierce Transit and their marketing team to develop outreach concepts, which in turn led to the creation of the *Downtown: On the Go!* branded campaign. This campaign theme is closely tied to the Chamber's TRPP project, as well as the University of Washington Tacoma campus (UWT) transportation program activities.
- Expanding the online commute calendar (www.piercetrips.com) to include students at UWT, as well as residential units in the St. Helen's neighborhood. The city hired a consultant to assist them with the creation of a special residential outreach effort.
- Pierce Transit's resident illustrator created downtown walking maps which were mailed to area residents. There are also plans for a bus wrap and downtown billboards with the *Downtown: On the Go!* logo.



- Hiring a consultant to develop strategies for implement the city's first parking pay stations, which should be installed in early 2009.
- Conducting two walking audits in the downtown and St. Helens neighborhood, which provided the participants with insight that will lead to better and more prioritized pedestrian designs and policies.

Tacoma		
Current State Funding Amount	\$300,000	
Local Match Amount	\$330,000	
GTEC Employment	~33,000 (plus ~6,000 at CTR worksites)	
CTR Affected Worksites	14	
Congested Corridor(s)	I-5, SR-16, and SR-512	
Drive Alone Trip Reductions*	2,764	
Reduction Goals	Drive Alone	VMT
	10%	13%
	Daily	Annual
VMT Reductions*	87,018 miles	21,754,523 miles
Total GHG Reductions*	40 tons	9,934 tons
Fuel Savings*	4,287 gals	1,071,651 gals
Fuel Cost Savings*	\$9,431	\$2,357,633

*Reductions if Tacoma achieves its goals. Assumes fuel cost of \$2.20 per gallon.

“Commute Trip Reduction efforts are vital for businesses looking to make the most of their human and financial resources. Employers take strongly into consideration the cost of community infrastructure, the importance of conservation, and a commitment to livable growth centers as they make their operational decisions. Smart commuting has become a business imperative.”

David Graybill, President and CEO, Tacoma-Pierce County Chamber

“CH2M HILL’s trip reduction programs benefit our employees by providing options to lower their commuting costs and reduce their carbon footprint (which most employees are proud to say they do!). Our efforts benefit Tacoma by taking more cars off the street in the downtown area, allowing more parking for visitors and shoppers. It also reduces congestion on the freeways and air pollution in the area.”

Kathy Hanna, Vice President, CH2M HILL

Tacoma Growth and Transportation Efficiency Center (GTEC) 2007 - 2009



Vancouver – Destination Downtown

The city of Vancouver GTEC program is administered by city staff and a contracted consultant who is assisting the city to further develop the program, with a special emphasis on establishing a TMA. The city established a Vancouver GTEC Blue Ribbon Committee, and all members have pledged to participate in a series of meetings through June 2009 to move forward with the creation of a downtown TMA. Some of the program's activities include:

- Market demand management services under the *Destination Downtown* brand, with a draft Web site scheduled to launch in February. The Web site will provide employees in the GTEC with information on choosing alternatives to driving alone, including up to date transit stop information and a commute tracker.
- Develop a Vancouver Bicycle Guide, providing bicyclists with information about how to choose a bicycle, tips on how to commute by bike, how to pick the best bicycle routes, how to carry cargo and kids, and a substantial resource section. Additionally, developed an I-5 bridge bicycle map, showing how to ride from downtown Vancouver, across the I-5 bridge, through Jantzen Beach and into Delta Park in Portland.
- Incorporate the Downtown Parking Advisory Committee as an official part of the GTEC program. This allows for enhanced prioritization and expanded outreach to businesses in the downtown, and a higher possibility for successfully implementing new parking policies in downtown Vancouver.
- Complete a Greenhouse Gas Inventory for government operations, providing a measure of its day-to-day carbon footprint and identifying areas for greater efficiencies. This is part of a larger city-wide effort to address global warming and move toward a more sustainable community.



Vancouver		
Current State Funding Amount	\$180,000	
Local Match Amount	\$986,500	
GTEC Employment	~8,000 (plus 3,000 at CTR worksites)	
CTR Affected Worksites	9	
Congested Corridor(s)	I-5 and SR-14	
Drive Alone Trip Reductions*	1,204	
Reduction Goals	Drive Alone	VMT
	14%	16%
	Daily	Annual
VMT Reductions*	31,890 miles	7,972,417 miles
Total GHG Reductions*	15 tons	3,641 tons
Fuel Savings*	1,571 gals	392,730 gals
Fuel Cost Savings*	\$3,456	\$864,006

*Reductions if Vancouver achieves its goals. These reductions represent both non-CTR commuters as well as higher goals set by the GTEC for existing CTR worksites. Assumes fuel cost of \$2.20 per gallon.

“Traffic congestion is one of the greatest impediments to job creation in downtown Vancouver. It is imperative that we find ways to efficiently move people in our region. As a property owner in Oregon and Washington, finding ways to interconnect the two states is critical for a healthy region. I currently try to show office space in Vancouver at off-peak traffic hours simply due to the congestion on I-5.”

Josh Schlesinger, EVP Asset Manager, Schlesinger Companies

Vancouver Vision

The vision for downtown Vancouver is one where people from all walks of life come to gather, live, work, shop, and enjoy. The city hopes to maintain Vancouver’s small-town feel while continuing development by adding future employment and housing.

Vancouver Growth and Transportation Efficiency Center (GTEC) 2007 - 2009

