



## **WEX, Inc. Transportation Demand Management (TDM) Plan September 29, 2017**

### **A. Summary**

0 Hancock Street LLC, having entered into a long-term agreement with WEX Inc., provides this Transportation Demand Management (TDM) Plan for WEX's global headquarters - to be housed in the proposed 102,000 square foot, 4-story mixed-use building at the corner of Hancock and Thames Street on Portland's Eastern Waterfront.

A portion of the building's first floor and all upper floors - 92,027 square feet - are designated as WEX office space and will house 450 employees. The remaining 10,000 square feet of the first floor will be used for three retail spaces: a restaurant, loan service office and gift shop.

The WEX TDM Plan aims to help accommodate this new growth and benefit the local transportation system through support of transportation alternatives and reductions in the rate of single-occupancy vehicle travel to and from the site. The plan sets a 5% evening peak-hour vehicle trip-reduction target off of the baseline trips included in the project's Traffic Movement Permit - as well as a 5% reduction in parking demand, both over the first year. These targets will both be reassessed at the end of the first year after the site opens.

### **B. Company Overview & Commitment to TDM**

WEX is a publicly traded company that facilitates corporate payments across borders and industries - including for fleets, travel and healthcare. The company was founded in Maine in 1983 and has grown in recent years to encompass 2,000 employees and services in the Americas, Europe, Australia, and Asia.

WEX is committed to Greater Portland and to serving as a good corporate citizen. The corporation also

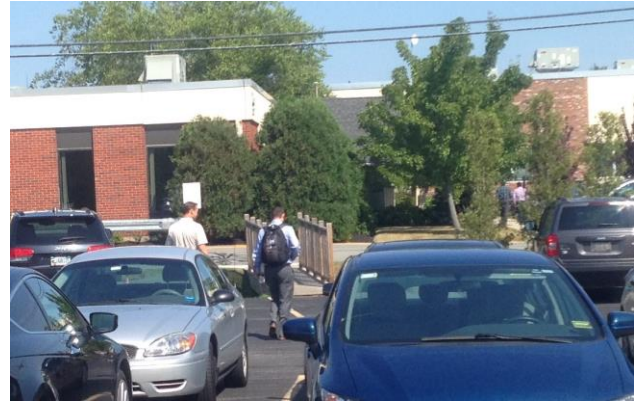
#### **WEX Site**

- 4-story mixed-use building on Eastern Waterfront
- Company site use: 450 employees, 92,027 ft<sup>2</sup>
- Trip reduction target: 5% over first year; 9 morning peak trips and 8 evening peak trips
- Parking reduction target: 5% over first year; 14 spaces
- Reassess trip and parking reduction targets at end of year 1



*WEX provides fleet gas cards for UhaulCarShare in Portland and other areas around the country.*

takes pride in being a good employer and offering valuable benefits to its employees. In addition, WEX has a history of reducing vehicle trips and supporting employee wellness by creating its own informal bikeshare on the South Portland campus, to encourage bicycling the half a mile between the Gorham Road and Darling Avenue buildings. And as part of the company's community work, WEX donated \$25,000 this year to the Eastern Trail Alliance's effort to complete a 1.6-mile segment in Scarborough.



*WEX has also created walking connectivity between South Portland campus parcels.*

The corporation views this TDM plan as a long-term initiative, understanding that moving from a suburban industrial park context to the downtown will not by itself bring a change in commuting habits overnight. However, WEX sees the benefits that TDM implementation will bring its employees in the form of increased transportation choice and the positive utility of multi-modal travel itself. For example, taking the bus enables workers to relax or catch up on email via mobile devices. Walking or carpooling also improve well-being by getting outside or problem-solving complex work situations with colleagues. In addition, reducing the number of company-sponsored parking spaces over time will result in many thousands of dollars of annual savings for WEX's bottom line.



Eight hundred employees work at the current corporate campus in South Portland. WEX will transfer approximately 350 of these positions to the new downtown Portland headquarters – although it has not been determined which staff specifically will make this move. The company will utilize the site as a recruitment tool for new talent for the remaining 100 positions.

It's likely that many of these new employees will be members of the Millennial generation, individuals with an increased use and familiarity with communications, social media and digital technologies. Millennials have been shown to prefer urban environments and it's likely that WEX salaries will enable them to afford living closer to work. They also tend to be more comfortable using modes other than the single-occupancy automobile for transportation. These multi-modal habits were

---

*...there is much evidence suggesting the Millennial generation is not as bound to the automobile as previous generations. Millennials are less likely to get their driver's licenses, take fewer car trips, and are more likely to get around by alternate means: by foot, by bike, or by transit.*

*- 2017 Portland Comprehensive Plan*

---

heavily influenced by the Great Recession and driving by Millennials has increased slowly as the economy has improved. However, from a behavior change perspective, this familiarity with different ways of getting around will greatly facilitate these employees' participation in the proposed WEX TDM program that follows.

## C. Site Transportation Overview & Context

Historically, the Eastern Waterfront has been a vital part of the economic life of the City of Portland, connecting local and distant markets by sea and rail. WEX brings a new generation of commercial vibrancy to a parcel that was once part of a thriving railyard and that has lain relatively dormant for a number of years as an unsurfaced parking lot.

This unique segment of the waterfront, nestled between the Old Port commercial district and East End residential neighborhoods, is located in the B-6 zone and has always been home to a diverse mix of uses. The area is seeing an overall rebirth with in-fill development of residential housing, increased public access to the water, passenger boat service, businesses, hotels and restaurants. The WEX project supports the mixed-use, urban form, and multi-modal objectives of Portland's *Master Plan for the Redevelopment of the Eastern Waterfront* (2002, amended 2006) and the 2017 Comprehensive Plan, *Portland's Plan 2030*.



*The Master Plan envisions new development in the area to be an amenity and an asset to neighborhood residents, the greater City, and the visiting public.*

- *Master Plan for the Redevelopment of the Eastern Waterfront*



### LOCAL GOALS

#### WE WILL:

Promote multi-modal accessibility, enabling residents and visitors of all ages and abilities to participate fully in the social and economic life of the community.

Support livability by improving the quality of life in neighborhoods and improving the public health of residents.

Support sustainability by reducing energy consumption, greenhouse gas emissions, and stormwater impacts.

Support economic vitality by ensuring the efficient movement of goods, services, and people.

*2017 Portland Comprehensive Plan*



The site is pedestrian and bicycle-friendly, located within the strong sidewalk network and lower-speed street grid of the Eastern Waterfront and Portland peninsula. It's also near the terminus of the Eastern Promenade multi-use path, a pivotal link in Portland's alternate transportation system. Existing and newly recruited WEX employees who live on the



Portland peninsula will be within comfortable walking distance of the company's headquarters. Those employees within a five-mile commute distance can also easily bike to work, especially as bicycle networks in Portland, South Portland and Falmouth continue to improve. From a public transportation perspective the project is within walking distance of several METRO routes that stop at Congress and India Streets: the Route 1 that traverses the peninsula and connects with the Portland Transportation Center, the Route 7 to and from Falmouth, the crosstown Routes 9A and 9B to off-peninsula neighborhoods and the Breez with service to Yarmouth, Freeport and Brunswick. The site is also within walking distance of all South Portland Bus routes at Fore and Union Streets.

Portland and local transit providers have long eyed improved transit connections to the Eastern Waterfront from other transportation nodes across the city, including the Portland Transportation Center and the heart of downtown – where a number of METRO routes, the Lakes Region Explorer and Shuttlebus-ZOOM services terminate. These routes are also within walking distance of the new site. However, closer access to transit would likely enable increased ridership by WEX employees.

Two recent examples offering transit improvement recommendations for the waterfront are the 2015 *Portland "Hub Link" Feasibility Study* and the draft 2017 *City of Portland Parking Study for the Eastern Waterfront & Downtown*. City management has also expressed interest in serving as a test site for an automated Olli bus between the Portland Transportation Center, downtown and the waterfront. With the advent of the 58 Fore Street complex, additional discussions have arisen about possible public-private collaboration to bring transit into the Eastern Waterfront, beyond the METRO peninsula Route 8 on India

---

*We recommend continued pursuance of the following goals:*

- *Increase the peak period frequency of key Peninsula routes to 10-20 min headways*
- *Provide a direct link between the Portland Transportation Center and Downtown/ Waterfront. As development on the Eastern Waterfront progresses, service should extend there as well.*
- *Use signal prioritization and other techniques (exclusive lanes perhaps) to help move buses through congested areas.*

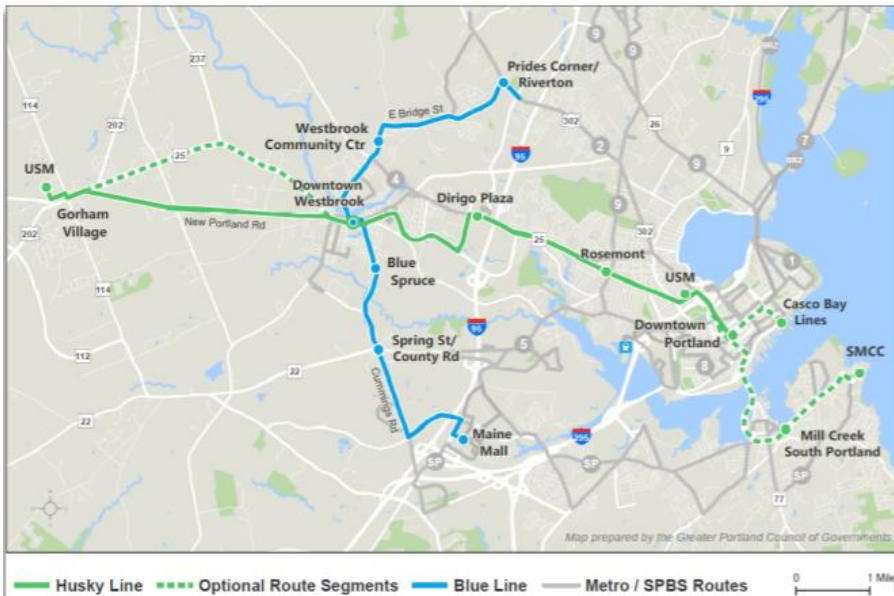
*...Additionally, we recommend the consideration of a downtown circulator route specifically meant to transport riders between the Waterfront and Cumberland Ave in a loop.*

*- Draft 2017 City of Portland Parking Study for the Eastern Waterfront & Downtown*

---

Street and the Route 1 up to Munjoy Hill. WEX plans to join these discussions with METRO as well, to benefit improved public transportation options for its employees and the general public.

Census commute data for employees originating in nearby communities with access to transit is behind the curve, not yet showing the results of the recent addition of the Lakes Region Explorer service from Bridgton, Naples, Raymond and Windham and the METRO Breez with service now from Brunswick, Freeport and Yarmouth. And commuters from Gorham and Westbrook are eyeing the 2018 launch of the METRO Husky Line and improved frequency of service on Brighton Avenue as a good option.



In addition, affordable housing issues are prompting the move of many workers into outlying areas. From discussions with Shuttlebus-ZOOM, it appears that office workers from Portland who have moved to Saco and Biddeford are informing developers of their interest in using transit to get to work and their frustration with a lack of a timely downtown Saco-Biddeford connector to the ZOOM stop at the Maine Turnpike exit – in order to access express service into Portland. The transit provider is now looking at commuter shuttle connections to the ZOOM.

Meanwhile, amenities near the WEX site provide an attractive dual-purpose trip for employees who do end up driving to work. Examples include: walking to run errands at nearby businesses, having lunch meetings with colleagues at local restaurants, meeting up with family and friends for after-hours events downtown, and exercising on the Eastern Prom Trail. These are ways WEX employees' travel behavior is likely to change with their move from a suburban campus to this new urban setting. These "internally captured" trips represent no net new trip generation or parking demand beyond the original trip to work.



## D. TDM Coordinator

Highly successful TDM programs share three vital characteristics: (1) they are dynamic: piloting strategies, assessing impacts, and modifying tactics as needed; (2) they are rigorously monitored and supported by local governing bodies, in this case, the City of Portland; and (3) they are managed by committed and enthusiastic staff who are responsible for overseeing, promoting and sustaining the program.

WEX has designated Safet Cobaj, Vice President of Real Estate, as its TDM Coordinator, charged with coordinating the TDM plan implementation, monitoring and any needed changes. The company will provide the TDM Coordinator with a stipend to support this work to lead WEX's ongoing TDM efforts. Acknowledging that roles and responsibilities change over time in any position, the organization has enumerated the TDM Coordinator's responsibilities in detail for any other staff to uphold the responsibility of the position. The Coordinator's contact information is: Safet Cobaj, 123 Darling Avenue, South Portland, ME 04106, (207) 523-6186, Safet.Cobaj@wexinco.com

Day-to-day operations and monitoring of the TDM plan will be conducted in-house by the appointed WEX TDM

**The WEX TDM coordinator is responsible for the following:**

- Strategic parking management to reduce company payments for accessory parking (see Section F)
- Encouraging greater use of preferred modes through social media, website, on-site kiosk and company-wide promotion (Section G)
- Coordinating company policies, subsidies and incentives (Section F)
- Overseeing comprehensive surveying of staff (Section H)
- Monitoring of employee parking usage and the effectiveness of TDM strategies (Section H)
- Filing annual reports and updating the plan with the City (Section H)
- Exploration of additional TDM strategies, if needed

Coordinator; however, WEX will retain the services of a TDM consultant to review initiatives, problem-solve, and develop new strategies if and when necessary.

## E. Trip Generation and Parking Demand Projections and Targets

WEX is committed to reducing drive-alone employee automobile trips, improving multi-modal safety, and easing traffic congestion and area parking demand.

### **Projected Trip & Parking Generation**

On behalf of WEX, Traffic Solutions and Cushman Transportation Consulting, LLC have developed ITE and census-based trip generation and parking demand projections to establish the impact of the new WEX headquarters. These numbers are preliminary and subsequent employee origination data will likely enhance these calculations.

Accordingly, the company is expected to generate a total of 180 vehicle trips during the morning peak hour and 160 trips during the evening peak hour. The parking demand projection is for 284 spaces for WEX employees and another 29 spaces shared between the three retail establishments on the first floor of the building.

### **Trip Reduction Target**

WEX will use the first full year of operations to confirm a more consistent number of drive-alone trips to the site and use of other transportation modes, recognizing that time is required for the cultural shift from a suburban campus to an urban core setting. Combining these updated numbers with the multi-modal accessibility of the new site and also robust company parking management and financial incentives for preferred modes of travel, an achievable trip reduction target for employees is 5% for the first year after WEX opens its new headquarters – so 9 morning peak trips and 8 evening peak trips. This trip reduction target will be re-visited after the first year of implementation.

### **Parking Reduction Target**

Similar to the trip reduction target, the primary goal of the initial year will be to ascertain the actual parking demand number for the new site. Based on the above parking demand projections - and understanding that assertive parking management is key to transportation behavior change and helps fund increased employee transportation choice - an achievable

### Projections & Targets

- Site trip generation: 180 AM peak, 160 PM peak
- WEX parking demand: 284 spaces
- Trip reduction target: 5% over first year
- Parking reduction target: 5% over first year
- Reassess trip and parking reduction targets at end of year 1



parking demand reduction is 5% over the first year of the site occupancy; this is 14 spaces. The parking demand target will also be re-visited after the first year of implementation.

WEX plans to work with a local TDM consultant to continue creating and achieving goals for shifting modes and to closely monitor existing trends to attain a reasonable mode-shift goal over time.

## F. Trip/Parking Reduction Strategies & Incentives

**WEX proposes a number of best-practice and sensible parking and trip reduction strategies for its plan. These include:**

- Strategic parking management
- Subsidizing and facilitating transit use, van and carpooling, bicycling and walking
- Subsidizing carshare and bikeshare
- Supporting alternate work arrangements
- Infrastructure support, such as: secure bicycle parking, showers and lockers
- Marketing preferred modes of travel through company communications and incentive campaigns
- Funding the company's alternate, preferred transportation modes programming and services through reduction in parking costs
- Exploring partnerships with the City of Portland and METRO for transit and infrastructure improvements - for expanded transit service and walking and bicycling routes to the Eastern Waterfront
- Supporting and participating in potential Transportation Management Association

### ***Parking Management***

WEX understands that strategic parking management produces the strongest results for reducing single-occupancy vehicle employee trips. The city Land Use Code continues to have minimum off-street parking requirements and requires 230 spaces for the 92,027 square feet of WEX office space. Initially, WEX has forecasted leasing up to 320 parking spaces for

### **Parking**

- Unbundled parking
- New hires pay for parking on daily basis (only when used)
- Relocated employees offered stipend for use for parking or multi-modal pass/voucher
- Provide occasional parking for primarily multi-modal staff
- Preferential parking for carpools
- Reassess parking needs every 6 months



its employees at the Ocean Gateway Garage. It plans to reduce the need for that number before it occupies the site.

The company proposes the following parking management strategies to help ensure that there are enough parking spaces to support functioning of the headquarters, while not providing more parking than necessary:

- Maintain this unbundled parking (leased separately) from its office space for the length of WEX's lease at O Hancock Street.
- Provide stipend for relocated employees at least initially, as part of the relocation package; stipend can be used for parking, monthly transit pass, carpool/vanpool voucher, bikeshare membership, etc.
- Charge newly hired employees for parking on a daily basis; employees only pay for parking when they use spaces. Per this national best-practice, WEX will charge \$15 per day for the first 10 days of the \$150 monthly rate for parking at the Gateway Garage.
- Provide preferential parking spaces for carpools and vanpools at the Gateway Garage, conveniently located near the WEX site. This program is available through GO MAINE, the statewide commuter assistance program. GO MAINE administers the program and provides registered participants with the Preferential Parking Agreements and Passes.
- Provide occasional parking for primarily multi-modal staff; e.g., for a carpooler or bicycle commuter who occasionally needs to drive to work
- Reassess the number of spaces needed for company employees twice annually



### **Public Transit**

WEX will provide a free monthly transit pass or multi-ride ticket to each employee for any area transit provider (METRO, South Portland, Lakes Region Explorer, Shuttlebus-ZOOM, Amtrak and Casco Bay Ferry). This benefit will be offered to employees upon hire and at least once annually. WEX will also explore whether new fare media that METRO has planned for 2018 could enable the company to be billed for individual trips taken by employees who are part-time transit users.

### **Transit**

- Free monthly transit pass or multi-ride ticket
- Exploration of METRO expansion to Eastern Waterfront
- Possible interim Lyft/Uber connection to peninsula transit

WEX will also work with the Greater Portland Transit District (METRO) on expansion of transit to the Eastern Waterfront. The company knows about local interest in expanding bus service to its location and other area developments, such as 58 Fore Street. WEX is also cognizant of the mitigation of traffic impacts through site support of transit improvements, such as the annual transit subsidy the non-profit St. Lawrence Arts Center will provide for increased Route 1 service to the East End. Any potential partnership with METRO would not only serve WEX staff, but also all city residents and visitors.

In addition, peninsula transit improvements are a potential use of the City of Portland's Downtown Transit-Oriented Development Tax Increment Financing (TIF) revenue, approved in 2015 and activated in 2016. A possible WEX and 58 Fore Street partnership with METRO could be joined with TIF revenue to support even broader and more consequential transit improvements. By growing ridership and diversifying the transit system's revenue base, a partnership can also improve METRO's competitiveness for obtaining new federal grant funds for further expansion.

In the meantime, WEX may explore a customized Transportation Network Company (TNC - e.g., Lyft & Uber) solution for employees to access transit routes elsewhere on the peninsula.

### **Rideshare**

Some WEX staff do carpool currently and WEX has a number of employees who are registered users of GO MAINE, the statewide commuter assistance program.

On par with its transit incentive, WEX will offer up to \$90 per month for carpool and vanpool vouchers for employees who use these modes of travel. The company will also offer one-time gift card incentives for employees who start new carpools or vanpools and who recruit additional employees to share rides. WEX will facilitate carpool matching through GO MAINE and sign up all staff who walk, bicycle, use carpools or vanpools and/or public transit for GO MAINE services, which include:

- the Emergency Ride Home benefit
- GO MAINE trip rewards
- Preferential Parking program

### **Rideshare**

- Offer financial incentives for formation of carpools and vRide/Enterprise vanpools
- Offer monthly voucher for carpool/vanpool on par with transit pass
- Register multi-modal staff with GO MAINE
- Do cluster analysis with vRide/Enterprise



WEX will also engage vRide (now owned by Enterprise) to do a zip code cluster analysis of relocated and new employees at the site. This will facilitate the formation of carpools and vanpools of 7 or more people, when a number of staff originate from a particular municipality.

### ***Alternate Work Arrangements***

WEX will enact a policy offering those employees with flexible office hours the option to telecommute a portion of the work week, condense their work hours into larger shifts (such as four 10-hour days), and/or arrive and leave on a flexible schedule. Staff will be encouraged to arrive at the site outside of the morning peak hour (by 7am or after 9:30am) and leave outside the evening peak period (before 4pm or after 6pm).

### ***Walking, Bicycling and Bikeshare***

WEX will provide secured bicycle parking (bike lockers) for employees at the Ocean Gateway Garage and have showers and lockers available on-site for walk and bike commuters. This is in addition to sidewalk and crosswalk improvements and city-required bicycle parking the site developer will provide. WEX is committed to meeting a higher demand for bike parking if needed and intends to continue to work with City of Portland to further enhance safe and convenient pedestrian and bicycle access to the Eastern Waterfront.

To encourage bicycle commuting and improve traffic safety, WEX will also reimburse employees for completing Cycling Savvy and/or League of American Bicyclists' Traffic Skills 101 courses; both are offered locally. In addition, the company will purchase Bicycle Benefits memberships for bicycle commuting staff (one-time \$5 helmet sticker - [www.bicyclebenefits.org](http://www.bicyclebenefits.org)). This national program is active in Portland and local businesses offer rewards for patrons who arrive at their establishments by bicycle.

### **Alternate Work Arrangements**

- Written policy for flextime, telecommuting, and condensed shifts
- Encourage all possible staff to avoid AM and PM peak travel

### **Walk/Bike Commute & Bikeshare**

- Showers & lockers
- Federal bicycle commuting benefit
- Reimburse bike safety classes
- Bicycle Benefits memberships for bike commuters
- Work with Portland Bikeshare for nearby dock
- Monthly bikeshare passes
- Company account with Portland Bikeshare for daytime trips
- Consider informal company bikeshare in meantime

For shorter staff trips during the work day and to promote additional bicycle commuting, WEX will work with Portland Bikeshare to secure a bicycle dock near the company's site (Portland Bikeshare launches in 2018). On par with its transit and rideshare subsidy, WEX will offer monthly bikeshare passes to interested employees. The company will also offer the federal bicycle commuter benefit to staff who ride their own bicycles to work.



In the meantime, similar to WEX's program at its South Portland campus, WEX could maintain one or more shared bicycles and associated gear such as helmets and locks - available for daytime use.

### ***Family and Islander TDM Amenities***

Employees with children and island residents are more able to walk, bicycle and carpool to work if they have on-site, secure storage for larger commuting gear that generally doesn't fit in shower lockers or standard bicycle lockers, such as those located at Ocean Gateway Garage. Examples of this equipment are: car seats, strollers, handcarts, bicycle trailers and cargo bicycles or other large bicycle set-ups like tag-alongs. WEX will investigate whether it's possible to provide such a storage location with ground-floor access to its employees. If there is high enough demand, WEX will consider replacing some standard shower lockers with ones for car seat, stroller, or hand-cart storage with a useable interior space that is at least 35 inches high, 25 inches wide and 30 inches deep.

### **Family & Islander Amenities**

- Secure on-site storage for equipment that enables preferred commutes: e.g., car seats, hand carts, bicycle trailers, cargo bikes

### ***Near-site Carshare***

WEX will set up an account with UhaulCarShare so that employees can access a vehicle for trips required during the work day. The company will pay for business-related car use.

### **Carshare**

- Company account with UhaulCarShare for daytime trips
- Negotiate with Uhaul for additional vehicle(s) if needed



UhaulCarShare is available in Portland and South Portland, currently providing access to a total of nine vehicles on an hourly or daily basis. One of these is located at 30 Commercial Street, just two blocks from the WEX site near the Casco Bay Ferry Terminal. At one time there were two carshare vehicles at this location and, if the demand is strong enough, WEX can negotiate with Uhaul for additional available vehicles.



### **Short-term Incentive Campaigns**

To help build employee awareness of WEX's TDM efforts and encourage a cultural change in transportation habits, the company plans to implement a monthly incentive campaign for the first year after opening, entering staff who use transit, carpool/vanpool, walk or bike or use alternate work arrangements into an ongoing raffle for gift cards, vacation time, or other benefits.

Thereafter, WEX plans to run one or two short-term incentive campaigns each year, preferably tied in with local and national multi-modal campaigns, such as: the Way 2 GO MAINE Business to Business Commuter Challenge, the National Bike Challenge and National Bike to Work Day, Park(ing) Day and World Car-Free Day. Similar to the monthly raffle of the first year, employees who use preferred modes of transportation will be entered to win various rewards. WEX sees this experiment with encouragement campaigns as part of the dynamic nature of the plan and exploring what works.

### **Incentive Campaigns**

- 1<sup>st</sup> year: monthly raffle for multi-modal staff with benefits such as vacation time, gift cards, etc.
- Thereafter, campaigns 1-2 times per year, tied to regional and national events and offering similar rewards

### **Transportation Management Association**

Portland Area Comprehensive Transportation System (PACTS) has recently convened a process to reexamine the need for an area Transportation Management Association (TMA) to benefit private sector employers. TMAs are non-profit entities that assist employers like WEX with TDM implementation and monitoring, advocating for improved transit and other transportation solutions for local business, and acting as brokers for services such as: vanpools, customized Transportation Network Company trips, etc. WEX is interested in this development and plans to support the development of a TMA, if found to be feasible, and participate as a member.

### **Support for TMA**

- Support the development of area TMA, if found feasible
- Participate as member

## G. Marketing

Another critical component for the success of WEX's TDM Plan is a carefully thought-out marketing plan that regularly engages employees regarding preferred modes of transportation, provides easily accessible information and builds company culture and leadership in the community. WEX has begun designing a marketing strategy that complements other area Portland TDM work to promote walking, bicycling, rideshare, the use of public transit and alternate work arrangements.

WEX's initial marketing plan:

- Ensure all relocated WEX employees and new hires receive:
  - a transportation orientation and welcome packet, with tailored marketing information about sustainable transportation options to access the site and alternate work arrangements, including specific choices for major commute origins
  - the opportunity for a one-on-one consultation about their commute options;
  - a written commitment card for those willing to try alternate modes – signing has shown to have a strong impact on behavior change
- Design and actively maintain an "Optimize Your Commute" employee web page that is clearly posted. The page will include:
  - A clear and compelling company culture statement citing the positive impacts of multi-modal transportation for employees, WEX and the community - emphasis on ease and positive utility of preferred transportation methods.
  - How to access the subsidies, benefits and incentives available to use preferred modes of transportation; emphasizing these options over travelling alone by automobile
  - Instructions for using local public transit options, GO MAINE carpool matching, vRide/Enterprise vanpools, bikeshare and carshare; to include links to various programs and web tools, including the Google Maps (Transit) trip planner and Southern Maine Transit Tracker
  - A multi-modal map identifying:
    - transit stops and routes
    - the walk zone, common walk routes and bike lanes and trails, bicycle parking, links to Google Maps walking and bicycling trip planners and

### Marketing

- Transportation orientation for relocated & new employees
- Commute coaching
- *Optimize Your Commute* employee web page & multi-modal map
- Transit screen & TDM kiosk
- Employee recognition
- TDM committee or subcommittee
- Pursue Best Workplaces for Commuters status

Portland Trails; estimated walk and bike times will be provided to emphasize ease and swiftness to encourage these preferred transportation options

- Information on alternate work arrangements and other company TDM policies
- Story sharing, such as employee commuter profiles and the results of staff transportation surveys
- Physically posted information:
  - Broadcast real-time METRO and South Portland bus arrival information – as well as information about other mode options - on a transit screen in the WEX lobby
  - Provide a highly visible and well-maintained travel information kiosk in the lobby with the same content as the employee web page
- Partner with Go Maine and the Bicycle Coalition of Maine to offer all employees “commute coaching” at least once annually
- Regularly recognize employees who use preferred modes through company social media, email, newsletter, bulletin board or other announcements
- Form a company committee or sub-group of an existing company committee – such as a Wellness or Green Team - to advise the site’s TDM work and help with peer-led campaigns that encourage active transportation to work
- Consider pursuing Best Workplaces for Commuters status – a national qualification that no Maine business has yet attained



## H. Surveying & Monitoring

Recognizing that the implementation of a TDM Plan is a dynamic process, WEX’s TDM Coordinator will monitor the TDM Plan’s components to assess whether the company is achieving the trip and parking reduction targets listed above. The company will evaluate the value of various subsidies for preferred modes and make improvements. Another important piece will be to determine the flexibility of employees to utilize various travel modes to access the site.

This evaluation will be conducted twice annually during the first two years after WEX opens its new headquarters and once annually thereafter. The data collection and surveys will produce comparable data from year to year and be available

### Surveying & Monitoring

- Twice annual surveying & monitoring for 1<sup>st</sup> two years; once annually thereafter
- Employee surveys
- Parking usage
- Employee use of multi-modal subsidies

for compilation with other sites' travel data by a third party, such as the city. Based upon the results of the monitoring, WEX will update the TDM Plan and submit a draft to the city's TDM Manager for review and comments. The following will be included in the monitoring assessment.

### ***Employee Surveys***

The survey will be developed in consultation with the city's TDM manager and conform to overall city TDM modeling and planning. It will include:

- Mode of travel to and from work
- Frequency of use (if any) of alternate work arrangements
- Preferences, barriers or concerns with modes of travel

### ***Parking Usage***

WEX will work with Ocean Gateway Garage to produce a summary of monthly parking leases and daily parking usage. This will also be used to assess whether the company can choose to lease fewer spaces.

### ***Transit/Carpool/Vanpool/Bikeshare/Carshare Usage***

WEX will track the number of employees utilizing monthly transit passes and multi-ride tickets, carpool and vanpool vouchers, monthly bikeshare memberships (when Portland Bikeshare launches), and usage of company UhaulCarShare account.

## **I. Project-Specific Infrastructure Improvements**

### ***General Contribution to Area Transportation Improvements***

Through the state Traffic Movement Permit process, the developer of the WEX site will contribute \$650 per peak morning drive-alone trip to the city for transportation improvements within the commute shed of the project.

### ***Sidewalk Improvements***

The developer of the WEX site will rebuild the sidewalks immediately adjacent to the site on Hancock and Thames Streets.

### ***Crossing Improvements***

The developer will also make ADA and other improvements to the existing crosswalks at Hancock/Thames and the Ocean Gateway Terminal.





### **Bicycle Parking**

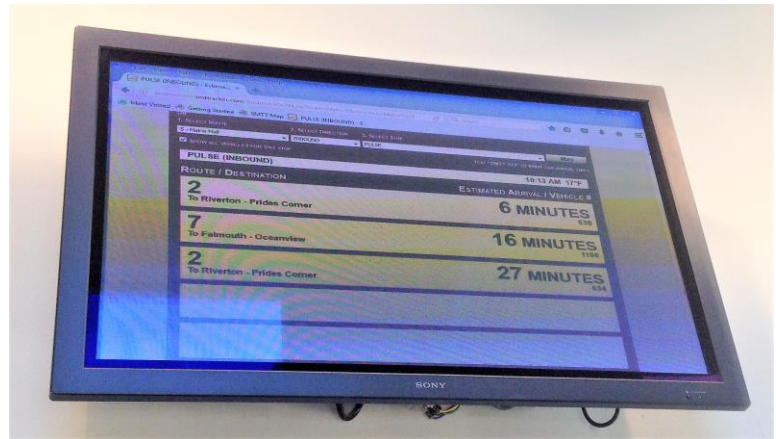
As part of WEX’s site plan, eight bicycle racks will be placed near the WEX entry on Hancock Street and six racks will be available on the rear plaza - for a total of 28 bicycles. The company will also lease 6 bike storage lockers at Ocean Gateway garage. In addition, WEX is working to provide secure storage inside the building for larger bicycles and other multi-modal commuting equipment, such as hand carts, car seats, strollers and bike trailers. If demand warrants additional bike parking, WEX will provide it, including exploring additional locker space in the garage.



*Bike lockers on 1<sup>st</sup> floor of Ocean Gateway Garage*

### **Transit Screen & TDM Kiosk**

WEX will install a display screen in its downstairs lobby with Southern Maine Transit Tracker information and other transportation options. This will include live bus arrival information for routes near the site – for example, the METRO Crosstown 9A and 9B and Breez stop at India and Congress Street and the three South Portland routes that stop at Fore and Temple. Also in the lobby, and mirroring WEX’s transportation web page and marketing via social media, the venue will erect a highly visible and well-maintained travel information kiosk.





## **WEX Alternate Mode Use Analysis Under Current Conditions**

### **September 2017**

Cushman Transportation Consulting, LLC (CTC) analyzed commute data from the U.S. Census Bureau's American Community Survey (ACS) and OnTheMap Application to formulate an estimate of multi-modal WEX employee trips to the 0 Hancock Street site. This is given current commuting patterns, without influence of proposed Transportation Demand Management planning or program implementation. Under these conditions, it is estimated that 12.8% of WEX staff will reach work using alternate modes of travel than the single-occupancy automobile.

According to OnTheMap, 25% of people working in Portland originate from the city of Portland itself. Another 53% of workers come from an area within a 24 mile radius of the city, 12.5% come from within 25-50 miles and 9% travel further than 50 miles. Portland workers' use of alternate modes to get to work is higher than nearby communities – for example, 12% of Portland workers walk to reach their jobs. This greater multi-modal rate is most likely due to the city's higher land use density, large number of employers and extensive public transit coverage. Therefore, CTC separated the Portland commute data from that of other municipalities. In addition, CTC focused its data analysis on the Greater Portland region, given that most current WEX employees come from within the 24 mile range of Portland and new hires at the O Hancock Street site are likely to be Millennials (who are expected, and will be financially able to, live within this area).

Using 2015 ACS Journey to Work data, CTC created a regional average of drive alone, rideshare and public transit use for workers in the 20 nearby municipalities with the highest rates of workers coming to Portland. These are South Portland, Westbrook, Scarborough, Windham, Gorham, Saco, Falmouth, Cape Elizabeth, Biddeford, Cumberland, Standish, Yarmouth, Gray, Buxton, Old Orchard Beach, Brunswick, Lewiston, Freeport, Sanford, and Kennebunk. The results were an 8.5% carpooling rate and a 1% transit use rate. (Understanding that a reasonable distance for a regular bicycle commute is about 5 miles one way and a reasonable walking commute is 1.5 miles one way, CTC chose to make a conservative estimate of bicycle and pedestrian commuting and only use Portland data for these modes.)

Initial observations were that carpool rates ranged from 4.2-12.7% from surrounding municipalities. They were often lower the closer travelers were to Portland and/or the wealthier the community, with higher car ownership rates. Conversely, in general carpool rates were

higher the further away and/or for communities of more median income. In addition – and not surprisingly - location and distance seemed to be a factor for utilizing public transit to reach Portland; the range of use was 0-3.3%. Moreover, ACS transit use data has not yet caught up with communities that now have Lakes Region Explorer and METRO Breez service, so the transit use percentage may rise.

The Portland and surrounding communities alternate commute data was then applied to the 450 employees WEX will bring to the new headquarters at O Hancock Street. With the approximation of 25% of workers coming from Portland (133 people) and the remaining 75% from surrounding communities (337 people), CTC estimated the number of individual workers who will carpool, use transit, bicycle and walk to reach the site. The total number of employees estimated to use multi-modal methods versus driving alone to get to the site is 58 – or 12.8% - under current conditions and without implementation of Transportation Demand Management strategies. This analysis is shown in the following figure:

<b>450 total WEX employees at new Portland site</b>		
<i>113 workers estimated to come from within Portland (25%)</i>		<b>Portland Commute Data</b>
9	people carpool	8%
3	people use transit	3%
2	people bike	2%
14	people walk	12%
<i>337 workers estimated to come from surrounding municipalities (75%)</i>		<b>Average of Commute Data from Surrounding Communities</b>
27	people carpool	8.50%
3	people use transit	1%
<b>58 total WEX employees who would use multi-modal alternatives under current conditions/census data - 12.8%</b>		

Sources: The ACS data included Five-Year Estimate Data from 2010-2014 for Portland workers and 2015 Journey to Work data. OnTheMap includes 2014 American Community Survey data and LEHD Origin-Destination Employment Statistics from Beginning of Quarter Employment, 2nd Quarter of 2002-2014.