



City Thread

Accelerated Mobility Playbook (AMP)

Syracuse, NY

Phase 1: Readiness Assessment

May 25, 2023

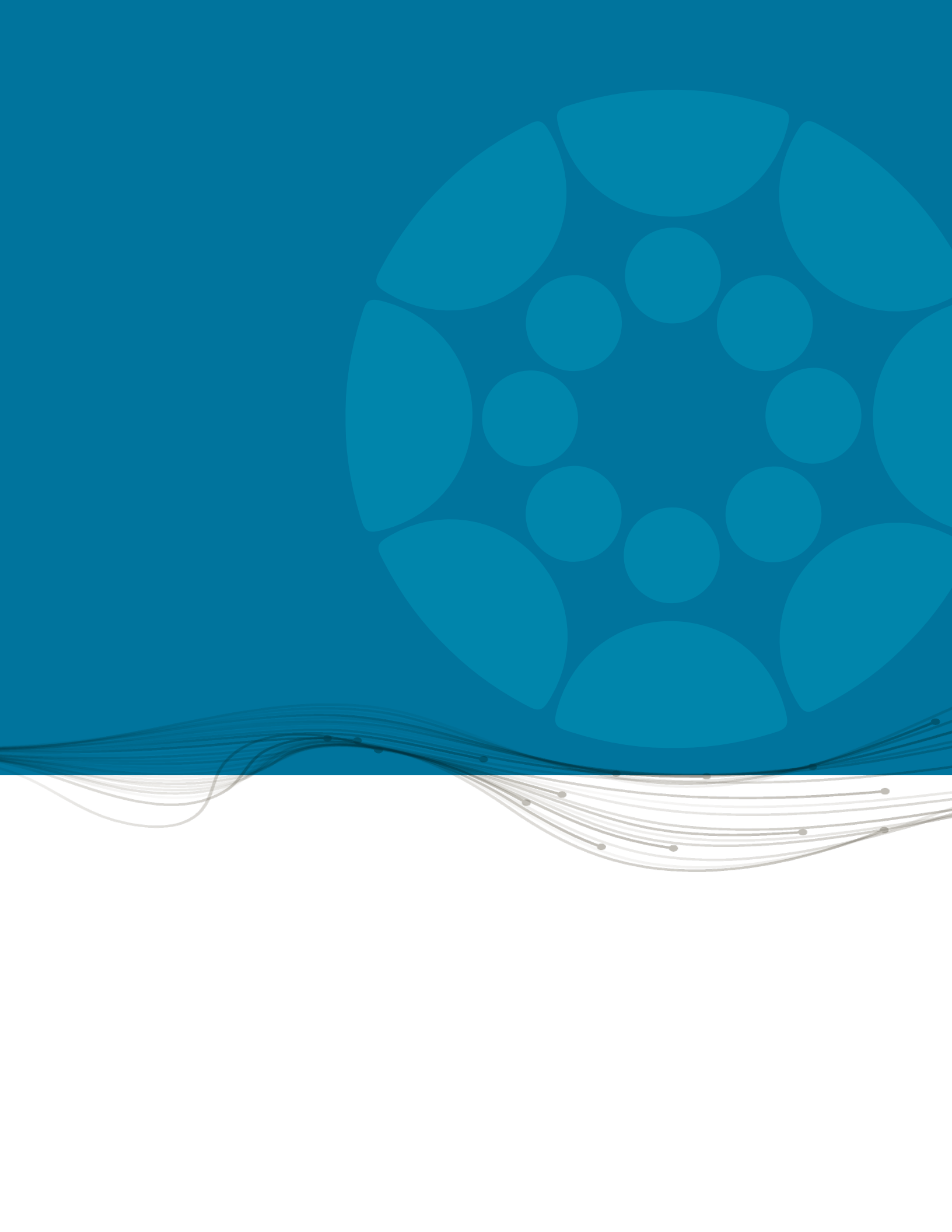




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For the purposes of this report, we may use “**bicycle network**,” “**bike network**,” and “**mobility network**” interchangeably. While some cities and experts may differ in opinion, when we use any of the above phrases, we are referring to on-street infrastructure that is built to specifically accommodate bicycles, scooters, and other individual mobility devices.

AMP Overview

Transportation, mobility, and access improvements offer cost-effective solutions to the challenges cities face, but traditional methods of planning, project development, community engagement, and messaging often leave residents searching for better answers, and the resulting projects rarely achieve their desired intent.

Improvements to the built environment take too long to implement, infrastructure is disconnected, and incomplete and poor messaging around projects creates fear and distrust, empowering a vocal minority of opposition.

The Accelerated Mobility Playbook (AMP) provides a roadmap for accelerating project delivery, completing network-focused implementation plans, and conducting authentic community engagement. It showcases existing popular support and enables leaders to get ahead of opposition and neutralize misinformation.

The AMP is divided into three distinct phases. The phases build on each other — rooted in the trust, collaboration, and mutual support among key stakeholders needed to accelerate project delivery.

Phase 1 of the AMP is both an audit of a city's current state of practice and an action plan for improved implementation and partnership. This phase is presented in two parts:

- A **Readiness Assessment** details the results of an audit conducted by City Thread to benchmark the current mobility environment. Understanding the current practice of project delivery, capacity of city staff and local partners, backing from elected leadership, intensity of community support, and philanthropic engagement allows City Thread to identify challenges that will affect accelerated implementation and the creation of effective partnerships.
- An **Action Plan** outlines opportunities to improve mobility network implementation methods, build lasting and effective partnerships with community stakeholders, and amplify existing public support for changes to the city's streets. The recommendations include suggested campaign objectives, budget guidance, and next steps for community action.

With the AMP action plan in hand, Phases 2 and 3 follow. It is in these phases that work begins to build a diverse coalition of community supporters, launch a supportive media campaign, develop a process for rapid project delivery, and accelerate the construction of complete mobility networks.

Executive Summary

Today, leaders in cities big and small face a daunting mix of challenges. In addition to the daily operations needed to keep a city running, public officials are tasked with pressing issues of population growth and decline, climate change, income inequality, economic vitality, and public safety. Syracuse leaders are proactively looking for ways to address these challenges.

Syracuse boasts a strong network of Northside residents and community-based organizations that understand the benefits of mobility and placemaking. Stakeholders of all types, including city council members, business owners, civic leaders, and local residents connect transportation to the city's challenges with housing affordability, traffic safety, jobs access, and workforce development.

The future of Syracuse and mobility are inextricably linked. An abundance of natural green space, gentle topography, and compact neighborhoods provide an ideal environment where bicycling, walking, and public transit can flourish. In recent years, community-based programs to improve the health, prosperity, and sustainability of

the city have increased support for providing people with improved options for getting around.

City Thread interviewed 24 stakeholders, examined planning and communication documents, reviewed relevant public meeting agendas and minutes, and surveyed media channels and messaging strategies being used in the Syracuse area to prepare this report. The pages following this Summary provide more detailed findings and themes.

This Accelerated Mobility Playbook (AMP) provides a dynamic, accelerated approach to help Syracuse achieve a new goal:

Lead four place-based demonstration projects in the Northside by 2024.

The AMP works first to align the interests of community stakeholders and municipal departments, resource all those parties to maximize the potential of the private/public partnership, and move collectively towards rapid completion of the mobility network.



Syracuse's playbook is distilled into the following six strategies:

1 Building Momentum and Connectivity

The City of Syracuse can capitalize on growing popular support for infrastructure improvements that make it safer and easier for residents to use bikes, low-speed mobility devices, or walking in the city's neighborhoods. By aligning existing infrastructure programs with community partners, including the Northside TNT, momentum can be focused on a City-led campaign for network improvements.

2 Organizing Supporters

A coalition model of organizing has been tested and used effectively to improve outcomes and sustain momentum for changes to city streets. The most effective coalitions engage with residents with diverse viewpoints, representing interests outside of mobility infrastructure. Hopeprint has the opportunity to unite and mobilize the Northside community in a way that encourages businesses, elected officials, and residents to view mobility as an urgent need.

3 Accelerating Civic Engagement

Building a safe, interconnected mobility network depends on gaining the support of people who drive everyday. Communication and outreach campaigns activate a new group of supporters in favor of mobility options. Audience research, public opinion surveys, and content branding help pinpoint public support for mobility solutions, present those results to decision makers, and share findings through local media outlets.

4 Cultivating Local Messengers

Effective messaging is only as effective as the messenger. A diverse coalition that represents Northside residents is needed to authentically communicate the vision for active transportation. Hopeprint, the Northside TNT, and their municipal partners need only to identify those spokespeople and amplify their voices to move forward quickly.

5 Resourcing Strategic Partners

Through close collaboration with municipal leaders and transportation departments, localized outreach activities diversify the base of support in neighborhoods. Healthy collaboration replaces adversarial interaction and creates working relationships built on trust and accountability.

6 Building a Network, Quickly

Once existing community support and demonstrated political will is aligned, cities can rapidly accelerate the pace of network implementation. The resulting projects are transformative, connected, and complete, meeting the community's desire for transportation choices and improved safety.

This Action Plan concludes with a set of customized recommendations that Syracuse can use to improve mobility network implementation methods, build lasting and effective partnerships with community stakeholders, and amplify existing public support for changes to the city's streets. A detailed plan for the subsequent Phases 1.5 and 2 can be found on pages 27–29.

Urgency for Change

Leaders, in cities big and small, face a daunting mix of challenges. In addition to the daily operations needed to keep a city running, public officials are tasked with pressing issues of population growth and decline, climate change, income inequality, economic vitality, and public safety. Most communities lack the resources and strategies needed to adequately tackle these problems, threatening the quality of life for residents and preventing cities from realizing their full potential.

Solutions to these challenges require careful planning and sustained management.

Resources are scarce, and often don't allow cities the flexibility to adapt solutions to their unique context and place. As a result, public agencies are overwhelmed by the scale of problems and can only offer band-aids as short-term solutions, deferring the conversation to another day, for a future administration to tackle.

Our challenges are connected.

When populations increase rapidly, cities struggle to provide essential services such as housing, transportation, and public infrastructure, leading to overcrowding, congestion, and decreased quality of life. Conversely, declining populations can lead to economic instability, a shrinking tax base, and a loss of talent and innovation. These population shifts can exacerbate existing social and economic inequalities, observed by widening gaps in income, educational attainment, and access to healthcare.

Limited availability of low- and middle-income

housing options, and a historical preference for low-density, single family residential homes places upward pressure on property values. Finding affordable housing forces many residents to live further away from centralized employment and cultural districts. Long term residents find it increasingly difficult to remain in their neighborhoods, while young professionals and seniors are being priced out of cities.

Transportation networks become increasingly congested, leading to longer commute times, increased air pollution, and decreased safety. For municipal leaders, aging infrastructure, increasing project costs, and limited staff capacity make it difficult to keep pace with the growing demands placed on public infrastructure. Meanwhile, residents and business leaders face the reality of declining traffic safety, limited parking options, crowding and overuse of recreational areas, and insufficient connectivity to the places they frequent on a daily basis.

Cities must also grapple with the challenge of maintaining their cultural identity and uniqueness. Cookie-cutter solutions threaten traditional cultural practices, and can lead to the homogenization of a community's identity, and the displacement of people, neighborhoods, and civic pride.

Looming above it all, climate change poses a significant threat to urban areas due to the concentration of people, infrastructure, and resources. Rising sea levels, extreme weather events, and heat waves are some of the climate change impacts that cities must address to maintain their viability.

Providing more mobility options can help.

Cities that have developed and promoted complete, safe networks for biking, walking, and accessing public transit have made measurable progress in addressing the other challenges they face. While increases in biking and walking are far from the only solution, they are a cost-effective, time-tested, quickly implemented remedy that can be applied just about anywhere in the world.

A connected network of mobility infrastructure allows people to get where they need and want to go without adding more cars to the road. The development of a complete, connected network does much more than improve mobility; it helps cities sustainably build on their success and ease the challenges they face.

Syracuse faces a daunting mix of challenges. Solutions to these challenges require careful planning and sustained management.

- High levels of poverty, unemployment, and a lack of private investment contribute to the city's economic challenges. Despite recent efforts to diversify its economic base, Syracuse's economy remains fragile and vulnerable to external influence.
- The city's roads, bridges, and water and sewer systems are in urgent need of repair and modernization. However, the cost of upgrading these systems is high, and there are limited financial resources to invest in these improvements.
- Addressing social and economic disparities, promoting diversity and inclusion, and ensuring access to education, healthcare, and job opportunities for all residents are crucial for building a thriving and equitable city.
- Syracuse is vulnerable to extreme weather events, including heat waves, heavy rain, and snowfall. Preparing for and mitigating the impacts of climate change is a critical challenge to address in the coming years.
- Trust in public governance has eroded where the City has failed to deliver projects that meet the community expectations. Residents and business owners need a vision to unite around, a process that incorporates their feedback, and results that represent their needs.

A Vision for Mobility

Adding to and increasing the use of low-cost mobility options is one of the roads community leaders must take to overcome the challenges cities face. Cities with safe mobility networks have made measurable progress at increasing the popularity of biking, walking, scooting, and skating for daily transportation.

The development of complete mobility networks does much more than improve transportation. Cities that provide mobility options are widely recognized as great places to live and work, balancing the economic and tourism potential of the city with the needs and desires of local residents just trying to get to school or the grocery store safely.

Good infrastructure doesn't require bike riders, drivers, or pedestrians to navigate incomplete connections that force everyone into unsafe and confusing situations.

Instead, improved infrastructure helps us move forward together by relieving traffic congestion, increasing mobility and opportunity for residents, and making our city feel more alive and livable.

Our transportation problems are too big to be solved by any one solution. We know that thinking about transportation needs as a whole will make cities more livable—no matter how people choose to get around. When carefully planned and constructed, mobility infrastructure can help everyone get where they need to go with the greatest safety, reliability, and the least amount of hassle.

In cities with many transportation options, people make choices that give them the most

control over their schedule. Having these options opens up opportunities for everyone—for job opportunities, commuting, recreation, and health.

Build a Network

A mobility network is a completely connected, comfortable system of sidewalks, trails, bike lanes, transit stops, and accessible public spaces that allow people to travel safely, comfortably, and reliably without using a car. Everyone, no matter if they bike, walk, scoot, drive, or use an assisted mobility device, can get where they are going with the greatest safety and the least difficulty because everyone's traffic flow needs are met through careful planning and smart construction.

The street network allows drivers to travel anywhere in their community without needing to think much about where they are going or how they will get there. Complete mobility networks offer the same flexibility to people who don't drive.

Connect People and Places

A mobility network can only be successful if it connects residents to popular destinations like schools, parks, trails, employment centers, libraries, grocery stores, community centers, and museums. In most cities, there are good pieces of a network: a shared use path or two, some appealing neighborhood streets, and maybe a protected bike lane on a major corridor. Too often, though, these projects stand alone and fail to help users fully reach their desired destinations.

By increasing the connectivity of the network, cities create more equitable access for increasingly diverse populations and offer more

choices on how residents move through their community.

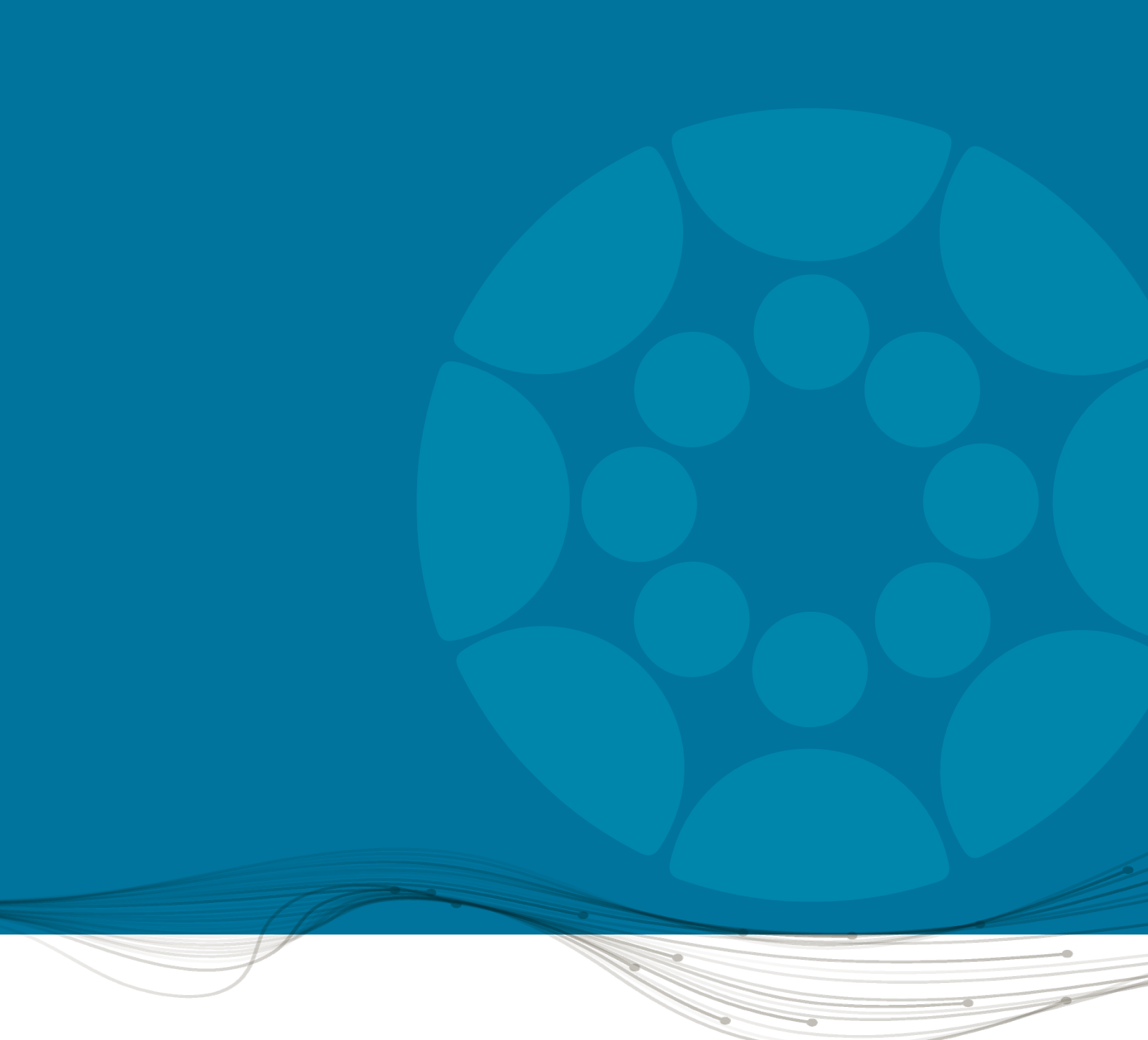
Improve Comfort and Safety

The design quality of the network matters. For decades, traffic engineers assumed that people on bikes could almost always share the road with cars or that intersections are best left without marked crosswalks. However, a striped bike lane on a street with fast traffic isn't an appealing place to ride for most people, and putting a pedestrian crossing sign along a busy thoroughfare doesn't make it a place where parents want to cross with their children.

For a mobility network to attract the widest audience of users, its most fundamental attributes should be comfort, safety, and convenience. Thoughtful design and route selection give people of all ages and abilities the real option to leave their cars at home.

By increasing the popularity of biking, walking, scooting, and skating for daily transportation, Syracuse can increase opportunity for everyone.

- The Department of Public Works is committed to a series of infrastructure projects that will modernize streets and roadways, increasing safety and connectivity for people on bikes, walking, or rolling. There is a need for improved public engagement and equity in project implementation.
- City staff understand that a connected network of mobility infrastructure will allow people to get where they need and want to go without adding more cars to the road. They have a demonstrated ability to follow a short-term implementation plan to deliver quality projects.
- Community partners are eager to work with the City of Syracuse on a public implementation strategy. A strong community of stakeholders including mobility advocates, schools, and businesses are ready to unite around a shared vision.
- Syracuse, and the Northside neighborhoods, have a robust network of community groups offering a prime audience for new ideas, aspirational messaging, and positive reinforcement in support of the planned upgrades to the City's streets.



Readiness Assessment

The AMP begins with an audit of the existing mobility landscape in Syracuse. This audit includes an evaluation of ongoing mobility projects, existing partnerships, examples of community-based support, and the City's ability to deliver transformational projects.

City Thread relies on insight from individuals involved in the process, current plans, public records, and case studies of past projects to get a deep, personal sense of where mobility-based projects are succeeding, and where improvements could be made.

This analysis includes three primary areas of focus: mobility network implementation, partnership and coalition effectiveness, and messaging and media trends.

The Mobility Network Today

The future of Syracuse and mobility are inextricably linked. An abundance of natural green space, gentle topography, and compact neighborhoods provide an ideal environment where bicycling, walking, and public transit can flourish. In recent years, community-based programs to improve the health, prosperity, and sustainability of the city have increased support for providing people with improved options for getting around.

The development of a complete and connected mobility network in Syracuse is essential

to meet the City's goals: reducing transportation-related GHG emissions, ensuring equal access and opportunity to all residents, creating denser and more affordable housing, and improving individual and community health and well-being.

The City's current efforts to expand mobility infrastructure is guided by a number of existing planning documents: the 2012 Syracuse Bicycle Plan, the newly created Municipal Sidewalk Program, and numerous bicycle and pedestrian studies offered by SMTC that cover site specific improvements, corridors, and neighborhoods in Syracuse.

Over the years, these planning efforts have resulted in the implementation of road diets, bicycle lanes, shared use trails, and traffic calming measures throughout the city. Yet large gaps in the network remain and many existing routes do not meet modern design standards for a low stress, all ages and abilities experience.

Many past projects were able to be implemented without much community

process, roadway modification, right-of-way acquisition, or parking removal. The completed facilities demonstrate important progress, but the network still remains sparse and disconnected. As a result, moving around Syracuse without a car is inconsistent and not intuitive.

The City of Syracuse relies heavily on its non-profit neighborhood TNTs (Tomorrow's Neighborhoods Today) to lead on community outreach and engagement while developing plans and implementation strategies. But the TNTs oversee large geographic areas within the City, and leadership are not entirely representative of the city's unique neighborhoods. This gap leads to frustration from community members who participate in public meetings, but don't feel the final projects reflect their feedback or desired outcomes. The result of this practice is confusion and mistrust among residents in both the government and the TNTs leading these discussions.

The City does not currently have a short-term implementation guide or funding strategy to prioritize the construction of a connected, low-stress mobility network.

A Plan for Future Mobility

There is tremendous work being done to enhance the safety of Syracuse's streets. The combined urgency of reckless driving, emerging coalitions of neighborhood partners, and motivated leadership within the Department of Public Works has created an energetic and collaborative moment where mobility improvements, particularly vulnerable non-motorized users, are reaching a heightened state of focus.

However, matching City-led infrastructure programs with the contextual needs of specific neighborhoods is difficult. A lack of prioritized projects, combined with an inconsistent public engagement process, makes it difficult for community partners to participate meaningfully in support of the City's efforts.

A concerted effort to align the timing, support, and implementation of mobility infrastructure in the Northside neighborhoods is the first

step towards a more connected future. The City of Syracuse currently has the policy foundation, the political will, and the public support to achieve ambitious mobility goals, but it lacks focus and direction as it combats a number of pressing priorities across the city.

The City of Syracuse can rely on trusted community partners to help guide and support their efforts. Existing and emerging community-based organizations are leading conversations with residents about

The following challenges affect the pace and acceptance of efforts to reconfigure the city's roadways:

- Leaders and community partners lack a comprehensive implementation plan to guide local mobility projects, inform implementation plans, and direct resources.
- The City has limited staff capacity for the planning and management of a more robust implementation schedule. Staff are tasked with multiple job duties, some of which are urgent public safety issues, leaving little time or resources for an intense multi-year construction effort.
- Currently, no dedicated funding sources are identified or assigned for network implementation. Pieces of the network are being funded using grant programs or user fees. Those efforts take a long time and only achieve piecemeal implementation that do not necessarily address the most important network connections.
- For completed projects, design standards fail to meet community expectations, and present obstacles to seamless connectivity and comfort for users. City staff express concern about designing safe facilities, maximizing visibility, and managing conflicts with vehicles.
- The prioritization of active transportation over cars is not the norm in most neighborhoods. When roadway lanes are reconfigured, on-street parking is removed, and intersections change, there is a natural tendency for backlash, both from people using bikes and cars.
- There is limited trust in the local government to effectively plan, engage and deliver projects that meet the needs of citizens. The city's lack of resources for planning and project development results in a minimal amount of community engagement and almost no communication, before, during, or after implementation.

existing needs and future visions for their neighborhoods. Organized in new ways, these groups could form reliable coalitions of supporters that help integrate an all ages and abilities design, equitable prioritization of project selection, and streamlined public engagement systems into the City's official processes.

The combined strategies of these efforts will address the city's mobility needs with the urgency it requires, and will outline three key implementation elements:

Neighborhood Connections

Emphasizing a people-centered approach to transportation planning, the City of Syracuse seeks to transform neighborhoods into multimodal communities where people and places are connected by bicycle, vehicle, pedestrian, and transit networks.

Accelerating implementation will provide a tangible list of projects and mobility corridors that adhere to a new set of guiding principles: low-stress design, connectivity, access to destinations, and equity in decision-making. This plan will build on the precedent of the City's adopted Complete Streets, Vision Zero, and Climate Action policies.

Implementation Strategy

A defined implementation strategy will outline the steps needed to select, scope, design, implement, and maintain standalone mobility projects, those integrated with other capital projects, and annual maintenance activities led by the City.

This strategy will highlight the City's implementation goal for the next three to five years, becoming the playbook for internal project funding and selection, as well as a tool

for communicating and building external public support.

Redefining Partnerships

The availability of capital funding to construct projects, a healthy mix of forward-looking policies, or the presence of charismatic leadership are not sufficient on their own to guarantee a city will work quickly and successfully to improve mobility. Action requires a shared vision or goal among a variety of stakeholders. A short-term implementation strategy can serve as this vision, but organizing efforts to move quickly will be difficult to sustain until it is created and agreed upon.

To be successful at any short-term implementation, the City will need to lead, bring capital resources to the table, and ask community partners to support their efforts. The template for partnership already exists, but the role of community partners as allies rather than adversaries is a notable change.

Network Guidance

The following principles provide the framework for decision-making and measuring progress of complete mobility networks:

Low-Stress

Choosing to walk or bike should be a low-stress experience. The built infrastructure is the greatest influence on whether a person considers a route to be low-stress. Low-stress networks take many forms including protected bike lanes, shared use paths, bike boulevards, raised crosswalks, ADA ramps, wide sidewalks, street trees, and more. All low-stress networks are safe and comfortable for any user, of any age or ability.

Connected

Networks, by definition, must connect to each other, creating a continuous path of low-stress routes. By extending the existing low-stress corridors and then building the network outward, cities can avoid building discontinuous pieces here and there across its geography.

Useful

Mobility networks should provide people with access to daily destinations including jobs, healthcare, services, shopping, and schools. By providing access to meaningful destinations, bicycling, walking, or taking public transit can become a convenient and attractive option for travel.

Equitable

Infrastructure investment should be equitable across the city, with an emphasis on using these investments to increase the livability and access to jobs and services for historically underserved neighborhoods. Networks should be designed to be comfortable and appealing to a wide array of people, especially those that fall outside of the traditional bicyclist persona. This involves providing adequate operational space for people that move at slower speeds, users of other personal mobility devices - wheelchairs, scooters, skateboards, and more - and including traffic control elements that increase the safety, security, and usability of the mobility network.

Timely

Network improvements should be implemented in a timely manner to quickly transform the city's streets. This will necessitate focusing on cost-effective design treatments and choosing projects along corridors with fewer constraints to advance design and implementation. Central to this principle are an efficient, coordinated City process and partnerships that lead to sustainable methods of project delivery and measurable results.

Partnership & Coalition Effectiveness

Achieving network implementation goals are most effective when project delivery is supported by community-based organizations and leaders that are trusted by local residents.

Long before a project is proposed in a community, city staff and advocacy partners should be working to build long-term relationships with neighborhood leaders.

Mobility projects that develop in isolation are largely misunderstood by the public and difficult for even supportive elected officials to explain.

A coalition model of organizing has been tested and used effectively in other cities to improve outcomes and sustain momentum for changes to city streets.

The most effective coalitions engage with residents from a variety of distinct, but related viewpoints, representing not only mobility infrastructure, but also youth, safety, disability access, public health, affordable housing, social and racial justice, economic development, climate, environmental sustainability, and other community concerns.

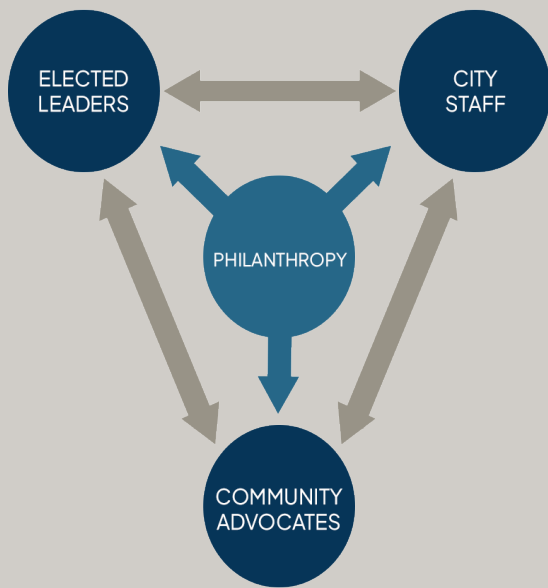
Syracuse boasts a strong network of Northside residents and community-based organizations that understand the benefits of mobility and placemaking. Stakeholders of all types, including city council members, business owners, civic leaders, and local residents connect transportation to the city's challenges with housing affordability, climate-related natural disasters, traffic safety, and workforce development. A shared vision for mobility will unite and focus these stakeholders to action.

What Works Well...

- City leaders and staff identify transportation as an important issue. Residents, business owners, and non-profit leaders on the Northside are motivated to tackle mobility issues in a more robust manner.
- Hopeprint is a leader in neighborhood change and a trusted community partner, and could engage with a diverse coalition representing the interests of the city's Northside neighborhoods and City Hall.
- Syracuse's progressive plans for BRT lines and programs to improve sidewalks, add streetscaping, and support local businesses provide a solid foundation for an initiative on the Northside that solicits and responds to resident needs.

What Doesn't Work Well...

- The city has many pressing needs that compete with transportation and the Northside for attention and resources. Staff, elected representatives, and partners will need to align their strategies and messaging to broaden support, potentially creating push back.
- No single organization, entity, or leader holds a vision that is shared universally by other supporters. Without a clear vision for the Northside, progress is limited to piecemeal projects that don't offer the outcomes community members seek.
- Trust in the public process has eroded where the City has failed to deliver projects that meet the expectations of stakeholders or match their programs and services to community needs.



- 1 **Elected leaders** want vocal support from advocates and trust their staff will deliver projects with precision and care.
- 2 **City staff** need elected leaders to publicly support bold choices and advocates to bring diversity of support to each project.
- 3 **Advocates** want to be trusted advisors on project decisions and for elected leaders to follow through on campaign promises.
- 4 **Philanthropy** fills resource gaps for each partner, removing barriers to execution and incentivizing cooperation.

Mayor Walsh and the Common Council are balancing the new economic opportunities coming to the city, need for denser housing, and demand for better transportation options with the barriers of funding, capacity, and effective communication. Polling, messaging, and coalition building in support of a clear and compelling vision will provide elected leaders with the support needed to deliver on community priorities.

The **Department of Public Works**, in collaboration with other agencies and city departments, has the knowledge and expertise needed to build connected mobility networks, with multiple programs and project streams that can deliver improvements on the Northside. Thoughtful engagement and goal setting with a broad and diverse coalition of community partners in these neighborhoods will boost the City's capacity to deliver influential projects.

Finally, **Hopeprint** can play a meaningful role in

identifying, developing, and advancing mobility goals on the Northside. Selecting the right messengers - and the right messengers for different audiences (New Americans, business leaders, parents, long-term residents, and other community-based organizations) - will be key. Philanthropic support is essential for resourcing participating organizations and developing a robust communication and messaging campaign can accelerate the work.

Elected Leaders

Mayor Walsh and the Common Council are aware of how mobility intersects with issues like affordable housing, job access, and safety. They are supportive of efforts to increase mobility options, while cognizant of budget limitations.

As a political body, Common Councilors are not engaged in the administrative or operational decisions that guide city departments. Councilors tend to be more reactive to complaints than proactive on project design and implementation, and defer to city staff expertise.

Communication between city staff and Councilors varies according to the project. While the Mayor holds the greatest power to speed the implementation of mobility projects, Councilors can be important allies to a broad and diverse community coalition.

City Staff

The City does not have its own dedicated transportation master plan or list of prioritized projects to guide its work. This gap, combined with an inconsistent public engagement process, makes it difficult for community partners to engage productively in support of the City's efforts or access existing programs for street improvement.

A clear and unified vision for the Northside is a key first step to unite and focus city staff, elected leaders, and local stakeholders. Staff have the expertise to deliver meaningful projects once an approved plan is in place. Coordination and project delivery systems will need to be adjusted to ensure that the city is aligned with the Northside community and that robust public engagement is centered.

Challenges for elected leaders include:

- The Mayor and Common Councilors are supportive of resident interests in improving the Northside, but biking and walking infrastructure is not the highest priority in the city.
- Many residents don't know how to effectively engage City their elected leaders with opportunities to improve their neighborhoods and local streets.
- Elected and civic leaders lack data on public support that would allow them to confidently back more difficult projects in the face of opposition; maintaining the (insufficient) status quo is often easier than managing change.

Challenges for city staff include:

- The absence of a shared and agreed-upon vision for the Northside makes it difficult for city staff to move forward in a cohesive way.
- City departments do not have a clear and consistent process for public engagement, incorporating and/or responding to community input on proposed facilities, or for communicating about them during implementation.
- Responsibility for infrastructure projects is decentralized among various departments, and leaves individual staff with the responsibility of city-wide initiatives that exceed the limits of their current capacity.

Community Organizations

Hopeprint provides extensive services and connections on the Northside and is leading on neighborhood initiatives. Working in collaboration with aligned organizations across the area, Hopeprint has the standing to galvanize a broad and diverse coalition in support of mobility improvements in the community.

CenterState CEO and Northside UP are respected Northside community partners, and have the capacity to bring convening power and other resources to the table.

Multiple business owners, New American-serving organizations, and additional community based groups provide a solid foundation of support and engagement. As a whole, this community's interests, passion, and knowledge has the potential for a vigorous partnership centered on mobility, safe streets, and connected neighborhoods.

Philanthropy

Syracuse boasts a solid philanthropic community committed to supporting health, environmental and climate justice, and boosting the quality of life in the city and region. Several foundations focus their giving on health, workforce, and community development needs – generally or in specific neighborhoods. While the Northside is the recipient of some funder dollars, showcasing the AMP as a model for locally-driven improvements could provide a compelling story.

Local funders are deeply engaged with the community and knowledgeable about civic centers of power and influence. Foundation leaders could utilize their status as conveners in addition to financial support, to boost this neighborhood initiative.

Challenges for mobility organizations include:

- Hopeprint has limited capacity to add more initiatives to its roster. It will need to partner with aligned groups across the Northside to strengthen support of a unified vision.
- Mobility improvements may be perceived as the wrong solution to neighborhood needs. Community leaders should foster a robust community dialog about how city programs can address local issues.
- City staff may lack trust and undervalue the role of advocacy and partnership. It's important to avoid this tension and demonstrate value as an effective and authentic partner.

Challenges for philanthropy include:

- Philanthropy has resources and leverage in Syracuse but have different priorities that inform their giving. Funders have not been asked to step up in support of a shared mobility goal.
- Community needs don't always fit neatly into funder program areas. Mobility can address many funder interests, but are often overlooked. Taking a broader view, philanthropy has the opportunity to meaningfully partner on mobility.
- Local philanthropic leaders could leverage their power beyond grants to bring elected and community leaders to the table.

Messaging & Media Trends

Building a safe, connected mobility network depends on gaining the support of people who choose to drive for every trip. Research suggests that interest in building mobility networks intensifies when it is connected to larger transportation improvements, strengthening its backing among the most critical audience: drivers.

By changing how projects are framed and who benefits, proponents of this work can increase support and build momentum for future projects.

Communications and marketing strategies are effective tools for amplifying existing support for mobility networks and building momentum for and bolstering elected officials and senior city staff during the implementation of mobility network projects.

Current State

As the gateway to the Finger Lakes, the City of Syracuse celebrates its diverse neighborhoods, public parks, and year-round festivals. Communication campaigns engage and celebrate how current residents and local businesses are vital to the future of the region.

Stakeholders throughout the city, like CenterState CEO and Centro, successfully engage constituents on ways to collaborate and connect. Stakeholders across Syracuse practice authentic and effective community engagement—resulting in a community that is open and willing to participate in decisions about the future.

On the Northside, Hopeprint is a trusted partner and messenger—meaningfully connecting with neighbors over shared meals, community

gardening, and programming for resettled refugees. Organization staff knows all too well that real challenges of access and justice must be addressed with physical infrastructure, not abstract conversations. While mobility is key to the neighborhood's vision for the community, comprehensive conversations with residents on what reorganized streets would like still needs to occur. Biking, in particular, is not an option for many families on the Northside and behavior change or mode-specific messaging is not accepted as feasible solutions.

City-wide active transportation communication tends to focus on regional transit and sidewalk improvement initiatives. This communication reaches a narrow audience of like-minded individuals and organizations, rarely reaching an influential level of public conversation among stakeholders. Residents do not receive comprehensive information on how neighborhood investment and commercial corridor activation would benefit Syracuse.

City staff has been successful in launching and implementing commercial corridor infrastructure under Mayor Ben Walsh's leadership. The Department of Neighborhood and Business Development is successfully using federal funding through the Neighborhood Catalyst program to invest in more vibrant neighborhood business corridors. The department's many tools, resources, and technical assistance lack widespread awareness and activation. Establishing a communications plan for a Neighborhood Catalyst and a mobility vision is foundational to sharing information, developing public feedback, determining construction timelines, and identifying the benefits to the community.

Without leadership from Syracuse decision makers, many community partners and transportation advocates don't have a message that can build broad support. Today, mobility messaging and public outreach is project specific and comes from a few dedicated Public Works staff. Not only is this inefficient and time consuming, it leaves questions about the city's overall vision for a complete network for all road users.

Unclear lines of communication between elected officials, residents, business leaders, and community organizations causes confusion among city staff, slowing project development and delaying progress. The culture of chasing shiny new ideas and lack of measurable outcomes has left little capacity or accountability for the city to guide meaningful conversations about the future of neighborhood streets.

The existing communication networks, media channels, and messaging strategies used in Syracuse leave a lot of room for the insertion of new ideas, aspirational messaging, and positive reinforcement that can influence infrastructure work plans developed by the city. There is an untapped and robust network of community and business organizations that could be engaged with strategic, focused messaging that would align the needs of a diverse coalition of stakeholders.

Shift the Conversation

Hopeprint, in collaboration with aligned organizations on the Northside, has the opportunity to unite and mobilize the community in a way that encourages business owners, elected officials, and residents to view mobility as an urgent need rather than a simple amenity when it comes to policy, funding, and implementation. With a strategic vision and agreement among advocates and

community development partners, a focused, inclusive, and compelling communications and messaging campaign can be a highly effective tool for bolstering public support and accelerating project development.

In 2018, social marketing firm Neimand Collaborative, and their data analytics partner, Artemis Strategy Group, commissioned research across eight U.S. metropolitan areas to better understand mobility and the ways in which bike infrastructure can help people

Challenges for communication include:

- Active transportation and bikes are viewed as a special interest group and not reflective of local residents' vision for their neighborhoods.
- Without leadership from the City of Syracuse, many community partners and neighborhood advocates don't have a message around which to build broad support.
- The lack of defined and measurable requests from local advocates, residents, and business leaders causes confusion among City staff, delaying progress and project delivery.
- Communications from projects fail to engage a broader audience – primarily people that drive – or demonstrate the benefits of proposed roadway changes to residents that may never get on a bike.
- The City's Business Corridor program provides a replicable model for communicating with residents, receiving public feedback, and establishing trust.

achieve their transportation goals. Although different in size, demographics, geography, and transportation resources, people agree that most cities are not easy to get around and desire better transportation options.

The research found that a 69% majority of voters support investments in better bike infrastructure. Even more impressive, this support increases to 81% when bike infrastructure is combined with other transportation improvements such as road maintenance, additional on-street parking, integration with public transportation, or improved sidewalks. Three-quarters believe that this comprehensive approach to transportation infrastructure would make their community more livable.

Effective messaging is only as effective as the messenger. A diverse coalition representing Syracuse Northside residents, elected leaders, and community partners is needed to authentically communicate the vision for mobility and the associated benefits and tradeoffs. This message framework diverts from active transportation's current marketing strategy that is tied to negative perceptions of

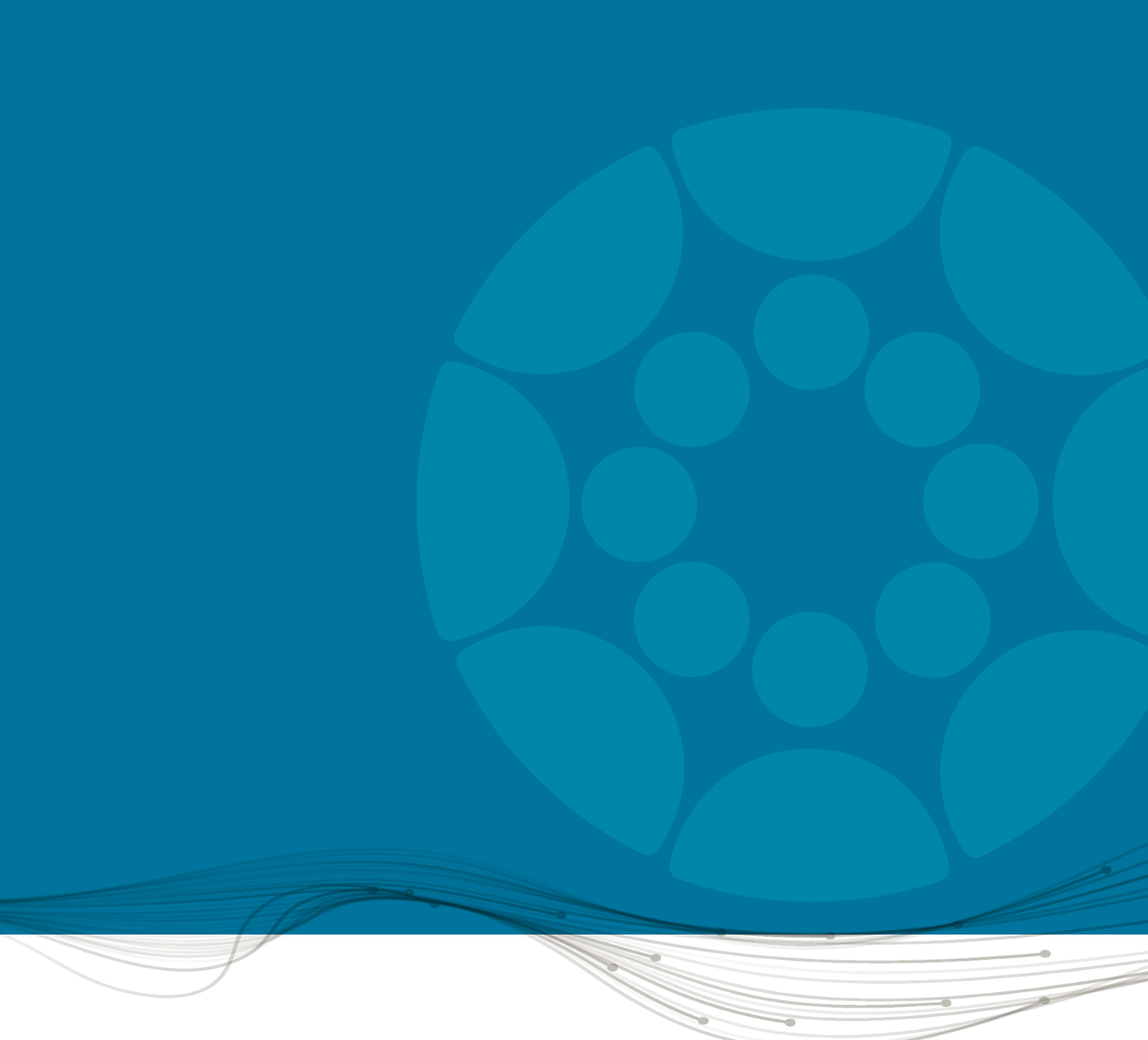
bike lanes and people on bikes.

Audience research is important to ensure the campaign is not just talking at community members, but connecting with them emotionally – inviting them to join through a call to action. After defining the audience and their top areas of concern, a broad and diverse coalition will be able to customize messaging to suit those objectives. In some markets, digital ads make more sense than others, as does specific messaging about safer streets for kids or less congested roads for drivers. This campaign would be deployed across a dynamic and diverse media roadmap that aligns with the city and coalition's activity.

With a diverse coalition in place, and messaging that resonates with residents, a marketing campaign can successfully activate residents to support reorganized streets. The campaign's call to action engages traditionally apathetic or less engaged residents directing their support to local leaders and decision-makers. This campaign would run in parallel with future phases of the playbook.

The City and community partners can out-communicate opposition when they deliver on the promise of building a safe, connected, and convenient mobility network.

- Transition the use of “active transportation” to “mobility networks” in order to frame infrastructure as a solution for all modes of transportation.
- Remember how few people use bikes as their primary mode of transportation and respect their choices. Don't oppose cars; you need drivers to support mobility infrastructure.
- Don't be a "special interest" for bike lanes and biking; show your interest in mobility solutions for everyone without judgment. Instead, talk about how mobility infrastructure improves the lives of all – whether they bike or not.
- Acknowledge the stress, confusion, and inconvenience of the current mobility environment and note that protected bike lanes and accessible sidewalks are part of the solution.
- Position safe, comfortable, connected streets as a part of street safety, jobs access, and local business development goals, alongside ways to preserve the unique character and identity of Syracuse's neighborhoods.



Action Plan

Syracuse’s Action Plan provides the strategies and tactics necessary to accelerate mobility network implementation.

The Action Plan concludes with a set of customized recommendations Syracuse can use to improve mobility network implementation methods, build lasting and effective partnerships with community stakeholders, and amplify existing public support for changes to the city’s streets. The recommendations include suggested campaign objectives, budget recommendations, and next steps for community action leading into the second and third phases of the Accelerated Mobility Playbook.

An Accelerated Goal

The availability of capital funding to construct projects, a healthy mix of forward-looking policies and long-term plans, or the presence of charismatic leadership are not sufficient on their own to guarantee a city will work quickly and successfully to improve mobility.

The success of any city-wide initiative depends upon partnership and coordination among various community stakeholders. Elected officials announce and drive initiatives based on their public commitments. City staff use their technical expertise, public engagement activities, and capital funding to carry out these initiatives. Community groups educate and support city staff and elected officials on behalf

of constituent needs.

Effective partnership relies upon a shared vision among community stakeholders. Setting a long-term network implementation goal helps clarify what each partner is working to accomplish and aligns the diverse work of individuals and organizations into a singular focus. To be effective, this vision must be bold yet achievable. It should inspire partners to action and, when accomplished, sustain momentum toward future success.

The goal of this Accelerated Mobility Playbook is action oriented: turning lines on a map into real projects.

The desired outcomes of the AMP program would be:

- Hopeprint and its Northside community partners will lead **four place-based demonstration projects** to temporarily activate underutilized public spaces like storefronts, streetscapes, and parks by the end of 2024;
- The City of Syracuse will support these activities by **providing technical and implementation services** that help community partners successfully demonstrate solutions to existing mobility problems and public space opportunities. The implementation of crosswalks, protected bike lanes, traffic-calming elements, and public plazas should be a primary focus of design and implementation;
- Hopeprint, other Northside community partners, and Department of Public Works will develop a **3-year implementation strategy** for permanent mobility solutions and work through the Northside TNT to begin implementation in 2025;
- **Equitable investment** will be dedicated to the livability and accessibility of Syracuse's Northside neighborhoods. A people-centered approach to transportation planning moves residents from automobile-dependency to a community connected by bicycle, pedestrian, and transit networks;
- A **robust community engagement strategy** will reach more deeply into underrepresented constituencies to more fully reflect community needs in the planning and implementation of each new project. Community partners will help neighborhoods develop sustainable methods of communication that keep the City accountable for delivering results.

Generating Momentum

Once a shared goal is established, the Accelerated Mobility Playbook works to quickly build cooperation between community partners, moving them to collective action towards their goal. The playbook is designed to overcome typical challenges that prevent cities from developing complete, safe mobility networks:

- Resistance to changes in the design and function of public roads, particularly changes that are perceived as a threat to car use;
- Concern that creating safer spaces for bicycling will reduce convenient parking options and hurt businesses that depend on easy access;
- Perceptions that bicycling is a niche activity with minimal potential to improve mobility and reduce traffic congestion;
- A negative image of people who bike as quirky, condescending elitists and not mainstream;
- Limited funding options for transportation infrastructure, especially in the context of all other infrastructure needs within a community, including storm water drainage, parks, municipal buildings, schools, and roadway maintenance; and
- Newspaper and social media comments that misrepresent public opinion by giving a small minority of citizens a prominent platform to express their personal opposition to bike infrastructure.

The AMP provides a dynamic, accelerated approach to overcoming these challenges. It works first to align the interests of community groups with municipal departments, resource all those parties to maximize the potential of the private/public partnership, and move collectively towards rapid completion of the mobility network.

Getting Started

This action plan acknowledges that the vision for mobility improvements in Syracuse's Northside neighborhoods are inconsistent among various stakeholders. Furthermore, methods of project planning, design, and construction led by the City of Syracuse currently lack a comprehensive implementation strategy that can facilitate more rapid completion of projects.

As a first step at accelerating mobility projects, City Thread recommends a limited, but important, set of actions that will serve as the foundation for building community support, demonstrating forward momentum, and allowing partners to work together in anticipation of identifying and accelerating the completed plan.

To better connect mobility and streetscape improvements to broader community objectives like safety, access, economic development, and equity, City Thread recommends a series of demonstration events that form partnerships between Hopeprint, other Northside neighborhoods and organizations, the Northside TNT, and the City of Syracuse to build momentum and support for more expansive efforts. These events should occur simultaneously with broader conversations about mobility and development. This call to action includes:

- Host four Northside community demonstration events. These relatively low-cost, low-risk trial designs showcase the potential of Northside neighborhoods and give residents the ability to organize around a shared vision.
- Use these projects as geographically-targeted activities to build neighborhood-based community support, implement small-scale infrastructure improvements, encourage public participation in the broader planning process, and test outreach and communication methods.
- Choose locations that have energy and interest – places that are loveable or nostalgic to the neighborhood or places that are natural gathering spots. Look for locations that are easy and comfortable to walk and have good “bones” but perhaps need some TLC. Proximity to a residential neighborhood is an important factor when selecting a demonstration site. The project will be as successful as the community with which you partner.
- Consider the immediate vicinity surrounding the intersections of Butternut Street / Lodi Street and East Division Street / North McBride Street as possible locations for these demonstrations. Both were named numerous times in City Thread’s interviews with stakeholders.
- Engage other Northside community partners and the Northside TNT in a more comprehensive discussion of mobility improvements that can be led by the City of Syracuse.

With the AMP action plan in hand, Phases 1.5 and 2 follow to build a diverse coalition of community supporters, launch a supportive media campaign, develop a process for rapid project delivery, and accelerate the construction of complete mobility networks.

PHASE 1.5

Generating Momentum

Phase 1.5 of the Accelerated Mobility Playbook focuses on establishing working relationships and systems of communications between all community stakeholders, building excitement and community support for mobility planning, and demonstrating public commitment to accelerated project delivery. The purpose of this phase is to create momentum among Syracuse's Northside neighborhoods, build a diverse coalition of neighborhood leaders that can champion more ambitious efforts, and create working relationships with city officials tasked with project implementation.

Q3 2023: LAUNCH HOPEPRINT DEMONSTRATION EVENT

Hopeprint's network of engaged residents, business owners, and service providers will select a location to temporarily showcase what a dynamic, walkable neighborhood could look like with pop-up shops, activated storefronts, vibrant public spaces, bicycle and pedestrian-friendly streets, and engaging activities for visitors. This type of event is a relatively low-cost, low-risk trial design that shows the potential of a neighborhood. It gives visitors the experience of what that place can be.

Q4 2023: STRENGTHEN THE COALITION

As the year comes to a close, Hopeprint and its community partners turn their attention to additional demonstration events in other Northside neighborhoods. Work plans for community outreach, fundraising, collaboration with the City, and communication planning will begin development during this time.

Timeline 2023

Budget: \$50K-\$75K

JUL

Organize Neighborhood Partners

AUG

Coordinate Infrastructure Needs with City

SEP

Launch Demonstration Event #1

OCT

Celebrate Event Outcomes

NOV

Organize Neighborhood Partners

DEC

Review and Refine 2024 Event Strategy

The budget ranges presented for this phase include programmatic expenses needed to accomplish the tasks outlined in the above. These budgets do not reflect the municipal capital resources needed to construct infrastructure.

PHASE 1.5

Generating Momentum

Phase 1.5 of the Accelerated Mobility Playbook focuses on establishing working relationships and systems of communications between all community stakeholders, building excitement and community support for mobility planning, and demonstrating public commitment to accelerated project delivery. The purpose of this phase is to create momentum among Syracuse’s Northside neighborhoods, build a diverse coalition of neighborhood leaders that can champion more ambitious efforts, and create working relationships with city officials tasked with project implementation.

Q1 2024: DEVELOP COMMUNICATIONS PLAN

Resident focus groups and neighborhood surveys inform a marketing and communications campaign that will support Hopeprint’s efforts to assist with demonstration projects in other Northside neighborhoods. The City of Syracuse Department of Public Works and Neighborhood Development Business Corridor program collaborates on the timing, placement, and scale of implementation for each of the selected locations and establishes an implementation schedule with community partners.

Q2 2024: LAUNCH NORTHSIDE DEMONSTRATION EVENT

Hopeprint’s network of engaged residents, business owners, and service providers will engage and support another Northside neighborhood to host their demonstration event. The City will support the event through the previously approved implementation and communications plans.

Q3 2024: LAUNCH NORTHSIDE DEMONSTRATION EVENTS

Hopeprint’s network of residents, business owners, and service providers will engage and support two additional Northside neighborhoods to host their own demonstration events. The City will support the event through the previously approved implementation and communications plans.

Q4 2024: STRENGTHEN THE COALITION

As the year comes to a close, Hopeprint and its community partners turn their attention to more comprehensive transportation solutions desired in the Northside neighborhoods. Working through the Northside TNT, Hopeprint, its coalition of Northside partners, and the City of Syracuse develop work plans for community outreach, fundraising, collaboration and communications during this time.

Timeline 2024

Budget: \$250K–\$400K

JAN

Conduct Focus Groups

FEB

Conduct Resident Surveys

MAR

Develop Communications Plan

APR

Organize Neighborhood Partners

MAY

Coordinate Infrastructure Needs with City

JUN

Launch Demonstration Event #2

JUL

Organize Neighborhood Partners

AUG

Coordinate Infrastructure Needs with City

SEP

Launch Demonstration Event #3 & 4

OCT

Celebrate Event Outcomes

NOV

Organize Neighborhood Partners

DEC

Review and Refine 2025 Strategy

The budget ranges presented for this phase include programmatic expenses needed to accomplish the tasks outlined in the above. These budgets do not reflect the municipal capital resources needed to construct infrastructure.

PHASE 2

Playbook Initiation

Phase 2 of the Accelerated Mobility Playbook focuses on broader, permanent mobility projects across Syracuse’s Northside. Through the success of the demonstration projects, Hopeprint will continue to establish working relationships and systems of communications between all community stakeholders, strengthening the collaboration between city officials and community partners, working through the Northside TNT to assist with implementation, and launching a public messaging campaign supporting accelerated project delivery.

Q1 2024: DEVELOP COMMUNICATIONS PLAN

Resident focus groups and public opinion surveys inform a marketing and communications campaign that will support the coalition’s effort once network implementation begins. The strategy for timing, placement, and messaging of this campaign is matched against the implementation schedule developed by the City.

Q2 2024: STRENGTHEN THE COALITION

An individual or organization should be hired to lead and manage a branded coalition of supporting community organizations that will be the public face of community engagement and communications efforts. A delegation of key partners will travel away from Syracuse to take part in a study tour. The study tour helps partners align on the AMP goal and frame a conversation on their unique roles and strategies needed to rapidly transform the Northside’s streets.

Q3 2024: KICKSTART NETWORK IMPLEMENTATION

The City of Syracuse, and its coalition of community partners publicly launches the first wave of community engagement campaigns alongside project implementation. The strategy for timing, placement, and messaging of this campaign is matched against the implementation schedule developed by the City.

Q4 2024: ADJUST THE IMPLEMENTATION PLAN

Outreach and media intensity is reduced, moving the focus to making adjustments to media placement, developing additional collateral, and increasing the frequency and intensity of the messaging campaign. A renewal of audience research will inform any changes in public opinion necessary to adjust messaging.

The budget ranges presented for this phase include programmatic expenses needed to accomplish the tasks outlined in the above. These budgets do not reflect the municipal capital resources needed to construct infrastructure.

Timeline 2025

Budget: \$560k-\$880K

JAN

Conduct Focus Groups

FEB

Conduct Public Opinion Survey

MAR

Develop Creative Brief

APR

Finalize Northside Project List

MAY

Hire Coalition Manager

JUN

Host Leadership Study Tour

JUL

Launch Coalition Mini-Grant Program

AUG

Launch Engagement Campaign

SEP

Begin Mobility Network Construction

OCT

Conduct Neighborhood Activations

NOV

Review and Refine Media Strategy

DEC

Review and Refine 2026 Implementation



Appendix

Menu of Work Plan Tactics

Interview List

Menu of Work Plan Tactics

Cities that commit to AMP Phase 2 and Phase 3 are undertaking a meaningful investment in time, expertise, political capital, and financial resources to rapidly accelerate the implementation of their mobility plans. To be successful, all stakeholders (city staff, elected officials, community organizations, and philanthropic partners) must work in partnership with each other and with the broader community. The following menu describes proven tactics for strengthening the coalition, aligning community partners, launching a messaging campaign, and kickstarting network implementation.

PARTNERSHIP DEVELOPMENT

To manage this multi-year action plan, and build replicable systems that sustain momentum, the AMP recommends opportunities to increase staffing capacity and support across all levels of local leadership. Participation in study tours and site visits provides opportunities to align partners on AMP program goals, see and experience the benefits of a connected network, learn from peers, and build relationships that will be instrumental to achieving the goals identified.

Coalition Management

Phase 2 & Phase 3

An individual or organization will be contracted to lead and manage the coalition's path towards achieving its shared goal. This coalition manager will collaborate with local partners to align community-driven initiatives with the network implementation goals established by the City, issue opportunities for community-based organizations to propose and receive capacity-building funding, facilitate communications among local community partners, and activate coalition members to support network implementation.

Coalition Engagement

Phase 2 & Phase 3

Active participation in the coalition requires members to find value for their organization and themselves in this work. Therefore, dedicated funding that supports the activation of coalition members is paramount to sustaining involvement for the duration of the AMP program. Coalition members should have access to funding for capacity building and general operations in addition to any and all equipment, materials, supplies, and professional services needed to deliver outcomes consistent with the City's network implementation.

Study Tours

Phase 2

Study Tours allow a small delegation of key coalition partners to take part in an immersive learning experience. Set against the backdrop of leading cycling cities, both domestically and abroad, these trips help coalition partners to align on the AMP goal and frame a conversation on the required strategies needed to rapidly transform their community's streets. Drawing on the inspiration of global leaders, a study tour will help participants develop their own unique vision for a thriving city and define their role in making that vision a reality.

Professional Development

Phase 3

Local coalition leaders and community partners will be offered professional development and knowledge sharing opportunities that enhance their ability to participate in and affect the AMP program. These opportunities should be assessed on an as-needed basis and include attending conferences, peer gatherings, technical workshops, or similar events.

PUBLIC COMMUNICATIONS

Audience research, content creation, paid media buys, and earned media strategies help pinpoint public support for mobility solutions, present those results to decision makers, and share findings through local media outlets. Public opinion research guides a public information strategy that presents the benefits of multimodal choices for local residents and bolsters support for the acceleration of planned mobility network improvements.

Audience Research – Focus Groups

Phase 2 & Phase 3

Focus groups identify the depth of community support for safer mobility options, test the resonance of messaging strategies, inform paid media efforts, and ascertain influence with key audiences. Successful focus groups will help build a base of knowledge to better understand how specific populations in the focus areas view bicycling and what types of messaging and marketing will be most effective in growing support for mobility infrastructure.

Audience Research – Public Opinion Surveys

Phase 2 & Phase 3

Representative surveys of registered voters evaluate the depth and focus of community support for increased and safer mobility options. Surveys are conducted by an established survey team with research experience in the targeted city. In addition to quantifying levels of support, this research can also be used to test message language, inform public information and marketing efforts, and determine effectiveness with key audiences for the duration of the program.

Paid Media – Creative Development and Production

Phase 2 & Phase 3

A recognized creative branding or advertising firm will utilize messaging insights developed from audience research, additional stakeholder interviews, and a review of ongoing creative campaigns to develop a creative brief. This brief will outline a recommended messaging strategy, creative concept, and media placement strategy for use locally. The approved creative brief is used to create compelling and creative marketing collateral that resonates with local residents and works within the designated format of selected media channels. These initiatives, at a minimum, will include video, digital, mail, and canvassing collateral.

Paid Media – Media Placement and Monitoring

Phase 3

Creative content will be distributed through established media channels in order to reach a wide swath of key audiences in the community. Media placement, frequency, intensity, and calls to action will be coordinated with municipal project delivery efforts.

Earned Media

Phase 2 & Phase 3

Earned media is a specific strategy with the goal of pitching proactive stories on mobility in the target city, placing key allies and spokespeople into coverage, and maintaining relationships and channels of communication with strategic media sources. Typically, this activity is planned and managed by a local, established consultant with deep relationships and experience working with professionals in local print, tv, radio and digital media.

COMMUNITY OUTREACH

Thoughtful engagement of residents, non-profits, businesses, and other leaders in the community builds support for active infrastructure projects. Through close collaboration and cooperation with municipal leaders and transportation departments, localized outreach activities diversify the base of support in neighborhoods where projects are being planned and increase the visibility of community advocates.

Neighborhood Activations

Phase 2 & Phase 3

Deployed before, during, and after physical construction, targeted events will help residents locate and use improved routes for travel. Localized information will be deployed to build awareness and use, strengthen community-wide awareness, and message that mobility networks make the street safer and more efficient for all users. Strategies may include door-to-door canvassing, demonstration projects, neighborhood leader training, digital wayfinding tools, and supporting the creation of a wayfinding signage system for the bike network.

Targeted Outreach

Phase 2 & Phase 3

Focused efforts will be used to develop relationships with grassroots organizations and community-oriented leaders to broaden the base of support and connect the coalition's shared goal to pressing issues like affordability, equity of access, pathways to employment, school safety, recreational access, and healthcare. Local outreach efforts may include initiatives that work to improve access to mobility devices, shared micro-mobility memberships/stations, safety equipment, knowledge and selection of better routes, safety education, establishing ambassadors and affinity groups, and access to affordable repairs.

Neighborhood Ambassadors

Phase 2 & Phase 3

Local residents and neighborhood leaders will be hired to introduce residents to emerging mobility options through tabling or leading demonstrations at events, offering classes, hosting group rides or similar activities. Ambassadors work alongside the coalition's broader outreach initiatives and in cooperation with other community partners to magnify the City's infrastructure network development.

IMPLEMENTATION SUPPORT

While the AMP recommends that municipal partners be responsible for funding capital infrastructure expenses associated with network implementation, it also recognizes that technical expertise for crucial design, project management, communications, organizational, and strategy assistance is sometimes needed to increase capacity for all the coalition partners.

Process Design

Phase 2

Consulting firms with significant experience and knowledge will assist with the reorganization of municipal engagement, planning, and implementation processes to accelerate network implementation. This team will work collaboratively with municipal partners to outline the timeframe, milestones, and resource needs required to boost the City's ability to ramp-up its effort and sustain an accelerated pace of development.

Community Engagement

Phase 2 & Phase 3

Consulting firms or local non-profit organizations will be contracted to organize and execute all aspects of community engagement. The effort will include, but is not limited to, outreach to communities in the project area, coordinating community meetings, resident recruitment, door-to-door canvassing, and digital sharing of project information.

Planning and Engineering

Phase 2 & Phase 3

Consulting firms with significant experience and knowledge will be contracted to support the planning, design, and implementation needs of municipal partners. The consultants will provide task order-based services for various planning and design related activities that allow the City to increase the speed of implementation.

Staff Augmentation

Phase 2 & Phase 3

While not a common recommendation within the AMP program, additional FTE support is sometimes needed to complement and augment the ongoing operations of municipal departments tasked with accelerated project delivery. Planners, engineers, and community engagement staff may be required to increase the pace of project schedules and construction. The funding entity may grant funds directly to municipal agencies, or contract with private consulting firms.

Interview List

City Thread would like to acknowledge and thank the following individuals for their time and expertise that facilitated the development of this report. Their participation in focus groups, meetings, and individual interviews were critical components of the recommendations presented here.

First	Last	Title	Organization
Ben	Walsh	Mayor	City of Syracuse
Stephanie	Pasquale	Dir. Neighborhood Development	Allyn Family Foundation
Jonathan	Link Logan	Director, Northside UP	CenterState CEO
Dominic	Robinson	Senior VP, Inclusive Growth	CenterState CEO
Brenn	Daiss	Dir., Special Transportation Projects	Centro
Kevan	Busa	Transportation Planner, DPW	City of Syracuse
Michael	Greene	Common Councilor, At-Large	City of Syracuse
Brianca	Hill	Business Corridor Manager	City of Syracuse
Neil	Milcarek-Burke	Director, Special Projects, DPW	City of Syracuse
Jennifer	Schultz	Common Councilor, District 1	City of Syracuse
Frank	Ridzi	VP, Community Investment	CNY Community Foundation
Valantina	Aस्ताifo	Co-Mgr. Adult + Family Services	Hopeprint
Beatrice	Faida	Neighborhood Vision Council	Hopeprint
Barbara	Johnson	Community Navigation Manager	Hopeprint
Nicole	Watts	Executive Director	Hopeprint
Syeisha	Byrd	Facilitator	Northside TNT
Euphemia	Fasama	Deputy Director	RISE
Leah	Ifraimova	Director of Resettlement Programs	RISE
Zeeshan	James	Director of Care	RISE
Mike	Alexander	Senior Transportation Planner	SMTC
Jim	D'Agostino	Director.	SMTC
Meghan	Vitale	Principal Transportation Planner	SMTC
Allison	Bodine	Planner	SOPA
Paul	Colabufo	Fleet Mr	VEO

ABOUT



City Thread

City Thread is a national, non-profit 501(c)(3) organization working to connect people and communities. The City Thread team combines 50 years of experience in urban planning, marketing, communications, public participation, fundraising, grant making, community engagement, strategic planning, and campaign management.

We collaborate with diverse teams of elected officials, city staff, community leaders, funders, and residents to identify problems, brainstorm solutions, and develop a shared vision to accelerate mobility and place-based projects. Our custom strategies prioritize local coalition-building to develop organizations and launch campaigns that achieve success for everyone.

Beginning in 2019, five U.S. cities pioneered use of the Accelerated Mobility Playbook to significantly advance the construction of their bicycle networks.

Collectively, Austin, TX; Denver, CO; New Orleans, LA; Pittsburgh, PA; and Providence, RI constructed 335 miles of new, safe, and connected bikeways - moving projects from concept to completion in only 24 months. They are now on pace to fully build their planned networks 25 years earlier than expected.

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