City of Bellevue

MEMORANDUM

DATE: June 4, 2015

TO: Transportation Commission

FROM: Kate Johnson, Associate Transportation Planner
Michael Ingram, Senior Transportation Planner

SUBJECT: Second Draft 2015-2023 Bellevue Transportation Demand Management (TDM) Plan Overview and Discussion

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Purpose

At the Commission meeting on June 11, staff will present an overview of the Second Draft of the 2015-2023 Bellevue Transportation Demand Management (TDM) Plan, a document intended to guide the City's TDM efforts for the next eight years. Staff will seek Commission discussion and feedback on the plan in order to prepare the Public Review Draft to be posted for public comment in July.

Background

TDM Definition

TDM is defined as strategies to reduce demand on the transportation system by increasing the use of transit, carpooling, vanpooling, walking, bicycling, teleworking, flexible work hours, and compressed work weeks. TDM emphasizes the movement of people, rather than vehicles. TDM staff works with the traveling public, as well as those who affect transportation choices of others (such as employers or property managers), to encourage the use of non-drive-alone transportation modes through activities such as marketing, education, assistance, and provision of incentives. The City has been engaged in TDM measures and activities since the mid-1980s, and TDM has a strong basis in policy support and longstanding practice. TDM plays a supporting role in the City's work to plan and implement a multimodal transportation system.

Relationship to Previous Commission Discussion

At the Commission meeting on May 14, staff presented an overview of the City's TDM program, and discussed with the Commission three immediate TDM initiatives under way in early 2015:

1) 2014 TDM Progress Report
2) 2015-2019 Commute Trip Reduction Plan Update
3) Scope of Work for 2015-2018 Federal CMAQ Grant Funding

These initiatives are moving ahead as discussed. The 2015-2023 Bellevue TDM Plan incorporates these three initiatives, and work thus far on the Bellevue TDM Plan has involved research and analysis that has guided the development of the three initiatives.

A Preliminary Draft 2015-2023 Bellevue TDM Plan was posted on the Transportation Commission web page on April 3, 2015. Though no Commission input was provided specifically on that draft, Commission feedback provided at the May 14 meeting on the three current TDM initiatives enumerated above and relevant to the Plan have been incorporated into the Second Draft. Specifics include the following:

- The Commission discussed beefing up the vanpooling element of the City's TDM program. This updated draft contains an additional strategy for promoting and facilitating vanpooling (as well as carpooling).
- The Commission also asked whether it is possible to identify the impacts of conducting TDM programs, versus what would have happened regardless of TDM efforts. The updated draft contains a statement in the Measurement chapter emphasizing the need to improve TDM measurement techniques, including by following new developments in measurement tools in the TDM field nationally and in the Puget Sound region.
- The updated draft plan also contains updated data and analysis on employment characteristics reflecting information that has been newly received since the last draft.

Presentation Overview

The attached Second Draft 2015-2023 Bellevue TDM Plan is grouped into the following general topical areas:

- Background – purpose and role of TDM in Bellevue; lessons learned from previous plans; and research, which includes a voluntary online Community Input Survey conducted in November/December 2014. (Full results may be viewed here, or by going to www.ChooseYourWayBellevue.org/about-plans-activities and clicking on the last link under Research.)
- Measurement – performance of previous TDM activities, goals/objectives/targets
- Implementation strategies and framework

Each of these topical areas will be presented in detail for Commission discussion and comment on June 11.

Next Steps

Staff will make revisions to the Second Draft in late June based on Commission feedback, and will post a Public Review Draft during the month of July. Staff anticipate finalizing the plan in September. The plan will be available in the Council Office as background material for when staff seek Council action to adopt the 2015-2019 Commute Trip Reduction Plan Update.

Separately, Council will be asked to accept the federal CMAQ TDM grant funds – also discussed with the Commission at the meeting on May 14. Staff anticipate this action to be requested at the Council meeting on August 3.

If you have questions or need additional information prior to the meeting, please contact Kate Johnson at kmjohnson@bellevuewa.gov or 425-452-7896.

Attachment:
Second Draft 2015-2023 Bellevue Transportation Demand Management Plan

Bellevue Transportation Demand Management Plan/ 2015-2023

Second Draft

City of Bellevue / June 4, 2015

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1. Introduction

Bellevue is a great place to live, work and play. Key to Bellevue's success is the presence of choices for getting from one place to another, such as taking the bus, walking, riding a bike, carpooling, vanpooling, or eliminating a trip entirely by teleworking or working an alternative work schedule. The City of Bellevue is increasingly finding ways to help people learn about and use these modes through its transportation demand management (TDM) programs and activities. TDM refers to activities that increase the viability and attractiveness of modes other than driving alone in order to reduce demand on the roadways. TDM emphasizes the movement of people and goods, rather than vehicles, by providing convenient options to driving alone.

Over the last couple of decades, traffic levels in Downtown Bellevue have remained fairly flat, even as the number of downtown workers and residents has increased dramatically. Why is this? The answer involves a complex combination of factors, including changes in land use, demographics, transit service and transportation costs, to name a few. But the result is a downtown that has turned into a great place where people want to be.

Bellevue's varied TDM activities focus on employers, employees, property managers, residents and students. The benefits to the community include maximizing the efficiency of our existing infrastructure and limiting the impacts of traffic on Bellevue neighborhoods. In addition, reducing trips limits pollution to the air and water and supports the city's commitment to reduce greenhouse gas emissions.

Bellevue is facing challenges in coming years: traffic, transportation costs, environmental concerns, construction impacts, and the impacts of growth. Specific challenges include construction of East Link light rail from Seattle through Bellevue to Overlake with a potential closure of up to five years of the South Bellevue Park-and-Ride lot; road construction in the Spring District (Bel-Red area); other the opening of a new express toll lane on Interstate 405; construction on State Route 520; and potential tolling on Interstate 90.

Transportation costs are substantial, including societal costs for transportation infrastructure and individual commuting costs such as gas, vehicle wear and tear and depreciation, insurance, tolls and parking. Other costs are not monetary but rather in time and health, such as the delay and pollution associated with traffic congestion. Helping people find ways to get around by modes other than driving alone can help reduce these costs.

The emphasis in the Bellevue TDM Plan is on facilitating choices. Bellevue workers and residents should have a wide array of options for how they get around, including information about how to use them as well as real-time information to help them make the optimal choice at a given moment, based on factors such as cost, time, topography, and even calories burned. TDM activities can help users try different modes by helping subsidize a trial period for that mode. If travelers have information about the various choices and an opportunity to try them, then they are more likely to do so. The more people who use modes such as transit, the greater the level of service that is viable: it's a virtuous circle.

This TDM Plan Update guides the city in its TDM work from 2015 through approximately 2023. It directs the city's TDM efforts up to the launch of East Link light rail service from Seattle to Bellevue and Overlake.

This plan is directed toward multiple audiences:

- Employers affected by the State of Washington Commute Trip Reduction (CTR) law (generally those employers with 100 or more employees who begin their workdays between 6:00 and 9:00 a.m.), for which the state provides a highly useful and beneficial organizational framework;
- Employers not affected by the CTR law;
- Office and property managers
- Employees
- Residents
- Downtown and citywide geographies
- All trip types, including commute trips during peak and non-peak times, as well as non-commute trips

The plan is divided into sections that cover the following topics:

- Research/background, including a summary assessment of successes and lessons learned from previous TDM work at the city, demographic analyses and the results of a community input survey for the plan;
- Identification of plan goals and targets, plus measurement methodologies;
- Proposed strategies for reaching the goals and targets, in order to maintain ongoing successful programs while bringing in new cutting-edge activities that resonate with today's travelers' needs for flexibility and on-the-spot information;
- A framework for how the city will implement the plan, including a financial plan and identification of partner organizations who will work together with the city.

This TDM Plan Update supersedes existing TDM plans that guide the city's efforts, including the Commute Trip Reduction Plan, the *Connect Downtown* Growth & Transportation Efficiency Center Plan, and the 2010 Draft Citywide TDM Plan. This new plan update provides a single plan that combines the scopes of these three plans into a single citywide plan for all TDM activities.

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2. Overview of Current and Previous Planning Efforts

Introduction

The city has been conducting TDM since the 1980s. In earlier years most TDM activities were time-limited or episodic, or directed toward a single audience subset (such as the state Commute Trip Reduction program), and the programs lacked a cohesive framework pulling them together in order to achieve an overarching goal. The Comprehensive Plan has had mode share targets and a TDM element providing policy support since the 1990s, but at that time the various TDM endeavors were not pulled together into a concise plan.

In 2006, the state legislature revised the Washington Commute Trip Reduction (CTR) law, requiring jurisdictions to develop full-scale plans to guide CTR work. The legislation also created the Growth & Transportation Efficiency Center program, encouraging and providing researches for certain jurisdictions (Bellevue included) to conduct TDM in urban centers for all trips and audiences, and required an associated large-scale planning effort. For Bellevue, these plans containing robust analysis and strategies based on Bellevue's transportation, land use and demographic conditions, have guided the City's TDM programs since their development. The present Bellevue TDM Plan expands on this prior planning framework to bring together these two plans, as well as a draft Citywide TDM plan written in 2010, together into one cohesive TDM plan for the whole city.

Status reports and "lessons learned" from prior TDM plans are provided below.

Commute Trip Reduction (CTR) Program

The state Commute Trip Reduction law (enacted in 1991 and revised in 1999 and 2006) requires that jurisdictions in congested state corridors within urban growth areas that have person delays of 100 hours or more develop Commute Trip Reduction plans and ordinances for employers affected by the law, and update them every four years. Bellevue is one such jurisdiction, and Bellevue's initial state-mandated 2008-2011 Commute Trip Reduction Plan was adopted by the Bellevue City Council in 2008. It was updated for 2011-2015 via a streamlined state update form, and a similar update for 2015-2019 is under way as of this writing. The state template for the 2015-2019 CTR Plan Update is attached as Appendix A, and the strategies in that state form are incorporated into the body of the plan.

The Commute Trip Reduction Plan sets targets for the rate of commute trips by mode other than driving alone and vehicle miles traveled for worksites affected by the law. Per state law and City code, affected worksites are those with 100 or more full-time employees who arrive at work between 6:00 a.m. and 9:00 a.m. on two or more workdays for at least 12 consecutive months. These worksites are required to appoint an employee transportation coordinator, develop a program for commute trip reduction, annually distribute information about the program to employees, conduct measurement of non-drive-alone travel and vehicle miles traveled, and report on program. Worksites that fail to make progress toward targets established by the city in accordance with state law are required to make changes to their programs.

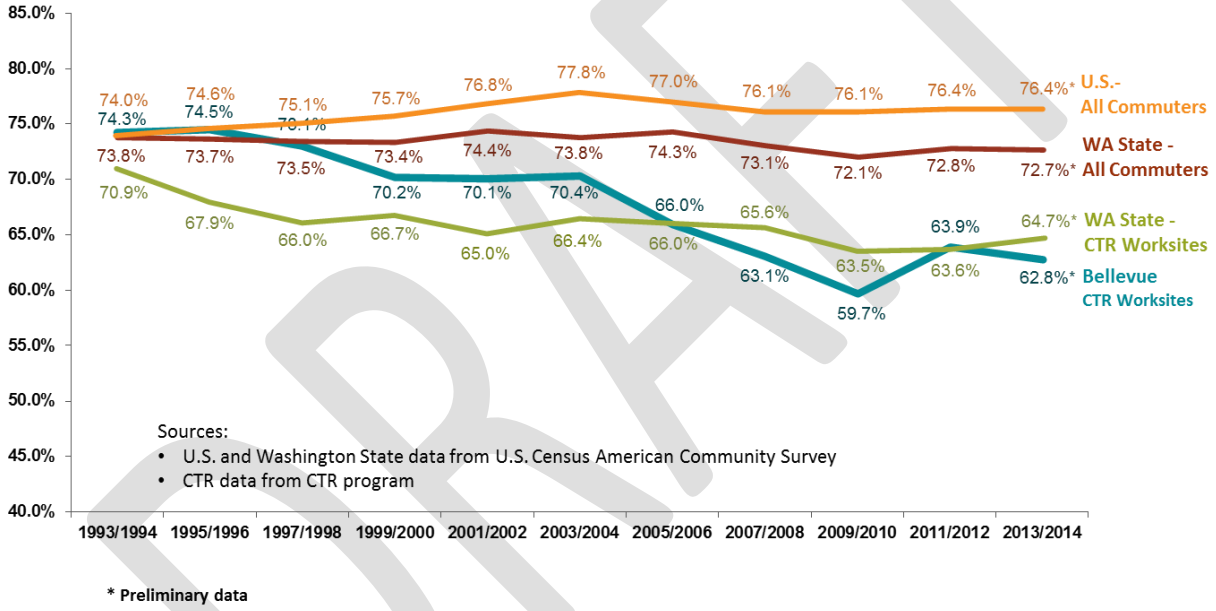
The state provides grant funding for implementation in the amount of approximately $205,000 per state biennium (July of each odd year through June of the following odd year). A city contractor (King County Metro) works directly with affected employers to help them develop and implement their programs; promote commute options other than driving alone; and comply with the requirements of the state law and city code.

CTR PERFORMANCE AND RESULTS

CTR has been a success in the state of Washington and in Bellevue. A look at trends in drive-alone rate since 1993 shows that Washington State has done better than the U.S. in reducing its commute trip drive-alone rate. CTR companies statewide and in Bellevue have done even better:

Figure 2-1

Drive-Alone Rates for U.S., Washington State, and Washington/Bellevue CTR Worksites, 1993-2014

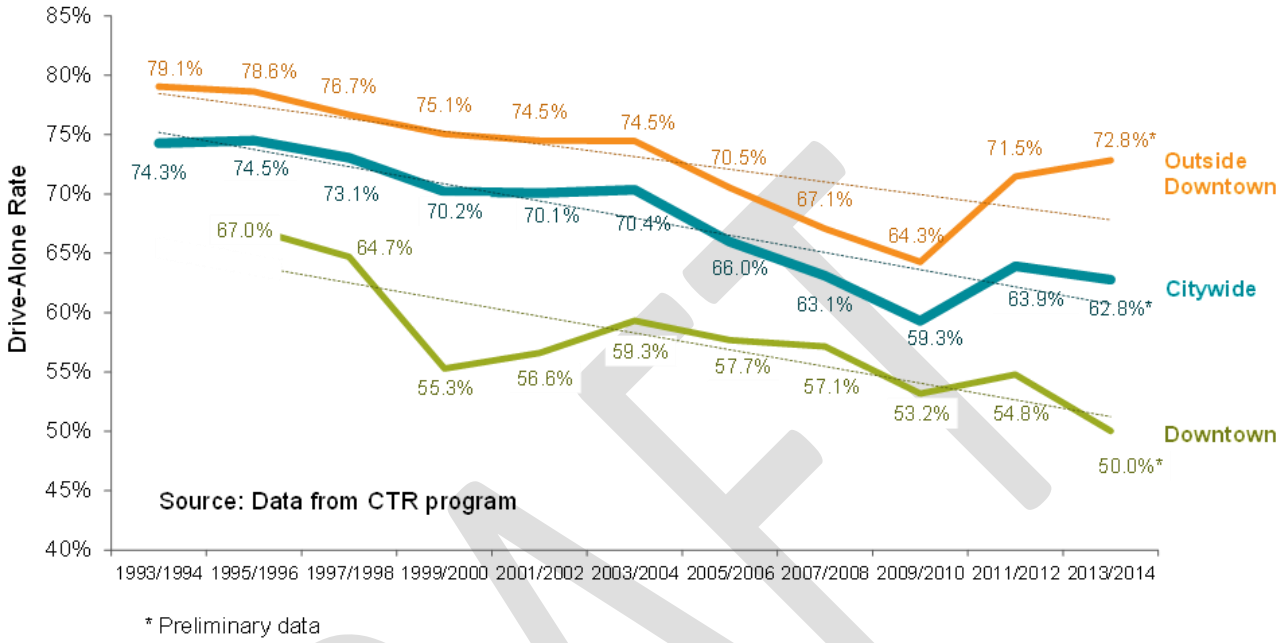


*** Preliminary data**

As shown in the previous figure as well, Bellevue worksites have reduced their commute trip drive-alone rate from 74.3% to 62.8% from 1993 to 2014. Figure 2-2 further breaks down Bellevue to show performance at downtown CTR sites as compared to CTR sites outside of downtown.

Figure 2-2

Drive-Alone Rates for Bellevue CTR Worksites, 1993-2014



(Note: Typically CTR sites conduct measurement surveys every two years, and thus the surveys are grouped into two-year "survey cycles.")

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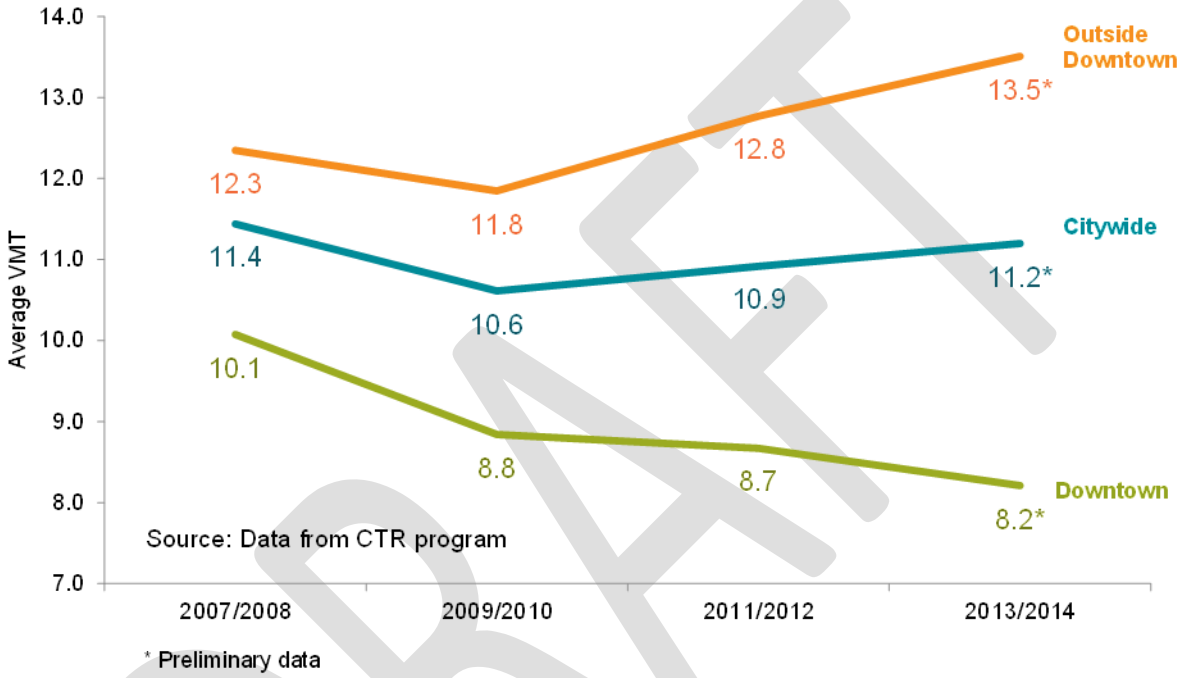
Citywide, vehicle miles traveled have decreased from 11.4 per person to 11.2 per person since 2007 (the earliest that data are available):

Figure 2-3

Average Vehicle Miles Traveled (VMT) Per One-Way Commute Trip

Bellevue CTR Worksites, 2007-2014



(Note: Typically CTR sites conduct measurement surveys every two years, and thus the surveys are grouped into two-year "survey cycles.")

Additional performance observations from the CTR program include the following:

- The program in its current form engenders successful trip reduction, even in areas outside of Downtown Bellevue that are served less well by transit.
- The drive-alone rate and vehicle miles traveled outside of downtown has experienced an uptick (worsening of performance) in the two most recent two-year survey cycles. This may warrant investigation of ways to increase program effectiveness in this geography.
- Instituting a charge for single-occupant vehicle commuter parking is the single most effective change an employer can make. In Downtown Bellevue, such a parking charge is correlated with a 20% reduction in the drive-alone rate. In Downtown, every $4 increase in monthly parking cost

is correlated with a 1% lower SOV rate. This is similar to the national data. A modest correlation with charging for SOV parking has been observed outside of Downtown as well.[1]

- Employer transportation representatives from King County who work with affected employers to help them with their programs have observed that having engaged Employee Transportation Coordinators (ETCs) makes a difference at worksites. Even worksites with robust programs and a history of success can slip when ETCs turn over, are not engaged in program implementation, and do not attend available training sessions. A lack management support for time and effort spent administering the program can cause deleterious results. This was the observed reason for deterioration in performance at one downtown worksite that had a 29.6% drive-alone rate in the 2009-2010 survey cycle that then increased to 35.2% in 2011-2012.
- Even for companies in areas without robust transit service and where free employee single-occupant vehicle parking is offered, there are still program elements that can help reduce commute trips. Telework can help companies achieve a very low drive-alone rate; one site in Bellevue went from a drive-alone rate of 64.6% in the 2007-2008 survey cycle when first becoming affected (already a low rate) to 51.3% in 2011-2012. Promoting carpooling and vanpooling and setting up company-wide networks on the RideshareOnline platform for logging trips, earning rewards (sometimes provided by state/regional incentive campaigns such as Wheel Options) and increasing the brand identity of a company's commute program can also be effective.

Connect Downtown Growth & Transportation Efficiency Center Program (GTEC)

As mentioned earlier in this chapter, the revised 2006 the Commute Trip Reduction law created the Growth & Transportation Efficiency Center (GTEC) program to provide additional funding in eight urban centers across the state, including Downtown Bellevue, for focused TDM efforts in areas of worker and residential density, where such efforts can be the most effective. The funds could be used for audiences and trip types beyond the traditional large-employer CTR program described above, and thus addressed non-CTR-affected employers and employees, residents, and both commute and non-commute trips

The GTEC funding required that jurisdictions create and adopt of GTEC plans describing existing transportation conditions, goals and targets, and strategies for meeting those goals. The Bellevue City Council adopted the 2008-2011 *Connect Downtown* Growth & Transportation Efficiency Center in March 2008, and accepted the state GTEC grant funding totaling $300,000 for the 2007-2009 biennium. The program was jointly implemented through a partnership among three entities:

1) The city, which provided staffing as well as local funding when available;
2) King County Metro, which provided staff expertise and additional federal pass-through grant funding; and
3) TransManage, a service of the Bellevue Downtown Association, which was engaged to deliver trip reduction services.

[1] Lazar, Alexander, "Quantification of Transportation Demand Management Factors Affecting the Shift from Drive-Alone to Other Commute Modes in Bellevue, WA," University of Washington, 2009

Funding for the state GTEC program ended in 2009, but state program staff encouraged jurisdictions with GTECs to continue implementation if possible. Accordingly, the Bellevue TDM Partnership arrangement has continued through the present, with grant funds continuing to be provided by King County Metro. Since 2011, activities that were formerly restricted to Downtown have all been expanded citywide. In the current environment, audiences appear interested in TDM programs regardless of the part of the city they are located in; and King County's current grant funding[2] applies to the broader I-405 corridor and allows expenditures throughout the city.

Major activities undertaken through the *Connect Downtown* GTEC program include, or have included, the following:

- Smaller employer (5-99 employees) and property manager programs, via the program brand name "Commute Advantage":
    - Employee transit pass program rebates of up to $50 per annual pass.
    - Free employer and property manager consultations to help them craft tailored commute programs appropriate for their company and employees.
    - Informational workshops and webinars for employers and property managers.
- Individual audience programs – for workers, residents and students:
    - Provision of welcome packets with free transit tickets for new residents.
    - Specialized worker outreach, including programs for hospitality and medical workers.
    - Neighborhood-focused, episodic individualized marketing through the King County Metro "In Motion" program. In this model resident of a particular neighborhood are mailed packets with information about using modes other than driving alone, and those with a car in the household were encouraged to try other modes and log those trips in an online calendar.
    - A citywide "commute club" (called *On The Move Bellevue*) through which Bellevue workers, residents and students can receive rewards by using non-drive-alone modes and logging those trips in an online calendar.
    - Launch and operation of the "Commuter Connection" store, operating in the Bellevue Transit Center Rider Services Building, with secure cardkey-accessible bicycle parking and part-time help desk assistance with trip planning. This facility was built and launched in 2008 but closed in 2012 due to budget constraints.
    - Various outreach activities including community events, flyers, informational pieces about transit service, maps, and a Downtown Pedestrian Guide.
- Analysis and research of office parking, including a 2008 inventory of pricing and occupancy conditions, and a 2013 consultant study, the Downtown Commuter Parking Assessment, which analyzed the city's codes, policies, land use forecasts and current practices, and made code and policy recommendations.
- Other research:

[2] State Regional Mobility Grant: I-405 Communities in Motion

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- A 2010 demographic and market/branding study to produce a new brand, Downtown Bellevue On The Move, for the worker/resident audience (this brand was changed to On The Move Bellevue when individual programs became available citywide in 2014).
- A 2012 focus group study of downtown employers, property managers and parking operators to uncover barriers and motivators for program participation, as well as attitudes and reasons behind various practices related to parking and commute programs.

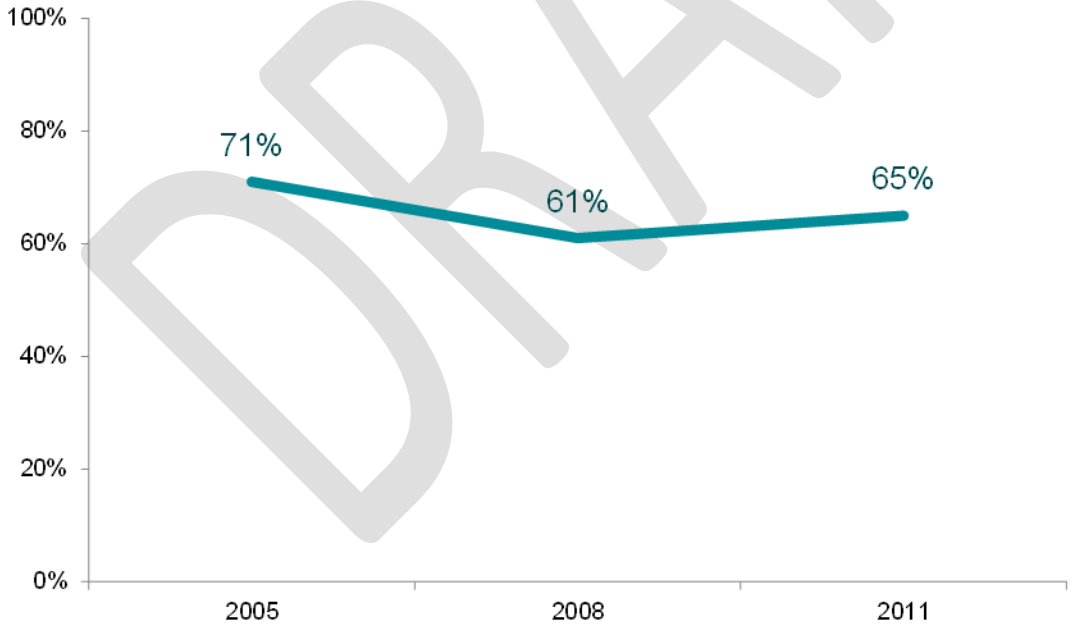
CONNECT DOWNTOWN GTEC PERFORMANCE AND RESULTS

The 2008-2011 *Connect Downtown* GTEC Plan's quantitative target was to reduce the Downtown Bellevue drive-alone rate from its 2005 level of 71% by 10%, to the level of 63.9%, in 2011.

The City's 2005, 2008 and 2011 Mode Share Surveys for Downtown Bellevue provided a measurement mechanism for the initial planning period. Below is a chart indicating those results. By 2011, the city had made progress toward (though not reached) this target. It is interesting to observe that the 2008 measurement (61%) exceeded the 2011 target, but there was an uptick in the drive-alone in 2011 (to 65%). Nevertheless, the City made progress toward the goal.

Figure 2-4

2005-2011 Downtown GTEC Drive-Alone Rate



The data source for assessing commute mode share for all employees in downtown or citywide will be changing. This is because the City's Mode Share Surveys (previously conducted every two to three years from approximately 2000 through the last one in 2011) will no longer be conducted, due to budget constraints. Future measurement will occur via the U.S. Census American Community Survey. (Commute

mode share of the subset of employees that are affected by the state Commute Trip Reduction program will continue to be measured through that program.)

For the U.S. Census downtown workplace geography (mode share of workers in downtown), data are provided through the Census Transportation Planning Package (CTPP) five-year-estimates. For the 2006-2010 time period (the only valid time period available thus far for Downtown Bellevue), the downtown worker drive-alone rate was **70.8%**. However, this figure is not directly comparable to Mode Share Survey figures[3]. U.S. Census data will be used consistently moving forward for Bellevue TDM measurement, and baselines established at this time will allow for direct comparability as time moves on. See Chapter 6 for more information about future measurement methodology.

> The data source for assessing overall commute mode share for all employees in Downtown or citywide will be changing. This is because the city's Mode Share Surveys (previously conducted every two to three years from approximately 2000 through the last one in 2011) will no longer be conducted. Future measurement will occur via the U.S. Census American Community Survey. (The commute mode share of employees affected by the state Commute Trip Reduction program will continue to be measured through that program.)

Additional *Connect Downtown* GTEC program results are as follows:

- Initially, there appeared to have been pent-up employer demand for business transit pass products. In the first two years of the GTEC program, small employer program participants provided 1,200 new transit passes to employees, through a City program that offered a $50 rebate per pass to employers. This demand tapered off several years into the program, partially due to the rising price of the "premier" transit benefit product promoted to employers, the Business Passport (available for businesses through the ORCA transit fare program). For this product, the price is based on ridership of those with the passes, and with increasing transit ridership (as well as the end of funding for the rebates), the price has been rising. Future monetary incentives should

[3] For the CTPP, in order to have a robust enough sample size, five-year data averages are utilized, and the five-year data period available at this time is 2006-2010 averages. In addition to a different time basis and spread, there are other key differences between Census/CTPP and Mode Share Survey data. The Census survey question asks "How did this person usually get to work LAST WEEK?" The resulting answer omits means of transportation used for a minority of the days during the last week. In contrast, the Mode Share Survey asks the respondent "Last week, what type of transportation did you use each day to commute TO your work location?" A response is gathered for each day, and all are counted. Another difference is that the Mode Share Survey conducted surveying at the employer level, through employer representatives, for worksites with 5-99 employees, and also incorporated existing CTR survey data and building Transportation Management (TMP) survey data. As a result, it omitted non-CTR-affected worksites with 100 or more employees as well as worksites with four or fewer employees (although some of the latter were included in TMP surveys).

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consider the price barrier of the Passport and be flexible in nature so as to provide employer rebates for multiple types of commute benefits.

- As of the end of 2014, 178 employers (non-CTR-affected) engaged in the Commute Advantage program in some way. This is approximately 20% of the target audience, and engagement includes attending a workshop or participating in a consultation. This is a significant number; however, the numbers have tapered off over the years, as indicated by the following detailed results:

Table 2-1

Number of Employers Engaged in Commute Advantage Program, 2007-2014

	2007	2008	2009	2010	2011	2012	2013	2014
Annual	32	32	24	21	39	16	7	7
Cumulative	32	64	88	109	148	164	171	178

- Worker or resident events and gatherings organized specifically for TDM purposes had mixed results. Early in the program, the City conducted "zip code lunches" for downtown office workers so they could meet each other and form (or join) carpools and vanpools. The lunches had strong turnout, but no known actual formations occurred. For several years program staff attempted to pull together gatherings of residents at new buildings, to no avail. A positive result was achieved form a 2014 after-work carpool/vanpool formation event at which refreshments were served. About 40 people attended and one vanpool was formed.
- Community grass-roots outreach—participating in broader community events—continues to be beneficial. Engagement at events such as the Sixth Street Fair, 4th of July, Residential Mingle, Strawberry Festival, Bike to Work Day, etc., is strong. In the first two years of the GTEC program alone (2008 and 2009),[4] nearly 2,000 people were reached through events. In addition, during those years, approximately 5,300 people were personally assisted at the Commuter Connection facility at the Bellevue Transit Center. The Bellevue Downtown Association started holding an annual "Residential Mingle," with information and displays about many topics including transportation; and these have been attended by hundreds of people. The annual event included a table promoting travel options through City's main TDM brand, Choose Your Way Bellevue.
- King County's "In Motion" social marketing program for individuals had good participation. In Downtown Bellevue in the summer of 2008, there were 405 participants in the program, who logged over 9,000 non-drive-alone trips.
- There is modest but significant demand for secure bicycle parking at the Bellevue Transit Center. At the time of closing of the Commuter Connection facility, there were 16 members taking up the 27 available spots, and approximately six new members were about to join but had to be turned away due to the imminent closure. Many workers in Downtown Bellevue do have bike

[4] Outreach audience numbers were not tracked beyond the first two years of the program.

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parking available in their own office buildings, but feedback was heard that the facility was highly valued by those who for whom that was not the case. Following the closure, TDM program staff created an online map of bicycle amenities (i.e. secure bicycle parking, lockers, showers) in Downtown Bellevue.

- Engagement in Commute Club programs for logging trips and earning rewards was strong. For the initial "pilot" period, from August 2011 through March 2012, a King County Metro analysis determined that 120 daily trips were removed from the roadways. A city of Bellevue analysis from mid-2012 through the end of 2013 indicated that participants remaining in the program for a year reduced their rate of trips by drive-alone mode by 4%. Starting in 2014, the program expanded citywide (for all workers, residents and students in Bellevue) and operated through the King County I-405 Communities in Motion program. (As of this writing, program results are not yet available.) People are kept engaged with logging trips on an ongoing basis through activities such as social media photo contests and a "Perks" program in which participants can earn coupons for discounts at local businesses for logging eight days of non-drive-alone commuting in a month.
- Informative collateral pieces were well-received. These included a downtown pedestrian guide with landmarks, points of interest, and transportation information including through-block pedestrian connections; a brochure summarizing available transportation smart phone apps; a brochure indicating major transit destinations available from the Bellevue Transit Center, and which routes to take, etc.
- Parking assessments have indicated that employer parking subsidies are quite prevalent in Downtown Bellevue. Parking tends to be taken up by monthly parking pass users who receive this benefit at a relatively low cost from their employers. Focus groups of parking operators conducted in the fall of 2012 indicated that parking operators prefer administering parking operations via monthly parking passes instead of daily "transient" parkers, largely due to lower administrative overhead and equipment considerations. As a result, monthly parking remains fairly inexpensive to the end user (estimated in 2012 at $81 per month, although the retail price in 2012 was $193 per month[5]); and daily parking remains fairly expensive typically at the $18-$20 range[6] per day, without in-and-out privileges in most cases. The Downtown Bellevue Commuter Parking Assessment Report is posted at
- The 2012 focus groups also included downtown employers and property managers, with key results as follows:
    - Employers related that the ORCA Passport transit pass product appeared to be inflexible and expensive, and that taking the bus was too inconvenient for their employees.

[5] Based on a 2008 Parking Inventory Report survey of employers indicating an approximately 75% subsidy of parking costs for their employees; and the prevailing cost of parking passes to employers, as described in the 2013 Downtown Bellevue Commuter Parking Assessment Report. The $193 per month is cited in the latter report as a figure from Colliers.

[6] Based on the Bellevue Downtown Association's 2012 Downtown 2012 Downtown Bellevue Parking Survey Report

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- Property managers tended to not see themselves as hands-on implementers of commute benefits; when asked about their impressions of "mini-grants" (approx. $5,000) for providing bicycle or other building amenities, their response was positive.

Research findings and reports from the City's TDM program are posted online at www.ChooseYourWayBellevue.org/about-plans-activities in the Research section.

Most GTEC Plan strategies were implemented as described above. However, the following were **not** implemented:

- Enhanced provision of Guaranteed Ride Home programs (also called "Emergency Ride Home") throughout downtown or a broader geography, for those not already receiving this benefit from their employers, in which users of non-drive-alone commute modes can receive a free taxi ride home in case of emergency.
- Parking cash-out, in which the program would provide funding for an individual to try a new mode for a trial period but still keep their single-occupant vehicle parking spot in case the new mode doesn't work out. At the end of the trial period, the employer would be encouraged to fund the alternative travel mode instead of the parking space, if the employee is interested in continuing.
- Mini-grants for employers and property managers, for travel option marketing campaigns or small capital items.

Although they have not been feasible thus far, these strategies are still recognized as having good potential and will be considered for the future.

2010 Draft Citywide TDM Plan

In 2010, City staff completed a draft citywide TDM Plan. This plan included demographic assessments, a survey of employers, and analysis of most effective TDM strategies in Bellevue, area-by-area. The strategies are outlined in a chart that allows for various funding level scenarios, so that strategies can be scaled appropriate to funding levels available. The city did not end up having funding available for delivering area-specific TDM programs. The King County-funded On The Move Bellevue program expanded the City's "commute club" trip logging and incentive program citywide, but strategies were not tailored to specific areas. Generally, the Bellevue TDM Plan takes a similar approach to the 2014-through-present program, which is to blanket strategies across the city without tailoring them to specific locational characteristics. However, with funding capability, certain programs may take on an area-by-area approach (such as Factoria/Eastgate or Crossroads). In particular, individualized social marketing programs (such as "In Motion") can sometimes be most effective by targeting a particular neighborhood or district with a tailored program designed to meet the needs of that area.

Additional Ongoing City TDM Programs

The city has maintained a travel options website since the 1990s. Formerly branded "One Less Car," the city's brand and website was renamed as "Choose Your Way Bellevue" in 2007, and an updated travel options website was unveiled in that year. The website provides a one-stop information resource for

travel options including busing, walking, biking, carpooling, vanpooling, carshare, and telework/ alternative work schedules. There are also pages on the site for employer, property manager and school audiences. The city has maintained an ongoing services contract for maintenance of the content since 2007 and devotes in-house staff time to maintenance and upgrades (it was moved from an external host to a city server in 2014).

The city promotes the Choose Your Way Bellevue brand and website in the community by sponsoring events such as the City of Bellevue Lake to Lake Bike Ride and the Magic Season Ice Arena at the Bellevue Downtown Park.

Reaching employees in large office and retail buildings is an additional component of the City's transportation demand management effort. Bellevue's Transportation Development code has provisions for Transportation Management Programs (TMPs). TMPs require property owners of newly constructed large buildings to implement automobile trip reduction programs directed to tenant employees, in order to reduce traffic and parking impacts related to development. The city conducts ongoing work to facilitate property owner compliance with the code. Although incentives and outreach offered through additional programs described in this plan can enhance performance at TDM-conditioned buildings, basic program implementation is maintained by ongoing City funding. For some buildings, basic elements of the program are currently maintained through a services contract with King County Metro. In addition, The Bellevue Downtown Association (TransManage group) contracts with some buildings to help them maintain their TMPs and to promote trip reduction specifically to those building tenants.

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"Lessons learned" from past implementation of City TDM plans* include the following:

- A recent uptick in CTR drive-alone rate and vehicle miles traveled for worksites outside of downtown may warrant further investigation of ways to increase program effectiveness. This might take place in the form of focus groups or other qualitative research.
- Since instituting a charge for single-occupant vehicle commuter parking is the single most effective change an employer can make, city TDM programs should ensure that assistance to employers includes relative costs and benefits of purchasing free parking for their employees versus providing employee subsidies for transit and other non-drive-alone modes.
- Having worksite employee transportation coordinators that are well engaged in trip reduction programs, and training/assistance provided by the City, makes a difference in performance.
- For worksites in more suburban locations with free parking and limited transit service, program elements that can be successful are telework; company networks on the RideshareOnline trip logging and incentive program to promote regional campaigns; and carpooling/vanpooling.
- The increased cost of certain transit products employers can purchase for their employees (in particular, the ORCA Passport transit pass product) should be addressed where possible through rebate programs or promotion/incentives for an increased range of modes and products.
- Historic demand for small employer education and assistance but has tapered off. The City should invigorate these programs and focus on programs that have relatively low impact on companies' staff resources, making it easier to provide their employees with commute benefits.
- Strategies should be explored that encourage provision of flexible parking choices that support non-drive-alone commuting.
- The City's TDM program should continue with successful community outreach to promote mode options through participating in grassroots community events, commute clubs, business discount programs and social media, as well as individualized social marketing programs such as King County's "In Motion" program.
- Providing information is an alternative when infrastructure is not available. For instance, continuing to provide a map of bicycling amenities (currently provided through the TDM program for Downtown Bellevue) could be a way to help bicycle commuters find showers, lockers and bicycle parking.
- Mini-grants to help with provision of building amenities for non-drive-alone commute options may be of interest to property managers.

*Commute Trip Reduction (CTR), *Connect* Downtown Growth & Transportation Efficiency Center (GTEC), and others

Other City Plans

Other City transportation and land use planning initiatives are relevant to TDM work, including several upcoming Comprehensive Plan and City Code updates and other transportation plans.

DOWNTOWN PLANNING INITIATIVES

Downtown Transportation Plan Update: This plan update launched in 2011 and has focused on updating the transportation portion of the Downtown Subarea Plan that was adopted in 2004. The plan update considered and incorporated forecasted growth in population and employment through 2030, and developed a multimodal strategy to accommodate both motorized and non-motorized transportation demand. The Transportation Commission Recommendations for the Downtown Transportation Plan Update support TDM through with planned improvements in transit service as well as improvements for other non-drive-alone modes. Downtown Transportation Plan policies and projects will be integrated with the Downtown Livability Initiative (see below), to result in a full package of Comprehensive Plan Downtown Subarea Plan and land use code amendments for Council consideration in June 2015.

Downtown Livability Initiative*:* This targeted review of specific regulations that guide downtown development and land use activity launched in 2012. Objectives are to better achieve the vision for downtown as a vibrant, mixed-use center; enhance the pedestrian environment; improve the area as a residential setting; enhance the identity and character of downtown neighborhoods; and incorporate elements from the Downtown Transportation Plan Update and the Sound Transit East Link light rail design work. One regulation area that was analyzed was the downtown parking code. In support of this analysis, city TDM staff produced the 2013 Downtown Commuter Parking Assessment Report., in which a consultant was engaged to develop recommendations on "right-sizing" the office parking supply to align with the city's downtown long-range vision and goals, including mode share goals identified in the Comprehensive Plan and Downtown Subarea Plan. Within its 2014 recommendations, the Downtown Livability Citizen Advisory Committee recommended follow-up work to "Conduct a comprehensive parking study to include items such as on-street parking, potential for public garages, and opportunities for coordinated management of the parking supply such as valet or shared use, etc." As of early 2015, Council is in the process of reviewing the CAC's recommendations prior to providing direction on the next steps to implement the CAC's work.

CITYWIDE PLANNING INITIATIVES

Transit Master Plan: The City Council adopted the Bellevue Transit Master Plan (TMP) in July 2014. The plan replaces the 2003 Transit Plan with a comprehensive 20-year look ahead to the type of transit system that will be required to meet Bellevue's transit needs through 2030. Although the city does not operate its own transit system, the TMP can positively influence regional transit agencies to keep Bellevue moving. The plan envisions a public transportation system that serves a diverse variety of people and trip purposes and that is the mode of choice for an increasing number of people who live, work, shop and play in Bellevue. The enhancement of transit and the city's CTR program are mutually

supportive of each other; as the CTR program helps to build the market for transit use, the plan will make this service more viable and assist employers with their trip reduction efforts.

Comprehensive Plan Update: As of early 2015, an update of the Comprehensive Plan is under way, with Council adoption anticipated for June 2015. Bellevue's Comprehensive Plan captures the community's vision for the future and provides direction for City regulations and investments. While the current comprehensive plan has served the community well, it was adopted in 2004 and a lot has changed in Bellevue since, including the boom in downtown development, annexation of the Eastgate area and plans for light rail. TDM staff is working with comprehensive planning staff on several components, including minor text revisions of the TDM component and the updating of comprehensive mode share targets to complement other city goals and targets. A draft of the updated 2035 mode share targets have been developed for downtown (workers only) and citywide (workers and residents), slated to replace the existing targets that only capture workers in certain activity areas of the city. Progress toward the new targets is anticipated to be measured using U.S. Census American Community Survey data.

Pedestrian and Bicycle Implementation Initiative (PBII):

The PBII complements the 2009 Pedestrian and Bicycle Transportation Plan and includes action-oriented efforts that advance designs and programs identified in that plan. The initiative is guided by ten principles:

1. The vision established by the 2009 Pedestrian and Bicycle Plan remains relevant today, its goals should not be diluted, and its measures of effectiveness should continue to be monitored.

2. Undertake an action-oriented initiative that advances projects and programs to help realize the City's vision.

3. Advance the implementation of Bellevue's planned Bicycle Priority Corridors to facilitate continuous bicycle travel along a connected grid of safe facilities throughout the city and the region.

4. Providing a safe pedestrian and bicycle environment is a prerequisite to making non-motorized travel a viable, attractive option in Bellevue.

5. Count technologies should be researched to improve the City's data driven decision-making.

6. Determine where pedestrian and bicycle investments can improve the connectivity of the multi-modal transportation system.

7. Coordinate with other efforts underway in Bellevue related to pedestrian and bicycle issues.

8. Identify partnership opportunities to advance the implementation of non-motorized projects and programs.

9. Engage community stakeholders in setting the priorities for investment in non-motorized facilities.

10. Refine existing metrics to track plan progress and engage other departments as needed to foster a One City commitment to active transportation.

As the PBII is carried out, the TDM program will serve to help to keep the community involved and ensure travelers make the most of the improvements.

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3. Demographic Conditions and Trends

Overview

Bellevue is a diverse and growing city. Along with residential and job growth, other long-term trends in Bellevue include transit ridership growth and an increase in the use of commute modes other than driving alone.

The City of Bellevue was incorporated in 1953 and had a resident population of 5,950 in that year. In the 1960s there was a period of rapid residential growth; and with the addition of a second floating bridge across Lake Washington, Bellevue became a bedroom community to Seattle. In 1979, the city developed a Downtown Subarea Plan with the vision of a pedestrian-friendly, mixed-use urban center. As of 2014, the residential population is 132,100, making Bellevue the fifth largest city in the state. As of 2013 there were 136,100 jobs in the city; major employers include Puget Sound Energy, Symetra Financial, Microsoft, Boeing, T-Mobile USA, Verizon, Expedia, Nordstrom, Overlake Hospital, Group Health Medical Center, and Bellevue College. In the fall of 2012 the enrollment at Bellevue College was 11,309; and there was $2.6 billion in taxable retail sales (compared to $5.6 billion for the City of Seattle).[7]

Residential Demographic Characteristics and Trends

GENERAL

Bellevue's residential profile has been changing as it has been growing. The median age has been increasing, from 35.4 in 1990 to 38.5 in 2010. The percent of the population age 65 or older has increased from 10.4 percent to 13.9 percent, in the same time frame. Other significant changes from 1990 to 2010 period include:

- Increase in percent of adults (age 25+) with at least a bachelor's degree (45.7 percent to 62 percent);
- Increase in percent minority race or ethnicity (13.3 percent to 40.8 percent); and
- Increase in percent of population (age 5+) that speak a language other than English (13.6 percent to 38 percent).[8]

Trends between 2000 and 2012 also include increases in both poverty and income[9]:

- Increase in percent of individuals below the poverty level, from 12% in 2000 to 18.6% in 2012
- Increase in median annual household (income from $62,330 in 2000 to $91,260 in 2012). As compared to the Consumer Price Index, this increase is 8% higher than the rate of inflation.

[7] Source: Bellevue By The Numbers, January 2014. Retail sales figures are for North American Industry Classification System (NAICS) codes 44 and 45 for retail trade.
[8] Source: 1990: U.S. Census. 2010: 2008-2012 American Community Survey 5-year estimates. Note: ACS data are not always directly comparable to 1990 and 2000 census figures.
[9] Source: 2000: U.S. Census. 2013: 2011-2013 American Community Survey 3-year estimates. Note: ACS data are not always directly comparable to 1990 and 2000 census figures.

DEMOGRAPHIC OBSERVATIONS VIA COMMUNITY INPUT SURVEY

The voluntary 2014 Bellevue TDM Plan Community Input Survey (assessed in greater detail in Chapter 4) included income and age demographic questions. Some associations can be observed between transportation-related questions and demographic questions. Observations can be made based on responses to the question "What mode do you typically use for commuting to work or school?" segmented by age and income.

Age-related observations for commute trips include the following:

- People who mostly used transit were primarily younger relative to people who did not (53% were ages 25-44 and 40% were ages 45-65).
- Of respondents reporting using either walking or transit modes, most were in the age group 25-34.
- Of respondents reporting greater use of bicycling, carpooling and working at home modes, most were in the age group 45-54.

Income-related observations for commute trips include the following:

- Of people reporting annual household incomes of less than $100,000, more used transit and fewer drove alone as compared to people reporting annual household incomes of $100,000 or more. For these two income groups, transit was named as the usual mode by 45% of the lower-income group and 26% of the higher-income group. Driving alone was named as the usual mode by 28% of the lower-income group and 40% of the higher-income group.
- Of respondents using bicycling as their usual mode, 21% reported average annual incomes of less than $100,000; and 79% reported incomes of $100,000 or more.
- Of respondents using vanpooling as their usual mode, 42% reported average annual incomes of less than $100,000; and 58% reported incomes of $100,000 or more.

The Bellevue TDM Plan ***Community Input Survey*** (described in greater detail in Chapter 4) was a voluntary (non-scientific) survey conducted in November and December of 2014. Invitations to take the survey were emailed to current participants in city TDM programs, posted on the travel options website, www.ChooseYourWayBellevue.org, and publicized through a city news release. Results indicated that respondents were those more likely to be users of non-drive-alone modes than the general population; however, since there were a large number of responses (over 1,600), useful information may include demographic associations with transportation mode-related responses.

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Implications – Residential Demographics:

- Diversity is increasing in Bellevue, in terms of race/ethnicity, languages spoken, and income disparity. TDM implementers in Bellevue need to ensure that programs are effective for Bellevue's diverse population and that information reaches populations with limited English speaking ability.
- Young respondents to the Community Input Survey were more likely to use transit, and the median age in Bellevue is rising. Therefore, although transit is key, Bellevue's TDM program needs to continue to accommodate not just transit but a wide range of mode needs and preferences.
- The percent of residents at the poverty level is increasing; and at the same time, median income is rising. The Community Input Survey indicated that mode preferences vary depending on income. Transit will continue to be very important; but since other modes such as bicycling and vanpooling are key modes for those with higher incomes, these data imply that Bellevue's TDM program needs to continue to accommodate a wide range of mode needs and preferences in addition to transit.
- Further research may be warranted to refine demographic and socioeconomic implications for Bellevue's TDM program.

Employment Characteristics

INTRODUCTION

Bellevue is a major regional employment destination, so Transportation Demand Management (TDM) efforts that focus on employees and businesses are important due to the large daytime workforce population travelling to the city. Employer-based programs can be very effective in reducing drive-alone commuting, depending on the location, type, and size of the business. The following employment analysis examines these characteristics for TDM purposes.

GENERAL EMPLOYMENT CHARACTERISTICS

The number of jobs in Bellevue is significantly high and growing such that commute trips continue to be an important consideration for TDM efforts: the city has more employees than residents. Thus employment characteristics, such as business location, industry type, and numbers of employers and employees are important to consider when determining potential strategies to meet proposed commute mode share targets. Data were analyzed for existing and projected future employment characteristics, discussed below.

As stated in this chapter's overview, citywide there are 136,100 jobs (workers) in Bellevue as of 2013. Approximately 202,000 workers are anticipated in 2035 (the City's Comprehensive Plan horizon year).

Downtown Bellevue is a major urban center with 46,400 jobs (workers) in 2013 and 72,700 anticipated for 2035, an increase of 26,300 or 57 percent. Currently Downtown Bellevue is the third largest Regional

Growth Center in the Puget Sound region (fifth largest if Manufacturing/Industrial centers are included).[10]

The City has identified 2013 baseline and 2027 forecasts for employment by location, sector and business size. Therefore these are the figures/years used in the remainder of this analysis.

Notes on Methodology:

1. Employment estimates for 2013 are from Puget Sound Regional Council (PSRC), based on the Washington State Employment Security Department's Quarterly Census of Employment and Wages series. This series consists of employment for those firms, organizations and individuals whose employees are covered by the Washington Unemployment Insurance Act and excludes self-employed workers, proprietors, CEOs, etc., and other non-insured workers. Typically, covered employment has represented 85-90% of total employment. 2008 total citywide employment represented in the chart above does not exactly match PSRC's estimate for the city as a whole (123,838 employees in 2013, at http://www.psrc.org/data/employment/covered-emp) because estimates have not been scaled to incorporate temporary employees and employees from unknown employer locations. City of Bellevue estimates, including non-insured workers, are 136,100 employees in 2013, and 202.000 in 2035.

2. Projected 2027 jobs are based on the City's adopted job target for 2035, the City's Comprehensive Plan horizon year.

EMPLOYMENT BY LOCATION

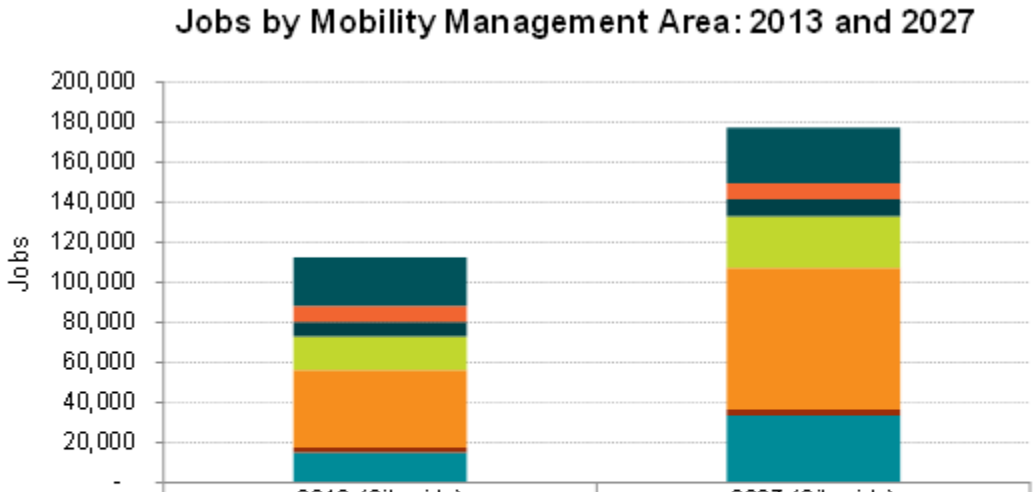
Employment location within Bellevue is delineated in this plan by Mobility Management Area (MMA). MMAs are areas of the city defined for purposes of land use and transportation planning and traffic modeling. The boundaries of MMAs are intended to reflect street patterns and connectivity, available mobility options, topography, development patterns, and land use objectives.

This analysis is done by MMAs because they represent unique areas that may be considered for targeted TDM approaches; and because existing and forecasted employment data are available for analysis by MMA. The six commercial MMAs are of interest here: Bel-Red Northup, Crossroads, Downtown, Eastgate, Factoria, and Wilburton. The remaining eight MMAs are residential in nature and are not the focus of this analysis. A map of all of the MMAs is shown in Appendix C.

[10] Bellevue is shown as the Regional Growth Center with the third highest 2010 employment, behind Seattle Downtown and Seattle First Hill/Capitol Hill in Puget Sound Regional Council's, Regional Centers Monitoring Report (2013), p. 70. Retrieved April 2, 2015 from: http://www.psrc.org/assets/10190/Centers-Monitoring.pdf.

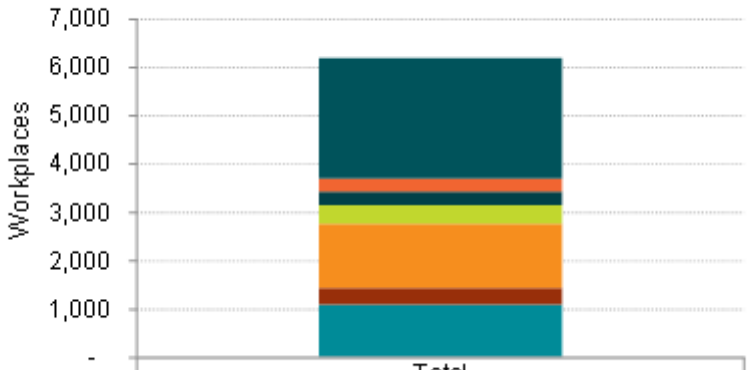
Figures 3-1 and 3-2 show numbers of jobs and workplaces, respectively, by MMA. Figures are provided for 2013; and 2027 forecasts are available for jobs only (not workplaces).

Figure 3-1



	2013 (Citywide)	2027 (Citywide)
All Residential MMAs	24,289	27,776
Wilburton	7,867	7,903
Factoria	7,310	8,391
Eastgate	16,853	25,682
Downtown	38,576	70,927
Crossroads	2,408	2,865
BelRed Northup	15,145	33,586

Figure 3-2



	Total
All Residential MMAs	2,489
Wilburton	273
Factoria	278
Eastgate	386
Downtown	1,328
Crossroads	343
BelRed Northup	1,100

Key highlights of the employment/workplace location data in Figures 3-1 and 3-2 are as follows:

- Of the six commercial MMAs in Bellevue, downtown is the one with the most jobs for 2013 and 2027, comprising 34% of total employment in 2013 and 40% of total employment in 2027. In addition, downtown workplaces comprise 21% of the workplaces in the city in 2013.
- Combined, downtown and the adjacent Wilburton area on the east side of I-405 make up 41% of the city's workforce in 2013 and 45% in 2027.
- Eastgate and Factoria combined make up 21% of the city's workforce (jobs) in 2013, and 19% in 2027. However, these areas combined only comprise 11% of the workplaces in the city in 2013.
- Residential MMAs have approximately 24,000 jobs in 2013 (22%); and 27,000 in 2027 (16%). While these numbers are significant, the low density of these areas makes them relatively difficult to target for TDM purposes. Residential MMAs comprise 40% of the workplaces in the city in 2013. This percentage is relatively high compared to the percent of jobs, indicating relatively few workers at each worksite.
- Crossroads, a designated "mixed commercial and residential area" MMA, only makes up 2% of the workforce in 2013 and 2027 (less than 3,000 jobs).
- The Bel-Red Northup MMA is forecast to receive a significant increase in employment, consistent with the vision for that corridor (from approx. 15,000 employees in 2013 to approx. 34,000 employees in 2027). This area's percentage of the city's job is forecast to increase from 13% to 19%. This area already has a significant proportion of the city's workplaces in 2013 (18%).

EMPLOYMENT BY BUSINESS SECTOR

Employment sector data are provided in four categories: Office, Retail/Hotel, Industrial and Institutional.

For the 2013 analysis, "Office" generally includes FIRES workers (Finance, Insurance, Real Estate and Services), with "services" including information services, and professional, scientific and technical services, and health care.[11] For this analysis, FIRES excludes retail and hotel services, which (including food services) are in their own category (Retail/Hotel) for this analysis.[12] Industrial includes wholesale trade, utilities and manufacturing. Institutional includes government and education.[13]

Projected 2027 jobs are based on the City's land use projections.[14]

Information Technology is a prominent employment sector in Bellevue, representing approximately 20% of employees in the city (and just under 11% of workplaces).

Figures 3-3 and 3-4 show job and workplace numbers by business sector and MMA. Figures for jobs are provided for 2013 and projected to 2027. Data for workplaces are provided for 2013 only, as projections are not available.

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[11] The FIRES sector includes businesses within the following 2-digit NAICS categories: 51, 52, 53, 54, 55, 56, 61, 62, which includes information services, finance and insurance, real estate and rental and leasing, professional, scientific and technical services, management of companies and enterprises, administrative and support and waste management and remediation services, educational services and health care and social assistance.

[12] In this analysis, the Retail/Hotel sector includes businesses within the following 2-digit NAICS categories: 44, 45, 71, 72, 81, which includes accommodation, food, entertainment and other services as well as retail businesses.

[13] Industrial (WTU/Mfg.) sector includes businesses within the following 2-digit NAICS categories: 22, 31, 32, 33, 42, 48, 49, which includes wholesale trade, manufacturing, transportation, warehousing, and utilities.

[14] Projected 2027 jobs are based on the City's adopted job target for 2035 and projected distribution is based on projected land use types versus strict industry sector classifications. Office land uses typically house jobs falling within the FIRES industry classification as well as government jobs; Retail/Hotel land uses typically house retail and service businesses described in the 2013 sector distribution; Industrial land uses typically house WTU and Mfg. businesses; and Institutional land uses typically house education and religious service jobs.

Figure 3-3

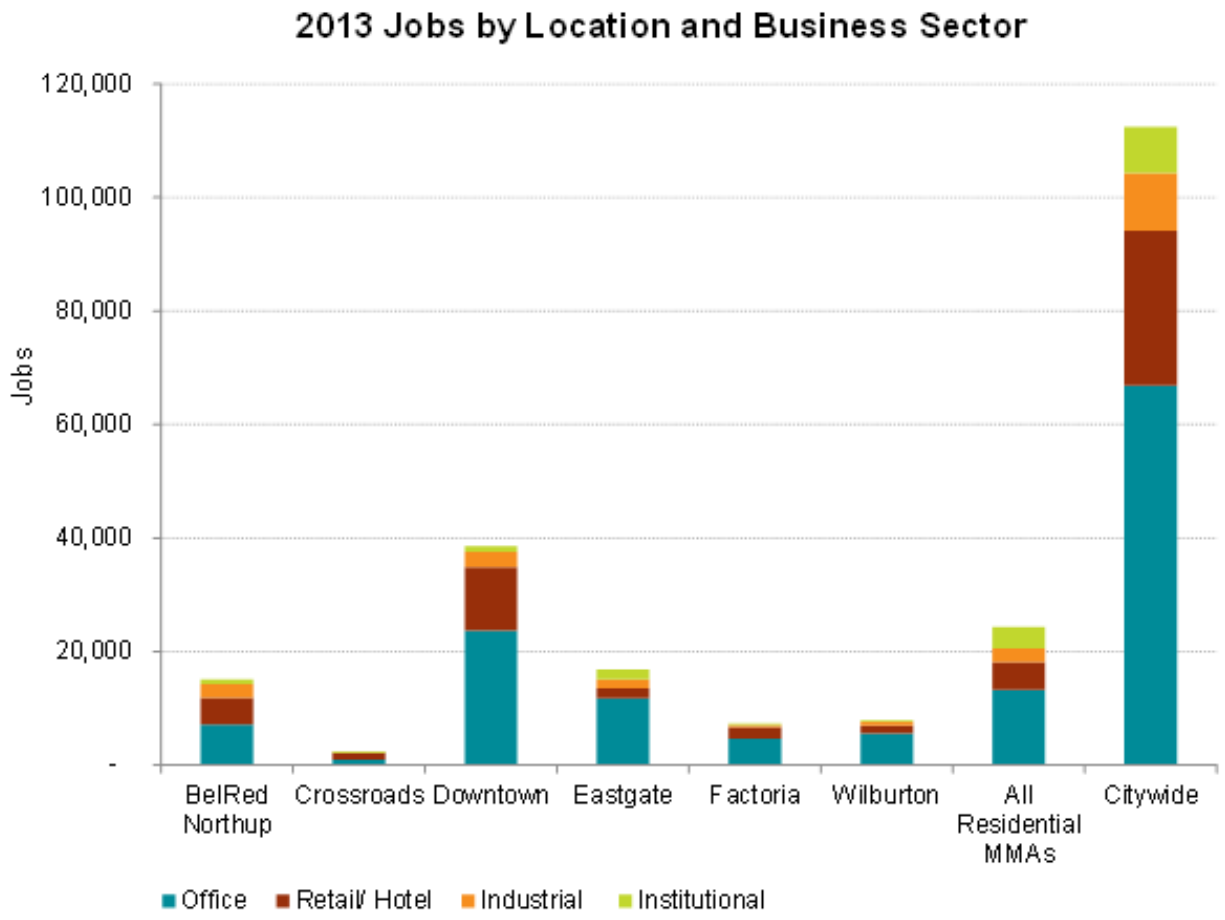

2013 Jobs by Location and Business Sector
120,000
100,000
80,000
60,000
40,000
20,000
-
Jobs
BelRed Northup
Crossroads
Downtown
Eastgate
Factoria
Wilburton
All Residential MMAs
Citywide
Office
Retail/ Hotel
Industrial
Institutional

Figure 3-4

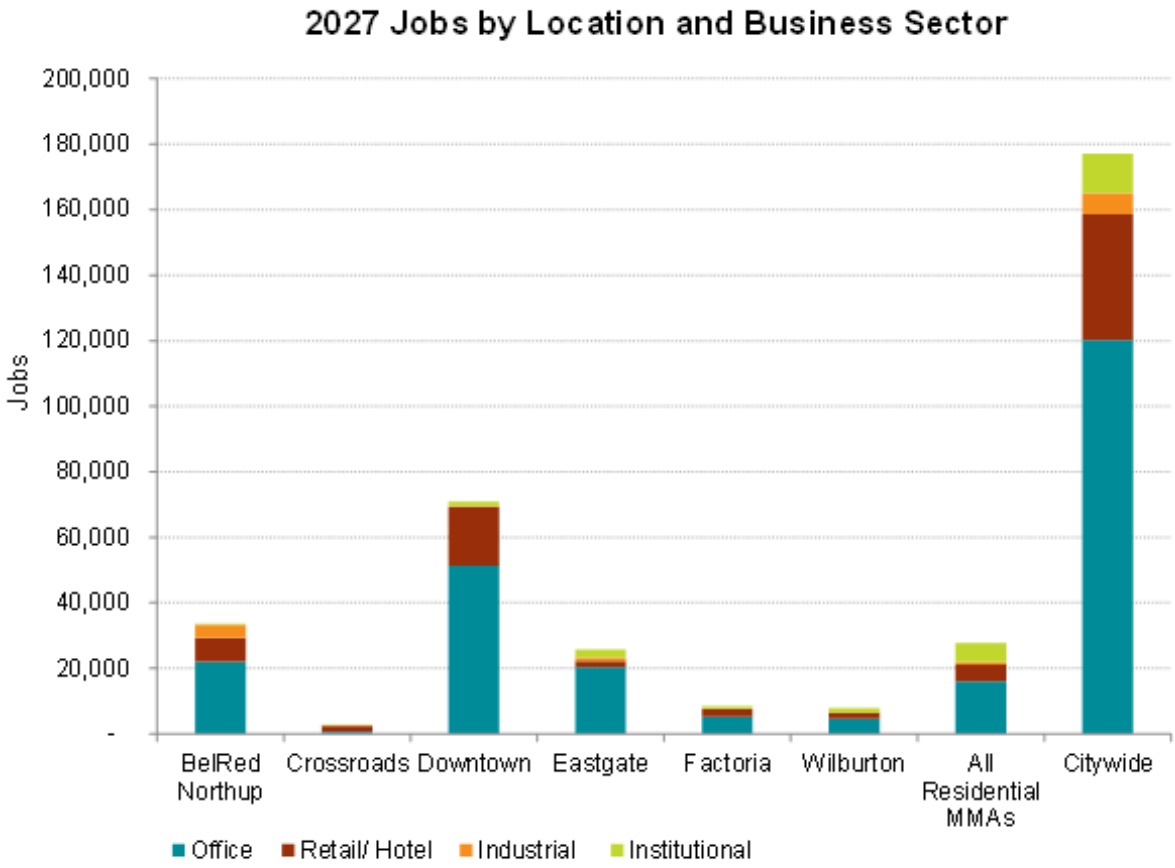

2027 Jobs by Location and Business Sector
Jobs
200,000
180,000
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
-
BelRed Northup
Crossroads
Downtown
Eastgate
Factoria
Wilburton
All Residential MMAs
Citywide
Office
Retail/ Hotel
Industrial
Institutional

Figure 3-5

Key highlights of the business sector data are as follows:

- Office is a dominant employment sector in all commercial MMAs except for Crossroads, representing 60% of employment in 2013 and 68% of employment in 2027, citywide. In 2013, Office represents 54% of workplaces. In 2013, Wilburton and Eastgate have the highest percent of workplaces in the office category (64% and 61%, respectively), with majorities also in Downtown (56%) and Bel-Red (56%).
- Retail and hotel remain relatively steady in terms of percentage (from 24% in 2013 to 22% in 2027) but their numbers grow in concert with overall job growth, from approx. 27,000 in 2013 to 38,000 in 2027.
- Industrial jobs decline significantly citywide, from 9% in 2013 to 4% in 2027; the declines are particularly great in Downtown and Wilburton. Bel-Red and Eastgate retain a fair number of industrial jobs in 2027 (approx. 4,000 and 1,000, respectively).

EMPLOYMENT BY BUSINESS SIZE

Employment and workplace numbers are shown by size cohorts of 1-4 employees, 5-19 employees, 20-49 employees, 50-99 employees and 100 or more employees. Analysis of size data helps determine

which TDM approaches may be the most effective. For instance, in an area with fewer larger employers (as opposed to more small employers), working through employers to affect worker commuting is particularly effective. In areas with numerous small employers, the approach might vary from working with property managers (if relatively few property managers lease to numerous small employers) to working to reach employees directly.

Figures 3-6 and 3-7 show job and workplace numbers by business sector and MMA. Figures for jobs are provided for 2013 and projected to 2027. Data for workplaces are provided for 2013 only, as projections are not available.

Figure 3-6

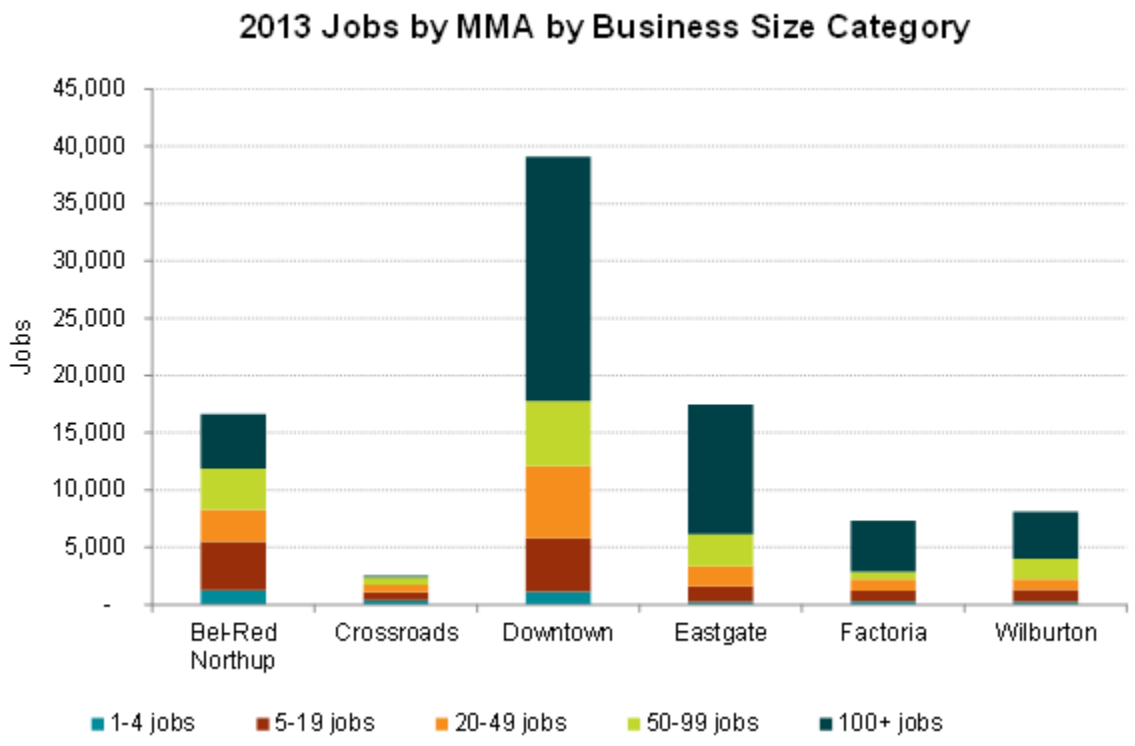
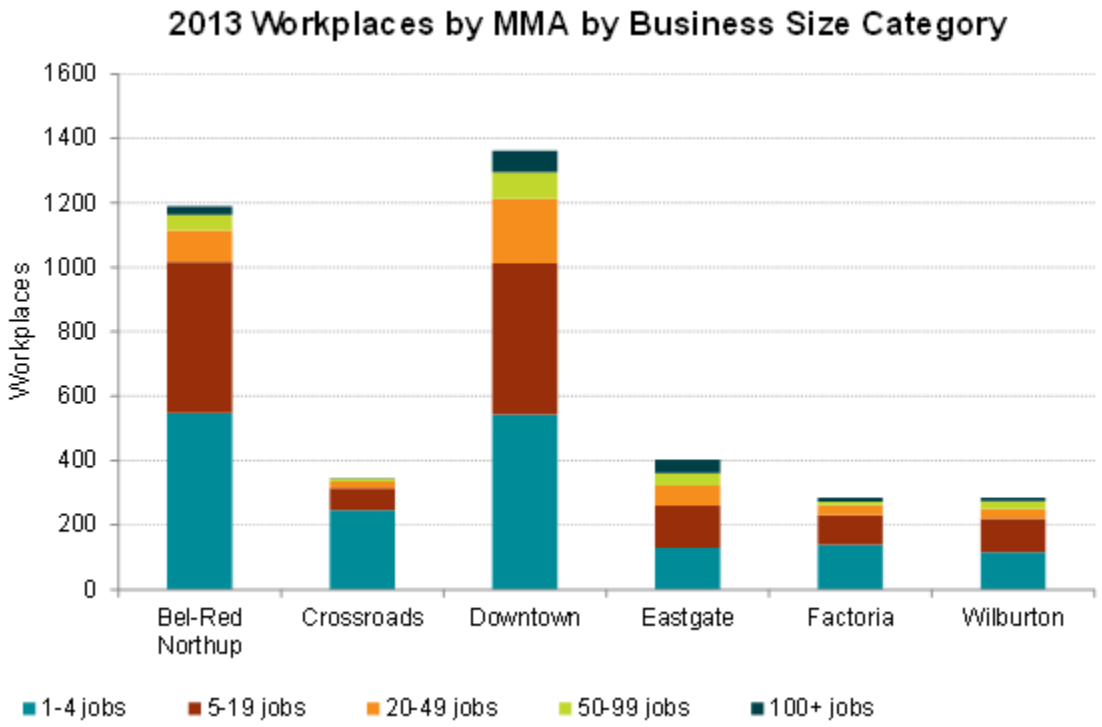


Figure 3-7



Key highlights of the business size data are as follows:

- Downtown (68) and Eastgate (42) have the highest numbers of large employers (those with 100+ employees).
- Bel-Red and Downtown have the highest numbers of smaller workplaces with 19 or fewer employees, each with over 1,000 such workplaces.
- All MMAs have a relatively high proportion of employees at smaller workplaces with 19 or fewer employees, but especially Bel-Red, Crossroads, Downtown, Factoria and Wilburton (all of which have about 75% or more of employees working at such businesses).

Employment Characteristics – Implications:

- Citywide employment in Bellevue is anticipated to grow by about 61% from 2013 to 2027. Significant employment areas in 2013 and projected for 2027 include Downtown, Bel-Red, Eastgate, Factoria and Wilburton. A lot of employment growth is projected to occur citywide but especially in Bel-Red Northup (122%), Downtown (85%), and Eastgate (55%).
- Residential MMAs have a surprising amount of employment (24,000 employees in 2013, 28,000 in 2027), which likely includes primarily neighborhood-oriented businesses and some offices (e.g., Bellefield Office Park and along 112th Avenue NE north of downtown). The percent of the workforce in theses MMAs declines in proportion over time, indicating that businesses will continue to concentrate in commercial MMAs. It should also be noted that residential MMAs cover vast portions of the city; therefore, any employee TDM activities would need to be widespread.
- Crossroads only makes up 2% of the workforce in 2013 and 2027 (less than 3,000 employees), indicating that implementing employer-based TDM activities there may not have much overall benefit.
- Businesses with 1-19 employees comprise about 21% of businesses and employ 42% of workers citywide. The implication for TDM activities in these areas is that small employer outreach and individualized messaging to employees, in conjunction with large employer outreach, will be of significant importance.
- Large businesses (over 100 employees) account for a significant amount of the workforce in Downtown, Eastgate and Factoria, indicating that CTR-affected and other large employers might be a major focus of TDM activities in those locations.
- The technology cluster is a large and growing proportion of employment in Bellevue. Thus it will be important to identify TDM strategies that resonate with technology workers and businesses.
- It may be beneficial for the City to conduct additional research to identify ways that TDM can be most effective in Bellevue given employment growth, size, geographic distribution, and sector characteristics.

4. Community Input Survey Results

In November and December of 2014, the city put forth a voluntary, non-scientific survey to the public with questions about TDM-related characteristics and potential solutions. The survey and outreach were directed at Bellevue workers, residents, students, employers and property managers, and questions included current modes of travel, reasons for mode choices, what would create motivation to change modes, and awareness questions about city TDM programs. Over 1,600 individual responses were received. The following section provides responses that were received to key survey questions, and resulting implications for TDM implementation.

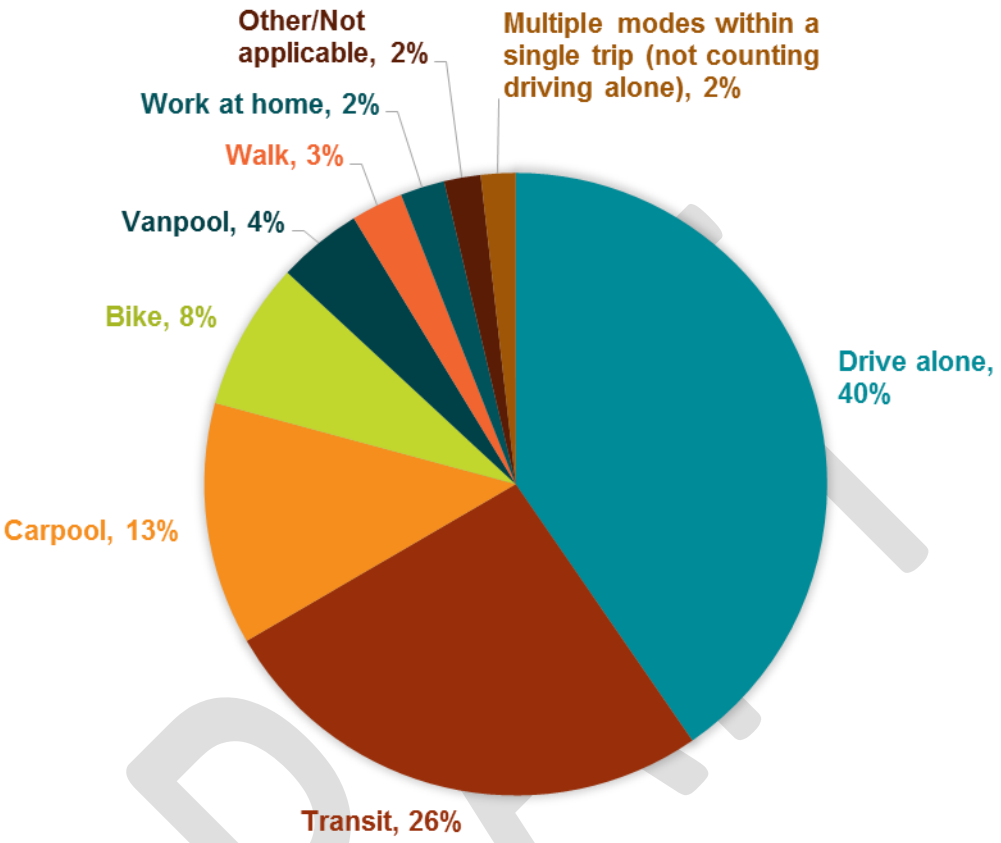
Responses From Individuals (Workers, Residents And Students)

For commute trips—which are key to reducing delay in the transportation system during key peak hours—survey respondents were asked "What mode do you use most often for commuting to work or school?" The mode with the highest response was driving alone, which was chosen by about 40% of the respondents.

This is less than the percentage indicated for an equivalent question asked by the U.S. Census for both workers and residents of Bellevue. The U.S. Census American Community Survey three-year estimates for 2011-2013 indicate that 73.2% of workers in Bellevue usually drove alone to get to work in the last week. For residents the same number was 65.3%. Thus the Community Input Survey responses appear to be skewed toward greater use of non-drive-alone commute modes, compared to the scientifically valid census data. Nonetheless, the Community Input Survey results contain enough responses to provide useful information and insight.

Figure 4-1

Q: What mode do you use most often for commuting to work or school? (Choose only one.)



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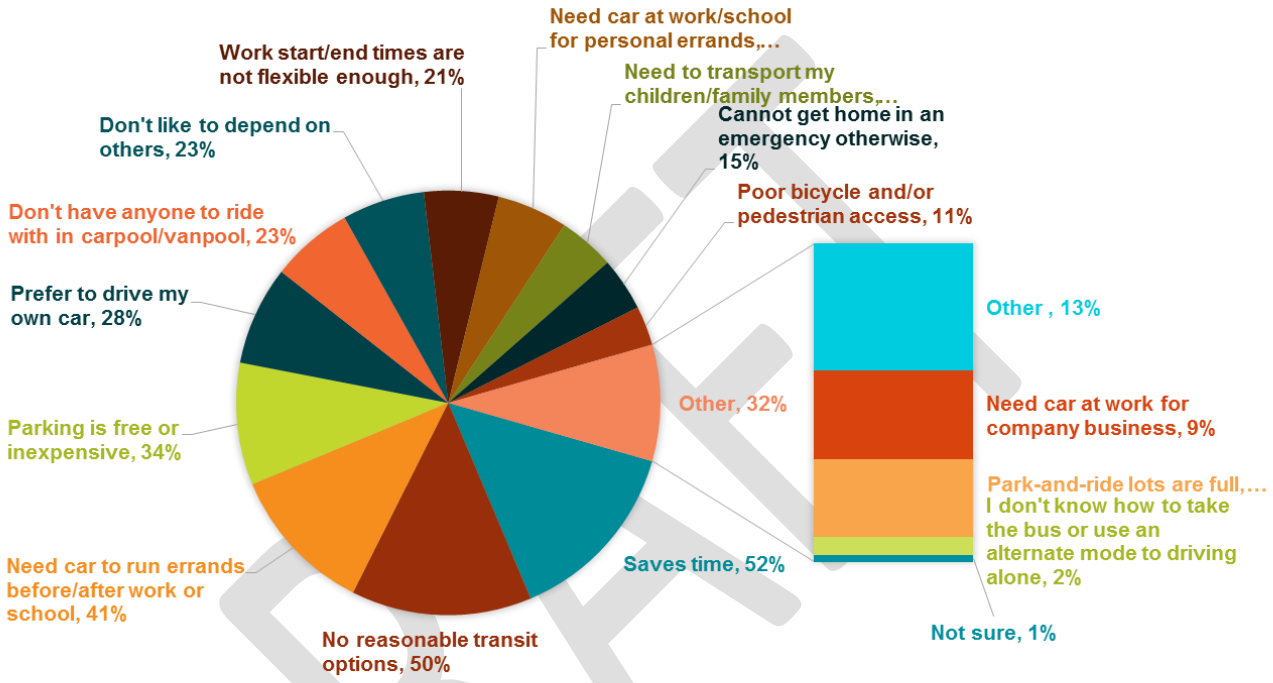
As indicated in Figure 4-2, the primary reasons people gave for using a drive-alone commute mode were saving time (52%), no reasonable transit options (50%), needing a car for running errands (41%), and that parking is free or inexpensive 34%). This speaks to the importance of three main factors in mode choice: time, convenience and cost.

Figure 4-2

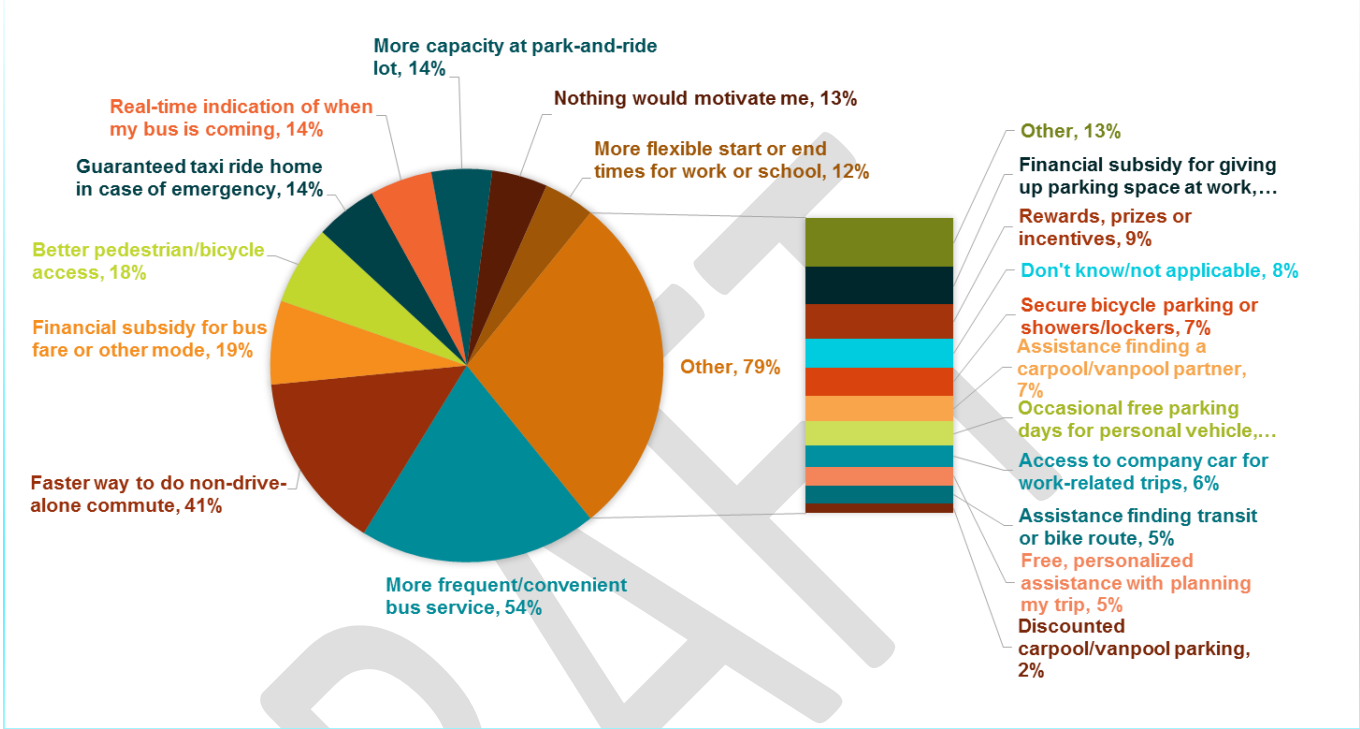
Q: What are your reasons for driving alone for commuting to work or school? (Choose up to 5.)



When asked what might motivate them to use another commute mode besides driving alone, as shown in Figure 4-3 below, the top two responses were more frequent/convenient bus service (54.4%) and faster way to do non-drive-alone commute (40.7%). These are factors that the TDM program does not control, although TDM can reinforce the message that time on the bus or in a carpool/vanpool can be used as personal time. The remaining responses represent factors TDM can control: The next highest response was financial subsidy (19.1%), indicating the presence of a market for transit service that would be motivated to use transit if a subsidy were offered. The next four highest responses included guaranteed taxi ride home in the case of emergency; more capacity at a park-and-ride lot; more schedule flexibility; and a financial subsidy for giving up a parking space. In fact, these factors combined received the same response as improved bus service; and they are factors that can be addressed through TDM efforts.

Figure 4-3

Q: What would motivate you to increase your use of modes other than driving alone for commuting to work or school? (Choose up to 5.)



The next group of figures below provide information about non-commuting trips. Figure 4-4 shows that driving alone received was selected as the usual commute mode by 60%, which was the mode with the highest response (and higher than the equivalent response for commuting trips, which was 40%). Carpooling was next most prevalent mode at 21%.

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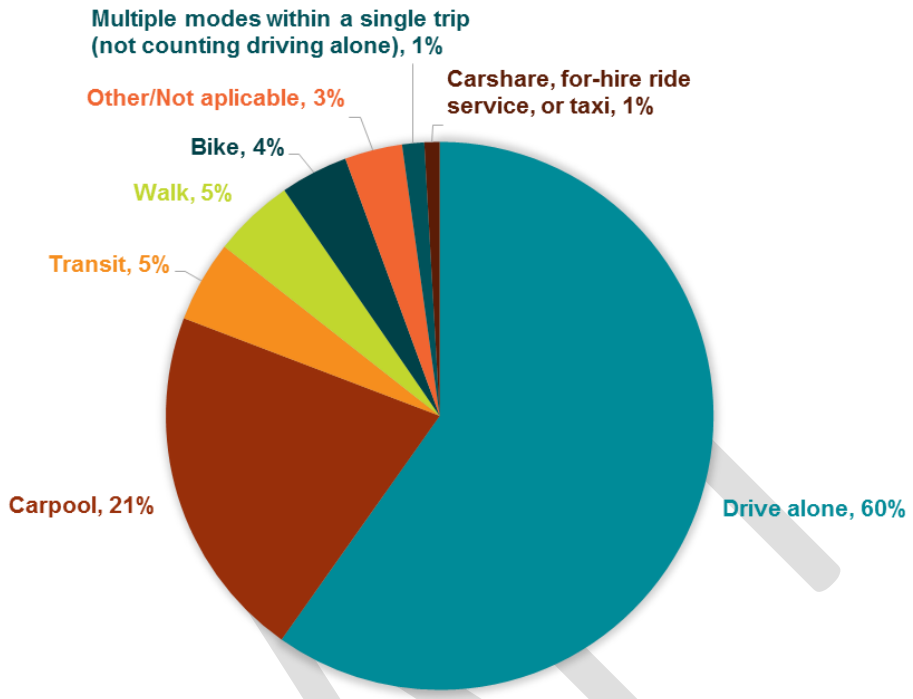
Figure 4-4

Q: What mode do you use most often for non-commuting trips? (Choose only one.)



As shown in Figure 4-5, the main reason for driving alone for non-commuting trips was needing a car for transporting groceries and other items (69%); other primary reasons were saving time (62%) and no reasonable transit options (43%). Potentially a campaign to encourage people to use a non-drive-alone mode for errands should include a means to make that feasible, i.e., improvements in transit service and/or informing people about available transit options they may be unaware of; and/or an active transportation campaign, including distribution of grocery carts for walking and/or bike trailers.

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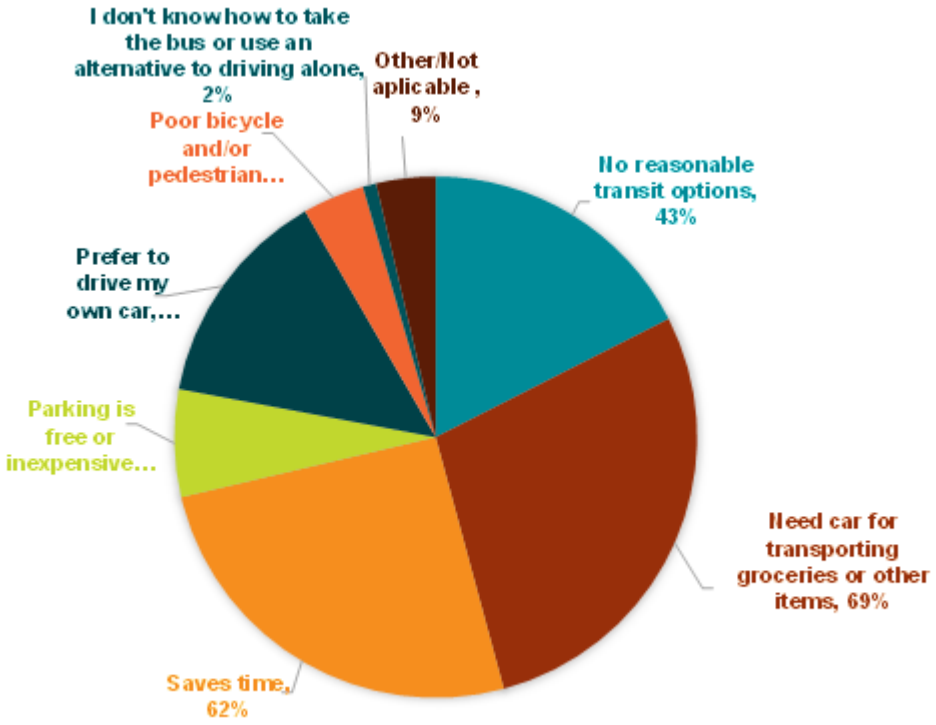
Figure 4-5

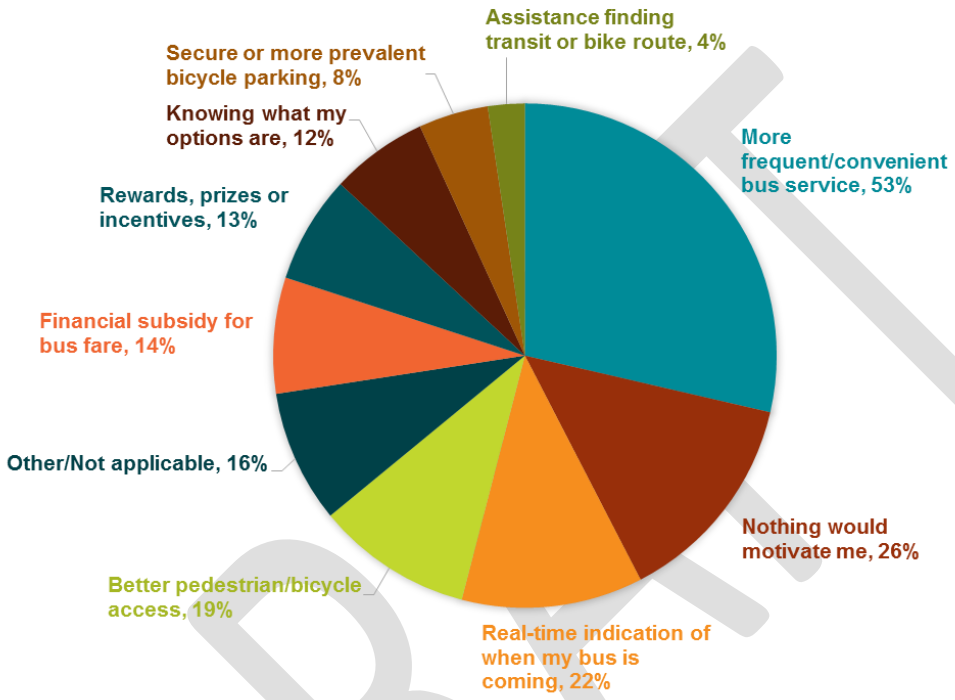
Q: What are your reasons for driving alone for non-commuting trips? (Choose up to three.)



When asked what would motivate them to use modes other than driving alone for non-commuting trips, (as shown in Figure 4-6), "More frequent bus service" rated the highest at 53% and "Nothing would motivate me" was second highest at 26%. "Real-time indication of when my bus is coming" at 22% and "Better bicycle/pedestrian access" at 19% were also rated quite highly, pointing to the importance of improving real-time information and support for nonmotorized modes.

Figure 4-6

Q: What would motivate you to increase your use of modes other than driving alone for non-commuting trips? (Choose up to three.)



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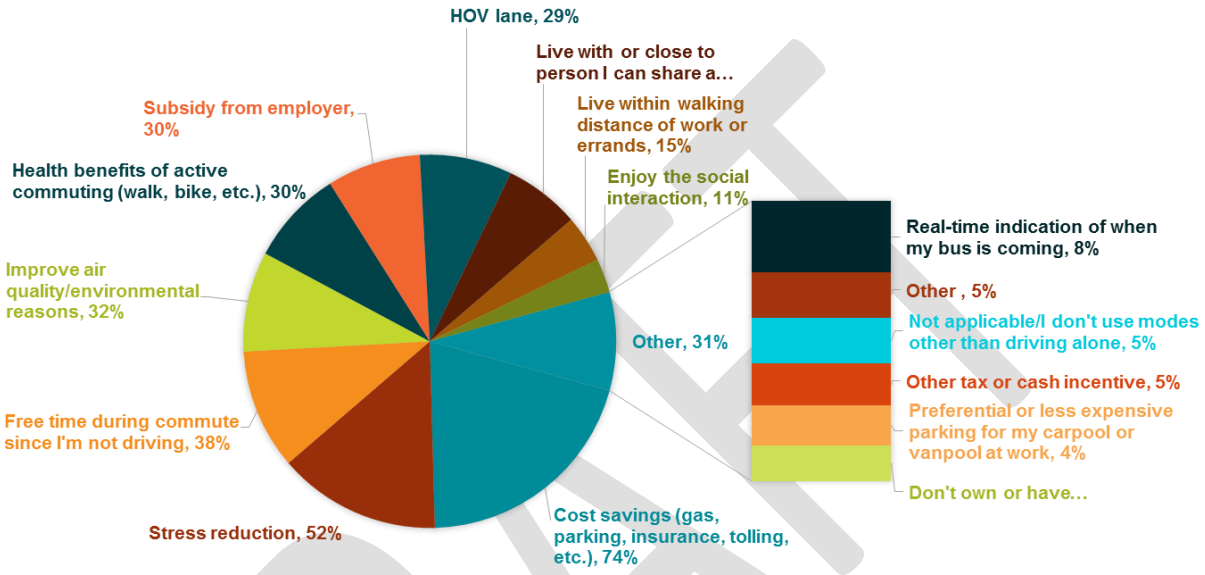
As shown in Figure 4-7, a question about motivators when using a non-drive-alone mode in general (without specifying commute or non-commute trips) indicated similar responses (cost savings at 74.2%, free time at 38.1%), with "stress reduction" also ranking highly at 51.6%.

Figure 4-7

Q: When you use modes other than driving alone, what motivates you to do so? (Choose up to five.)



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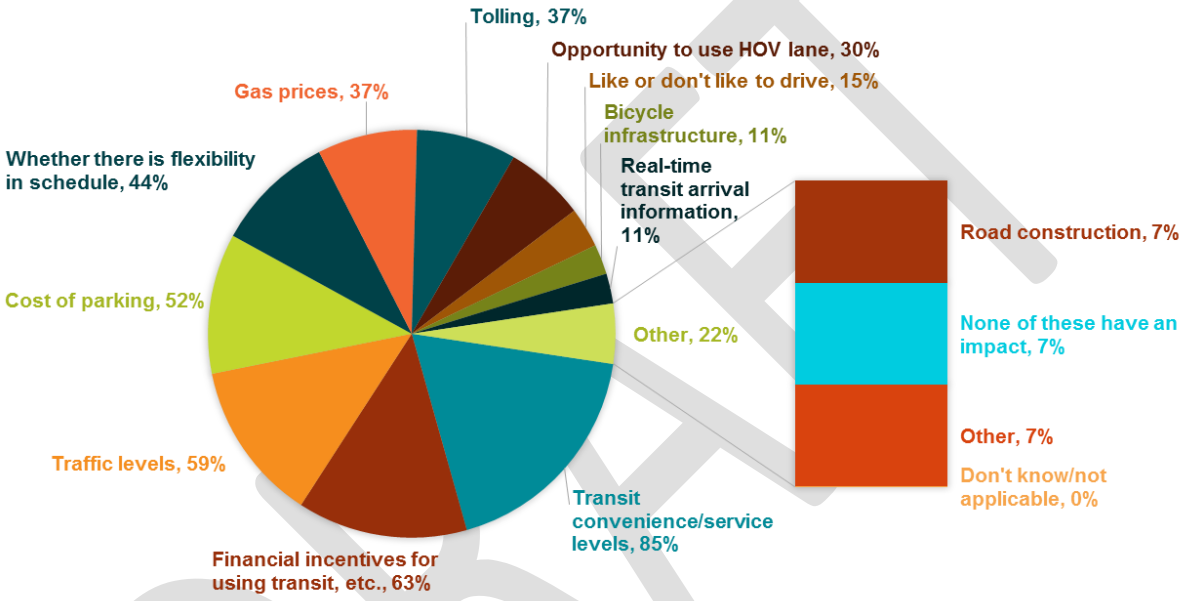
Responses From Employers

As shown below in Figure 4-8, employers indicated that the number one factor in employee commute choice, by a high margin, is availability of transit service (85.2%). This implies that the prevalence of transit service (or awareness of it) may be necessary in order to motivate employers to subsidize this mode for their employees. A far-off second were subsidies for using transit (63.0%) and traffic levels (59.3%). Cost of parking was the next most prevalent factor at 51.9%

Figure 4-8

Q: Which out of the following do you think significantly impact your employees' commute mode choice? (Choose up to five.)



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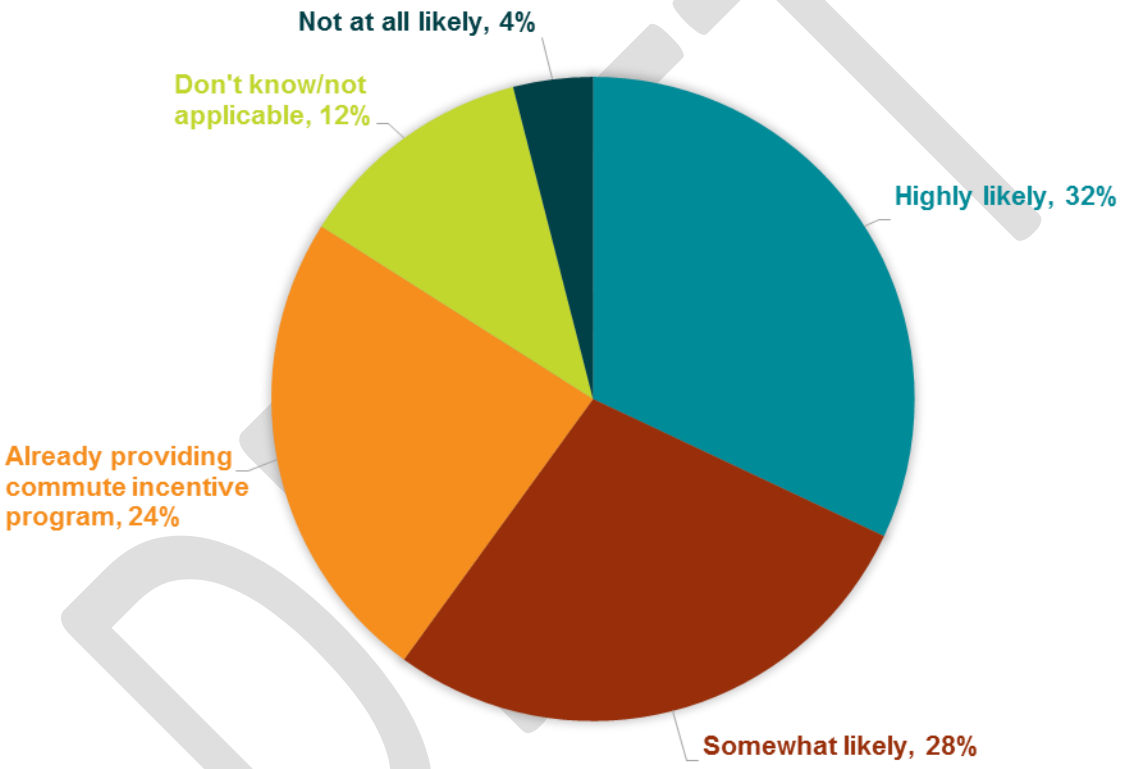
A surprisingly high number of employers (56%) indicated they were either highly likely or somewhat likely to provide/enhance a commute incentive program for their employees, as shown below in Figure 4-9. Although this response could be resulting from a skewed set of respondents already oriented toward this idea, nevertheless the responses indicate a potential market for employer assistance.

Figure 4-9

Q: How likely are you to provide/enhance a commute incentive program for your employees in the next five years?



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Responses From Property Managers

As shown below in Figures 4-10 and 4-11, property managers indicated the factors that most significantly impact their tenants' commutes to be transit service levels (58.5%), traffic levels (52.1%), and cost of parking (35.1%). When asked how likely they would be to provide or enhance a commute option benefit program for their tenants in the next five years, the answer with the most responses (49.4%) was "Not applicable/don't know." However, 23.4%, a sizable percentage, indicated they were somewhat or highly likely to do so.

Figure 4-10

Q: Which out of the following do you think significantly impact your tenants' commute mode choice? (Choose up to five.)

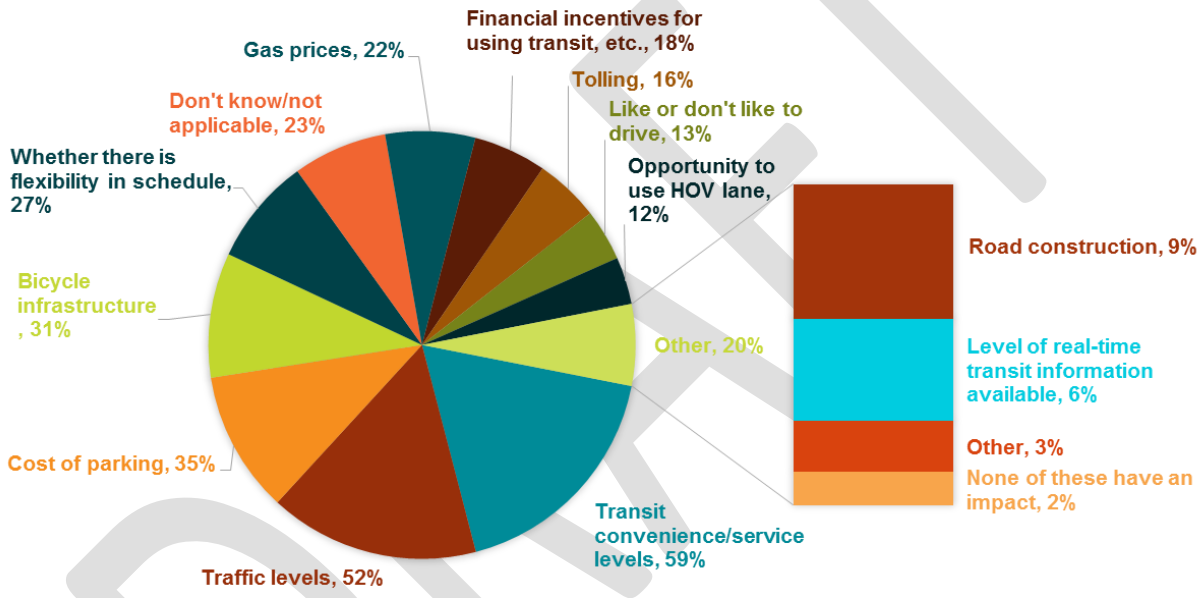

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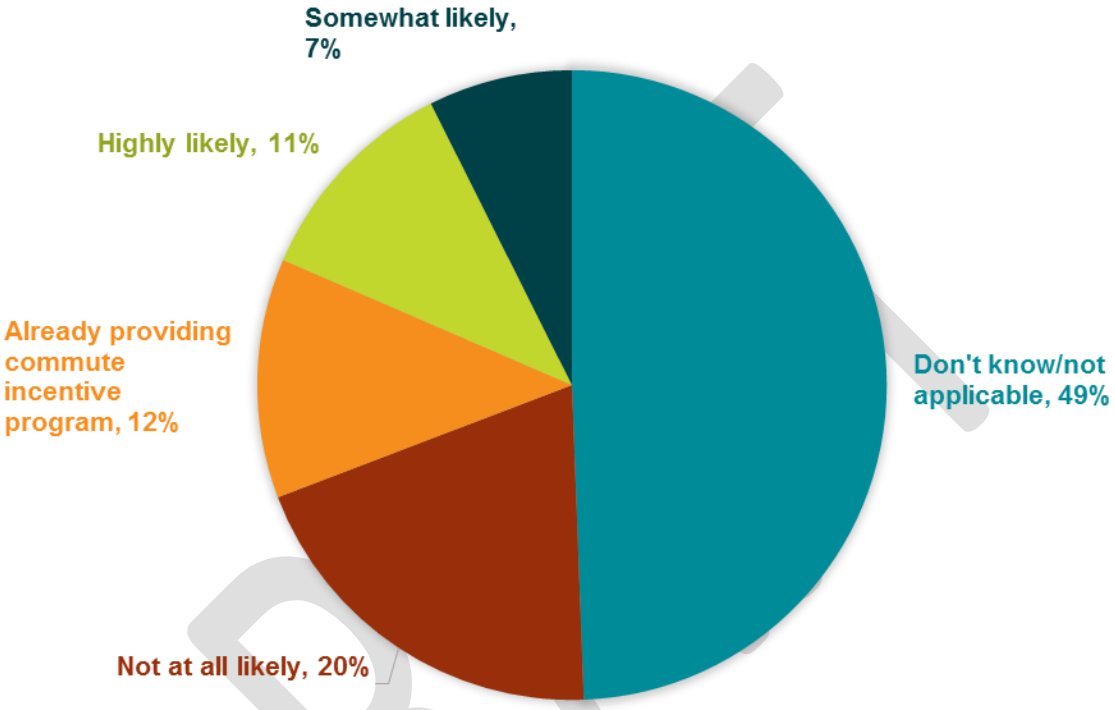
Figure 4-11

Q: How likely are you to provide (or enhance) a commute option incentive program for your tenants or building employees in the next five years?



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General Questions – All Respondents

When asked about awareness of programs, the most chosen response was "Not aware of any of these programs and services" (45.9%). Awareness of the Choose Your Way Bellevue website was a close second at 45.7%. Other items scoring highly were On The Move Bellevue program (36.6%); Choose Your Way Bellevue email newsletter (30.7%), and On The Move Bellevue business discount program (23.8%). Survey responses may be skewed toward greater awareness than the general population, due to how the survey was distributed (as noted earlier).

When asked how they heard about these programs and services, by far the highest response was through their employer or school (42.7%). Second highest (for those who had heard of programs) was through their building (8.7%). When asked whether these programs are useful, the highest respondent group (35.7%) said "yes."

When asked generally what factors are most significant in choosing a non-drive-alone mode, the top three were convenience (70.9%); cost savings (58.1%); and time savings (54.1%). These results echo the top three such responses in a voluntary downtown survey of downtown workers and residents[15] conducted by the TDM program in 2011.Stress reduction also scored quite high, at 32.0 percent. Environmental factors were a bit lower on the list, at 22%. In the same 2011 survey, Environmental factors scored higher than stress reduction. These motivators should be considered in designing and messaging TDM programs.

The full range of responses to these questions are shown below in Figures 4-12 through 4-15.

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[15] Choose Your Way Bellevue Survey of Downtown Commuters & Residents, 2011 (http://www.chooseyourwaybellevue.org/SiteAssets/Document/Individual%20Survey%20Report%20Final.pdf)

Figure 4-12

Q: Before taking this survey, were you aware of any of the following programs or services? (Select all that apply.)

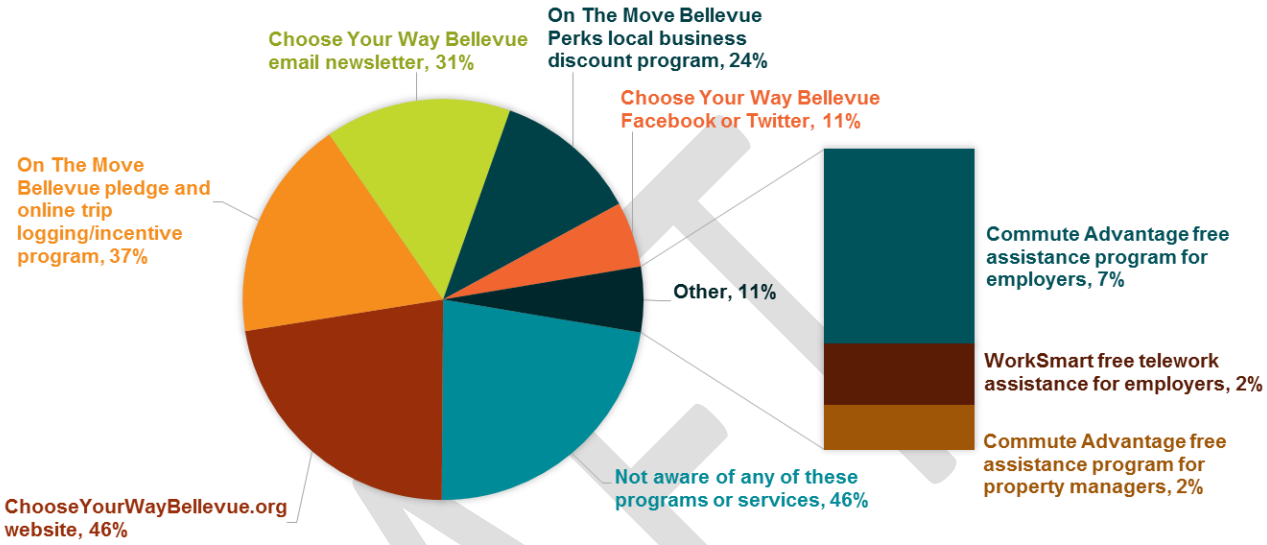

Figure 4-13

Q: How did you hear about the Choose Your Way Bellevue programs and services mentioned in the previous question? (Select all that apply.)

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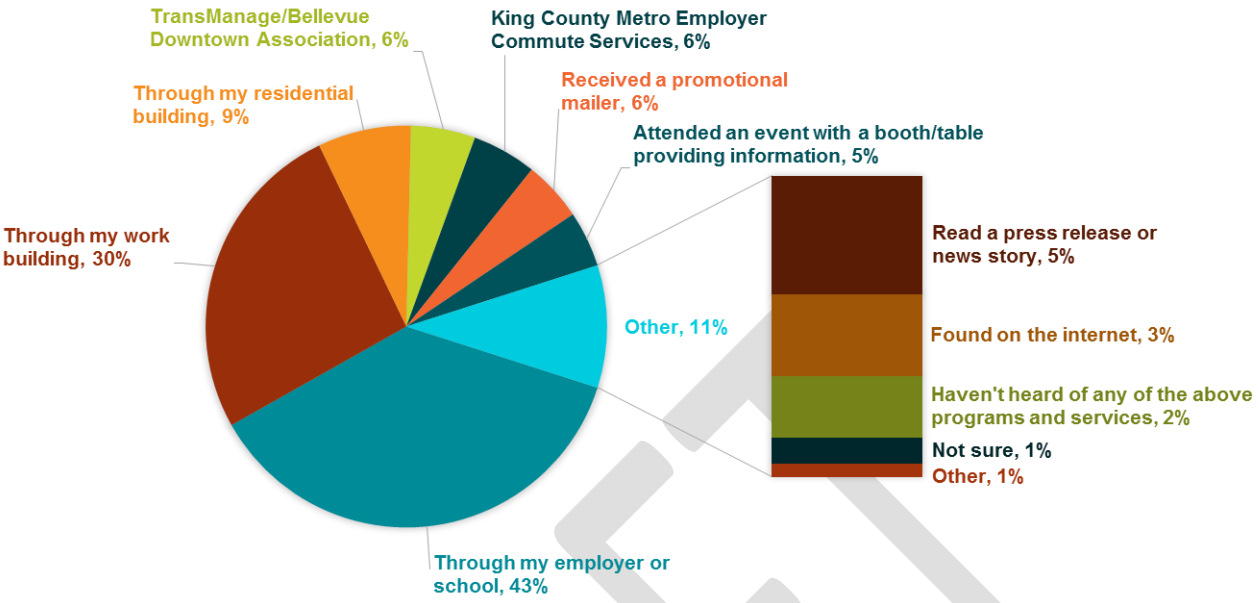


Figure 4-14

Q: Are these programs or services useful to you?

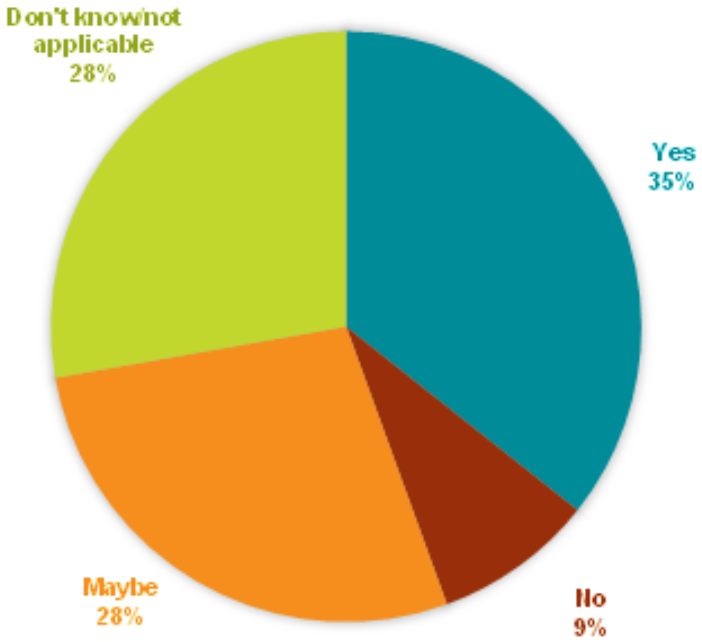
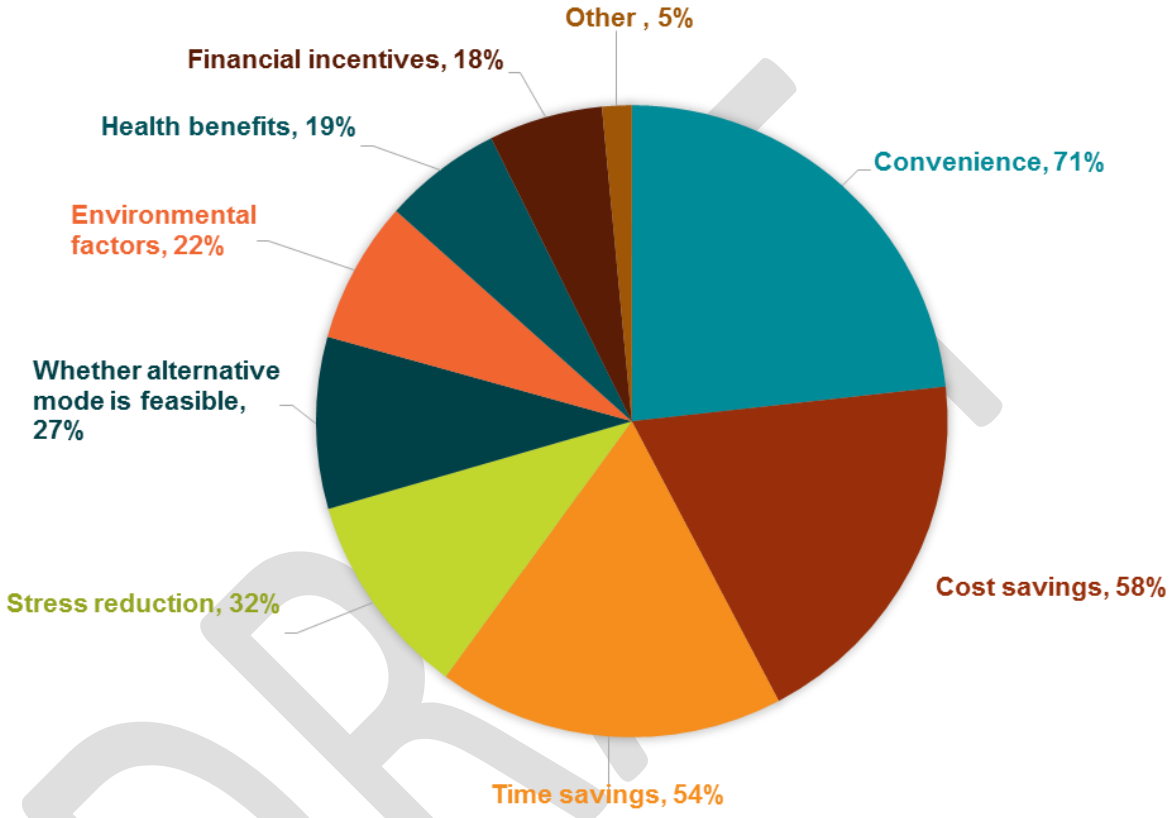


Figure 4-15

Q: In general, when choosing or considering a non-drive-alone transportation mode, which factor(s) are most significant to you, or to your employees/tenants? (Choose up to three.)



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Implications of Community Input Survey Results:

- The primary reasons people gave for driving alone for their commutes were no reasonable transit options (50.2%), needing a car for running errands (41.3%), and that it saves time (51.8%). Similarly, top motivators for using a non-drive-alone mode were more frequent/convenient bus service (54.4%) and faster way to do non-drive-alone commute (40.7%) When all respondents were asked what factors are most significant in choosing a non-drive-alone mode, the top three were convenience (70.9%); cost savings (58.1%); and time savings (54.1%). These responses all speak to convenience/time factors as recurring central tenets of focus. Where convenience can be improved (such as with real-time information, etc.), doing so should be a priority.
- Improving transit service and speeding up non-drive-alone trips, while important, are not directly within the purview of the TDM program. However, the next tier of motivators (to non-drive-alone commuting) included some elements that TDM can have an effect on, including financial subsidy for a non-drive-alone mode (19.1%); a guaranteed taxi ride home in the case of emergency (14.2%); and a financial subsidy for giving up a parking space. In fact, these factors combined received the same response as improved bus service; and they are factors that can be addressed through TDM efforts. More capacity at a park-and-ride lot may be able to be partially addressed by providing improved lot location and utilization information. can be addressed ,
- Non-commute travel may be a tougher nut to crack. The main reason for non-commute driving alone was the need for a car for transporting groceries and other items (68.7%). The most frequent response to "what would motivate you to use a non-drive-alone mode for non-commute trips" was more frequent transit service at 53.1%. The second highest response was "Nothing would motivate me" at 25.6%. However, better bicycle/pedestrian access was third (21.6%) Potentially a campaign to make active transportation more attractive and feasible, even possibly to include distribution of grocery carts and/or bike trailers. Raising awareness of the all-day frequent transit network could potentially be beneficial as well.
- In general primary motivators for not driving alone were convenience (70.9), cost (58.1), and time savings (54.1), and stress reduction (32.0). Some of these can be affected with TDM programs promoting apps with real time info; and working with employers to provide subsidies.
- As far as employer responses, the number one factor they indicated in employee commute choice, by a high margin, is availability of transit service (85.2%). This implies that the prevalence of transit service (or awareness of it) may be necessary in order to motivate employers to subsidize this mode for their employees.
- A surprisingly high number of employers (56%) indicated they were either highly likely or somewhat likely to provide/enhance a commute incentive program for their employees. Although this response could be resulting from a skewed set of respondents already oriented toward this idea, nevertheless the responses indicate a potential market for employer assistance.

- When property managers were asked how likely they would be to provide or enhance a commute option benefit program for their tenants in the next five years, the answer with the most responses (49.4%) was "Not applicable/don't know." However, 23.4%, a sizable percentage, indicated they were somewhat or highly likely to do so.
- When all respondents were asked whether Choose Your Way Bellevue programs and services are useful, the highest respondent group (35.7%) said "yes."
- In general primary motivators for not driving alone were convenience (70.9), cost (58.1), and time savings (54.1), and stress reduction (32.0). Some of these can be affected with TDM programs promoting apps with real time info; and working with employers to provide subsidies.

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5. Industry Literature Review

Introduction

This planning effort includes research and review of best practices and trends in TDM, as well as cultural and attitudinal inclinations that relate to the TDM industry. The purpose in summarizing this research is to ensure that plan strategies are rooted in a realistic and accurate understanding of societal trends and conditions, and to taking advantage of others' experiences in the industry. This chapter is divided by topic and includes summaries of articles, along with "takeaways" for the Bellevue TDM Plan. Articles are included of both local and national significance.

Attitudinal, Socioeconomic and Transportation Trends

DECLINE IN PER-CAPITA MILES DRIVEN, ESPECIALLY BY MILLENIALS

According to a report released by the United States Public Information Research Group (U.S. PIRG) in 2014, the number of miles driven by the average American has been falling over the last decade (after 60-plus years of steady increases). The report indicates that "young Americans have experienced the greatest changes in terms of driving less, taking transit, biking and walking more; and seeking out places to live in cities and walkable communities where driving is an option, not a necessity."[16]

Millennials, those born between 1983 and 2000, are experiencing a continued shift away from the use of cars for commuting; and many of the factors that have contributed to the recent decline in driving among young Americans appear likely to last. These factors include multiple socioeconomic shifts, such as: the Great Recession, contributing to falling incomes[17]; the increased number of Millennials living with their parents, a number that had been increasing even prior to the recession; getting married and having children later in life; and high gasoline prices. Furthermore, studies have found that today's young people drive less than previous generations of young Americans, even when economic and other factors linked to vehicle ownership are taken into account. Furthermore, millennials consistently report greater attraction to less driving-intensive lifestyles than older generations. These lifestyles are further described as urban living, residence in "walkable" communities, and openness to the use of non-driving modes of transport.[18]

The U.S. census shows that the median age in Bellevue has been increasing, from 35.4 in 1990[19] to 38.5 in 2010.[20] More recent data indicate a median age of 37.9.[21] Millennials (census data available for those between the ages of 15 and 34) represent 24.8% of the population in Bellevue and 27.5% of the U.S. population.[22] The report indicates that millennials "are the nation's largest generation, making their

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[16] U.S. PIRG (2014). *Millennials in Motion: Changing Travel Habits of Young Americans and the Implications for Public Policy*, News Release. Retrieved March 16, 2014 from: http://www.uspirg.org/reports/usp/millennials-motion, p. 1.
[17] The report indicates that, during the 20002, driving fell among both young people *with* jobs and those without.
[18] U.S. PIRG, pp. 2-3.
[19] Source: U.S. Census
[20] Source: U.S. Census 2008-2012 American Community Survey 5-year estimates
[21] Source: U.S. Census 2011-2013 American Community Survey 3-year estimates
[22] Source: U.S. Census, 2011-2013 American Community Survey 3-year estimates

transportation needs particularly important";[23] and millennials are nearly the same proportion of the population in Bellevue as in the U.S. Therefore, these trends should be taken into account in how Bellevue provides for the transportation needs of its citizens.

On a related note, a recent attitudinal survey conducted by TransitCenter revealed that the level of preference for transit varies by age. The report indicates that "Even though they grew up using public transit more than today's youth, America's Baby Boomers are mostly reluctant to use public transit now. Americans under 30 are 2.3 times more likely to ride public transit than Americans age 30-60, and 7.2 times more likely than Americans over 60. Even after controlling for other factors, older people are less likely to ride transit than younger people."[24] This finding correlates with Bellevue's 2014 TDM Community Input Survey summarized in Chapter 4 of this plan.

VEHICLE MILES DRIVEN PER CAPITA

A March 2015 article from the State Smart Transportation Initiative indicates that U.S. per-capita highway vehicle miles traveled (VMT) has ticked up slightly, as shown in the chart below from the article.

Total VMT has also ticked upward. Both per-capita and total VMT remain below their peaks, in 2004 and 2007, respectively. The article cites an increase in the U.S. gross domestic product as a likely cause, but also makes the point that VMT is less correlated to GDP than it has been in the past – that the travel demand per unit of economic production has been falling for two decades, and continues to do so. Thus the article says in summary that "looking forward, most evidence suggests that the relative slow growth or decline in automobile use is likely to continue over the long term."[25]

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[23] U.S. PIRG (2014). *Millennials in Motion: Changing Travel Habits of Young Americans and the Implications for Public Policy*, News Release. Retrieved March 16, 2014 from: http://www.uspirg.org/reports/usp/millennials-motion, p. 1.

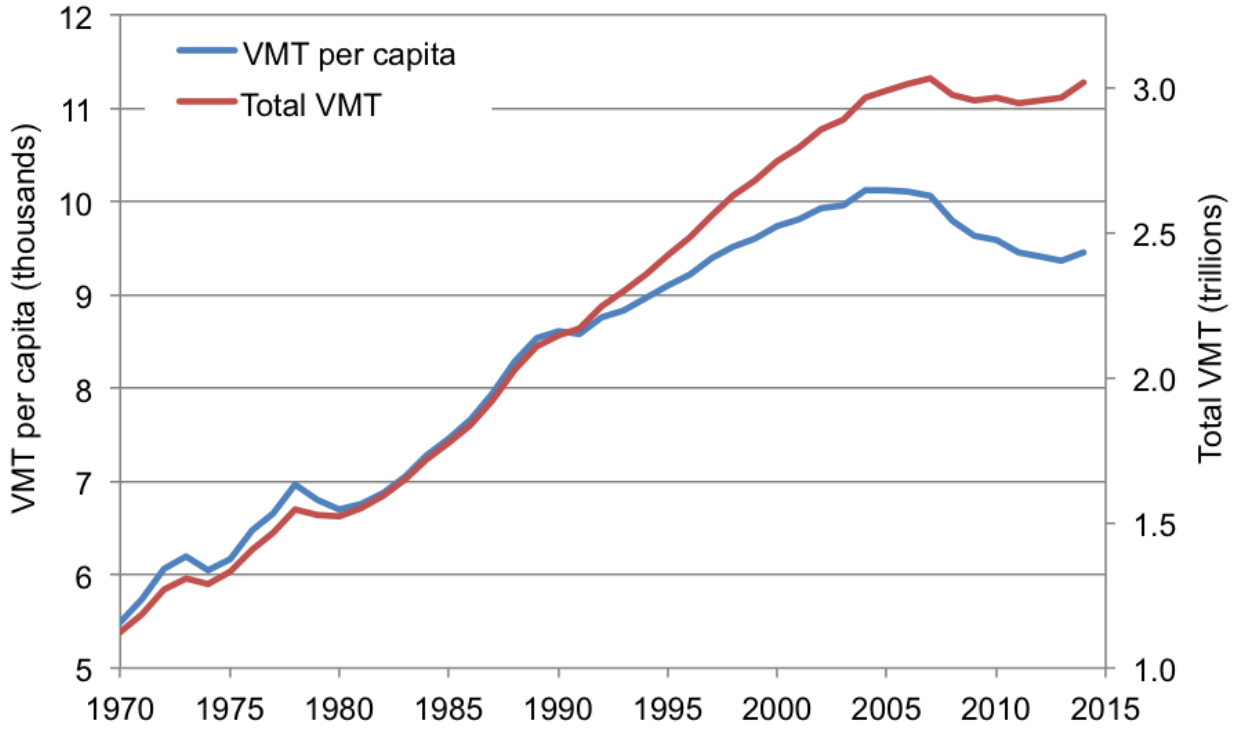
[24] TransitCenter (2014). Who's On Board 2014 Mobility Attitudes Survey. Retrieved March 16, 2014 from: http://transitcenter.org/ourwork/mobility-attitudes-survey/

[25] Sundquist and McCahill, State Smart Transportation Initiative (2014). Retrieved March 16, 2014 from: http://www.ssti.us/2015/03/for-the-first-time-in-a-decade-u-s-per-capita-highway-travel-ticks-up/, pp. 1-5

Figure 5-1

Vehicle Miles Traveled (VMT) Trends[26]

Source: Figure 1. Annual vehicle-miles traveled (VMT), total and per capita, in United States. Data source: FHWA and Census Bureau.



[26] Sundquist and McCahill, State Smart Transportation Initiative (2014). *For the first time in a decade, U.S. per capita highway travel ticks up.* Figure 1, page 1. Annual vehicle-miles traveled (VMT), total and per capita, in the United States. Data source: FHWA and Census Bureau. Image retrieved March 16, 2014 from: http://www.ssti.us/2015/03/for-the-first-time-in-a-decade-u-s-per-capita-highway-travel-ticks-up/

TDM Planning Takeaways:

In general, the long-term trends are downward for driving and upward for the use of other modes. These trends are the most pronounced in younger people, including the millennial generation. In Bellevue, the median age is rising, but Millennials still encompass nearly the same proportion of residents as nationwide. The city needs to keep in mind the varying attitudes toward transit that are present in the city when designing TDM programs

Parking and TDM

A 2014 study of Washington, DC, area data by Hamre and Buehler found that "free car parking alone is associated with a 96.6 percent probability to drive alone to work – an increase of about 20 percentage points compared to when no [public transportation, walk or cycle] benefits are provided. The simultaneous provision of free car parking, public transportation benefits, and bike/walk benefits is associated with an 86.8 percent probability of driving, and increase of about 10 percentages [sic] points compared to the probability when no benefits are provided."[27] This is similar to the results of a Bellevue study of Commute Trip Reduction sites summarized below, and to other national data generally indicating that that parking is the single most significant factor in mode choice.

Bellevue-specific studies and observations regarding parking include the following:

- The cost of parking has been shown in Bellevue to be a statistically significant factor in commute mode choice. In Downtown Bellevue, charging for parking is associated with a 20% lower SOV rate, and in Downtown, every $4 increase in monthly parking cost is associated with a 1% lower SOV rate. This is similar to national data.[28]

- Studies have shown that parking is subsidized in Downtown Bellevue. A 2008 downtown parking study indicated that 75% of parking costs are subsidized by employers for their employees.[29] Employer focus groups in 2012 further reinforced the presence of widespread employer parking subsidies in downtown.[30]

- There is a disparity between the amount property managers are charging their tenants for parking and the market rate for parking. Currently the minimum monthly parking rate TMP buildings must

[27] Hamre and Buehler (2014). *Commuter Mode Choice and Free Car Parking, Public Transportation Benefits, Showers/Lockers, and Bike Parking at Work: Evidence from the Washington, DC Region*. Retrieved March 16, 2014 from: http://www.nctr.usf.edu/wp-content/uploads/2014/07/JPT17.2_Hamre.pdf, p. 81

[28] Lazar, *Quantification of Transportation Demand Management Factors Affecting the Shift from Drive-Alone to Other Commute Modes in Bellevue, WA*, 2009

[29] City of Bellevue, *Downtown Bellevue Parking Inventory Report*, December 2008, p. 27

[30] City of Bellevue, *Downtown Bellevue Transportation Demand Management Focus Group Research*, December 2012, pp. 14, 25

charge is $117. In a Bellevue Downtown Association report, the average published monthly cost per stall is $207.

- The cost of parking for the end user is influenced by the supply of parking that is built, which is regulated by city code. Studies have indicated that downtown property managers and tenants work to fill parking garages, and that the favored downtown parking management practice to fill garages is provision of monthly parking passes.[31] Thus parking supply is a factor affecting future level of drive-alone commuting in the city.

- Flexibility is key. An observation noted in the 2008 *Connect Downtown* GTEC Plan, which is still evident based on known parking practices, is as follows:

  "Existing parking pricing and mechanisms for downtown commuter parking serve to deter non-drive-alone commuting to some degree. A significant number of commuters may not have access to reasonably priced daily parking with in and out privileges that is convenient to their work locations, or to sufficient free park days with in and out privileges. In and out privileges are generally allowed for monthly parkers but not daily parkers. This is a major deterrent to non-SOV [single-occupant vehicle] commuting, because when they need to drive occasionally, it is often due to an appointment during the day. Such commuters may be required to pay twice in one day for daily parking.

  As an example, suppose that a commuter receives no free park days, but needs to attend medical appointments twice per month. If he were to pay for daily parking twice each day for two days at a cost of $10 per entry, this would $40 per month out of his pocket. However, if he were to choose the free or subsidized parking space, he would not have to pay any additional out of his pocket to attend these appointments.

  The cost of occasional daily parking should be considered when pricing scenarios are compared between transit and non-drive-alone modes; it generally can be thought of as a surcharge placed on top of the choice to be a regular non-drive-alone commuter. Therefore, depending on access to free park days, a significant cost to daily parking can have a *dampening* effect on non-drive-alone mode selection in the following scenarios (which cite transit as the non-drive-alone example).

  - Commuters who receive a parking subsidy greater than or equal to their transit subsidy.
  - Commuters who must choose between a transit and a parking subsidy – the transit choice may incur increased occasional daily parking costs.
  - Commuters who receive a greater subsidy for transit use than for parking may be motivated to take transit; however, their true occasional daily parking costs may outweigh the benefit of the transit subsidy.

[31] City of Bellevue, *Downtown Bellevue Transportation Demand Management Focus Group Research*, December 2012, p. 34

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- Commuters who receive neither a parking subsidy nor a transit subsidy – it may be easy to find a monthly parking space that costs less than a transit pass plus occasional daily parking costs.

In addition, lack of weekend parking access has been noted anecdotally as a deterrent to non-drive-alone commuting. For at least one location, commuters who give up monthly parking lose access to the building's parking garage on weekends. There is very limited street parking in the downtown, and the free parking in the downtown is proprietary customer parking. Finding a place to park means they would need to pay for parking in a public garage, but these may not be available in a convenient location, as many are closed on weekends."[32]

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[32] City of Bellevue, *Connect Downtown Growth & Transportation Efficiency Center Plan*, 2008, pp. 18-19

The 2008 *Connect Downtown* characterized the preferences of parking providers:

"While some daily parking is available in the downtown, parking providers have not indicated great interest in increasing its provision nor increasing signage where it is currently available. In the current environment, and until severe parking shortages exist, parking operators and building managers are likely to perceive the maximization of sales of monthly tenant parking as more economically viable than pursuing public hourly or daily parkers."[33] This observation was corroborated by 2012 focus groups of parking operators, who seemed to prefer the secure revenue with monthly parking passes and the ease of parking operation; one explained: "It's nice with monthly because you don't have to deal with tickets. No cashiers needed; no ticket jams; no technical difficulties."[34]

TDM Planning Takeaways:

Parking is the single most significant factor in commute mode choice, in terms of cost and availability. The cost of parking should be transparent so that whether or not to drive alone and park is an economic decision made by the end user—the commuter. Subsidies that emphasize parking for single-occupant vehicles skew the commuter's decision making. Thus the role of the TDM program is to work toward an environment in which commuters have a choice as to whether a transportation subsidy from their employer is applied to free single-occupant vehicle parking or to a non-drive-alone mode. The TDM program also has a role in encouraging the provision of flexible daily parking with in-and-out privileges, as well as access to building garages as needed for occasional or weekend use for those without a monthly parking pass.

Telework/Alternative Work Schedule Trends and Practices

Research continues to point to telework as a viable alternative for employers to reduce their employee commutes, and for employees who want to avoid drive-alone commuting, especially for worksites located in areas without viable transportation options to driving alone. Recent research indicates that the presence of teleworking continues to grow in popularity: Since 2012, there has been a 20-percent increase in telecommuting in the US, and 79 percent of employees want to work from home at least part-time. In addition, 53 percent of telecommuters put in more than 40 hours per week.[35] Benefits abound: employers of telecommuters annually save roughly $11,000 per employee through the elimination of furnishings, maintenance, parking and phones.[36] Furthermore, employees who work

[33] City of Bellevue, *Connect Downtown Growth & Transportation Efficiency Center Plan*, 2008, p. 19

[34] City of Bellevue, *Downtown Bellevue Transportation Demand Management Focus Group Research*, December 28, 2012, p. 34.

[35] Hess, *ZDNET (2014). Death of the Office and Rise of the Telecommuter*. Retrieved March 15, 2015 from: http://www.zdnet.com/article/death-of-the-office-and-rise-of-the-telecommuter/

[36] GlobalWorkplaceAnalytics.com (2013), *Latest Telecommuting Statistics*. Retrieved March 15, 2015 from: http://globalworkplaceanalytics.com/telecommuting-statistics.

remotely find themselves more productive, with only 4 percent finding the process more difficult than a traditional office environment.[37]

Even where telework isn't feasible, there are ways to reduce trips. Flexible work schedules can provide modest trip reduction. According to a survey released by the Society for Human Resource Management, three-quarters or more —73 to 92 percent—of human resource professionals from organizations that offer flexible work say 16 types of flexible arrangements are somewhat or very successful. Flexible work arrangements were defined as ranging from compressed workweeks, flex time and phased retirement to job sharing, break arrangements and shift flexibility.[38]

TDM Planning Takeaway:

Continue to encourage and provide assistance for employer teleworking programs in Bellevue as a viable option, especially for employers for which other means of reducing commute trips are untenable, such as those without good transit service. In addition, continue to promote to employers the concept of alternative work schedules that reduce commuting trips, where feasible.

Shared Transportation Trends and Practices – Ridesharing, Carsharing, Casual Carpooling

An article by *Forbes* columnist Sarwant Singh coins a new term, car "usership," which he says is the subject of a strong paradigm shift between 2008 and 2014, in lieu of car ownership. He claims "Concepts like bike and car sharing, integrated door-to-door transport solutions, inter-modality and smartphone-based urban mobility solutions all activated through a smart app will become commonplace in the urban world." He cites cost savings of around $3,000 per year for those who opt for carsharing over car ownership. Such services reduce the space impacts of cars as well, citing a study conducted by his team that revealed that every car that went into a car sharing club, about seven to nine cars were removed from the streets.[39] In Bellevue, Zipcar carsharing service is available in Downtown Bellevue to a limited degree, with eight cars available as of this writing. It remains to be seen when and if expansion of carsharing will occur in Bellevue.

There are other emerging services that allow users to, in essence, purchase rides rather than cars. The meteoric rise of app-based transportation network companies such as Uber and Lyft have created convenient travel options. App-based products that are true ridesharing –sharing of rides and costs by

[37] Shaw, ITworld (2013). *Study: Teleworkers Deliver Better Work*. Retrieved March 15, 2014 from: http://www.itworld.com/article/2702573/careers/study--managers-say-teleworkers-deliver-better-work.html.

[38] Society for Human Resource Management (2014). *Flexible Work Options Successful, Set to Increase.* Retrieved March 16, 2015 from: http://www.staffingindustry.com/Research-Publications/Daily-News/SHRM-Flexible-work-options-successful-set-to-increase-31829

[39] Singh, Forbes (2014). *Future Of Personal Mobility -- Life With Or Without Ownership Of Cars*. Retreived March 16, 2015 from: http://www.forbes.com/sites/sarwantsingh/2014/04/23/future-of-personal-mobility-life-with-or-without-ownership-of-cars/

users taking the trip anyway, but sharing a vehicle in which to do it—are also emerging, although none are viable quite yet in the Puget Sound region as of this writing. And the Pronto Bikeshare system launched in Seattle in 2014 and is potentially slated for Bellevue for a future phase.

Traditional carpooling and vanpooling continue to be options served by the region's online ridematching system, www.RideshareOnline (accessible in Bellevue through the city's commute club, www.OnTheMoveBellevue.org). A recent article in the *Seattle Transit Blog* indicates that King County Metro's vanpool program is continuing to attract a growing number of participants with its ability to provide options for regular commuting for people for whom transit is not the best option.[40]

TDM Planning Takeaway:

Shared transportation takes many forms, from carsharing to real-time ridesharing to traditional commute-based carpooling and vanpooling. Continued promotion of these options are vital; they can meet various needs for commuting as well as single trips. Once bike sharing and additional carsharing and ridesharing services are available in Bellevue, they should be heavily promoted.

Increased Information Provision: Real-Time Information and Trip Planning Technologies

According to TDM researcher Louise Baker, TDM professionals have observed that recent advances in online mapping and global positioning system (GPS) technologies are opening doors for the TDM industry, and TDM programs being delivered are different from those delivered in previous decades. The potential to make trips more efficient is significant, particularly since the launch of location-based application programming interfaces (APIs) by Google Maps, Apple Maps and OpenStreetMap. These APIs can work in combination with maturing social networks, new ways of understanding data and increasing access to smart phones to help TDM professionals encourage mode shift.[41] As a result, the paradigm is shifting from "choosing a mode" to "planning a journey": a traveler is at point A and wants to get to point B. What are the various options and tradeoffs of the choices at hand in the current moment? Younger travelers are amenable to this idea and thus driving efforts to amalgamate mode options so that users can seamlessly find trips from place to place.[42] Open-source real-time transit location data made available by transit providers, including in the Puget Sound region, paves the way for app developers to make useful tools available.

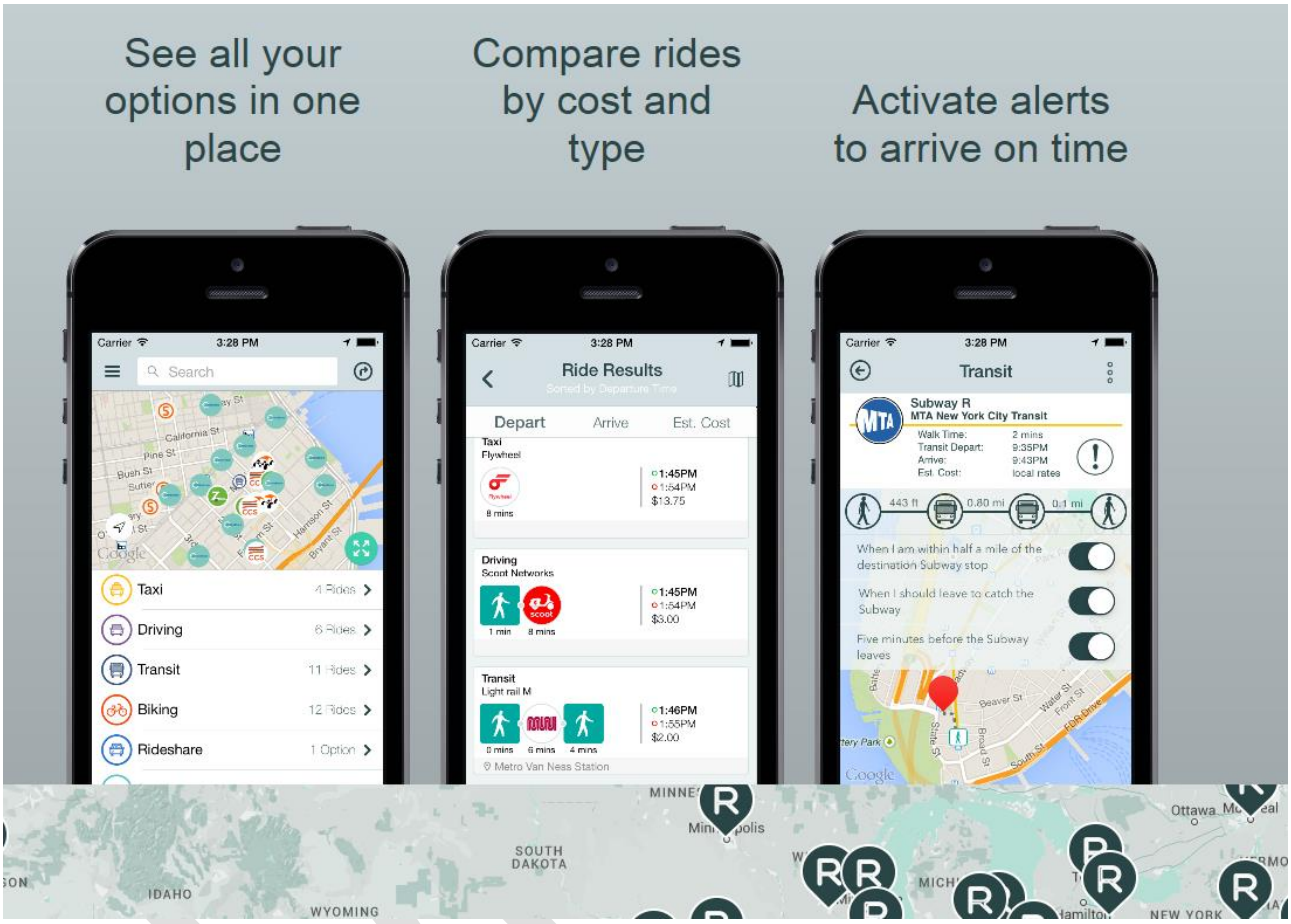
Ridescout is one app that available Bellevue that provides information about multiple transportation options in one place. The app indicates the mode options available, maps how to use each one, and

[40] Ryan, Seattle Transit Blog (2015). *Vanpools are a Success Story.* Retrieved March 16, 2015 from: http://seattletransitblog.com/2015/03/14/vanpools-are-a-success-story/.
[41] Baker (2013). *A Travel Demand Management Digital Safari*. Retrieved March 17, 2015 from: http://conf.hardingconsultants.co.nz/workspace/uploads/baker-louise-ipenztg2013-a-519196af3bf18.pdf, p. 1.
[42] Baker, p. 8.

provides tradeoff information including time, cost, and even calories (for the bicycling). The app includes the options available in an area: as more options become available, such as additional carsharing/taxi/bike sharing options, they can be included.

Figure 5-2

Ridescout App[43]



[43] Image retrieved on March 17, 2015 from: http://www.ridescoutapp.com/.

Existing apps such as OneBusAway, The Transit App, and a new app launched by King County Metro called Puget Sound Trip Planner provide real-time transportation and trip planning tools.

Additionally, real-time travel information can be provided via stationary kiosks or information screens. The TransitScreen product provides a live display of all transportation options at a particular location, based on real-time data.

Figure 5-3

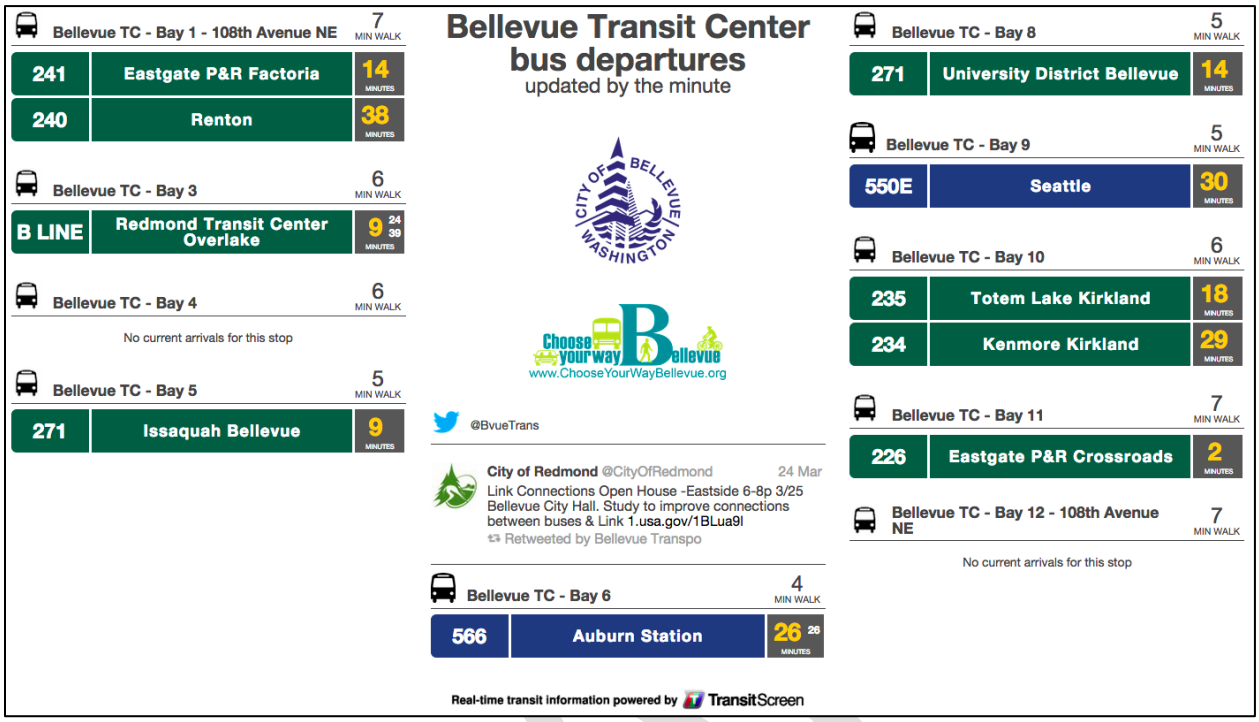
TransitScreen Example[44]

The prevalence of real-time transit arrival information kiosks at transit stops is increasing in the Puget Sound Region. RapidRide, a special series of bus lines created and operated by King County Metro, include real-time departure information at most stops, and the City of Seattle is installing real-time information at numerous transit stops. A TransitScreen was recently installed at Bellevue City Hall with real-time departure information for buses at the nearby Bellevue Transit Center, as depicted in the image below.

[44] Image retrieved March 17, 2015 from http://transitscreen.com/.

Figure 5-4

TransitScreen – Bellevue City Hall



TDM Planning Takeaway:

Many travelers are interested in determining the best way in the moment to get from one place to another. TDM can play a role in facilitating the provision of this information to the end user.

Active Transportation Trends, Practices and Health Benefits

Active transportation, primarily defined as bicycling and walking, has a unique advantage: In addition to removing vehicles from the roads, it can have measurable health benefits. A study in San Francisco quantified the health benefits of increasing walking and bicycling.

> "The health impacts model was applied to a range of active transport scenarios that from a 2% baseline would attain a combined walking and bicycling mode share of up to 15% of travel distance. This corresponds to an increase in an average person's (median) weekly walking and bicycling from 31 minutes to 154 minutes.
>
> At high levels of active transport compared to BAU [business as usual], the model predicts 13% fewer premature deaths and 15% fewer years of life lost for cardiovascular disease and diabetes and 5% reductions in each of four other chronic diseases. After accounting for a 19% increase in the disease burden from fatal and serious traffic injuries to pedestrians and bicyclists, the Bay

> Area would still experience 2,236 fewer deaths and 22,807 years of life gained…almost all (99%) of the health benefit arises from increased physical activity rather than from less air pollution."[45]

What can be done to increase the use of active transportation modes? In a new national survey, 53% of adults indicated that they wanted to bike more. So what is inhibiting them from doing so? Approximately one-third (34%) of those who indicated they want to bike more also said they are dissatisfied with existing bike infrastructure. Among poorer households, not owning a bike was a barrier. Tellingly, an overwhelming 64 percent of people who would like to bike more say that protected bike lanes would make a difference to their transportation choices.[46]

A study commissioned by Greener Journeys investigated the health benefits of walking as part of the bus journey. The study found:

- Catching the bus achieves half the Government recommended daily exercise
- Daily bus users clock up annual equivalent of 11 marathons
- Regular bus travel beats car for health benefits
- Daily short walk to and from bus stop and destination can burn 22,630 calories a year

In sum, the simple act of taking a journey by bus can help achieve half the recommended 30 minutes of exercise per day.[47]

A Seattle Times article specifically named Bellevue as a place where many people walk to work:

> "Some quintessentially suburban areas of Redmond and Bellevue* have a higher percentage of people who walk to work than most places in Seattle."[48]

*In the associated interactive map, *Downtown Bellevue* specifically (not Bellevue generally) is indicated as a key geography for walk commuters, cited at 11-20%.

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[45] Maizlish (2011). *Health Co-Benefits and Transportation-Related Reductions in Greenhouse Gas Emissions in the Bay Area: Technical Report*. Retrieved March 17, 2015 from: http://www.cdph.ca.gov/programs/CCDPHP/Documents/ITHIM_Technical_Report11-21-11.pdf.

[46] Anderson, Streetsblog (2015). *The First National Survey of People 'Interested But Concerned' About Biking*. Retrieved March 17, 2015 from: http://usa.streetsblog.org/2015/03/13/the-first-ever-nationwide-survey-of-interested-but-concerned-bikers-is-here/#.VQNT7jtmxXg.twitter.

[47] Greener Journeys (2015). *Why taking the bus is good for your health*. Retrieved March 17, 2015 from: http://www.greenerjourneys.com/2011/09/why-taking-the-bus-is-good-for-your-health/.

[48] Balk, The Seattle Times (2014). Where we walk to work: Would you believe Bellevue? Retrieved March 17, 2015 from: http://blogs.seattletimes.com/fyi-guy/2014/08/27/where-we-walk-to-work-would-you-believe-bellevue/.

TDM Planning Takeaway:

In TDM terms, providing information is key. The TDM program can inform travelers about the health benefits of active transportation and even riding transit. The program can also provide robust information about bicycling facilities that do exist, including the most comfortable facilities in a connected route (i.e. improved walking and bicycle maps and wayfinding). Walking to work is already prevalent in Downtown Bellevue, and the TDM program can give further impetus to this penchant.

Commute Clubs and Social Media Trends and Practices

Communications and outreach in the TDM arena are more and more practiced via "commute club" and social media platforms. Users of the transportation system can thereby find themselves in a community of encouraging, like-minded fellow travelers who are trying to save money and benefit the environment with "greener" travel. The "commute club" model often involves an online trip logging system whereby users can rack up trips by non-drive-alone mode and earn rewards, as well as online encouragement and recognition. "Commute Challenges" and social media contests, games and peer recognition can enhance the experience. Advertising and public relations play a role. The City of Bellevue's existing www.OnTheMoveBellevue.org program (originally piloted in downtown in 2011, and spread citywide in 2014) provides all these features and has thousands of participants.

TDM professionals have communicated some tips and best practices with regard to implementing such online commute programs. Excerpts from an email to the TDM professionals' LISTSERV (TRANS-TDM) are provided below:

- "Utilizing Ambassadors/Team Captains: Many folks emphasized the importance of engaging the folks who are most interested in invested in the Challenge--Team captains and Ambassadors. We also found that reaching out to Ambassadors is a good way to spread the word and plan on bumping up our efforts to engage with Ambassadors during this year's challenge."
- *Through our program we identify "champions" at each workplace (someone who is keen and interested in the campaign), and then channel our messaging through that person. Typically we provide them with a "workplace toolkit" that they use to 'get the word out' at their workplace. Each workplace can form a team and track their results. The workplaces that participate also provide opportunities for venues for events and other outreach activities."
- "I had some success by identifying workplace 'champions' and passing info on to them to promote to employees at their workplace. I provided posters, tracking forms, sample emails and other info to the champions, who then circulated it. The champions were people who I knew to be interested in active transportation, or healthy living, and I contacted them prior to the CC to engage them and give them info so they could be informed."
- "Having a dedicated Coordinator running the Challenge locally, and also having that Coordinator recruit and support workplace champions who promoted the Challenge internally at workplaces.

This really seemed to get more buy-in and buzz at the workplaces. The Champion was also responsible for organizing any special promotions or events within their workplace."

- "We have found that Facebook advertising and engaging people over Facebook through photo contests has been extremely productive. We have also found that it's really hard to figure out where to spend your advertising dollars because it's hard to know what really impacts people to make a decision to participate in a Challenge."
- "We have found that Facebook advertising has been an effective and inexpensive strategy for getting information out about our…campaign. We have also used this technique to encourage people to like us on Facebook so that they can continue to receive information about the campaign. Please let me know if you have any questions."
- "This past year we tried a few different advertising outlets to promote our Sun Rideshare Rewards Program. The most successful by far has been posters inside our buses. And the best part is that it is free for us. External bus ads (tail of the bus) have also been productive and that is relatively inexpensive. Billboards have also been good. Not so good was movie theater advertising."
- "We…have a commuter newsletter that we send electronic messages to. Individuals that we help with commuting resources throughout the year can opt in to receive our commuter newsletter. We market all of our 'Try It' campaigns to those commuters as well as the general public."
- "We just completed our first Commuter Challenge in October that included a 'Selfie' contest. We encouraged folks to take a "selfie" while commuting to work (not while driving, of course). It was promoted through print material, email, as well as social media. Commuters seemed to enjoy seeing themselves promoting a "greener" way to get to work. I hope that this information is helpful!"
- "Incentives: Clearly it's useful to have some type of prizes to draw people into your competition. We've had a lot of success with small prizes (such as a coupon for a scoop of ice cream and $5 coffee gift cards). Others have had success with larger grand prizes. And still others suggest using money as a strong motivator that encourages participation."
- "Recognition: We have had a lot of success doing awards during the Challenge for both Ambassadors, commuters who are going above and beyond, and management level types. We also give out workplace awards."[49]

TDM Planning Takeaway:

TDM work involves a good understand of communications, social media, and incentive practices. The TDM program should engage communications professionals in promoting and implementing programs and stay on top of current marketing and communications practices.

[49] Compiled from Nancy Shore email to TDM Listserv, "Most effective commute challenge: a summary." January 16, 2015.

Chauffeuring of Family Members

A common barrier heard by TDM professionals is the need to have a car in order to transport children or other family members to school/activities. This barrier has been observed in responses to Commute Trip Reduction surveys in Bellevue. Some recent research has explicitly quantified this burden and called it out as a difficulty to be addressed in the TDM industry.

In an evaluation by the Victoria Transport Policy Institute, household chauffeuring is defined as "personal motor vehicle travel specifically made to transport independent non-drivers (people who could travel on their own if they had suitable travel options)."[50] The author cites data from the 2009 National Household Transportation Survey (NTHS) indicating that about 8% of total morning peak trips were to "serve passengers" (chauffeur). These trips are relatively short, averaging 5.9 miles compared with a 9.87 overall average.[51] In addition, The 2009 NHTS indicated that 10%–14% of total morning-peak private vehicle trips and 5%–7% of total vehicle travel consists of children 5 to 12 years of age being driven to school (17, 18), rates that increase with distances to school.[52] Further, the "empty backhaul factor" further increases travel.[53]

The author also indicates that that the availability of non-automobile transportation options (walking, cycling, public transit, school buses), significantly affects parental chauffeuring burden.[54]

TDM Planning Takeaway:

The need to chauffer family members affects many people's ability to use non-drive-alone modes. Although this barrier can be difficult to surmount, the city's TDM program should continue to provide information to travelers that acknowledge and even work to address this mode choice barrier.

[50] Litman, Victoria Transport Policy Institute (2014). *Evaluating Household Chauffeuring Burdens: Understanding Direct and Indirect Costs of Transporting Non-Drivers*. Retrieved March 17, 2015 from: http://www.vtpi.org/chauffeuring.pdf, p. 1
[51] Litman, p. 3
[52] Litman, p. 3
[53] Litman, p. 6
[54] Litman, Victoria Transport Policy Institute (2014). *Evaluating Household Chauffeuring Burdens: Understanding Direct and Indirect Costs of Transporting Non-Drivers*. Retrieved March 17, 2015 from: http://www.vtpi.org/chauffeuring.pdf, p. 4.

6. Measurement

Introduction

"Measurement" in the context of the Bellevue TDM Plan includes developing a vision, goal, objectives, and targets and measuring them. The Plan contains a TDM vision for Bellevue in which multiple travel options are prevalent and at people's fingertips; a qualitative goal that articulates the achievement of this vision; objectives for achieving the goal; quantitative targets, based on targets external to the TDM program but tailored to the TDM program; and measurement methodologies. This section describes a broad vision and qualitative goal that lays out the state of affairs the City would like to achieve through TDM; how the City will get there; and how the City will assess performance on an ongoing basis so that it the TDM program can continue to be improved and refined accordingly.

Vision, Goal and Objectives

The Bellevue TDM Plan vision, goal and objectives are intended to resonate with current transportation, cultural and demographic conditions for all citywide TDM audiences, as explored and explained in the background portion (chapters 1-5) of this plan. In contrast, the prior 2008 *Connect Downtown* Growth and Transportation Efficiency Center plan focused specifically on the downtown milieu of dense land uses to the exclusion of trips in less dense parts of the city; and the Commute Trip Reduction Plan, while citywide, focused on large employers.

The vision, goal, objectives and strategies speak to increasing the viability of multiple transportation options throughout the city. Although Downtown Bellevue's concentration of workers and residents supports an ample network of transit service and other mode choices, strategies to make non-drive-alone modes more viable also provide substantial benefit outside of downtown. Furthermore, there are economies of scale in carrying out activities citywide and not specific to a particular geography.

The vision and goal embody an atmosphere of ease of mobility based on the viability of multiple transportation modes. Travelers are free to choose modes they want, and the fact that many of them thus choose not to drive alone frees up roadway space for vehicles who need it while retaining overall mobility. All city workers and residents having a full array of tools, incentives and informational resources available means that they can choose the modes that work best for them.

Vision for the Bellevue TDM Plan:

A city in which travelers are aware of the full range of tools and resources they need to choose the transportation mode they most prefer with regard to ease of travel, time savings, cost savings, and other considerations that matter to them. As a result of access to multiple transportation choices, many people choose non-drive-alone modes. This helps ease congestion and frees up space on roadways for other users.

Goal of the Bellevue TDM Plan:

To evolve an environment supportive of non-drive-alone travel and grow the non-drive-alone travel market, in order to increase non-drive-alone travel in Bellevue, thereby preserving mobility and livability in the face of future growth.

Objectives for the Bellevue TDM Plan describe the means for achieving the goal. They reflect working partnerships between the public and private sectors, provision of a supportive plan framework and environment, and interacting with audiences (employers, property managers, commuters and residents) to promote awareness of and a willingness to try alternative transportation options.

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Objectives of Bellevue TDM Plan are to:

1. Work in partnership with transit agencies and the employer/property manager community to market and promote multiple transportation options across all non-drive-alone modes;
2. Increase awareness of transportation options to all plan audiences—employers, property managers and individuals—via outreach, public relations, marketing, and web/social media platforms;
3. Provide financial assistance to employers and property managers for providing transportation benefits and amenities that make it easier for their employees and tenants to use non-drive-alone modes;
4. Make engagement in the city's TDM programs as simple and streamlined as possible by setting up turnkey programs, providing instructional infographics, providing free assistance, etc.;
5. Work toward employer-provide flexibility on mode choice, including allowing employees to choose whether transportation subsidies are applied to parking or to non-drive-alone modes;
6. Increase the flexibility of occasional-need services for those using an alternative commute mode to driving alone, including daily parking options and guaranteed ride home in the case of emergency;
7. Encourage employers to embrace programs such as telework and alternative work schedules, especially where other non-drive-alone modes are less viable;
8. Provide incentive programs that help make it easier or less expensive for people to try new non-drive-alone modes of transportation;
9. Communicate to plan audiences that others are using modes other than driving alone, essentially "norming" the use of non-drive-alone modes;
10. Provide information people need in order to consider all potential modes, both at a macro level (such as when considering one's daily commute mode) and a micro level (such as making a decision on which mode to take for an imminent trip);
11. Address barriers to changing travel modes, such as lack of flexibility in parking choices;
12. Inform plan audiences about how to maximize use of transportation system elements including the regional high-occupancy vehicle system; express tolling lanes; transit service changes; major construction projects, and availability of park-and-ride lots, bicycle parking, facilities and amenities and shared transportation;
13. Work toward, and measure progress toward, non-drive-alone travel and vehicle miles traveled targets during plan implementation in relation to overall market indicators;
14. Tailor messaging to resonate with the citizens and workers of Bellevue; and
15. Use results and lessons learned to constantly hone and adjust TDM programs in the short term, and make broader program changes as needed to be effective in the long term.

Targets

The Bellevue TDM Plan's targets are based on external direction from both Bellevue's Comprehensive Plan and the state Commute Trip Reduction program. The targets are then tailored specific to the TDM program, with the addition of distinct targets for various populations and time frames as needed to complement the externally directed targets. To start, this section takes a look at historic targets and city's results and progress toward meeting them.

HISTORIC AND NEW TARGETS – COMMUTE TRIP REDUCTION (CTR) AND CONNECT DOWNTOWN GROWTH & TRANSPORTATION EFFICIENCY CENTER (GTEC)

The most recent (2008) citywide Commute Trip Reduction and Connect Downtown GTEC plans contained targets that were measured via Commute Trip Reduction and Mode Share Survey, respectively.

Commute Trip Reduction Plan Targets and Results:

The Commute Trip Reduction (CTR) Plan (attached to this plan as Appendix A) seeks to reduce drive-alone commute trips citywide made by employees of employers affected by the state CTR law. Generally, affected employers are those with 100 or more full-time employees at a worksite who start their workdays between 6 and 9 a.m. The 2008 state-required minimum targets for jurisdictions consisted of reductions of 10% for the drive-alone rate and 13% for vehicle miles traveled by 2011; this same goal was later extended to 2015. CTR results are measured through biennial surveys in which employees are asked which mode of transportation they used to get to work each day in the previous week.

The targets can also be thought of as increases in the percentage of non-drive-alone commute trips; and state direction is to now portray targets in this manner. Figures 6-1 and 6-2 show CTR baselines, and targets and results in terms of percentage of non-drive-alone trips, since the 2008 CTR Plan was adopted.

New 2020 CTR non-drive-alone and vehicle miles traveled targets are being developed by the city (based on state guidance) for the 2015-2019 CTR Plan Update (currently under way). These targets are also shown in Figure 6-1 and Figure 6-2, and are further described in the draft 2015-2019 CTR Plan Update (Attachment A). For the percent of commute trips by non-drive-alone mode, the preliminary 2020 target is **42.8%**. For vehicle miles traveled (per employee, one way), the preliminary 2020 target is **9.4** miles.[55]

[55] These targets are preliminary as of this writing, since they are based on preliminary state CTR survey data.

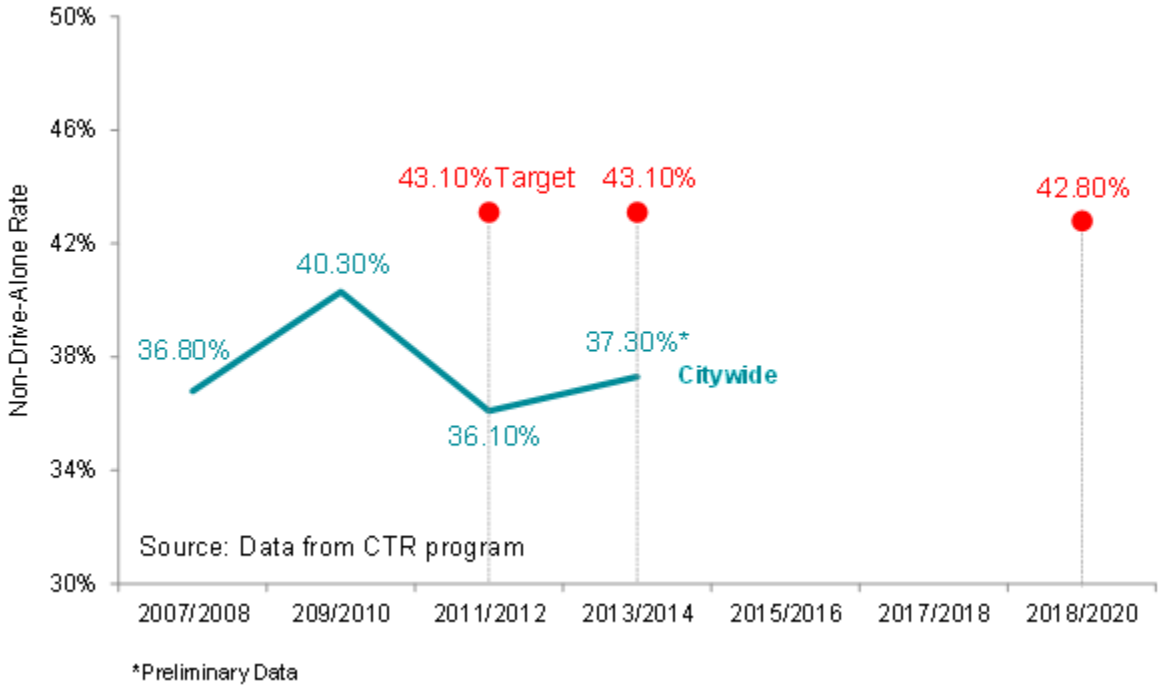
Figure 6-1

Historic CTR Non-Drive-Alone Targets and Results*

and

2020 Target

(All citywide CTR commute trips, percent of trips by non-drive-alone mode)



*As per state direction, extension of 2011 target to the 2015 time point, from same 2008 baseline. 2014 Actual data based on preliminary state data not yet confirmed as final.

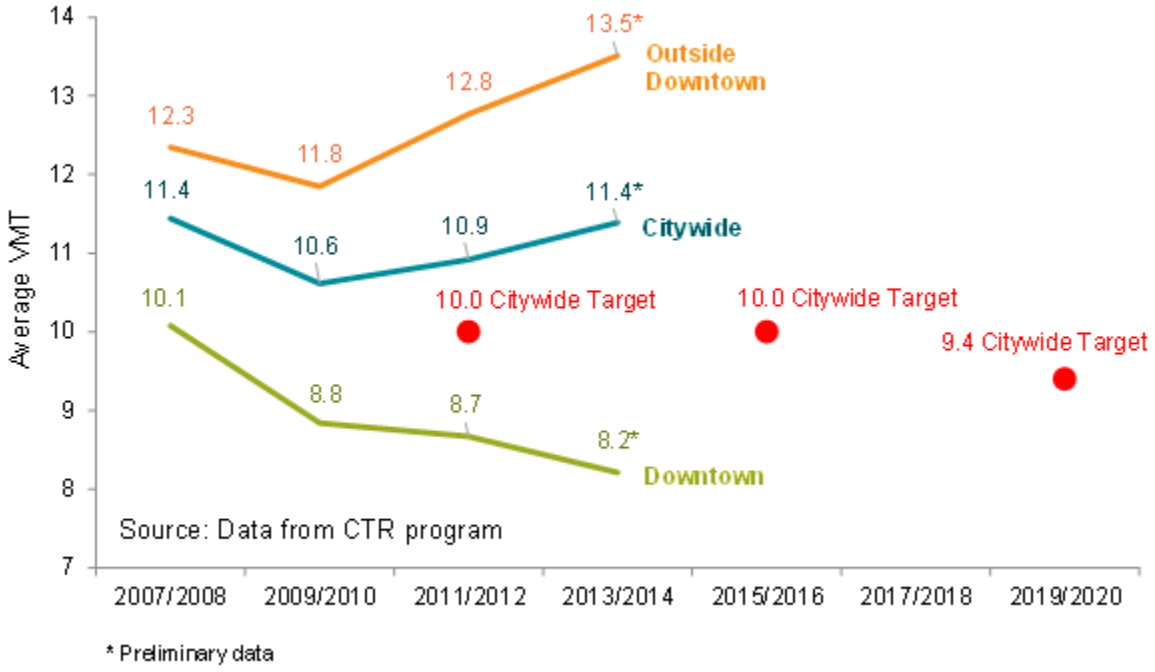
Figure 6-2

Historic CTR Vehicle Miles Traveled (VMT) Targets and Results*

and

2020 Target

(All citywide CTR commute trips, VMT per employee, one way)



*As per state direction, extension of 2011 target to the 2015 time point, from same 2008 baseline. 2014 Actual data based on preliminary state data not yet confirmed as final.

Discussion/Implications – CTR Measurement:

Historic CTR Results:
Generally the CTR program has been a success in reducing drive-alone rate and vehicle miles traveled since 1993, as described in Chapter 2 of this plan. The state is changing measurement to indicate *non-drive-alone* rate. Starting in 2008, the non-drive-alone rate was 36.8%, and the target was 43.1%. Preliminary 2014 indicate that, although the non-drive-alone rate decreased to 36.1% in 2012, in 2014 preliminary data indicate that it has increased to 37.3, which is 0.5 percentage points higher than the 2008 figure (although it missed the 43.1% non-drive-alone target). The preliminary new 2020 target, 42.8%, is calculated based on a new state methodology that makes it very close to the previous target.

This increase in non-drive-alone rate presumably is not enough to substantially decrease vehicle miles traveled (VMT) as compared to 2012. However, Bellevue's program emphasis is on shifting the mode that employees are using for their commutes, rather than decreasing the distance to work that employees travel. It appears that external forces may be at play that are increasing employee commute distance.

Future CTR Targets:
The State is revising the targets that have been in place since 2008, for the 2015-2019 CTR Plan Update. State guidance instructs jurisdictions that choose to use state targets to increase their non-drive-alone travel rate (percent of CTR commute trips by non-drive-alone mode) by six percentage points, which for Bellevue, based on preliminary state survey data, results in a 42.8% rate of non-drive-alone travel by 2020. This target is similar to the existing target. For vehicle miles traveled (per employee, one way), the state guidance is an 18% reduction target from the 2008 baseline, which for Bellevue is 9.4 vehicle miles traveled. The new VMT targets is more aggressive than before, but this fact is mitigated by the fact that there is more time to meet it since 2008 has been retained as the baseline year.

The state guidance and Bellevue's target calculations are described in further detail in Appendix A.

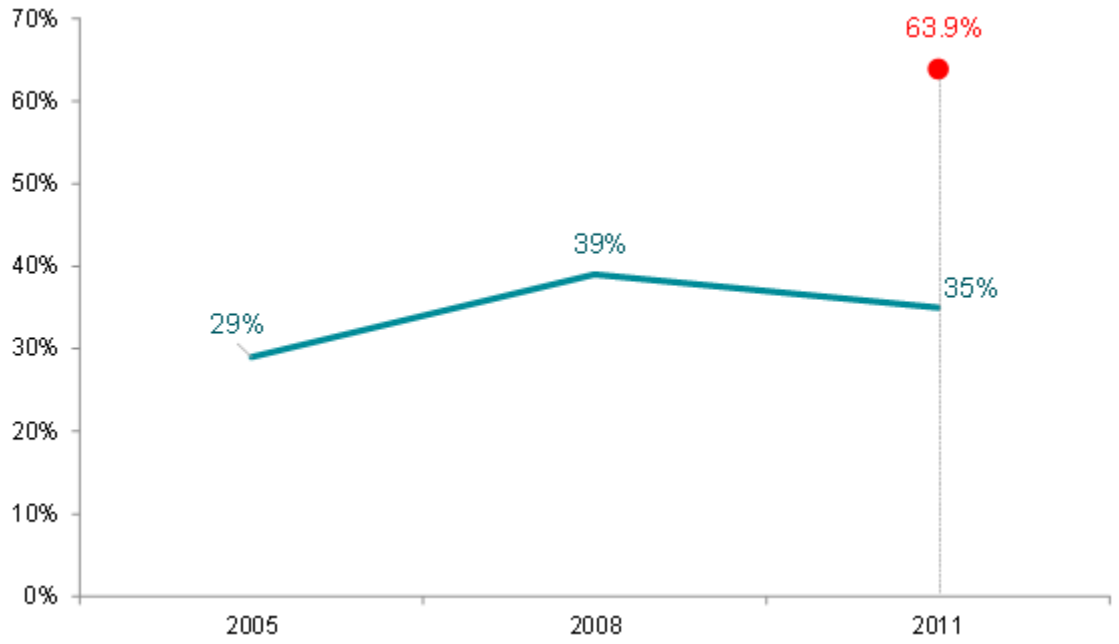
Connect Downtown Growth & Transportation Efficiency Center (GTEC) Plan:

This 2008 plan focused on TDM strategies for the Downtown Bellevue urban center. The program included all TDM audiences—workers as well as residents—and all types of trips, commute and non-commute. However, only commute trips (for all sizes of employers) have served as a basis for measuring progress toward the *Connect Downtown* GTEC target, due the prevalence of commute trips on the transportation system and their significance in terms of peak-hour transportation system delay. Figure 6-3 summarizes targets and performance for the 2008 *Connect Downtown* GTEC Plan. Although *Connect Downtown* will cease to exist as a separate plan, commute trips by downtown workers will continue to be measured via the Bellevue TDM Plan, as indicated in the "New Targets for All Commute Trips" section below.

Figure 6-3

***Connect Downtown* Plan – Targets and Results**

All downtown worker commute trips



Discussion/Implications – *Connect Downtown* GTEC Measurement:

The city has made progress toward its *Connect Downtown* GTEC drive-alone rate target of 63.9%, or 36.1% non-drive-alone rate. The most recent measurement in 2011 indicated a 65% drive-alone rate (or 35% non-drive-alone rate), which missed the target by 1.1 percentage points.

The vehicle for measurement Downtown measurement of progress toward the target has been the city's Mode Share Survey. This measurement has been conducted every 2-3 years since the early 2000s by the city. However, due to budget constraints, the last Mode Share Survey was conducted in 2011. Thus it is unknown at this time whether the downtown mode share target has been met.

Future commute trip measurement of progress toward targets identified will be the U.S. Census American Community Survey (ACS) for Means of Transportation to Work. There is a delay of approximately three years (past the final year of the range) in receiving data for small geographies such as Downtown Bellevue, which must be captured through the Census Transportation Planning Package. In order to ensure validity of the data, five-year averages must be used; and the most recent five-year data currently available are the 2006-2010 five-year averages. Also note the differences in how commute mode data are collected in the second table footnote above, causing the two types of measurement to be "apples to oranges."*

It will take time for enough ACS data to be collected for downtown commute mode share trends to become evident. The next data range, the 2011-2015 five-year average, is anticipated to be available in 2018.

*The U.S. Census question asks what mode they typically used in the previous week, and thus may undercount non-drive-alone modes used more sporadically. Also, the Mode Share Survey omitted employers with more than 100 employees who were not affected by the Commute Trip Reduction law. Many of these employers are likely large retail or hospitality sites that may have a significant non-drive-alone rate.

NEW TARGETS FOR ALL COMMUTE TRIPS

Methodological Approach:

This Bellevue TDM Plan also identifies targets for all commute trips (over and above just CTR employee trips). These targets will be derived from the 2035 mode share targets in the Bellevue Comprehensive Plan. (An update of the Comprehensive Plan is in draft form as of this writing, scheduled for final adoption in June 2015; the targets in the draft are being utilized for purposes of this plan.)

The 2035 targets in the draft Comprehensive Plan update consist of percentages of people commuting by non-drive-alone mode for the following populations and geographies: (1) downtown workers (65%); (2) citywide workers (40%); and (3) citywide residents (45%). The draft Comprehensive Plan update also includes 2012 baseline figures.

The horizon year for the Comprehensive Plan targets is 2035, with a 2012 baseline. The horizon year for the Bellevue TDM Plan is 2023. Therefore the approach for this plan is to plot a straight line on a graph from the 2012 baseline year to the 2035 target year on a graph, and capture the point at which the line crosses the year 2023. The non-drive-alone commute trip percentage for that point will be the target for the Bellevue TDM Plan for these three populations/geographies (see Figure 6-4).

The target year is considered to be 2023 even though actual available measurement years may vary slightly from 2023. Anticipated actual measurement years and data sources will be described below in the “Target Calculation” section for each population/geography.

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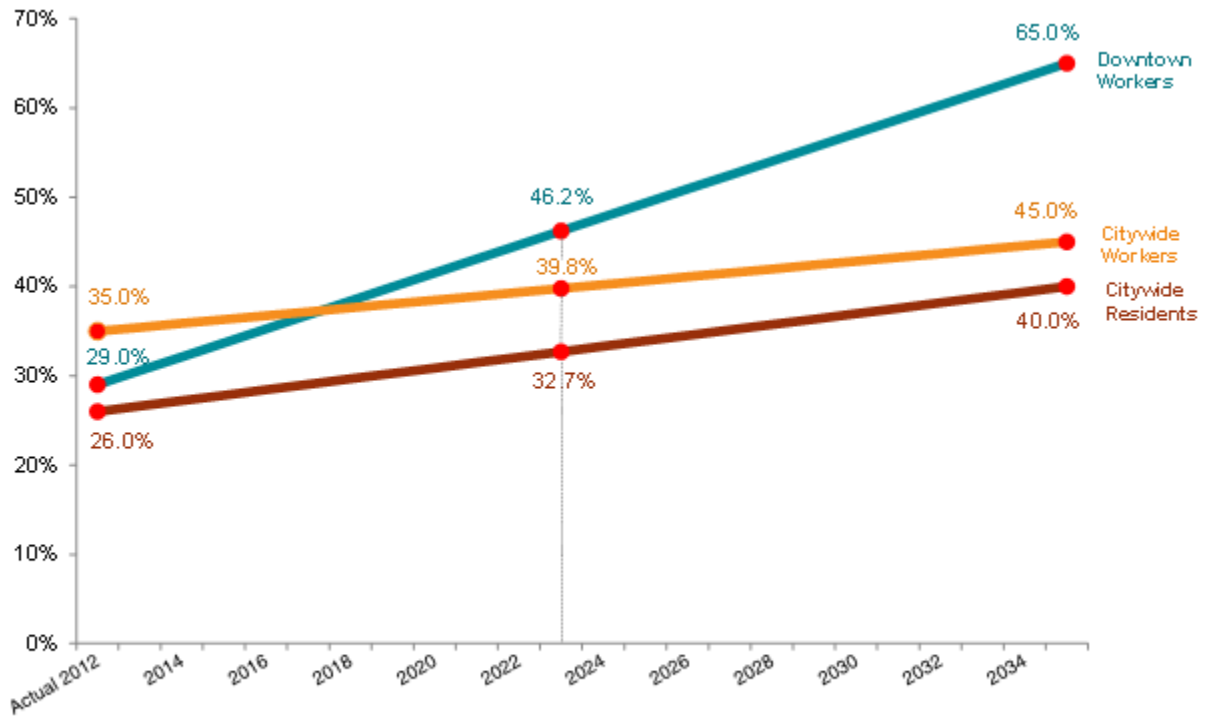
Figure 6-4

Bellevue TDM Plan 2023 Commute Trip Non-Drive-Alone Rate Targets

(All commute trips, not just those by Commute Trip Reduction-affected employees)



HOW TARGETS ARE CALCULATED

1. All Downtown Workers:

The overall downtown worker target is the 2023 point on the graph in Figure 6-4, which is **46.2**%. The 2012 baseline is **29%**. The target is 59.3% higher than the baseline. Thus the percent increase target for non-drive-alone commuting is **59.3% from the 2012 baseline**. Progress toward this target will be measured through the U.S. Census American Community Survey[56] through the Census Transportation Planning Package. The closest time frame available for measurement of this target will be the 2016-2020 five-year average, so this is the figure that will be likely be used for the measurement. It is anticipated that this data point will be available in 2023.

[56] U.S. Census, Means of Transportation to Work, "**How did this person usually get to work LAST WEEK?,**" percent of all responses other than "Drove alone – car, truck, or van."

2. All Citywide Workers:

The overall citywide worker target is the 2023 point on the graph in Figure 6-4, which is **32.7%**. The 2012 baseline is **26%**. The target is 25.8% higher than the baseline. Thus the percent increase in non-drive-alone commuting is **25.8% from the 2012 baseline**. Progress will be measured through the U.S. Census American Community Survey. The closest time frame available for measurement of this target will be the 2020-2022 three-year averages, so this is the figure that will be likely be used for the measurement. It is anticipated that this data point will be available in 2023.

3. Target Calculation—Citywide Residents:

The overall citywide resident target is the 2023 point on the graph in Figure 6-4, which is **39.8**%. The 2012 baseline is **35%**. The target is 13.7% higher than the baseline. Thus the percent increase in non-drive-alone commuting is **13.7% from the 2012 baseline**. Progress will be measured by the U.S. Census American Community Survey. The closest time frame available for measurement of this target will be the 2020-2022 three-year average, so this is the figure that will be likely be used for the measurement. It is anticipated that this data point will be available in 2023.

BELLEVUE TDM PLAN TARGET SUMMARY

A summary of the targets and related information for the various populations and geographies is shown in the table below.

Table 6-1

Geography/ Population	Measure	Baseline Year	Measure-ment Year	Baseline Measure	Target	Percent Increase	How Measured
All Downtown Workers	Responses other than "Drove alone…"*	2012	2023 (Anticipate using 2015-2020 five-year average)	**29%**	**46.2%**	**59.3%**	U.S. Census American Community Survey, Census Transporta-tion Planning Package
All Citywide Workers	Responses other than "Drove alone…"*	2012	2023 (Anticipate using 2020-2022 three-year average)	**26%**	**32.7%**	**25.8%**	U.S. Census American Community Survey
Citywide CTR Workers	Non-Drive-Alone Travel (NDAT)**	2008	2020	**36.8%**	**42.8%**	**16.3%**	CTR Survey
Citywide Residents	Responses other than "Drove alone…"*	2012	2023 (Anticipate using 2020-2022 three-year average)	**35%**	**39.8%**	**13.7%**	U.S. Census American Community Survey

* U.S. Census, Means of Transportation to Work, "**How did this person usually get to work LAST WEEK?,**" percent of all responses other than "Drove alone – car, truck, or van."

** Commute Trip Reduction survey data; includes all mode responses other than drove alone and one-person motorcycle.

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Other Measurement Methodologies

MEASUREMENT OF TRIPS REDUCED THROUGH SPECIFIC PROGRAMS OR ACTIVITIES

Measuring the overall mode share of a particular audience group provides valuable overarching information about whether mode uses are reaching the levels that are desired by the city. However, it is difficult to know how much of a mode shift is due to activities undertaken by the city and how much is due to external factors such as cultural shifts, gas prices, transit service changes, demographic changes, etc.

There are other ways to measure the success of a TDM that more likely indicate the incremental amount of mode shift that is due to a particular program or activity. For the 2015-2018 Washington State Department of Transportation (WSDOT) TDM grant programs that will pass federal Congestion Mitigation & Air Quality funding through to jurisdictions, state program staff have developed measurement methodologies that relate trips reduced from specific TDM programs or activities to be conducted through that plan. The two primary methods of measurement are as follows:

1. **Pre- and Post-Survey**. Using a shared survey account, jurisdictions would survey program participants before and after participation in a TDM program. Each jurisdiction can set up their own version of the survey for their program with their own questions; however, an initial set of questions focusing on transportation mode used in the previous week will be consistent across all jurisdictions in the grant program. WSDOT will provide analysis of the initial mode questions to determine the reduction of vehicle trips, vehicle miles traveled and greenhouse gas emissions. A jurisdiction's questions may include the cause of the person's mode choice and whether it was due to a TDM program or strategy.

2. **Direct Measurement**. Jurisdictions would measure actual mode usage that is part of participating in a program. For instance, if ORCA transit fare cards were distributed through a program or at an event in return for a pledge to drive alone less, the city could use data on the use of that specific card. Or, participants in a program could log their trips in an online calendaring system, and that logged trip data could be used to measure trips taken via non-drive-alone modes. Each measurement will need a method of determining the "newness of mode" for those participants, so that the trips could be captured that were new through the particular TDM program or activity.

The city anticipates utilizing these two measurement types, and others, for various strategies in the CMAQ grant program, as shown in the table below. The TDM strategies are described in greater detail in Chapter 7, Strategies. The actual scope for the WSDOT CMAQ TDM grant programs (anticipated from mid-2015 through mid-2018) is shown in Appendix B.

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Table 6-2
Potential Strategy-Specific Measurement Methodologies

TDM Strategy	Pre- and Post-Survey	Direct Measurement	Other/Notes
Employer/property manager free consultation assistance, workshops, webinars and other outreach to encourage them to provide commute benefits to their employees	X	X	Employer could conduct pre-and post-survey, before/after benefit improvement ORCA card distribution Anonymous ORCA card data Collect data for trips logged through city network
Setup of employer/ building network in RideshareOnline trip logging platform	X	X	Participation could trigger pre- and post-survey Collect data from trips logged through employer network
Employer transit pass program rebates	X	X	Employer could conduct pre-and post-survey, before/after ORCA transit pass is distributed Anonymous ORCA data could be utilized
Facilitation of carpool/ vanpool parking or ridematching assistance for employer or property manager	X		Survey those participating
Expert consultations for employer/property manager: telework, parking management, etc.	X		Could potentially utilize consultant-derived metrics of mode shift,
Employer parking cash-out (trial period of mode use not requiring a parking space; if employee wishes to continue, work with employer to subsidize that mode instead of parking)	X	X	Could potentially utilize anonymous ORCA card data for participants, if using transit during the trial period.

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Table 6-2 (cont.)
Potential Strategy-Specific Measurement Methodologies

TDM Strategy	Pre- and Post-Survey	Direct Measurement	Other/Notes
Calendaring/Incentive program for individuals ("On The Move Bellevue" brand)	X	X	Direct measurement will be feasible through logged trip data; however, a pre- and post-survey may be helpful to assess newness of mode and determine which trips reflect mode shift due to this program.
Individualized Marketing (packets of information offered tailored to individual wishes; encouragement and help with trying new mode)	X	X	Program likely to use calendaring/incentive program for logging of trips. Direct measurement will be feasible through logged trip data; however, a pre- and post-survey may be helpful to assess newness of mode and reinforce whether mode has shifted due to this program.
Real-time travel information provision and trip planning assistance	X		A survey of individual program participants could inquire about the degree to which the information/assistance led to mode shift. Industry studies have been done on this topic, and these data could be applied as proxy data to Bellevue.
Enhanced bicycling outreach, information provision, wayfinding, encouragement, etc.	X	X	A survey of individual program participants could inquire about the degree to which the information/assistance led to mode shift. Industry studies have been done on this topic, and these data could be applied as proxy data to Bellevue. Also, direct measurement could be undertaken based on bicycling trips logged. A pre-survey may be helpful in determining newness of mode.

Additional measurement tools or methodologies may be explored if they become available, feasible, and pertinent to this plan.

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Note on Measuring the Incremental Benefit of TDM:As TDM practitioners are aware, while sources are available for measuring changes in mode share from drive-alone to other modes, what is more difficult is ascertaining to what degree a particular TDM strategy or set of strategies was causal to that mode shift. There are many factors in the level of people choosing modes other than driving alone, including fuel prices, demographic and socioeconomic changes, economic conditions, cultural shifts and other factors.

This difficulty is increased by the fact that the level of usage of many non-drive-alone modes (especially transit and walking) is heavily influenced by the density of land uses of an area. For instance, areas of greater density of employment and housing allow transit to provide more efficient service and lead to more people living close to where they work and/or undertake daily activities. Therefore, the incremental impact of TDM strategies can vary according to the environment in which they are conducted.

During implementation of this plan, the City will make an effort to work toward being able to identify the incremental benefit of TDM strategies over and above “what would have happened anyway.” As part of this TDM plan, the City will keep abreast of research and tools available to TDM practitioners that help identify and quantify benefits and costs of TDM measures relative to other measures for improving mobility.

7. Strategies

Introduction

Strategies for implementing Bellevue's TDM program require a sound basis for being chosen. That is why this plan has included extensive background analysis. The background section of the plan has included lessons learned from existing plans; results from a TDM community input survey; a demographic analysis of residents and businesses; a review of current TDM industry research and best practices; and identification of pertinent vision, goal, objectives and targets. The strategies presented here are based on this background work.

The strategies in this chapter are a combination of "tried and true" efforts that have been effective in the past (with indications pointing to continued success), as well as new efforts and emphases that best fit the current transportation and demographic environment.

Principles on which Strategies are Based

The following principles underlie the strategies identified below:

- Information-based: Strategies provide long-term information about what modes are generally available, as well as short-term information such as which apps can tell you what all the choices are in a given moment, and their tradeoffs.
- The provision of choices makes it clear that the city's TDM program provides a "net positive." The emphasis is on increasing non-drive-alone choices so that people can use them when they want them.
- Community building: The city's TDM program brings people together and lets people know that they're part of a community that is working to retain mobility for all; and that others are already using non-drive-alone modes.
- Incentives are for a purpose: to help people try something new, or to help them continue to use that mode (such as subsidies provided by employers).
- Research-based: Strategies include conducting more detailed future research as part of plan implementation, where valuable and feasible.

Strategies

Category 1: Externally Driven Programs

- This category comprises the continuation of two externally mandated TDM programs: Commute Trip Reduction (CTR) and Transportation Management Programs, which are required by state law (CTR) and city code (CTR and TMP). Certain activities are needed to assist relevant employer and property manager audiences with requirements and bring about successful trip reduction through these programs.

1-1 **Commute Trip Reduction (CTR)** (Audience: CTR-affected employers)

The city will continue to implement its ongoing CTR program that has been in place since 1993 and is based on state law and city ordinance (Bellevue City Code 14.40). In order to do so, the city anticipates continuing engage a consultant (currently King County Metro) to work with affected employers, which are generally those employers with 100 or more full-time employees who start their workdays between 6:00 and 9:00 a.m. for two or more days per week. In implementing the program, the City works to ensure their compliance with the law and help engender successful trip reduction programs. Required and programmed activities for which the city provides assistance include developing programs; informing employees of options and employer-provided subsidies; marketing and promotions to encourage non-drive-alone commuting; surveying; and reporting. Specific activities are laid out in the Draft 2015-2019 CTR Plan Update, Appendix A.

1-2 **Building Transportation Management Programs (TMP)** (Audience: property managers of buildings conditioned with a TMP)

To mitigate transportation impacts of development, Bellevue City Codes 14.60.070 and 14.60.080 require certain properties to develop Transportation Management Programs, or TMPs, based on the size and land use of the development.

TMP elements may include:

- Designating a transportation coordinator for the property;
- Posting and distributing information about commuting by transit, rideshare, foot, bicycle, and other alternatives to driving alone;
- Providing preferential parking locations to carpools and vanpools;
- Providing incentives such as transit pass subsidies and reduced-price carpool/vanpool parking to commuters who choose not to drive alone; and
- Providing low-cost taxi rides home to onsite employee transit riders, carpoolers and vanpoolers who encounter an unexpected need to leave early or stay late owing to illness, home emergency or employer requirement.

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The city supports TMPs by monitoring and ensuring that property managers of buildings with TMPs are complying with the requirements of their TMPs. These may include provision of program elements as described above; reporting; and measurement. This work is ongoing by the city and anticipated to continue throughout this planning horizon.

Note: The bulk of the remaining strategies below are anticipated to be funded primarily with Congestion Mitigation & Air Quality grants passed through from the Washington State Department of Transportation to the city, during the time frame of those grants, which is from approximately mid-2015 through mid-2018. A preliminary scope of work for this grant is included as Appendix B.

Category 2: Product Subsidies and Discounts

- This category encompasses basic "products" that support trip reduction efforts (such as ORCA transit pass products that employers purchase for their employees; or free rides home from work in the case of an emergency). Such products would typically be subsidized or discounted on a reimbursement basis and using grant funding sources. Subsidies may be provided to employers, property managers (for conducting their own trip reduction programs) or directly to individuals where applicable.

Category 2 strategies may include, but are not necessarily limited to, the following:

2-1 **Transportation Benefit Rebates** (Audience: employers/property managers)

Provide transportation benefit discounts or rebates for employers or property managers who provide such benefits to their employees or tenants (marketed primarily to non-CTR employers, but available to both; and available to commercial and residential property managers). Through the "Commute Advantage" employer portfolio, promote and transmit ORCA transit pass Business Passport or ORCA Business Choice program rebates to Bellevue employers (CTR and non-CTR) providing Passport and/or Choice programs to their employees. The ORCA Passport product, in particular, is a key element of this plan. This product is available to employers to purchase in order for all employees to obtain a pass available for unlimited rides on multiple transit agency services, plus vanpool and guaranteed ride home subsidy. The employer essentially pays to the extent that the product is actually used by employees. Employers can also choose to directly subsidize transit passes for their employees through the ORCA Business Choice program. In addition, potentially provide employer "mini-grants" toward commute program subsidies to their employers of any type, likely with required employer match. Outside of the Commute Advantage portfolio, market the new residential Passport program to Bellevue residential property owners where appropriate, particularly on the frequent transit network.

Background/Justification: This strategy makes it easier for employers to try transit agency ORCA business products by reducing the initial cost. The Passport product provides a transit pass for all employees and encourages use of transit for commute and non-commute trips. Passport rebates were provided as a strategy in the original GTEC plan and implemented with significant success 2008-2011, particularly in early years of the program. Cost and the economic downturn were thought to be factors in declining uptake; amount of rebate will need to be carefully thought out. For some employers, the Choice program makes more sense because they can purchase passes (though at full cost) for only those employees who request them. Also, some employers might be best off providing a benefit other than a transit subsidy.

2-2 **Transportation Mini-Grants** (Audience: employers/property managers)

Based on a competitive application process (and marketed through the "Commute Advantage" employer/property manager product portfolio), provide mini-grants (e.g. ~$5,000) to employers and/or property managers for minor capital items (such as bike racks, showers, real-time transit kiosks, etc.), trip reduction campaigns, or other specific trip reduction activities as specifically put forth by a particular employer or building/office campus to meet their needs. In addition, consider turnkey RideshareOnline calendaring/incentive campaigns that reduce staff time impact on the employer.

Background/Justification: Building-centered options, involving building-wide travel options campaigns for office workers, were a strategy in the original Connect Downtown plan that was never implemented. This activity builds on this strategy to include either such campaigns or small capital items that encourage use of non-drive-alone commute modes.

2-3 **Emergency Ride Home** (Audience: workers and, possibly, residents)

Provide for the cost of a free ride home to individual workers or residents in Bellevue (most likely to be provided by a taxi or transportation network company) in case of emergency, up to a threshold number of rides per year and threshold distance limit. For employers and property managers, promote the provision of Emergency Ride Home for employees and tenants, and include assistance with this program as an item in the "Commute Advantage" portfolio.

Background/Justification: This is a strategy from the original Connect Downtown plan that was never implemented. Being reassured of a way to get home in the case of emergency can make people more willing to give up having their private vehicles with them at work, and could be especially beneficial to those who otherwise do not have this service provided by their employer or building manager.

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Category 3: Services and Education

- This category comprises activities that help employers, property managers and individuals navigate the world of non-drive-alone travel. These strategies are key to assisting various audiences with setting up programs for their constituents (for employers and property managers) or with planning one's own commute mode or other trip (for individuals). This task assists travelers, and those who can affect them such as employers and property managers, with basic steps of how to use the transportation system, set up programs, and utilize tools that can help them, both in real time and over the longer term, of the steps for actually using a mode other than driving alone to get from point A to point B.
- In real time and over the longer term, inform travelers of the steps for actually using a mode other than driving alone to get from point A to point B. There are many tools now for knowing your options over time and in the current moment when you are contemplating a trip. Utilization of these tools can add convenience to non-drive-alone modes, allowing them to better compete with the convenience of a car.
- The act of choosing a mode takes place in an environment of transportation system supply. Roads are provided for car travelers. In addition, infrastructure and services are provided for those using other modes: transit services and infrastructure, walking and biking facilities, ridematching services for finding carpool and vanpool partners, etc. Also in place and increasing over time are tools that support the convenience of not driving alone and help users navigate the transportation system

Category 3 strategies may include, but are not necessarily limited to, the following:

3-1 **Commute Program Consulting Services** (Audience: Employers/Property Managers)

Provide free consulting services for employers and property managers. Consultations conducted by program staff familiar with available transportation program options and benefits, tailored to meet the needs of the particular business or building. Such consultations are offered in addition to the continuation of existing programs for employers affected by the state CTR law, as well as existing work to monitor and support property manager adherence to TMP requirements. Includes marketing of program through targeted outreach or the provision of a workshop/webinar to initially engage employers/property managers, followed by the offer of individual consultations for those interested.

Background/Justification: This service has been ongoing since late 2007 and has been well-received, with 174 employers engaging in the program thus far. This service helps those who would otherwise be unfamiliar with the various options and products available, such as ORCA transit pass products; other program subsidies; creating online trip logging networks through the RideshareOnline system; carsharing services; telework; etc.

3-2 **Program Expert Consulting Services** (Audience: Employers/Property Managers)

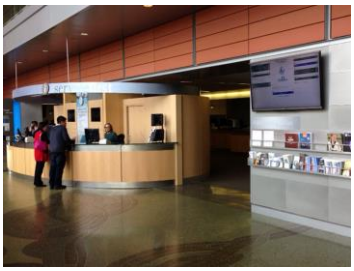
Hire consultant experts to be available to employers (and possibly for property managers) for consultation on highly technical/specialized industry topics beyond the expertise of trip reduction staff, such as telework and parking management.

Background/Justification: The telework component of this activity was a strategy in the Connect Downtown plan and was implemented during 2008-2009 and again in 2010-2011. The telework consulting services were well received by the 17 companies that utilized them, and currently King County Metro is offering a telework assistance program that is free of charge to King County employers, but Bellevue's outreach can promote this option. This activity would expand the services to include consultations on efficient management of parking resources, since parking can be a complex topic and require specialized skills that employers may not have in-house. The activity would help employers identify cost tradeoffs between provision of parking and provision of transit subsidies. The effort would be scalable to the level of interest.

3-3 **Travel Information Assistance—Real-Time and Longer Term** (Audience: Individual workers and residents, although audience may be reached through employers/property managers)

Help individuals navigate the world of non-drive-alone transportation. Inform people how to use non-drive-alone modes, especially through the www.ChooseYourWayBellevue.org website. Provide infographics and blog articles about navigating through construction, using the ridematching system, transit service changes, and the changing landscape of new trip planning and trip making apps that can help identify the best mode for the trip. Where available, educate audiences about real-time travel information sources for modes other than driving alone, including transit, bike facilities and parking, carsharing, taxis/for-hire drivers, casual carpooling, walking, etc. Options for parking and driving alone could be included in the array of information that helps the user compare options in terms of cost, time and other factors. This activity could help support East Link by increasing "last mile" options to and from stations.

In early 2015, the City of Bellevue installed a TransitScreen real-time transportation information kiosk at City Hall near the service desk. It shows viewers information for when buses will be departing their bays at the Bellevue Transit Center.



In addition to informing individuals of the availability of real-time travel information, work behind the scenes to enhance the supply of this information, to the extent appropriate and feasible for a TDM function. Encourage or facilitate the provision of public real-time transit and non-drive-alone travel mode information at key geographic locations such as transit centers/park-and-rides and key transit stops and buildings, via signage and/or kiosks. If possible, also work to increase the implementation

of projects to develop public parking lot real-time signage of space availability and/or online interactive maps. As appropriate, work in conjunction with city, regional or transit agency efforts to improve the online trip planning experience including web-based information and/or interactive maps. Promote private sector trip planning and real-time information tools, mobile apps, and information screens. This includes transportation networking service and taxi apps; traffic information apps; and trip planning/real-time multimodal information apps such as RideScout (www.Ridescout.com). An increasing number of products are becoming available to provide maps and real-time information about various mode options, including distance, arrival times, travel times, costs, terrain/topography, sustainability/greenhouse gas emissions removed, etc.

Incorporated into this strategy is utilizing web-based platforms for information distribution. This includes ongoing operation and maintenance of fresh, up-to-date informational content on the city's one-stop travel options website, www.ChooseYourWayBellevue.org. (See more information in Category 5 below.)

Another program web page, the www.OnTheMoveBellevue.org page lives as a sub-page of the Choose Your Way Bellevue site, and will be actively maintained. This program is the trip logging and rewards facet of the city's TDM outreach (see more information in Category 4 below). Its web page includes a myriad of information about how to seek assistance with finding alternatives to driving alone; and tools available for trip logging for rewards, finding a ridematch, and finding assistance with planning a trip or commute.

This strategy also includes creation and distribution of additional map tools and resource brochures on topics such as bicycle amenities and facilities, park-and-ride lots, pedestrian guides, etc. Continuation of existing guides is anticipated; these include a Bellevue Bike Map, a Downtown Pedestrian Guide, a brochure describing available transportation mobile apps, and a Bicycle Amenities online interactive map. Additional resources may be developed. If feasible, online interactive versions of these resources will be considered. This strategy may be incorporated into larger related strategies.

Background/Justification: Trip planning tools with real-time transportation information for non-drive-alone modes helps these modes compete with the convenience and flexibility of solo driving. Because there are many choices of modes other than driving alone, and these choices are "competing" with driving alone in terms of time, ease, and legibility, making information easy to access is key to increasing their uptake. This amounts to conducting transportation demand management at a "micro" level – providing the information to users of their choices in a given moment and at a given location, including tradeoffs in terms of time, cost, sustainability, etc. This activity was not included as a strategy in the Connect Downtown plan since such tools were not available. Since these tools are now being launched, it is worthwhile to raise awareness in order to increase usage and maximize their potential.

3-4 **Rideshare and Ridematch Promotion and Assistance** (All audiences)

Encourage the use of carpooling and vanpooling modes by educating audiences about the benefits of commuting by carpooling or vanpooling, and how to set up carpools/vanpools through the state's RideshareOnline tool. This tool makes it easy to find ridematches by pooling information from users into a geographic system, allowing for searching for origin/destination matches. This activity also includes working with property managers and employers to encourage subsidies for ridesharing costs; encourage discounted and/or preferential parking for carpools/vanpools; assist with setting up networks in the RideshareOnline tool for ridematching within their company or building.

Background/Justification: Ridesharing is a flexible option that can work for people traveling relatively long distances for their commutes when transit is not available or takes longer/is less convenient. Continuing to facilitate use of this mode helps provide an additional mode option that works well for those for whom other non-drive-alone modes are not convenient or feasible.

3-5 **Email Newsletters** (All audiences)

Create and distribute branded email newsletters with information about the latest transportation promotions, campaigns, and incentives; tips for using the transportation system; timely construction information, transportation planning input opportunities; workshops and classes; etc.

Background/Justification: The city has been distributing newsletters for the Choose Your Way Bellevue and Commute Advantage programs in electronic form for several years. The audience list has grown to several thousand individuals, and there is a very low 'bounce rate," indicating that most people are amenable to receiving the newsletters. The email format is an efficient and effective means for distributing helpful information.

Category 4: Incentives and Rewards

- Incentives and rewards can encourage people to try a new mode when they otherwise would not. In addition, they can help overcome a real or perceived cost barrier of trying a new mode. Incentives and rewards can help offset the trial period and facilitate getting "over the hump" of thinking a new mode is too difficult or costly.

Category 4 strategies may include, but are not necessarily limited to, the following:

4-1 **On The Move Bellevue Commute Club** (Audience: workers, residents, students)

On The Move Bellevue is an ongoing trip logging and incentive program run by the City. Whereas Choose Your Way Bellevue is more of a static information resource, On The Move

Bellevue is an active branch of the city's TDM program that encourages people to get assistance, try a new mode, log those trips, earn rewards, and be part of a larger community of people doing the same thing. The program currently includes an overview web page maintained by the city (as sub-page of www.ChooseYourWayBellevue.org); a link to the back-end online trip logging and ridematching tool, RideshareOnline (which has an On The Move Bellevue "skin"); informational tools on how to find a ridematch and receive assistance; planning and distribution of rewards and incentives; and a business partnership program whereby users can receive discount coupons at local businesses for logging trips. This program is anticipated to be maintained into the future and modified as necessary, as program needs evolve.

Background/Justification: Along with many other jurisdictions and TDM agencies, the city has provided an online trip logging/incentive program since mid-2011 with good participation and results. Such programs engage the audience, build an ongoing audience of constituents, and encourage non-drive-alone travel. In 2014, 3,354 people participated in trip logging; 1,329 users took a pledge to reduce trips; and 638,759 trips were logged for 8,099,208 miles. 236,023 gallons of gas were saved, and 4,479,897 pounds of carbon dioxide were avoided. Prior analysis (2012-2013) showed that those staying in the program for a year reduced drive-alone trips by 4%.

4-2 **Commute Challenge** (Audience: workers, residents, students)

In 2013, the city conducted its first annual "Commute Challenge." This is an activity in which volunteers were sought who were currently driving alone to work and who were willing to try a new commute mode for a period of time. They were then asked to tell their stories and/or produce videos of how the new mode worked for them on the Choose Your Way Bellevue website's blog (linked to from the Choose Your Way Bellevue social media sites). The city subsidized the trial period, as well as a prize drawing, for participants who fulfilled their storytelling tasks. The Challenge produced interesting stories and helped people understand what it would be like to try a new mode. In 2014 for the second year of the program, people already using alternative modes to driving alone were also invited to tell their stories (without receiving a subsidy from the city), and many did so. The city anticipates continuing to conduct some sort of Commute Challenge activity into the future, along with other social media contests, invitations for submittal of photos and stories, games, online recognition "badging," and other such activities.

Background/Justification: The Commute Challenge not only encourages people to try an alternative mode to driving alone, but also gets stories of people doing so out into the public realm, helping people identify personally with the concept of changing their mode in ways they can relate to, based on stories from their peers.

4-3 **Parking Cashout** (Audience: available to employees through their employers)

As an addition to the "Commute Advantage" portfolio, explore ways a parking cashout could be structured, and implement the program. A potential model is that in which the program is

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offered to individuals, but employers would be required to enroll in program in order for their employees to be eligible. The program would subsidize a three-month trial period during which an individual would give up his/her space in return for a transit subsidy and additional cash or gift card incentive. Following the three-month trial period, the employee could choose to permanently give up his/her parking space in return for a transit pass provided by the employer. This would allow the employee find out whether transit would work without permanently giving up the chance to still drive alone and park if needed.

Background/Justification: This was a strategy in the Connect Downtown plan that was never implemented. Parking cost and availability are known in the TDM profession to be one of the most important factors in choosing a mode other than driving alone. In downtown parking is at a premium and costly, but this cost is subsidized by many employers for their employees, and in some cases the employees do not have a choice to receive a subsidized transit pass instead. Furthermore, both employers and employees may hesitate to give up parking spaces that they may not be able to get back. This program would subsidize a trial period of transit or other non-drive-alone mode without the person or employer needing to give up their parking spot permanently.

Category 5: Marketing and Promotions

- Raising awareness of transportation options is a basic tenet of TDM. Choices abound in Bellevue for getting from point A to point B, including driving, taking the bus, walking, bicycling, carpooling, vanpooling, taking a taxi or using a carshare. Some trips can be avoided altogether via teleworking or alternative work schedules. A central tenet to TDM is marketing and promotion of non-drive-alone modes. This strategy incorporates marketing activities that promote modes other than driving generally, as well as specific TDM activities in order to increase uptake and thus success in reducing drive-alone trips in the community.

Category 5 strategies may include, but are not necessarily limited to, the following:

5-1 **TDM Strategy Marketing and Promotion** (All audiences)

Incorporate a marketing and promotional aspect into all plan strategies in order to raise awareness and encourage uptake of the activity or transportation mode. Marketing tactics will vary according to the situation and may include direct mail, web, email newsletter, social media (including social media challenges and contests as described in Category 4 above), advertising, and city public relations outreach such as news releases. Marketing and promotions will include a call to action; emphasize positive aspects of taking action; stress that even small changes make a difference, and they can try something without making a permanent change; and make it clear that others are choosing non-drive-alone modes, so if they try one they will not be alone.

Since Bellevue's TDM brands can serve as good conduits for transportation choice information for Bellevue regardless of agency, this strategy may include marketing and promotion of additional activities not specifically called out in this plan—such as transit agency route promotions. It also may include specific outreach efforts to make non-drive-alone travel easier, such as letting people know of park-and-ride lots that have additional capacity.

Background/Justification: The more travelers are aware of the myriad of options available, benefits they can attain from them, and ways in which the city can help, the more likely they are to try them.

5-2 **Promotion of www.ChooseYourWayBellevue.org Brand and Website** (All audiences)

Increase awareness and name recognition of the Choose Your Way Bellevue brand, positioning it as a one-stop transportation resource for information on all non-drive-alone transportation choices in Bellevue.

Background/Justification: This strategy continues longstanding city efforts toward building recognition over time of the Choose Your Way Bellevue brand. It builds a positive view of the brand, cementing over time the awareness that there are choices in how to get from one place to another in Bellevue, and the city can help with those choices. Furthermore, the more aware they are part of a community that is engaged and involved in Choose Your Way Bellevue activities, the more likely they are to try another mode of travel in Bellevue. Thus, brand awareness and positioning supports all aspects of the city's TDM program.

5-3 **Carsharing Promotion** (Audience: Employers and individuals)

Promote carsharing to businesses (for their employees) and individuals as a transportation mode that can reduce the need for personal vehicles. As appropriate, also promote use of taxis, for-hire driver services, peer-to-peer carsharing, casual carpooling, etc. if/when these services become available in Bellevue.

Background/Justification: Promotion of carsharing was an included as a strategy in the GTEC plan, and is viable on an ongoing basis in order to raise awareness and increase uptake of such services. Carsharing and other services make it more viable to commute to Bellevue by non-drive-alone mode by providing ways to get around during the workday without one's personal vehicle. In addition, these services can reduce non-commute drive-alone trips and diminish the need for car ownership, reducing the number of cars that are parked and using the transportation system.

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Category 6: Research, Planning and Coordination

- This plan contains strategies that have been developed at a planning level, that is, within a framework of broad analysis. Designing specific strategies should include a finer grain of research where needed and feasible, in order to tailor activities to the relevant transportation environment and demographic conditions. Thus research activities conducted as implementation occurs are beneficial support activities that help ensure resources are used wisely to achieve the most benefit.

Category 6 strategies may include, but are not necessarily limited to, the following:

6-1 **Research**

Conduct research activities to better understand the Bellevue market for TDM, explore best practices, and/or analyze data in order to make best use of funding. In some cases, conduct research to prepare for particular activities so that the activity can be tailored to achieving success with the particular audience for that activity. Examples of types of research that may be undertaken include focus groups, market analysis, demographic/socioeconomic analysis, and branding/communications research. It may be appropriate to explore cultural trends related to transportation, such as whether more people are using multiple modes within a single trip, and the implications of such trends for TDM success.

Background/Justification: This plan acknowledges that it is not intended to comprise a full body of research and analysis sufficient to determine all strategies moving forward. Instead, the plan recognizes the need to incrementally plan and do research during the implementation of the plan in order to determine next activities and strategies that will have the best chance of success as the plan moves forward. This will help ensure the best use of resources during implementation.

6-2 **Mobility Hub Planning**

Explore the concept and conduct planning for enhancing key geographic locations in centers or transfer points with information and facilities/resources for utilizing alternative modes, including exceptional real-time information, transit, bike parking, bike sharing, carsharing, drop-off/pickup spots, telework/coworking center, enhanced wayfinding, etc. This activity includes, at a basic level, planning and coordination work to seek the addition of secure bicycle parking and/or other transportation amenities at the Bellevue Transit Center. Other locations may be explored if feasible and warranted.

*Background/Justification: A "mobility hub" is a geographic focal point for multiple mode services and information (*http://www.navigantresearch.com/blog/mobility-hubs-to-help-reshape-urban-transit*). Such hubs provide space efficiency and synergy between various modes to make it easier to transfer from one mode to another; and the sheer existence of a mobility hub serves as a huge*

advertisement for the availability of non-drive-alone modes. In Bellevue, the Bellevue Transit Center (with a Rider Services Building largely unused as of this writing) already serves as a hub for transit and potentially has space for other mode resources and information. Other commercial activity centers in Bellevue could be considered as well, where land use and transit demand warrants.

6-3 Bikeshare

Coordinate with planning in the Puget Sound region for potential expansion to Bellevue of the Bikeshare program that recently launched in Seattle.

*Background/Justification: The Pronto Bikeshare system (*https://www.prontocycleshare.com/*) launched in Seattle in the fall of 2014. The Eastside has been named as a location for potential future expansion phase of the system. The Bellevue TDM program could participate in planning, coordination and communication if such expansion comes to pass during this planning time frame.*

6-4 Internal and External Coordination

Working with other city staff, transit agencies, the Washington State Department of Transportation (WSDOT), and other agencies will be needed as upcoming activities such as East Link construction substantially starting in 2016; the launch of East Link service in 2023; and construction/tolling on I-405 and potentially I-90. Work can include coordination of planning, implementation and messaging. It can potentially include advocating for or facilitating the provision of transit service and/or infrastructure for non-drive-alone modes where the TDM function has particular insight or ability that makes this role beneficial. This strategy also includes coordination with and/or enhancement of transit promotions conducted by transit agencies in Bellevue. These activities could benefit from city TDM work and serve as messaging points for communicating to audiences about the benefits of using non-drive-alone modes.

Background/Justification: Much of the work implementing this plan is primarily conducted by outside work groups in the city separate from the TDM function, or by agencies entirely outside the city. This strategy acknowledges that much TDM work is accomplished in partnership with others, and lays out the strong role in keeping track of and coordinating with efforts led by external groups.

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8. Implementation Framework and Funding Plan

Introduction

To implement and administer the plan, it is anticipated that the city will work with its primary partners in transportation demand management, King County Metro and the TransManage service of the Bellevue Downtown Association. This will continue a partnership that has been ongoing since 2005.

Funding sources, described in greater detail in Chapter 8, are anticipated to include a mix of local TDM funds approved in the city's 2015-2016 budget; ongoing state CTR funds; grants expended in Bellevue by King County Metro; and a new federal Congestion Mitigation & Air Quality (CMAQ) funds passed through to the city by the Washington State Department of Transportation (WSDOT). The sources have varying parameters, audiences and intent, and the broad mix of strategies below.

Partner Roles in Bellevue

The city provides policy framework for Bellevue TDM efforts, with guidance offered by the partners. The city's Comprehensive Plan contains goals and policies that support the TDM program, as well as targets for achieving mode share for citywide residents, citywide workers and downtown workers, and the city will periodically measure progress toward these targets. The city coordinates with partners on TDM activities in Bellevue whether or not there is a financial commitment from the city, providing an "at the table" presence at partner meetings and non-binding input to program planning and implementation, for Bellevue TDM partner activities for which the city is not a contractual partner. The city maintains the umbrella the Choose Your Way Bellevue brand/ travel options information website in support of messaging about programs in which the city is not a contractual partner. The city is also responsible for implementation of its CTR plan and ordinance, and monitors the development and ongoing compliance of TMP-conditioned buildings. City TDM staff also coordinate TDM work with other related planning and implementation activities, including the Transit Master Plan, Pedestrian and Bicycle Plan, and Downtown and other subarea transportation plans.

TransManage is the transportation management association for Downtown Bellevue and works to develop and implement trip reduction programs, administers building transportation management programs (TMPs), and serves as a public and private sector liaison for the Bellevue community. TransManage operates in a unique role from the agency partners by working in close contact with downtown property managers, employers, employees, and residents and is in a good position to provide a public-private liaison to implement the downtown partnership programs.

In addition to providing transit service, King County Metro works to develop markets for transit, ridesharing, and other trip reduction programs in King County. King County Metro has a strong history of working with jurisdictions to build the market for non-drive-alone modes. Metro staff currently provides services for city trip reduction programs for CTR-affected employers and building Transportation Management Programs, and provides federal funds to the partnership programs and technical expertise to the partners on how to reduce trips and increase the market share for non-drive-alone trips. Metro Rideshare Operations staff contribute to the partnership by providing their expertise on developing the

rideshare market; assisting partner implementation and promotion of the On the Move Bellevue calendaring/incentive network using the RideshareOnline.com platform.

Additional TDM experts may be brought into the partnership for various implementation elements as needed.

All partners work together cooperatively to develop TDM programs and activities, including programming of activities as well as defining project milestones and evaluation criteria.

Funding Plan

Certain funding sources are known and anticipated as of the writing of this plan.

The city typically receives $205,000 per biennium in state grant funding for conducting the Commute Trip Reduction program. The state's program has been established through June of 2019; however, the funding is passed every two years by the state legislature.

Bellevue, among other jurisdictions in the Puget Sound Region, has been designated to receive $450,000 in federal Congestion Mitigation & Air Quality grant funding to be passed through the Washington State Department of Transportation, available in 2015 and extending through the middle of 2018. They are for the purposes of conducting transportation demand management activities in urban centers and the corridors that serve them, meaning (in broad terms) all of Bellevue.

Local TDM funding is provided through the city's operating budget. In past years the annual local TDM budget (aside from permanent staff) has been in the $100,000 range, but more recent funding has totaled around $70,000 per year. Currently the TDM function is rolled into a broader budget, and the amount of local funding is anticipated to be in the $50,000 to $70,000 range. Local funds are typically used for city functions such as supporting the city-owned travel options brand, Choose Your Way Bellevue; funding the monitoring of the city's building Transportation Management Program to ensure that property managers are adhering to their requirements; intern support; and ongoing basic functioning of the program.

Beyond the time frames and funding sources stated here, the remainder are unknown as of this writing. However, the City anticipates continuing to implement its TDM program over time in order to meet long-term mode split targets and fulfill policy direction in the Comprehensive Plan.

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APPENDIX A

Commute Trip Reduction Implementation Plan Update: 2015–2019

Jurisdiction: City of Bellevue

DRAFT – 31 March 2015

Goals, targets and other performance measures

See Goal and Target Worksheet (attached).

Strategies

What specific steps and strategies will you implement to meet your goal? Please include (a) policies and regulations, (b) services and facilities, and (c) marketing and incentives.

(a) Policies and Regulations

The City will implement a Commute Trip Reduction (CTR) program based on its CTR ordinance and the state CTR law, in which affected employers are required to conduct certain activities at affected worksites. These include:

- Designating an employee transportation coordinator;
- Developing a trip reduction program and distributing information about it;
- Measurement of employee commute trip reduction;
- Modifying programs as needed when not meeting goals/targets; and
- Reporting about their programs.

The City will take actions to support the program, based on the Comprehensive Plan's overarching transportation demand management (TDM) goal "To reduce the use of single-occupant vehicles and vehicle miles traveled, through a coordinated program of regulations, marketing, and provision of alternative travel options" and Policy TR-10: "Require large employers to implement a commute trip reduction program for employees, as mandated by the Commute Trip Reduction Act."

(b) Services and Facilities

City services for affected employers will comprise engaging with trip reduction contractors to assist employers in meeting CTR program requirements and conducting marketing, incentive and education programs for their companies. Specific services include the following:

- Train all new employee transportation coordinators (ETCs) and new sites to ensure that they have an understanding of the requirements of the law, implementation strategies and their site's performance to date.
- Track and notify employers of legally required activities and provide technical assistance to all employers for legal compliance.

- Ensure ETCs meet their program information distribution requirements.
- Help ETCs become a major resource to their employees by providing them with up-to-date commute information, tools for communicating with employees, turn-key commuter promotions, and opportunities to attend employer network group meetings (typically held quarterly).
- Conduct special projects as needed to enhance program effectiveness.

Key facility investments that support pedestrian, bicycle and/or transit travel include the following projects in the funded 2015-2021 Capital Investment Program:

- PW-R-146, Northup Way Corridor Improvements (bike lane/sidewalk improvements)
- PW-R-159 & 181, East Link (light rail) Analysis and Development, and Memorandum of Understanding Commitments
- PW-R-162, NE 6th Street Extension – I-405 HOV Interchange to 120th Ave. NE (pre-design analysis)
- PW-R-176, Early Implementation of the Downtown Transportation Plan (including ped/bike and transit improvement projects)
- PW-R-177, Eastgate Subarea Plan Implementation - advance Plan priorities including transit access to and through the Bellevue College campus and bicycle lanes on Eastgate Way
- PW-R-182, Downtown Transportation Plan/NE 6th Street Light Rail Station Enhanced Access
- PW-R-183 West Lake Sammamish Parkway, (Phase 2) – Extend pedestrian and bicycle facility enhancements on this important north-south corridor
- PW-R-184 Bellevue Way SE HOV Lane – 112th Ave SE 'Y' to I-90 (design)
- PW-R-185, Newport Way improvements, Somerset Blvd. to 150th Ave. SE, sidewalk and bicycle facility improvements
- Programmatic projects throughout the city: PW-W/B-56, Pedestrian & Bicycle Access Improvements; PW-W/B-76, Neighborhood Sidewalks; PW-W/B-49, Pedestrian Facility Compliance (ADA enhancements)
- PW-W/B-78 Mountains to Sound Greenway Trail (complete design of priority segments)
- PW-W/B-81, 108th/112th Aves NE – North City Limit to NE 12th St (ped/bike improvements, pre-design/analysis only)
- PW-W/B-82, SE 16th Street – 148th to 156th Aves SE (bike lanes and sidewalks, pre-design only)

In addition to these specific projects, the Pedestrian and Bicycle Implementation Initiative, launched by the City in spring 2015, provides a set of action-oriented efforts to advance additional non-motorized projects and programs identified by the 2009 Pedestrian and Bicycle Transportation Plan. The initiative includes principles to provide direction, as well as task elements supported by targeted public outreach and data-driven technical research and analysis, to advance the 2009 Plan.

(c) Marketing and Incentives

In order to support employer CTR efforts, the City will engage trip reduction contracts to assist affected employers and/or conduct the following marketing and incentive activities:

- Assist ETCs with marketing of commute programs
- Assist ETCs with marketing of turnkey and other programs such as Wheel Options and Bike to Work Month/Day, promotions of new transit service, construction avoidance, etc.
- Assist employers with employee events such as commuter fairs.
- Assist employers with creation of company commute option brochures.
- Post employer case studies on the City's travel options website, www.ChooseYourWayBellevue.org.
- Encourage and assist ETCs in use of the RideshareOnline tool to develop company-wide

networks and incentives through the system. Help ETCs promote employee use of the ride matching and trip logging functions, as well as participation through the system in active campaigns such as On The Move Bellevue (www.OnTheMoveBellevue.org) for which their employees are eligible.

- Encourage participation of CTR employers (especially those who have not been meeting performance targets) in new/enhanced TDM activities the City will be conducting with new CMAQ grant funds passed through from WSDOT. These may include:
    - rebates provided to employers for transit passes or other non-drive-alone transportation benefits purchased for their employees;
    - a turnkey RideshareOnline program in which staff run the program on behalf of employers;
    - employer mini-grants to fund employer campaigns and/or incentives to encourage participation; and
    - a new parking cash-out program, in which employees are subsidized for trying a new non-drive-alone mode for a period of time without giving up their parking space, and employers are encouraged to transfer the subsidy used for parking to a non-drive-alone mode for employees who are interested. These activities are anticipated to boost performance for worksites for which traditional CTR has not been wholly successful.
- Actively promote alternatives to drive-alone commuting at worksites targeted by location, corridor, industry or lack of progress toward goal.
- Promote travel options to employers/employees through the City's existing electronic travel options newsletters for employers and employees; social media platforms; and the www.ChooseYourWayBellevue.org website and www.OnTheMoveBellevue.org web page.

In addition, the City anticipates conducting research such as enhanced survey data analysis and/or focus groups with key representatives from CTR-affected employers to help identify barriers to (and catalysts for) performance success in increasing non-drive-alone travel and reducing vehicle miles traveled. This work may be funded outside of the state CTR grant.

Comprehensive planning & community goals

Governor's Executive Order 14-04 Washington Carbon Reduction and Clean Energy Action directs state agencies to assist local governments to update their comprehensive plans to produce travel and land-use patterns that maximize efficiency in movement of goods and people, and reduce greenhouse gas emissions.

How does trip reduction support the goals of your community and comprehensive plan, and vice versa? How will you further integrate trip reduction through the updating of your comprehensive plan (e.g., parking, land use)?

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There are several upcoming Comprehensive Plan and City Code updates that will be coordinated with the City's CTR and GTEC plans.

(a) Downtown Planning Efforts:

- Downtown Transportation Plan Update: This plan update launched in 2011 and has focused on updating the transportation portion of the Downtown Subarea Plan that was adopted in 2004. The plan update considered and incorporated forecasted growth in population and employment through 2030, and developed a multimodal strategy to accommodate both motorized and non-motorized transportation demand. Bellevue Transportation Commission Recommendations support commute trip reduction efforts with planned improvements in transit service as well as improvements for other non-drive-alone modes. Downtown Transportation Plan policies and projects will be integrated with the Downtown Livability Initiative (see below), to result in a full package of Comprehensive Plan Downtown Subarea Plan and land use code amendments for Council consideration in June 2015.
- Downtown Livability Initiative*:* This is a targeted review launched in 2012 of specific regulations that guide downtown development and land use activity. Objectives are to: better achieve the vision for downtown as a vibrant, mixed-use center; enhance the pedestrian environment; improve the area as a residential setting; enhance the identity and character of downtown neighborhoods; and incorporate elements from the Downtown Transportation Plan Update and the Sound Transit East Link light rail design work. One regulation area that was analyzed was the downtown parking code. In support of this analysis, City TDM staff produced the 2013 Downtown Commuter Parking Assessment Report, in which a consultant was engaged to develop recommendations on "right-sizing" the office parking supply to align with the City's downtown long-range vision and goals, including mode share goals identified in the Comprehensive Plan and Downtown Subarea Plan. Within its 2014 recommendations, the Downtown Livability Citizen Advisory Committee recommended follow-up work to "Conduct a comprehensive parking study to include items such as on-street parking, potential for public garages, and opportunities for coordinated management of the parking supply such as valet or shared use, etc." As of early 2015, Council is in the process of reviewing the CAC's recommendations prior to providing direction on the next steps to implement the CAC's work.

These efforts continue to promote a dense, multimodal, walkable environment, making downtown a desirable place for employers to locate. In turn, employer CTR programs help increase transit ridership and use of non-drive-alone modes, making those modes more sustainable.

(b) Citywide Transit Master Plan: The City Council adopted the Bellevue Transit Master Plan (TMP) in July 2014. The plan replaces the 2003 Transit Plan with a comprehensive 20-year look ahead to the type of transit system that will be required to meet Bellevue's transit needs through 2030. Although the City does not operate its own transit system, the TMP can positively influence regional transit agencies to keep Bellevue moving. The plan envisions a public transportation system that serves a diverse variety of people and trip purposes and that is the mode of choice for an increasing number of people who live, work, shop and play in Bellevue. The enhancement of transit and the City's CTR program are mutually supportive of each other; as the CTR program helps to build the market for transit use, the plan will make this service more viable and assist employers with their trip reduction efforts.

(c) Citywide Comprehensive Plan Update: As of early 2015, this update is under way, with Council adoption anticipated for June 2015. Bellevue's comprehensive plan captures the community's

vision for the future and provides direction for City regulations and investments. While the current comprehensive plan has served the community well, it was adopted in 2004 and a lot has changed in Bellevue since, including downtown development booms, annexation of the Eastgate area and plans for light rail transit implementation. TDM staff is working with comprehensive planning staff on several components, including minor text revisions of the TDM component and the updating of comprehensive mode share targets to complement other City goals and targets, including CTR. A draft of the updated 2035 mode share targets have been developed for downtown (workers only) and citywide (workers and residents), slated to replace the existing targets that only capture workers in certain activity areas of the city. Progress toward the new targets is anticipated to be measured using U.S. Census American Community Survey data.

Land use and transportation conditions

How do existing and future anticipated land-use and transportation conditions affect CTR worksites?

(Note: the following text is based on the Public Review Draft Version 1 of the 2015 City of Bellevue Comprehensive Plan Update.)

Bellevue's Comprehensive Plan's Land Use element assigns growth primarily to dense activity centers, especially downtown. The City's land use policies are set up to accommodate this growth. Nearly 80% of Bellevue's jobs are located in the following three employment centers: Downtown, Bel-Red/SR 520; and Eastgate/Factoria.

As indicated in the Comprehensive Plan's Land Use component, Bellevue is the state's fifth largest city where about 134,000 people live and 140,000 people work. By 2035, Bellevue is anticipated to add 15,800 more housing units and 51,800 more jobs. Downtown Bellevue is a Puget Sound Regional Council-designated Regional Growth Center expected to accommodate about half of the city's housing and job growth. Most of the housing and job growth outside of downtown is expected to occur in Bellevue's mixed commercial and residential centers of Bel-Red, Eastgate and Wilburton. A small amount of growth is anticipated in other areas spread throughout the city through natural redevelopment and infill that is allowed under current zoning.

A key principle highlighted in the Land Use element is integrating land use with the presence of transportation choices. Integrating housing and employment with a range of transportation options makes it easier to get around. Higher densities and a mix of uses encourage walking and transit use. Understanding future land uses also helps the City design and build transportation facilities that continue to work as the city grows. Thus the way the city grows, with denser land uses in employment locations and especially downtown, helps support CTR worksite goals of reducing trips, because denser land uses make alternative transportation options to driving alone more viable.

In addition to the goals indicated above, the following Transportation Element "Transportation and Land Use" section policies further support commute trip reduction:

- Integrate land use and transportation decisions to ensure that the transportation system supports the Comprehensive Plan land use vision (Policy TR-1);
- Direct transportation investments and service to support the Urban Centers growth strategies of the Countywide Planning Policies (Policy TR-3); and

- Incorporate transit-supportive and pedestrian-friendly design features in new development (Policy TR-8).

These transportation and land use policies have shaped current conditions, and will continue to shape future conditions, to be more conducive for commute trip reduction, which in turn helps to retain mobility in the city.

Financial plan

What are the anticipated funding sources and amounts for local trip reduction, including grants and local funding?

Bellevue's primary source of CTR program funding will be the state CTR grant, historically approximately $205,000 per biennium. As per historic practice, Bellevue anticipates using these state funds on the traditional program elements directed by state CTR law and local CTR ordinance. In addition, the City anticipates continuing its historic practice of contributing additional local funding to be focused on special projects and enhanced activities beyond the traditional CTR program. These added resources will continue to be used for program enhancements such as additional reporting from the City's CTR services contractor on worksite program elements; ETC conference registration fees; and specialized trip reduction campaigns, such as for Earth Day or Bike to Work Month/Day. For the 2015-2017 biennium, the special projects will likely be funded by the 2012 and/or 2014 CMAQ GTEC Expansion and Regional TDM grants passed through to the City by WSDOT. Research (such as focus groups) may be funded by a separate source other than the state CTR grant, in order to enhance and make the most of the City's CTR program without taking away funding for ongoing program implementation.

GTEC report (if your jurisdiction has a designated GTEC)

Are you continuing to implement?

Optional: Describe the (a) strategies, (b) land use and transportation conditions, (c) population and employment demographics, and (d) financial plan, and how they differ from those in the CTR plan.

Introduction:
The City will continue to implement its Downtown Bellevue GTEC program. In Bellevue, GTEC activities have been extended citywide since 2014, and this is anticipated to continue through this plan period. However, downtown will continue to be an emphasis area for the City's TDM program. Concentration of outreach and uptake of services, assistance, and program participation is anticipated to be greater in downtown than in other parts of the city, due to its dense land use and transit service that make non-drive-alone modes more viable. In addition, the Comprehensive Plan update anticipated for Council adoption in June 2015 is likely to include a 2035 non-drive-alone commute mode share target of 65% for downtown, so the City will be tracking progress toward that target over time using U.S. Census American Community Survey data.

(a) Strategies:

Strategies are anticipated to be similar to, and build on, previous GTEC activities, are directed at multiple TDM audiences beyond CTR-affected employers. These audiences include employers (generally those with five or more employees), property managers, workers and residents. Activities are suited to these broader audiences and are anticipated include the following:

- *Employer/property manager activities.* Through the City's existing "Commute Advantage" brand for employers and property managers (information at http://www.chooseyourwaybellevue.org/employers-advantage/), activities may include:
    - Consulting services for commute benefit programs;
    - Assistance setting up rideshare/trip logging/incentive campaigns,
    - Expert consultant assistance with telework and parking management programs;
    - Mini-grants for RideshareOnline campaigns or minor capital projects such as bike parking/amenities;
    - Commute benefit rebates, especially for employer ORCA Passport programs;
    - Facilitation of guaranteed ride home programs; and/or
    - Parking cash-out, in which employers who have the ability to change the number of parking spaces they lease each month can sign up for a program in which the City covers the cost of employees trying an alternate commute mode for a term-limited time without yet giving up their parking space, after which such employees can elect to change to an alternate mode paid for by their employers.

  Special outreach efforts are anticipated to be directed toward employers who are new to Downtown Bellevue.
- *Individual worker and resident activities.* These may include:
    - Continued implementation of On The Move Bellevue trip logging and incentive program, which includes a "Perks" program for local business discounts (information at www.OnTheMoveBellevue.org);
    - Continued provision of one-stop information about using non-drive-alone modes provided on www.ChooseYourWayBellevue.org;
    - Bicycle-specific promotion and information including bike maps and maps showing available bike racks and amenities, as well as promotion of Bike to Work Month and Day and, potentially, enhanced bicycle wayfinding;
    - Facilitation of parking needs to support non-drive-alone transportation, potentially to include carpool and vanpool parking facilitation with building managers; support for provision of additional carpool/vanpool parking; and/or park-and-ride lot information and/or maps.
    - Enhanced planning, implementation, promotion and/or information provision about real-time information, mobile apps, and other transportation-related technologies.

Special outreach efforts are anticipated to be directed toward new workers or residents to Downtown Bellevue. In addition, the City will conduct research, planning/administration and measurement efforts related to these strategies.

(b) Land use and transportation conditions:
As of 2015, there are 9,078,125 square feet of office space and 3,817,883 square feet of retail space in downtown. Traffic volumes have remained relatively steady for the last 20 years, and only one intersection in downtown exceeds the City's adopted downtown level of service standard. Transit service is robust: in spring 2013 the Bellevue Transit Center served 17,772 daily boardings and alightings ("ons and offs"), or about 33 percent of citywide ons/offs. The non-drive-alone commute mode share for downtown workers is 29% (source: Census Transportation Planning Package, based on data from the

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2006-2010 American Community Survey 5-year estimates for downtown census tracts 238.03 and 238.04).

(c) Population and employment demographics:
Downtown Bellevue is the densest urban center and is considered by many to be the commercial hub of the Eastside. From 2012 to 2035, downtown employment is estimated to grow from 44,800 to 76,800, a net addition of 32,000 jobs, or 71% over eighteen years. In 2012 there were 10,500 residents in downtown, and this figure is anticipated to grow to 20,500 by 2035, an increase of 95%. The significant level of anticipated growth calls for trip reduction activities directed at CTR as well as small employers; property managers; workers; and residents, in order to retain mobility.

(d) Financial plan:
Activities in the Downtown Bellevue GTEC are anticipated to be funded primarily through the 2012 and/or 2014 CMAQ GTEC Expansion and Regional TDM grants passed through to the City by WSDOT. Local funds and staff resources are anticipated to supplement the grant funds, primarily focused on ongoing, fundamental TDM activities such as the Choose Your Way Bellevue website and building Transportation Management Program monitoring and assistance. In addition, CTR funds directed to assist downtown employers will contribute to downtown trip reduction efforts.

What specific policy, service changes and land-use steps will be accomplished during this period for the GTEC area?

As part of the Downtown Transportation Plan Update, the City recently conducted travel demand forecasting based on expected demographic changes (see item (c) above). (These demographic changes are tied to anticipated land use changes that are consistent with the City's policy to accommodate significant growth within downtown.) This forecasting revealed that programmed roadway capacity projects in and around downtown will provide an adequate vehicular level of service in 2030, while significant improvements are needed in pedestrian and bicycle facilities and transit service and facilities. Thus the plan update is not likely to include major roadway capacity projects but rather to embrace enhancements for modes other than driving alone. Enhancing these modes will provide synergy with GTEC trip reduction efforts. A project in the City's adopted 2015-2021 Capital Investment Program will provide early implementation of Downtown Transportation Plan projects during this period. Specific projects will comprise mobility infrastructure improvements and multimodal corridor analysis that will inform subsequent implementation. Crosswalk enhancements, new mid-block crossings, bicycle facilities, and transit passenger access amenities are planned, as well as improvement of access to new development and to the downtown light rail station planned to be adjacent to City Hall and the existing Bellevue Transit Center.

Land use changes will be guided by the City's Downtown Livability Initiative. The Citizens' Advisory Committee for this project developed recommendations that will be considered by Council in spring and summer 2015. Many of the recommendations relate to Design Guidelines changes to influence development to create a functional, safe, aesthetically pleasing and sustainable downtown. The recommendations also include allowing increased building height and density in exchange for provision of exceptional amenities.

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Regional transportation planning organization CTR plan review

☐ Recommended

☐ Not recommended

RTPO comments:

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Commute Trip Reduction Goals and Targets Worksheet: 2015–2019

DRAFT 31 March 2015

Jurisdiction: City of Bellevue

Goals, targets and other performance measures

State goals for the 2019/2020 survey period include an increase of non drive-alone travel (NDAT), and reductions of VMT and GHG. What are your percent targets for the 2019/2020 survey period?

	2007-2008	Percent Change	2019-2020
NDAT	36.8%	+16.3%	42.8%
VMT	11.4	-18%	9.4
GHG	11.4	-18%	9.4

Targets: Describe how targets were set for the goals.

NDAT:
The state's overarching state-level goal for NDAT (statewide) is to reach an absolute level of 40% non-drive-alone travel (NDAT) during this period.

At a statewide level, this is a six percentage point increase. Thus the state has directed jurisdictions choosing to utilize state goals and targets to increase their NDAT by six percentage points. The City of Bellevue has opted to utilize the state goals and targets as our own.

The state has provided a spreadsheet tool to help jurisdictions identify targets to match state targets. In this tool, the state calculated Bellevue's baseline NDAT as 36.8%, and target NDAT as six percentage points higher, or 42.8%. Thus these figures are shown above.

In terms of percent change, the NDAT increase translates to 16.3 percent (42.8% is 16.3% higher than 36.8%). Thus this is the figure identified above for "Percent Change."

VMT and GHG:
The state's overarching state-level goals for vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions are to reduce each by 18% by the 2019-2020 survey cycle.

The City of Bellevue has opted to utilize state targets as our own. Based on the state-level target of 18% reduction in VMT, the City is setting the same VMT reduction target of 18%. This would result in 9.4 VMT per person in the 2019-2020 survey cycle.

The state has opted to calculate the GHG target directly from VMT, and has directed jurisdictions to do the same. Thus the GHG target is 18%, or 9.4 VMT per person—the same as the VMT target.

Measurement: How will you measure progress toward your targets?

The City will measure progress toward the targets using the state-provided CTR survey instrument and surveying framework, as well as state-provided data processing services.

Other performance measures: What other types of TDM performance goals and targets has your jurisdiction established? What are you trying to accomplish? How will you measure progress toward those goals?

Bellevue's draft Comprehensive Plan Update includes updated targets for percentage of commute trips by non-drive-alone mode. The draft update includes commute non-drive-alone rate targets for 2035 for downtown workers (65%), citywide workers (40%), and citywide residents (45%). The Comprehensive Plan Update is scheduled for adoption by City Council in June 2015. If adopted, these targets will represent a change from the current mode share targets (comprising the percent of commute trips by drive-alone-mode for workers in five activity areas in the city, including downtown). The anticipated mechanism for measuring progress is the U.S. Census American Community Survey. Since CTR workers are a subset of all city workers, CTR performance toward the targets will be monitored separately (and alongside) these Comprehensive Plan performance measures.

A 2015-2023 Bellevue TDM Plan is under development and anticipated for completion in late 2015. This plan will establish interim 2023 targets for the Comprehensive Plan's 2035 targets described above.

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APPENDIX B

City of Bellevue Congestion Mitigation and Air Quality (CMAQ) 2012 and 2015 Transportation Demand Management (TDM) Grants

Scope of work

DRAFT – 31 March 2015

Italics: City addition to state template

Introduction:

This scope of work encompasses TDM activities to be pursued utilizing two CMAQ TDM grants passed through from the Washington State Department of Transportation (WSDOT) to the City of Bellevue from two different application/obligation time frames, 2012 and 2015. The grants are entitled "2012 CMAQ Growth and Transportation Efficiency Center (GTEC) Expansion Grant" and "2015 CMAQ Regional TDM Services Grant" (hereinafter referred to as the 2012 and 2015 grants, respectively). The timeline for grant funding availability to the city is as follows:

- 2012 grant: 7/1/15-12/31/17
- 2015 grant: 7/1/15-12/31/18.

The City of Bellevue work program for these two grants will comprise continuation of successful TDM programs for employers, individuals and property managers; plus begin new activities that reflect the changing environmental context with regard to demographics and the way that people use the transportation system. In-house TDM staff will oversee programs in coordination with other city staff, transportation and TDM consultants, transit agencies, the Washington State Department of Transportation (WSDOT), business groups, and other agencies. Upcoming transportation system changes serve as a backdrop and context for the work. These include East Link light rail construction beginning in 2015 (and preparation for service launching in 2023, including facilitation of "last-mile" travel); a potential Park-and-Ride lot closure; express lane tolling on I-405; and other external transportation changes. Staff will also monitor transit service changes and coordinate with and/or add enhancements to relevant city planning initiatives and Bellevue transit promotions conducted by transit agencies.

Task 1: Trip Reduction for Employers and Property Managers

Concept	Reach out to clients who are in a position to provide information, benefits, amenities or incentives to their employees/tenants to help them reduce drive-alone trips. Clients may include employers (generally those not affected by Conduct Trip Reduction law) and property managers of office and residential buildings. Conduct marketing/outreach and consultations; assistance and education; and other services, likely to be presented as a portfolio of options available under the "Commute Advantage" brand. Key offerings to be promoted include ORCA business products and subsidies/incentives for using other non-drive-alone modes, plus parking management, employer or building promotional campaigns, business carsharing, bicycle parking and amenities, emergency ride home, expert consultant assistance for topics such as telework policies and parking management, and RideshareOnline network setup assistance (includes development of "turnkey" programs that lessen development time required by client). Additional offerings may be promoted that are relevant and timely.

	Include a "welcome" component to reach out to employers and residents when they first move to Bellevue, or change locations within Bellevue. Specific activities may include: • Consultation services to inform client of program options and assist client with tailoring a commute program to their specific worksite or building • Transportation benefit rebates provided to clients who provide ORCA products or other non-drive-alone subsidies to their employees or tenants • Webinars helping clients to cope with/take advantage of external events (such as road or light rail construction, Park-and-Ride lot closures, opening of new transportation infrastructure, tolling changes, transit service changes, etc.) or to educate clients about relevant, timely program options • Mini-grants for minor capital items or client-specific trip reduction campaigns (implementation depends on client uptake) • Facilitation or provision of carpool/vanpool parking • Setup of program logistics and consultant contracts, and administration for activities that require it, such as developing framework for emergency ride home programs and procurement of telework, parking and other experts to provide consulting services directly to clients • Marketing, promotions, and outreach to raise awareness of program and recruit participants (may include direct mail, email outreach, social media, networking through business organizations, advertising, events, etc.) • City staff or partner/consultant time for program analysis, management and measurement to monitor results, determine best course of action, and adjust activities as needed • City staff or partner/consultant time for research, potentially to include focus groups, surveys and/or demographic analysis, to inform the program *Background/Justification: Most of these are ongoing activities that have shown good participation and results and which the city would like to continue. Some of these activities are currently they are being implemented within the scope of the I-405 Communities In Motion program being implemented in Bellevue by King County Metro (this program is anticipated to continue through 6/30/2017). Additional funds could enhance existing and/or add new program elements to increase the scope and results of the programs.* Type of vehicle trips project will reduce (check both if project will reduce commute and noncommute): Commute__X__ Noncommute_X__
Deliverables	• Development of mini-grant application materials and selection process • Development of turnkey commute club program that employers or property managers can offer to employees of their company/building • Development of parking cash-out program and materials for employers • Establishment of home-free guarantee program and materials • Approximately two to five informational events for employers or property managers, such as workshops, webinars, brown bags, etc., providing information on transportation occurrences and/or Commute Advantage offerings

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	• Approximately two to five outreach occurrences, such as direct mail postcards, letters, email distributions, etc. to inform audiences of offerings developed above. Direct mail to reach the approximately 900 employers and approximately 30 property managers that encompass the audience for this task • Research and/or communication strategy reports identifying useful information to guide the work, as needed • Provide approximately 2,000 hours of project implementers' time • A measurement plan that is mutually agreed upon by the city and WSDOT • Submittal of an annual performance report that includes lessons learned
Growth Center	Bellevue
TDM Project Location	Citywide
Timeline	Ongoing throughout entire CMAQ grant period ending 6/30/2018.
Budget	$240,000
How delivered	*Delivered primarily through trip reduction services contractor. Potentially set up contract with current King County Metro contractor (Bellevue Downtown Association TransManage) where providing additional funds for existing activity categories currently under way in 2015-2017 through the King County Metro I-405 Communities In Motion program. Some individual components may be conducted by a different contractor or in-house by City of Bellevue staff.*
Which grant(s) will be utilized?	*Start with 2012 grant and potentially continue with 2015 grant if needed.*

Task 2: Trip Reduction for Workers, Residents and Students

Concept	Perform TDM outreach activities directed at individual travelers in Bellevue, including workers, residents and students, building on existing program. Include a "welcome" component to reach out to employers, employees and residents when they first move to Bellevue. Activities include the following: • Conduct or enhance to the On The Move Bellevue calendaring/incentive program (currently funded by the I-405 Communities In Motion program), as appropriate. Potentially include new or different incentives, pre-loaded ORCA card distribution for trying transit. • Implement "individualized marketing" with direct mail/provision of tailored additional information at the request of the individual, potentially to include information about how to use alternative modes to driving alone, acquiring pedestrian carts for grocery shopping, etc. • Facilitate real-time travel information sources for modes other than driving alone, including transit, bike facilities and parking, carsharing, taxis/for-hire drivers, casual carpooling, walking, etc. Options for parking and driving alone could be included in the array of information that helps the user compare options in terms of cost, time and other factors. • Provide public real-time transit and non-drive-alone travel mode information at key geographic locations such as transit centers/park-and-

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	rides and key transit stops and buildings, via signage and/or kiosks. Include coordination with any projects to develop public parking lot real-time signage of space availability and/or online interactive maps. • As appropriate, work in conjunction with city, regional or transit agency efforts to improve the online trip planning experience including web-based information and/or interactive maps. • Promote private sector trip planning and real-time information tools, mobile apps, and information screens. This includes transportation networking service and taxi apps; traffic information apps; and trip planning/real-time multimodal information apps such as RideScout. An increasing number of products are becoming available to provide maps and real-time information about various mode options, including distance, arrival times, travel times, costs, terrain/topography, sustainability/greenhouse gas emissions removed, etc. • Marketing and facilitation of carpool/vanpool, including ridematch assistance and, potentially, working to increase parking options • Setup of program logistics and consultant contracts, and administration for activities that require it, such as developing framework for emergency ride home programs and procurement of telework, parking and other experts to provide consulting services directly to clients • Marketing, promotions, and outreach to raise awareness of program and recruit participants (may include direct mail, email outreach, social media, networking through business organizations, advertising, events, etc.) • Staff or consultant time for program analysis, management and measurement to monitor results, determine best course of action, and adjust activities as needed • Staff or consultant time for research, potentially to include focus groups, surveys and/or demographic analysis, to inform the program *Background/Justification: These are ongoing activities that have shown good participation and results and which the city would like to continue. Currently they are being implemented within the scope of the I-405 Communities In Motion program being implemented in Bellevue by King County Metro (this program is anticipated to continue through 6/30/2017). Additional funds could enhance existing and/or add new program elements to increase the scope and results of the programs.* Type of vehicle trips project will reduce (check both if project will reduce commute and noncommute): Commute__X__ Noncommute_X__
Deliverables	• Development of program parameters, eligibility criteria, timelines, required actions, incentive levels, and enrollment application materials/agreement forms, etc. for specific programs such as guaranteed ride home, commute challenge, and commute club programs described above • Administration and implementation of programs described above • Approximately two to five outreach efforts via direct mail and/or email outreach to inform individuals of programs and travel options in general. Residential outreach to be directed toward at least the approximately 25,000 residential households living in Bellevue within ¼ mile of frequent transit service. Worker outreach potentially to include packets sent to employers for

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	distribution to employees and/or posters for workplace postings, postings at local businesses and coffee shops, etc. • Tabling at approximately two to five community events, providing information on transportation and travel options, and program offerings • Maintenance of content on the Choose Your Way Bellevue website and On The Move Bellevue web page to promote programs and travel options in general • Creation of approximately four to eight graphically oriented informational pieces to assist individuals with using travel options, such as bicycle amenities maps, park-and-ride maps, how to use programs apps for transit and real-time information, how to use guaranteed ride home programs, etc. • Research and/or communication strategy reports identifying useful information to guide the work, as needed • Provide a minimum of 1,500 hours of project implementers' time • A measurement plan that is mutually agreed upon by the city and WSDOT • Submittal of an annual performance report that includes lessons learned
Growth Center	Bellevue
TDM Project Location	Citywide
Timeline	Ongoing throughout entire CMAQ grant period ending 6/30/2018.
Budget	$120,000
How delivered	*Delivered primarily through trip reduction services contractor. Potentially set up contract with current King County Metro contractor (Bellevue Downtown Association TransManage) where providing additional funds for existing activity categories currently under way in 2015-2017 through the King County Metro I-405 Communities In Motion program. Some individual components may be conducted by a specialized contractor or in-house by City of Bellevue staff.*
Which grant(s) will be utilized?	*Start with 2012 grant and potentially continue with 2015 Regional TDM grant if needed.*

Task 3: Enhanced Parking Strategies

Concept	(Primarily focused on Downtown Bellevue, and secondarily the Bellevue Medical District just east of I-405 in the 116th Avenue NE corridor, where parking constraints are more prevalent and the cost of providing parking makes these strategies relevant. Marketed primarily to non-CTR employers/employees, but available to all employers/employees who meet criteria for a particular strategy). Primary strategies may include: • Parking Cash-Out: This strategy would be most effectively marketed to employers (and their employees) who lease their parking and pay only for the actual number of parking spaces they use. Employers would need to be engaged in order for their employees to be eligible. The activity would subsidize a term-limited trial (such as two months) of use by an employee of a non-drive-alone mode that entails a cost not covered by the employer. Following the trial period, the employee could choose to permanently give up his/her parking space in return for a transit pass provided by the

	employer. The first (or only) round of activity will be positioned as a pilot in order to assess the viability of this strategy; a second round may be undertaken, depending on the success of the pilot, and may be altered based on lessons learned from the pilot. • Parking Flexibility Support Strategies: Address the insufficiency, or perceived insufficiency, of daily/flexible parking options for those who typically use an alternate commute mode to driving alone but have difficulty as a result in receiving free or low-cost, flexible daily parking with in-and-out privileges. As part of this strategy, raise awareness of flexible parking options by improve availability of such information through maps and other resources; and/or work with other city and/or partner staff to increase overall awareness of parking options. • Carpool/Vanpool Parking Support Strategies: Undertake activities to increase the viability and availability of carpool/vanpool parking, such as working with property managers to lift restricting requirements such as requirements that all occupants of a carpool/vanpool work at a building in order to be allowed to park at that building; encouraging the provision of lower cost or priority, close-to-entrance carpool/vanpool parking; advocating for better pickup/drop-off locations for carpools/vanpools; and/or directly leasing/providing spaces to provide carpool/vanpool parking for workers. • Parking Management Consulting Services: Provide consulting services to employers from trip reduction or parking management experts to help encourage and facilitate good parking management practices that enable increased use of non-drive-alone modes. Additional activities may include: • Conduct research, potentially to include focus groups, surveys and/or demographic analysis, to develop communication strategies/angles, positioning, and marketing angles and otherwise inform the program • Develop a communications strategy/marketing angle to effectively promote these activities to the target market, such as "Try riding, not parking" or "More riding, less parking" "Leave your vehicle at home and save your employer the real estate burden of keeping your car for you during the day." • Conduct marketing, promotions, and outreach, and education pieces (may include direct mail, email outreach, social media, blog articles networking through business organizations, advertising, events, etc.). Includes potential public recognition for participating employers. • Conduct program analysis, management and measurement to monitor results, determine best course of action, and adjust activities as needed; and determining the success of this overall approach *Background/Justification: Parking cost and availability are known in the TDM profession to be one of the most important factors in choosing a mode other than driving alone. Following the city's 2013 Downtown Commuter Parking Assessment and other prior city parking analysis work, a next step is to address the issues identified in those analyses of employer subsidization of parking and insufficient flexibility in daily parking availability (i.e. employees locked entirely out of their garages if they don't purchase monthly parking, which is often discounted) that discourage the use of non-drive-alone modes. Parking cashout*

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	was a strategy in the original GTEC plan that was never implemented and would benefit certain employees/employers in situations where parking subsidies are provided but non-drive-alone mode subsidies are not. In downtown, parking is at a premium and costly, but this cost is subsidized by many employers for their employees, and in some cases the employees do not have a choice to receive a subsidized transit pass instead. Furthermore, both employers and employees may hesitate to give up parking spaces that they may not be able to get back, and since the parking cashout strategy could subsidize a trial period of transit or other non-drive-alone mode without the person or employer needing to permanently give up parking spaces, such added support for trying a non-drive-alone mode through this program could help address this barrier. Type of vehicle trips project will reduce (check both if project will reduce commute and noncommute): Commute__X__ Noncommute___
Deliverables	• Produce program plan including program parameters, eligibility criteria, timelines, required actions, incentive levels, and enrollment application materials/agreement forms, etc. for employer and/or employee participants in cashout or other parking-related programs • Produce of marketing angles, names, slogans, collateral, and advertisements • At least two marketing actions, such as direct mail, email and/or collateral distribution, to approximately 900 downtown employers with five or more employees (the target audience) in order to promote activities • At least two marketing actions to buildings, such as via direct mail, email and/or collateral distribution • At least two email announcements to the email list of individual program participants to promote the program at the individual level (and encourage their employers to participate) • Creation and posting of two to five educational pieces such as infographics and blog articles • Research and/or communication strategy reports identifying useful information to guide the work, as needed • Provide approximately 500 hours of project implementers' time • A measurement plan that is mutually agreed upon by the city and WSDOT • Submittal of an annual performance report that includes lessons learned
Growth Center	Bellevue
TDM Project Location	Downtown Bellevue and, potentially, the Bellevue Medical District (where parking charges to employees currently takes place)
Timeline	Program development anticipated for 2015. Program launch anticipated for the beginning of 2016. This will allow time to plan and develop the program and marketing strategies; and allow employers time to plan budgets in the beginning of the year, before budgets have been finalized toward the end of the year. Task anticipated to continue through the end of the grant period at 6/30/2018, or as funding allows.
Budget	$50,000
How delivered	*Marketing likely to occur though trip reduction services contractor as part of Commute Advantage or other program outreach to employers (Task 1 above). Some individual components may be conducted by a specialized contractor or in-*

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	house by City of Bellevue staff. Transit and other mode subsidies paid directly by city with grant funds, based on appropriate documentation.
Which grant(s) will be utilized?	*Start with 2012 grant and potentially continue with 2015 Regional TDM grant if needed.*

Task 4: Enhanced Bicycling Strategies

Concept	In coordination with the city's 2015 Pedestrian/Bicycle Implementation Initiative, promote and facilitate the use of bicycling for commuting and other transportation needs, including the following: • Facilitate provision of and information about bicycle parking, amenities (including racks) and facilities. • Update the city's bicycling map with up-to-date roadway and bikeway indications for cyclists and other useful information. • Promote Bike to Work month and day to employers, property managers and individuals. • Conduct or sponsor classes and/or educational events about urban cycling. • Work with the city and local bicycle clubs to coordinate activities and programs for individuals and businesses. • Provide additional signage for bicycles and others using alternative modes at key points throughout the city or downtown. Note: This activity would require significant research and coordination with other city staff. • Conduct marketing, promotions, incentive programs, and outreach to increase bicycling in Bellevue (may include development of communications strategies, direct mail, email outreach, social media, networking through business organizations, advertising, events, etc.) • Conduct program analysis, management and measurement to monitor results and determine best courses of action; adjust activities as needed • Conduct research, potentially to include focus groups, surveys and/or demographic analysis, to inform the program *Background/Justification: Increasing the use of bicycling as a transportation mode is an emphasis area for the city's TDM work through this grant. This is due to the fact that bicycling is a relatively low-use transportation mode in Bellevue, with potential for improvement. Currently the bicycle commute mode share for Bellevue residents is less than 1% (source: U.S. Census American Community Survey 2011-2013 Three-Year Estimates).The city's existing bicycling infrastructure network has potential for increased uptake, and education and encouragement could stimulate bicycling in the city, making use of existing infrastructure as well as building the bicycling market for future infrastructure improvements, particularly as the city moves toward a more connected network of bikeways. Increasing route legibility for bicycle commuters, particularly to the downtown urban center; information about bicycle parking and amenities; and education about urban cycling techniques will also facilitate use of this mode. The city is launching a Pedestrian and Bicycle Implementation Initiative in 2015, which includes coordination with other city activities such as TDM.* Type of vehicle trips project will reduce (check both if project will reduce

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	commute and noncommute): Commute__X__ Noncommute_X__
Deliverables	• Development of program parameters, eligibility criteria, timelines, required actions, incentive levels, and enrollment application materials/agreement forms, etc. for specific programs such bicycle month/day incentives, bicycling classes, etc. • Administration and implementation of programs described above • Approximately two to five outreach efforts via direct mail and/or email outreach to inform individuals of programs and travel options in general. Residential outreach to be directed toward at least the approximately 25,000 residential households living in Bellevue within ¼ mile of frequent transit service. Worker outreach potentially to include packets sent to employers for distribution to employees and/or posters for workplace postings, postings at local businesses and coffee shops, etc. • Tabling at approximately two to five community events, providing information on bicycling and bicycle-related program offerings • Maintenance of content on the Choose Your Way Bellevue website and On The Move Bellevue web page to promote bicycling • Creation of approximately two to five graphically oriented informational pieces to assist individuals with using travel options, such as bicycle amenities maps, how to put your bike on a bus, how to combine bicycling with other modes, etc. • Research and/or communication strategy reports identifying useful information to guide the work, as needed • Provide a minimum of 500 hours of project implementers' time • A measurement plan that is mutually agreed upon by the city and WSDOT • Submittal of an annual performance report that includes lessons learned
Growth Center	Bellevue
TDM Project Location	Citywide
Timeline	Planning and coordination by in-house city staff anticipated to begin in mid-2015 upon securing grant funds.
Budget	$40,000
How delivered	*In-house city staff, trip reduction services contractor and/or research contractor.*
How measured	*In-house city staff, trip reduction services contractor and/or research contractor.*
Which grant(s) will be utilized?	*Start with 2012 grant and potentially continue with 2015 Regional TDM grant if needed.*

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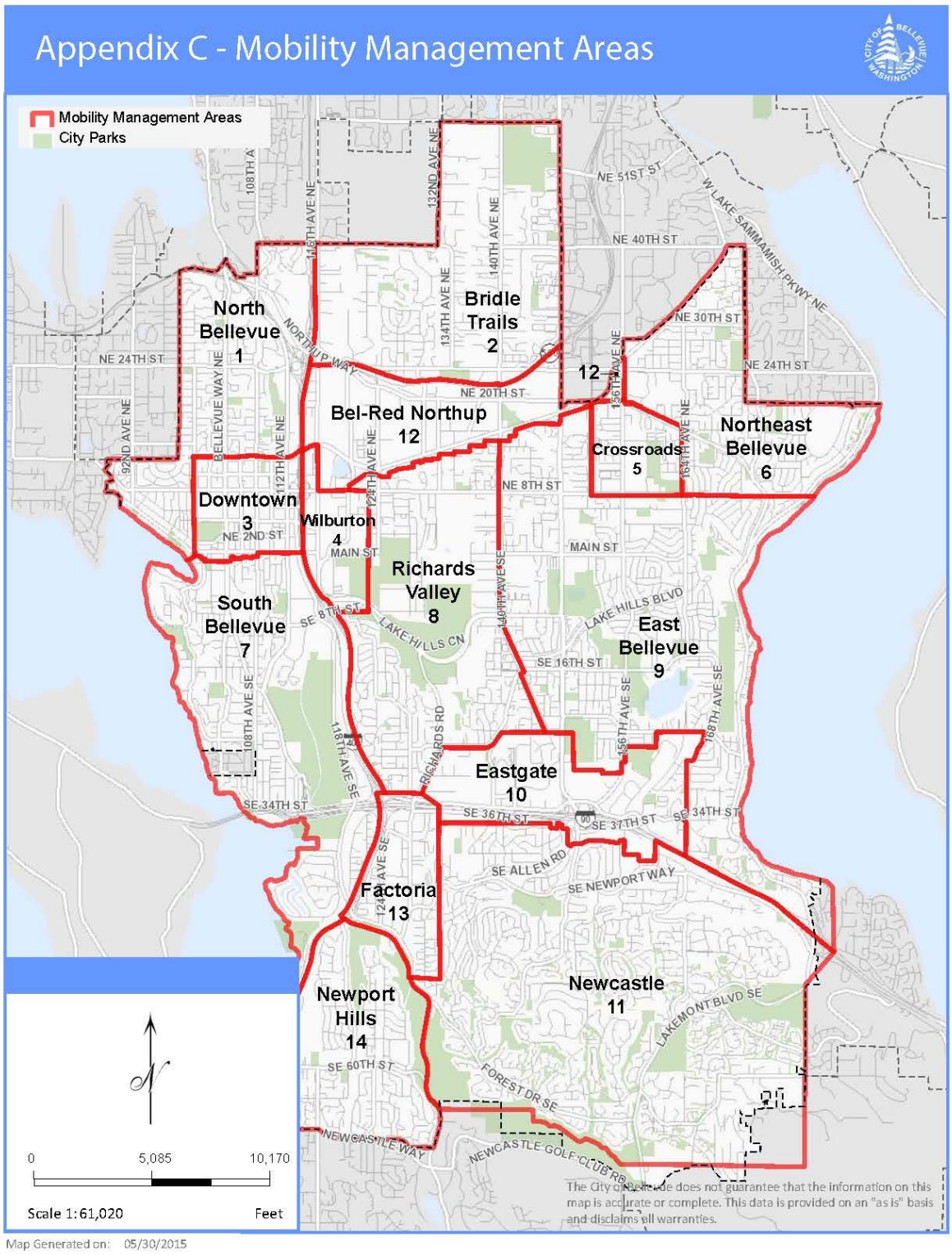
APPENDIX C
Mobility Management Areas (MMAs)