

1999 TRANSPORTATION STRATEGIC PLAN KEY ACCOMPLISHMENTS

Operations and Maintenance

- Implemented Street Works Database to coordinate utility in-street work.
- Increased use of controlled density fill for better street patches.
- Completed draft study on Impact of Utility Cuts on Performance of Seattle Streets.
- Re-paved 23 lane-miles of street.
- Continued bridge rehabilitation seismic retrofit projects.
- Completed rehabilitation of 55 stairways.

Walking

- Converted all school crosswalks to ladder-type (and continued with other types of crosswalk markings).
- Completed condition assessment for prioritizing the re-marking of crosswalks.
- Implemented new pedestrian push button policy, evaluating 25 locations and making changes in about half of these locations where the new criteria were met.
- Installed 11 curb bulbs, 150 curb ramps, and five half-signals.
- Increased pedestrian signal crossing time at 20 locations.
- Installed six new traffic signals to improve pedestrian safety.
- Began adaptation of new criteria for marking crosswalks.

Bicycling

- Completed Duwamish-Alki Trail system along Spokane Street and Harbor Avenue.
- Constructed Bridge A, the first of four bridges on Spokane Street, part of the Duwamish Trail system.
- Completed bike path on First Avenue South Bridge, linking to the Duwamish Trail.
- Striped bike lane on South Jackson from 12th to Martin Luther King, Jr. Way.
- Acquired right of way for North Ship Canal Trail and negotiating with BNSF railway for a final alignment of the trail extension.
- Obtained \$1.2 million in federal TEA-21 funds to begin developing Phase 1 of the Chief Sealth Trail.

Transit and Seattle Transit Initiative

- Reduced transit travel time by adding an east-bound transit-only lane on the West Seattle Bridge and removing mid-day on-street parking along the north side of Madison on First Hill.
- Installed a transit signal queue jump at 9th Avenue and Howell St.
- Installed signal preemption technology along two test corridors in Seattle: Rainier Ave S and Aurora (planned in 2000).
- Installed pedestrian and transit improvements along the "Ave"(University Way NE).
- Consolidated bus stops to improve the overall effectiveness of bus service along University Way, NE 45th in Wallingford, and on 1st Avenue in the Central Business District.
- Completed Downtown Circulation Study.

Sound Transit and Station Area Planning

- Adopted goals and strategies for station areas in November 1998 (Resolution 29867).
- Enacted an interim zoning overlay to preclude inappropriate auto-oriented development near light rail stations.

Transportation Demand Management

- Began work with Roosevelt High school and Wallingford community to reduce parking impacts and provide alternatives for school kids and teachers at Roosevelt and for neighborhood stakeholders in Wallingford.
- Developed and implemented Flexcar, the new car sharing program with King County Metro and private partner.

Traffic Optimization

- Prepared a five-year plan for signal synchronization and optimization and began to implement it. Optimized timing of 150 traffic signals.
- Completed two signal interconnect projects.
- Completed Intelligent Transportation System plan and began implementation.

Neighborhood Transportation

- Incorporated neighborhood pedestrian and bike improvements in Capital Improvement Program.
- Completed approximately 60 traffic circles, 27 speed watches, and four mid-block traffic control projects.

Protecting Our Environment

- Continued efforts to add Compressed Natural Gas vehicles to the City's fleet and encouraged these vehicles' use among City employees.
- Adopted and implemented policies to reduce the City's use of pesticides.
- Launched Urban Sustainability Initiative.

Freight Mobility

- Designated a Freight Mobility Coordinator.
- Joined Freight Action Strategy Corridor (FAST) coalition.

Parking

- Began Comprehensive Neighborhood Parking Study to work with neighborhoods to develop parking management strategies.
- Reviewed and affirmed curb space (on-street parking) priorities as stated in the TSP.

Funding

- Increased General Fund Support for transportation activities, climbing steadily from 1995 (\$10 million) to 2000 (\$35 million).

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YOUR GUIDE TO READING THE TSP 1999 ANNUAL REPORT

This report contains three major sections:

- I. Executive Summary**
- II. The Big Nine**
- III. TSP Chapter Reports**

The Transportation Strategic Plan (TSP) Evaluation chapter, *Track Implementation and Prepare Annual Report [E3]* calls for the Executive to report annually on the progress of TSP implementation; in addition, the City Council requested that the Executive provide an update every six months on the nine key strategies listed in Resolution 29815. In this 1999 Annual Report, we are providing the following:

- A detailed report on the “Big Nine” strategies with accomplishments for 1999 and next steps identified.
- By TSP chapter, a brief status report with anticipated 2000 key accomplishments and issues.

Note for the reader: The TSP strategies are printed in italics with the strategy number bracketed [OM5]. Only the strategies that were marked 1998 or 1999 were covered unless new resources or opportunities were presented to implement those strategies.

I. EXECUTIVE SUMMARY

When the Transportation Strategic Plan (TSP) was adopted in late 1998, there was a joint commitment by the City's legislative and executive branches to make it more than just another plan collecting dust on a shelf. Resolution 29815, adopting the TSP, identified nine particular strategies the City Council wanted emphasized. Although progress against TSP strategies has been widespread, a great deal of effort has been focused on those nine and much has been accomplished.

The TSP includes clear assignments of lead departments for individual actions, as well as a strong link to the City's budget. That link was accomplished through identification of those actions in the plan that could be implemented with existing funding allocations, those that would require new funding, and those that would require a major new funding source.

The majority of the strategies in the TSP contain activities that could be implemented—if not in whole, at least in part—with existing fund allocations. A great deal of progress has been made in these areas. Examples include a multitude of pedestrian improvements such as improved street crossings, pedestrian push button revisions, and new policies for marking crosswalks. Significant improvements have been made in the City's traffic signals and utility cuts management. Freight mobility and Local Improvement District coordinator positions were established. Innovative strategies such as Intelligent Transportation Systems and flashing crosswalks have been installed and evaluated. It is encouraging to see implementation of new efforts such as these begin to evolve into standard, expected activities.

Yet, much remains to be done. Funding allocations continue to lag far behind the fundamental need to effectively maintain the City's streets and bridges. There is a need to continue and expand existing efforts to implement neighborhood plans -- many of which contain TSP strategies. The City must determine how best to meet the needs of Chinook salmon, which have been listed as a threatened species under the Endangered Species Act. This will involve increases in capital improvement project schedules and costs to perform the required biological reviews and mitigation.

Despite the strong local economy, funding levels in 1999 were insufficient to prevent an increase in the City's substantial backlog of major maintenance needs. Initiative 695's impacts, while still not fully determined, are likely to accelerate that backlog's growth. A new and stable source of adequate funds will be needed if the City is to extend its progress to those strategies requiring major new investments.

Opportunities to further implement the TSP will become scarcer as strategies that require only existing funding levels are fully addressed. The City's challenge now is to maintain the momentum it has established until the necessary level of revenues becomes available.

II. THE BIG NINE

City Council Resolution 29815, which adopted the Transportation Strategic Plan, also requested that the Executive prepare a written memo to the Council Transportation Committee every six months covering the nine TSP strategies listed in the Council resolution. This portion of the report focuses on those nine strategies and describes accomplishments, major issues, and next steps. The nine strategies are:

- W1.2: Mark and Maintain Crosswalks
- W1.5: Use Pedestrian Push Buttons Appropriately
- W4.2: Simply System for Designating Key Pedestrian Streets
- B1: Complete and Expand the City's Urban Trails System
- DM1: Develop a Trip Reduction Initiative
- DM5: Develop and Encourage Parking Cash-Out Programs
- DM12: Unbundled Parking Spaces from Building Leases
- DM11: Encourage Car Sharing
- P5: Allow 72-Hour On-Street Parking

W1.2: Mark and Maintain Crosswalks

The City's crosswalk policies use established guidelines and professional judgment to make decisions as to when--and when not--to mark crosswalks. How far along the continuum of "best to worst" locations the City should go is a matter of discussion. City-wide accident rates are low enough that collecting enough data to support a change is difficult. Although citizens frequently ask the City to mark crosswalks more aggressively, crosswalks are not always the appropriate solution to the problem. The TSP called for SEATRAN to continue efforts to collect local data, review studies by other cities, evaluate the trade-off associated with marking crosswalks, and revise the City's policies guiding the marking of crosswalks if appropriate.

Accomplishments/Issues: SEATRAN staff have worked closely with the North Carolina Highway Traffic Safety Institute's national expert on pedestrian safety, Charles Zegeer. Mr. Zegeer has completed the first nationwide study of 6,000 marked and unmarked crosswalks. Based on the results of the study, Mr. Zegeer developed recommendations for how appropriate crosswalks are as pedestrian improvements in varying circumstances.

Although the study confirmed much of SEATRAN's past policy--that marked crosswalks become inappropriate as the number of lanes and speed of traffic increase--it has also allowed some refinements that will result in changes. In recognition of the need to help pedestrians cross busy arterial streets at or near pedestrian-oriented facilities, the policy also contains a new pedestrian-oriented traffic signal "warrant" (the criteria for installation). Mr. Zegeer's findings also formalize the decision-making process for various circumstances, which SEATRAN expects to be helpful in future decisions.

SEATRAN also began the conversion of conventionally marked crosswalks to ladder crosswalks. Although these are more expensive and time-consuming to mark, they last longer and are more visible. There are 4,663 marked crosswalks in Seattle. About 600 of these are school crosswalks, and in 1999 SEATRAN completed the conversion of all of these to ladder crosswalks. An additional 1,100 non-school crosswalks have been converted to ladders.

SEATRAN also completed a crosswalk condition assessment in 1999 to prioritize the remaining non-school crosswalks for remarking or conversion to ladders. The assessment information is now used to schedule work to remark or convert the crosswalks.

Next Steps: SEATRAN is in the process of adapting Mr. Zegeer's findings to Seattle's circumstances, and expects to submit the revised policies to the City Council in the second quarter of 2000. SEATRAN expects that as formal application of the revised policies progresses, some crosswalks will be marked that in the past would not have been--and some crosswalks that have been marked in the past will be determined to be inappropriate.

W1.5: Use Pedestrian Push Buttons Appropriately

In the Fall of 1998 and as part of developing this TSP strategy, SEATRAN adopted a written policy regarding use and placement of pedestrian push buttons. SEATRAN now uses this policy to evaluate pedestrian push button locations. SEATRAN's policy is to remove pedestrian push buttons and operate a signal fixed time (so that a walk always appears with a green light) if pedestrians are at the main street crossing for 75 percent of the cycles for the majority (12 hours) of the day. If pedestrians are at the main street crossing for 50 percent of the cycles, then SEATRAN reviews the use to determine if the signal should operate on fixed time during pedestrian peak hours and actuated for non-peak hours.

When a neighborhood plan makes a specific request, SEATRAN studies the specific location and works with concerned neighbors to determine the best operation. In cases where a change to have the walk signal come up automatically (either all day or part of the day) is recommended, a 30-day trial period is implemented and monitored before a final decision is reached.

Specific locations identified in neighborhood plans receive priority for evaluation. Since few specific locations were identified in the neighborhood plans, staff are working with community members to identify specific locations.

Accomplishments/Issues: SEATRAN has evaluated 25 pedestrian push button operations. About half of these met the new criteria for push button removal or recall operation and were subsequently adjusted. Two examples include Broadway & E Pike, and University Way NE & NE 45th Street.

Next Steps: SEATRAN expects that more requests for review of push button operations will be forthcoming and will continue to respond in accordance with the new policy.

W4.2: Simplify System for Designating Key Pedestrian Streets

In the TSP, this strategy calls for several actions to occur:

- Consolidate the objectives and classifications within the Comprehensive Plan, the SCTP (Seattle Comprehensive Transportation Program), and the Land Use Code to develop a simple system for designating Key Pedestrian Streets, with accompanying code requirements.
- Work with the neighborhoods and the neighborhood planning process to identify and designate Key Pedestrian Streets.
- Assist in developing plans and funding strategies for pedestrian improvements on designated Key Pedestrian Streets.

Accomplishments/Issues: The Strategic Planning Office and SEATRAN have completed implementing the strategy to simplify the system for designating Key Pedestrian Streets. This work was done by using existing administrative processes that refer to neighborhood plan classifications as identifiers for possible pedestrian improvement projects. These pedestrian improvements are now being built into the SCTP map, which is used as a candidate project input to SEATRAN's Capital Improvement Program list. SEATRAN continues to work with neighborhoods to promote consistency of the designation so it is focused on arterial streets with high pedestrian volumes.

The link between Key Pedestrian Streets designation and Land Use Code requirements has not been developed. Further study of the proposal revealed that there was such a diverse understanding of Key Pedestrian Streets across neighborhood plans that linking them to code requirements was not feasible. Rather, the focus has been on implementing the desired improvements with existing revenues and through the use of code requirements as opportunities permit.

B1: Complete and Expand the City's Urban Trails System

The City needs to complete and expand Seattle's network of bicycle routes so that bicycling can continue to be safe and efficient and provide transportation and recreational choices throughout the city. *Complete and Expand Urban Trails Network [B1]* calls for the City to implement bicycle trails, lanes, routes, bicycle ways, and other identified facilities to fill gaps in the existing and the planned bicycle transportation network. In the 1999 Comprehensive Plan annual amendment process, the Urban Trails Map (See map insert.) was updated to reflect recent completion of parts of the system and new funding acquired.

Transportation Figure 5
Seattle Urban Trails System 1999

Note: All "urban trails" provide an off-road path or sidewalk for pedestrians (separated from motor vehicles); for bicyclists, "urban trails" consist of off road trails, special bike lanes and signed routes in the street right-of-way.

- Existing
- Existing/Improvements Needed
- — — — Funded and/or Under Construction
- Planned
- * Under Consideration

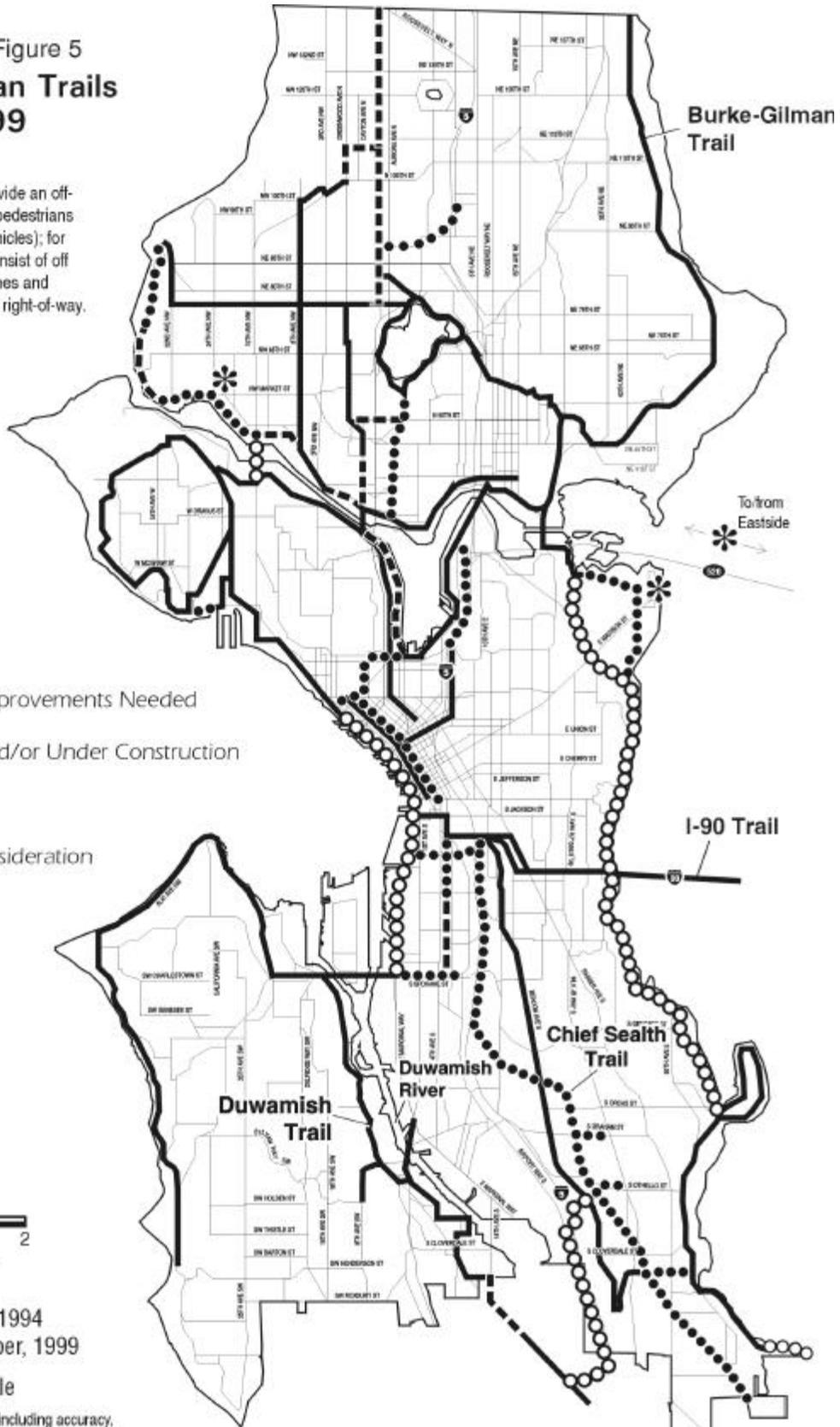


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 Scale in Miles

Adopted July 25, 1994
 Amended November, 1999

1999 City of Seattle

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SEATRAN staff have created a Needs Inventory map, based on the Urban Trails System, neighborhood plan recommendations, and bicycling needs (including input from Seattle's bicycling community). The map identifies bicycle facilities, needed maintenance, and potential safety and access improvements to help City staff identify the feasibility, funding, and overall priority for completing and expanding the Urban Trails System. The Needs Inventory map is, in part, a response to a recommendation in the Delridge Neighborhood Plan.

Accomplishments/Issues: Below are examples of progress made during 1999 to expand Seattle's Urban Trails System (includes *Ensure that Bicycles Can Cross Bridges Safely and Conveniently [B3]*):

- Duwamish-Alki Trail System: The new sections of trail along Spokane Street and Harbor Avenue are now completed, leaving only the portion of the Duwamish Trail from Chelan Avenue south to SW Idaho yet to be constructed. This section, to be built by the Port of Seattle, is in final design and is scheduled to be constructed later in 2000 or early 2001.
- Bridge A, the first of four bridges on Spokane Street, part of the Duwamish Trail system.
- Bike path on First Avenue South Bridge, linking to the Duwamish Trail.
- Bike lane on South Jackson from 12th to Martin Luther King, Jr. Way.
- Ship Canal Trail, Phase 2: Right-of-way acquisition for the North Ship Canal Trail, with BNSF railway for a final alignment of the trail extension that will eliminate a critical missing link in the Urban Trails System.
- Chief Sealth Trail: SEATRAN successfully competed for TEA-21 funds and will receive \$1.2 million to begin developing Phase 1 of the Chief Sealth Trail. The Chief Sealth Trail will be the first major, fully separated multi-use trail facility in Southeast Seattle. Funding for design was made available in 2000.

Next Steps: In 2000, SEATRAN expects completion of the following activities:

- Burke-Gilman extension to Golden Gardens: The City has funding and will build in 2000 the trail extension from current terminus at 8th Avenue NW to 11th Avenue NW and will build in 2001 the trail from the Ballard Locks to NW 67th Street.
- Purchase property from Burlington Northern Santa Fe along Seaview Avenue so that the Burke-Gilman Trail can be extended to Golden Gardens.
- Port of Seattle completion of the final link in Duwamish Trail System.

DM1: Develop a Trip Reduction Initiative

SPO and SEATRAN staff have been working to implement the *Trip Reduction Initiative [DM1]* with two demonstration projects in Roosevelt and Wallingford. The City Council appropriated \$200,000 in the 1999-2000 budget for the Trip Reduction Initiative.

Accomplishments/Issues: First, staff have partnered with the Seattle School District to develop a program at Roosevelt High School to build awareness of transportation choices among students and staff and to reduce parking impacts around the school. After meeting with the Seattle School District, staff chose Roosevelt High School because the school has no off-street parking and both students and staff occupy on-street parking needed by neighborhood residents (who are implementing a restricted parking zone). Other factors were that Roosevelt has a “Green School” program to promote resource conservation, and the principal is supportive of the idea. This school initiative also implements *TDM Education in schools [DM15]*. City staff hired a consultant to:

- Survey students and staff and analyze the results.
- Make recommendations. Preliminary recommendations include establishing priority carpool parking, providing ride-matching services, and providing reduced and/or free Metro passes, possibly in lieu of yellow school buses. There are some issues with the latter, including financial impacts, to be worked out with the School District.

Second, City staff are working with the Wallingford Chamber of Commerce to develop a trip reduction and parking management program for this area’s businesses. The goal here is to reduce the number of automobile trips made by employees and maximize the availability of on-street parking for retail customers and neighborhood residents. City staff and a representative from the Chamber distributed surveys to 37 Wallingford businesses (approximately 600 employees). With a 40 percent response rate, staff found that approximately 56 percent of Wallingford employees drive alone to work, but many would be willing to use transit, bicycling or other alternatives to get to work. Staff are now analyzing the data in detail to determine what incentives would most encourage employees who drove alone to use an alternative.

Next Steps: At upcoming meetings with the Wallingford Chamber and other neighborhood employers, City staff will discuss likely incentives and how to work together with the Wallingford business community. In Roosevelt, City staff and School District and High School representatives will begin implementing the recommendations this Spring 2000. City staff are evaluating how to incorporate the TRI and other TDM projects into the 2001-2002 budget.

DM5: Develop and Encourage Parking Cash-Out Programs [and]
DM12: Unbundle Parking Spaces from Building Leases

Parking cash-out programs and the “unbundling” of the value of parking spaces in lease agreements may be very effective TDM strategies that encourage employees not to drive to work alone. “Unbundling” or separating the parking costs from a building lease allows building managers and tenants to negotiate the purchase of parking separately from the lease of space. A parking cash-out program offers employees the option of a parking space paid for by the employer or the cash value of that parking space. The employee then can choose to purchase parking (and continue SOV commuting), or use another mode and “pocket” the balance of that cash allowance.

Accomplishments/Issues: In 1999, SPO and SEATRAN staff explored the feasibility of both these strategies as possible Trip Reduction Initiative programs, where the City could provide an incentive to a company willing to renegotiate a building lease or to offer a parking cash-out program to its employees. Staff decided instead on the programs in Wallingford and Roosevelt because of the opportunities presented in those communities and the need to implement other important TSP strategies.

The City is working on these two strategies [DM5 and DM12] indirectly in three ways.

First, the City’s Commute Trip Reduction (CTR) Ordinance gives the City authority to recommend either strategy as a trip reduction element in an employer’s CTR program. The City continues to promote parking cash-out by explaining the potential benefits and recommending it as an option for major employers to consider when developing and implementing their CTR programs. Second, through its Director’s Rule on Transportation Management Programs, the City can use DCLU’s permitting process to require “unbundling” as an element in a new development’s transportation management plan before issuing a building permit or certificate of occupancy. Third, through the Light Rail Station Area Planning program, DCLU staff are exploring how to apply unbundling procedures in some of the station areas. These include the downtown area and around the First Hill, Capitol Hill and University District stations.

In addition to the County working with companies affected by the state’s CTR law, King County Metro is producing a brochure detailing the tax benefits for companies that apply parking cash-out programs.

Next Steps: As part of on-going work, City staff will continue to promote parking cash-out and unbundling programs. The Station Area Planning team will likely present unbundling proposals as part of the proposal for a Station Area Overlay.

DM11: Encourage Car Sharing

As a transportation demand management program, car sharing will allow Seattle residents and businesses to have the benefits of auto use without the high fixed costs of auto ownership or fleet programs. According to experiences in Europe and Portland, while car ownership encourages auto use, car sharing instead promotes auto use as only one option along with transit, carpooling, bicycling, and walking.

Accomplishments/Issues: As members of the project management team, SEATRAN and SPO staff have been working with King County Metro's Market Development staff to develop a car sharing program, starting in the Capitol Hill neighborhood and then expanding to the First Hill, Pike-Pine, Queen Anne, and Belltown neighborhoods. In the Spring and Summer of 1999, County staff, with City assistance, issued a Request for Proposals to elicit a private partner to operate the car-sharing program in the Seattle pilot neighborhoods. King County Metro signed an agreement with Mobility, Inc. in September 1999. The contract established specific deadlines for the availability of cars in the pilot neighborhoods. This phased-in approach offers Mobility, Inc., the County, and the City the opportunity to change the program elements before launching on a grand scale.

Car sharing—now called Flexcar—was launched in January 2000 with four new green Honda Civics parked in three convenient locations on Capitol Hill. The project team chose Capitol Hill as a starting point due to the large interest developed there in the proceeding two years.

In the first two months, about 170 people have signed up as members, and there are six cars parked around the Capitol Hill/Pike-Pine area (end of March 1999). Use of the cars so far has shown the program to be successful. For more information, contact Flexcar at www.flexcar.com.

In addition to participating in some of the project management team decisions, in 1999 SEATRAN staff located and funded off-street parking spaces for storing car sharing cars in Capitol Hill. SEATRAN will pay \$30,000 in parking costs for the program in 2000 (carried over from 1999), but the budget allocation for 2000 was eliminated because of Initiative 695 impacts.

DCLU is exploring how to change the Land Use Code's parking requirements to encourage developers to participate in the car sharing program. Support for car sharing in the Land Use Code would likely take the form of a reduction in the amount of required parking and related amendments consistent with car sharing goals and objectives.

Next Steps: DCLU will present code changes to the City Council in early to mid-2000. SEATRAN will continue to locate off-street parking spaces for the car sharing program, although funding is not available to pay for parking spaces. Both SEATRAN and SPO will participate in the car sharing project management team as needed.

P5: Allow 72-Hour On-Street Parking

The current Seattle Municipal Code limits vehicles to a maximum of 24-hour parking in any one on-street parking space. This allows the City to clear the street of parked cars when necessary and expedites responses to citizen complaints regarding abandoned vehicles. Requiring people to move their cars every day, however, is a burden for people who use their cars infrequently. The goal of reducing the number of motor vehicle trips sometimes conflicts with the current ordinance.

Accomplishments/Issues: SEATRAN initially had proposed legislation allowing 72-hour parking for consideration by the City Council. The Seattle Police Department (SPD) expressed significant concerns over the impacts such a change might have. In further discussions with SPD, the possibility has been raised that 72-hour parking might create more problems for more residents than the current 24-hour parking ordinance does. SPD gets far more complaints about the abandoned vehicles—and the time it takes the City to respond—than it does about residents not being able to park for more than 24 hours.

Currently, the amount of time necessary for SPD to respond to a 24-hour parking violation complaint is a minimum of four days. The vehicle must be parked for a day before someone can complain it is in violation of the ordinance; SPD must mark the vehicle; SPD must then check to see if it remains parked more than 24 hours; then SPD must issue a citation and arrange for towing. Extending the ordinance to allow 72-hour parking would add two more days to this process.

Next Steps: SPD and SEATRAN plan to assemble a citizen task force to help build a consensus recommendation for how this issue should be addressed. A recommendation is expected by Fall of 2000.

III. TSP CHAPTER REPORTS

OPERATIONS AND MAINTENANCE

Summary Description of Progress

In 1999, an increase in funding for major maintenance allowed SEATRAN to reduce the gap between the demand for major maintenance of the transportation infrastructure and available resources. A significant backlog still exists for replacement and reconstruction of streets and structures (bridges, retaining walls, stairways, etc.), but the growth of the backlog was smaller than in past years.

Status of Strategy Implementation

SEATRAN continued to *Operate the Transportation System Effectively [OM1]*, providing the services and spot improvements necessary to make the system function safely and effectively. Many of these are covered in more detail the sections on traffic flow and transit, bicycling, and walking improvements.

Efforts to *Maintain and Preserve the Transportation System [OM2]* with day-to-day maintenance were mixed. New Pothole Rangers crews provided gains in pothole patching, filling about 90,000 potholes, an increase from approximately 70,000 potholes patched in 1998. At the same time, increases in the size and number of street trees and installation of additional landscaping resulted in an increased backlog in pruning and landscape maintenance. Day-to-day maintenance of other elements of the transportation system generally kept pace with the need, with the exceptions of street sweeping, alley-flushing, and control of grass and natural plant areas (areas that have not been formally landscaped), where requests continue to exceed resources.

Work to *Replace and Rehabilitate Failed Elements of the Transportation System [OM3]* reduced further deterioration of the system, but a substantial backlog of work remains and the paving backlog increased. SEATRAN completed significant stairway rehabilitation work on 55 stairways throughout the city, and the new Areaway Program is well under way with inspections and planned filling.

SEATRAN made good progress on several major bridge rehabilitation, seismic retrofit projects. This included work on the South Spokane Street viaduct, Harbor Avenue Bridges, the University Bridge, and the Fremont Bridge. The Structures Division also completed an economic evaluation of the future phases for the bridge seismic retrofit program. The structures backlog remains at about \$356 million.

The Street Maintenance Division completed 23 lane miles of repaving in 1999. As a result, the average condition of street pavement -- which is based on visual inspection -- did not drop. However, the Pavement Management System (which is a multi-year forecaster modeled on historic pavement performance curves) indicates the deferred maintenance backlog of \$266 million increased by about \$20 million.

SEATRAN was generally able to keep up with the need to replace and rehabilitate its traffic control devices. This included overhaul of the City's parking meter timing mechanisms, which has now been completed.

Significant progress was made in efforts to reduce pavement deterioration caused by utility cuts. The Street Works Database was established as a means of coordinating paving and utility work. Street Maintenance makes greater use of Controlled Density Fill (CDF) for utility cuts. (CDF is a mixture of sand slurry and cement. It sets up quickly and is easy to excavate, and allows for immediate repairs.) A study and resulting proposal for recovering costs for the full impact of utility cuts made significant progress., SEATRAN expects to submit the Loss Of Useful Street Life rate legislation to the City Council by mid-2000.

SEATRAN continues other activities such as requiring restoration of pedestrian facilities to a condition as good or better than they were in prior to utility work; managing heavy vehicles to minimize pavement damage; and investing in safety improvements.

Anticipated 2000 Key Accomplishments and Issues

- SEATRAN will submit to the Council, by mid-2000, legislation to adopt a fee for loss of useful street life due to utility cuts.
- As budget cuts related to I-695 take their toll, reductions in street paving will begin to reduce average pavement condition. Because of 1999 paving contracts carried over to 2000, this will likely not become evident until after 2000.
- The backlog of tree and landscape maintenance is expected to continue to grow.
- Wood railroad ties under abandoned rail crossings in the street are deteriorating, creating maintenance and potential traffic safety problems.

CARS

Summary Description of Progress

The Transportation Strategic Plan's strategy for cars is focused on the use of currently available resources to make incremental adjustments to the transportation system to optimize traffic flow. This ongoing effort is implemented through a variety of SEATRAN programs.

Status of Strategy Implementation

SEATRAN uses spot improvement and traffic signal programs to *Optimize General Traffic Flows on Arterial Streets [C1]*. In 1999 SEATRAN prepared a five-year plan for signal synchronization and optimization and began to implement that plan. The Traffic Division evaluated and adjusted 150 traffic signal locations, the bulk of which were located in Southeast Seattle.

Other efforts include the installation of six new traffic signals and two left-turn pockets to improve traffic safety (to *Maintain and Improve Transportation Safety [OM4]*) and facilitate traffic flow. Though all will help improve traffic flow, it is worth noting that some of these projects were motivated by the desire to improve pedestrian safety rather than to optimize traffic flow.

WALKING

Summary Description of Progress

SEATRAN has made significant progress in implementing many of the walking strategies contained in the TSP. While the Endangered Species Act (ESA) listing of the Chinook salmon has resulted in delays to some efforts, much has been accomplished.

Status of Strategy Implementation

SEATRAN's efforts to *Make Street Crossings Safer and Easier [W1]* include a host of activities. Eleven curb bulbs have been installed to reduce the distance for pedestrians to cross the street. About 150 curb ramps were installed (90 near bus stops); and 300 more curb ramps were planned as part of the 1999 program but were delayed by ESA. These improvements have now been approved and are moving forward. Five half-signals to facilitate pedestrian crossings and a new signalized mid-block pedestrian crosswalk were installed. Using neighborhood plans as a key input, SEATRAN also adjusted 20 traffic signals to add time for pedestrian crossings.

As part of its efforts to *Improve the Sidewalk System [W2]*, SEATRAN has prepared a list of needed new sidewalks. This has been prioritized, principally based on proximity to schools, social services, and neighborhood commercial districts. Funding the installation of new sidewalks and asphalt pathways remains an issue. Alternative designs may help reduce costs, and such designs have been completed for five blocks. Construction of these cannot proceed until ESA review and approval has been completed.

City Light has worked to *Improve Sidewalk Lighting [W3]* as a crime prevention strategy around bus stops through two tree-trimming demonstration projects in concert with technical support from the City Arborist. While this approach resulted in some improvement, significant increases in lighting levels would require a level of pruning that is not consistent with the health of the trees, and other approaches need to be explored.

SEATRAN, SPU, and DCLU have worked to *Use Design Standards that Make Walking Safer and More Attractive [W4]* by reviewing and updating the City's Street Standard Specifications to improve pedestrian access and mobility. These are now in draft form and have undergone public review. A brief review of the Street Design Manual indicates that recent updates made a few years ago remain appropriate. Future adjustments will probably be desirable, but the Manual currently provides appropriate standards for pedestrian facilities.

SEATRAN has continued its work with the Puget Sound Regional Council to *Ensure that New Federal Transportation Law Gives Fair Funding Treatment to Pedestrians [W5]*.

SEATRAN *Supports Innovative Pedestrian Projects [W6]* with projects such as Seattle University's test of in-pavement warning lights across East James Way and the city's first raised mid-block crosswalk across an arterial, next to Harborview.

Anticipated 2000 Key Accomplishments and Issues

- SEATRAN will propose implementation of the new crosswalk installation policy to City Council
- SEATRAN will propose adoption of the updated Street Standard Specifications to City Council

BICYCLING

Summary Description of Progress

SEATRAN continues to work to add and improve facilities and other programs to encourage bicycling. Several off-street trails and bike lanes have been completed in 1999, including parts of the Duwamish-Alki trail system and the Burke-Gilman trail extension. Many neighborhood plans highlighted interest for bicycle and pedestrian improvements. The City's need to respond to the Endangered Species Act has slowed the City's installation of bicycle and pedestrian facilities.

Status of Strategy Implementation

SEATRAN has continued work to *Make Improvements to Reduce Barriers and Resolve Bicycle Safety Problems [B2]* through the Bike Spot Safety Program. The program, which is coordinated with the Bicycle Advisory Board, provides improvements such as special signs, ramps, drain grates, paved shoulders, railroad crossing improvements, bike parking racks, and bicycle lane striping. Two examples of projects completed in 1999 in the recent Bicycle-Pedestrian CIP are:

- Intersection improvements to enhance safety for Burke-Gilman trail users at 25th Avenue NE near University-Village.
- Road widening and installation of a bike lane along Thorndyke Avenue W south of W. Dravis Street. in Magnolia.

Also in 1999, SEATRAN developed and produced a new Bicycling Guide Map and is now distributing 40,000 copies to bicycling enthusiasts. The map shows bike lanes, trails and streets commonly used by bicyclists, as well as detailed views of the U-District & Montlake area, the I-90 Bridge, the Ballard Bridge, West Seattle Bridge, Sea-Tac Airport access and downtown Seattle. King County also released a regional bike map in 1999.

Several efforts are on going and underway in 1999-2000 to *Encourage Installation of Safe and Convenient Bicycle Parking [B5]*. Through the Bike Spot program, the City installed 50 bike racks in 1999 (and more than 2,000 since 1982) in public rights-of-way in commercial districts.

SEATRAN and the Light Rail Station Area Planning team are working with Sound Transit to ensure that Sound Transit supplies the necessary amount of bicycle parking at the light rail stations. SEATRAN analyzed demand at each station and supplied reasonable demand estimates to Sound Transit. Currently, there is still a significant gap between Sound Transit's proposed supply and the City's estimate of demand. Sound Transit and City staff continue to work together to narrow this gap. Having sufficient, convenient bike parking available is critical to encouraging people to access the stations by bus, bike and foot rather than driving.

In 2000, as part of the SPO comprehensive neighborhood parking study, staff are examining the City's land use requirements for bicycle parking at new development. The purpose is to evaluate the appropriateness of the City's current requirements and make changes if necessary. The parking study is described in more detail in the Parking section of this report.

SEATRAN staff have been working with the Puget Sound Regional Council (PSRC) to ensure that *New Federal Transportation Law Gives Fair Funding Treatment To Bicycles And Pedestrians [B6]*. SEATRAN staff have been participating in PSRC committee meetings to evaluate the funding processes for federal Transportation Enhancements and other grants sources.

SEATRAN continues to *Support Innovative Bicycle Projects [B7]*, although such projects (e.g. a bicycle turn pocket, or bicycle counterflow lane) have become standard where appropriate. Seattle continues to be a national leader in supporting bicycling, with the off-street facilities, the bike rack program, and the transit agencies' Bike on Bus programs.

Anticipated 2000 Key Accomplishments and Issues

The City will need to ensure that Sound Transit acquires enough land to accommodate bicycle parking demand at the stations. This is a key outstanding budgetary concern for 2000.

TRANSIT

Summary Description of Progress

The TSP Transit section describes efforts locally and regionally to improve transit as a choice for people to get to work, school, shopping, and recreational trips. A great deal of work has been done as part of establishing the Seattle Transit Initiative. With the potentially major transit service cuts due to Initiative 695, the City has restated its transit service goals to address I-695 service reductions: to maximize ridership, to serve transit-dependent populations, to provide cost-effective service, and to engage in public involvement as cuts are identified. Sound Transit is covered in a separate section.

Status of Strategy Implementation

SPO and SEATLAN have been *Developing and Implementing the Seattle Transit Initiative [TI]*. The Seattle Transit Initiative (STI) is a partnership of the City of Seattle, Sound Transit, King County, Washington State Department of Transportation, and the Elevated Transportation Company and is aimed at providing Seattle citizens with a seamless public transportation system that meets local and regional travel needs. Funding was acquired from the Federal Transit Administration and from the STI partners. The Initiative has three main goals:

- 1) To create a stronger partnership between the agencies providing and influencing transit in the city;
- 2) To improve existing bus service, through speed and reliability improvements and improved intermodal connections; and
- 3) To evaluate the opportunities for new intermediate capacity transit services.

Many of STI's specific projects are covered in subsequent Transit strategies and the New Transit Strategies section.

SEATLAN and SPO have worked on a large number of projects with King County Metro to *Improve Transit Speed and Reliability [T2]*. This strategy is focused on quickly implementing measures that improve transit speed and reliability in high priority corridors. Staff have developed a work plan for identifying a group of corridors for implementing improvements. Examples from this strategy are as follows:

- To speed buses along, several improvements were made in 1999, including adding an east-bound transit-only lane on the West Seattle Bridge; removing mid-day on-street parking along the north side of Madison on First Hill to make the outside travel lane available for buses all day; and installing a transit signal queue jump at 9th Avenue and Howell St.
- SEATLAN is installing signal preemption technology along two test corridors in Seattle: Rainier Ave S and Aurora (planned in 2000). The first intersection project at Rainier Avenue and Genessee St. has been completed and early results show promise.
- The "Ave" project installed pedestrian and transit improvements along University Way NE, between approximately NE 50th Street and NE Pacific Street. Improvements include widening the sidewalks; repairing the existing sidewalks surface; constructing sidewalk bulbs at intersections; upgrading lighting; constructing bus bulbs; and further reducing transit travel time by consolidating bus stops.
- In 1998 and 1999 King County Metro consolidated bus stops to improve the overall effectiveness of bus service along University Way, NE 45th in Wallingford, and on 1st Avenue in the Central Business District.

- King County Metro, Sound Transit and the other transit agencies (Everett Transit, Pierce Transit, and Snohomish County's Community Transit) developed a regional pass called *Puget Pass*. Introduced in September 1999, the pass unified the regional fare payment to make cross-community travel easier and more convenient for transit riders. With passes, people board more efficiently and quickly which improves bus speed and reliability.

A variety of City staff have been working with King County Metro to *Make Transit Convenient, Understandable, and Easy to Use [T3]*. Strategies include:

- In 1999, SEATRAN completed the Downtown Circulation Study to determine ways to improve transit, pedestrian, and bicycle circulation within downtown Seattle. A recommendation of this study was to provide clearer transit maps downtown. King County Metro produced a color version of its downtown map that improves readability and usefulness.
- Seattle's other transit partners have been working to provide real-time bus information. SmartTrek, led by the Washington State Department of Transportation and 24 private and public organizations, provides travelers with the latest, up-to-the minute information through a variety of means. One component is providing bus location and arrival time information via the Internet and through other communication modes (www.SmartTrek.org).

SEATRAN and SPO staff have been working with King County Metro to *Establish and Implement Transit Service Priorities [T4]*, particularly with Seattle's Neighborhood Planning and now more recently with the passage of Initiative 695. This strategy was written to help the City play an active role in making sure bus and rail service works well for Seattle residents and meets the City's goals.

- As directed by City Council, staff provided King County Metro with copies of all the adopted neighborhood plan recommendations related to transit service for consideration in developing their Six-Year Transit Development Plan update process (which has been on hold).
- City staff worked with King County Metro to evaluate transit service investments against the performance standards adopted Spring, 1999, by the Regional Transit Committee. Metro used these standards (cost-effectiveness and ridership) when making the service reductions in February 2000 that resulted from the shortage of drivers. The performance standards may also be a guiding force if Metro makes further reductions.
- SEATRAN staff are updating the Seattle Comprehensive Transportation Program (SCTP). The first issue addressed will be the Transit Priority Network, followed by the SCTP transit classifications. This work should culminate with adoption of amendments to the City's Comprehensive Plan (which contains the Transit Priority Network) in November 2000.

SEATLAN staff worked with King County Metro to *Support Equitable and Ridership-Oriented Fare Policies [T5]* with a policy review of the transit system's fares.

- Although having mixed success, SEATLAN has supported a distance-based fare structure and greater fare recovery for paratransit service. The King County Council eliminated the two-zone surcharge for off-peak travel. Now, the fare for a two-zone off-peak trip is \$1.00, the same as the one-zone cost. The Regional Transit Committee did recommend increasing paratransit fares to increase fare recovery of those services, although any fare changes have been delayed with the passage of Initiative 695.
- Several near-downtown neighborhoods recommended expanding the Ride Free Area in their Neighborhood Plans, and the Regional Transit Committee adopted a motion to explore such expansion. During the Six-Year Transit Development Plan update process, King County staff will be exploring the advantages and costs of these proposals, as well as what criteria to use to expand the zone in new directions (or add separate areas), and for what periods of day and week. Because of the lost revenues to the transit system, this is likely to be a costly proposition. In 1999, the City did renew the current Ride Free Area with payment to Metro to cover the difference between lost fares and operating savings.

In *Discourage the Development of Park-and-Ride Lots in Seattle [T6]*, the TSP discourages new stand-alone facilities that only provide transit-commuter parking and clearly states exceptions where transit commuter parking makes sense such as at the end of a transit corridor, when providing opportunities for shared parking, and when alternatives to auto commuting are poor. Most of the Light Rail Station Area Planning advisory committees have opposed adding transit commuter parking or surface park-and-ride lots at the Seattle light rail stations out of concern for increased traffic.

Anticipated 2000 Key Accomplishments and Issues

City staff will ensure that if Metro transit service cuts are made in 2000, the cuts should meet the City's service priorities to:

- Maximize ridership
- Serve transit-dependent populations
- Provide cost-effective service
- Engage in public involvement as cuts are identified

NEW TRANSIT STRATEGIES

Summary Description of Progress

The New Transit Strategies section focuses on innovative transit modes for Seattle and the region—to provide Seattle citizens with other transit choices in addition to Sound Transit regional rail system and the existing bus service.

City staff are working to evaluate the opportunities for new intermediate capacity transit services as part of the Seattle Transit Initiative. Staff have also been working with the Elevated Transportation Company and monitoring the water-taxi service across Elliott Bay operated by King County Metro.

Status of Strategy Implementation

To *Support Expanding Monorail Service [NT1]*, City staff have worked with the Elevated Transportation Company (ETC), a Public Development Authority overseen by a 12-member board. The ETC is responsible for conducting the feasibility analysis, environmental and technical review, and detailed planning required for developing new monorail service, as well as to secure financing and managing construction. The ETC is a member of the Seattle Transit Initiative and part of the Intermediate Capacity Transit study project team (see below). The ETC has held regular meetings throughout 1999 .

The ETC issued and received responses to a Request for Interest (RFI) in 1999. While interest was expressed, it was also learned that private parties are not likely to make such a large investment without significant public sector support—both politically and monetarily. Subsequent to the RFI, the ETC planned to issue a Request for Partners (RFP), seeking to award a franchise to a firm able to invest in further study and possible construction of monorail routes. The ETC has not yet released the RFP, pending further investigation of issues related to franchising and funding.

Under the Seattle Transit Initiative, to *Develop Options and Funding for the Seattle Transit Initiative Higher Capacity Local Transit Services [NT2]*, staff from several departments and partner agencies are conducting the Intermediate Capacity Transit study (a.k.a. The “ICT study”). The goal of the ICT study is to identify opportunities for intermediate capacity transit service within the city, assess the technical and financial feasibility of service along certain corridors, and develop an implementation plan. City staff expect to complete the study in November 2000. For the purposes of this study, technologies that are considered intermediate capacity transit range from enhanced bus services to exclusive right-of-way, grade-separated systems.

While *Exploring Options for Water-based Transit Service [NT3]*, the Elliott Bay Water Taxi offers some West Seattle commuters an alternative to the West Seattle Bridge and its ever-increasing congestion, especially during the peak commute times. The Elliott Bay Water Taxi operated on a demonstration basis during the summers of 1997-1999. The purpose was to gather data for assessing the viability of the water taxi as a future transportation option. In late 1998, SEATRAN completed a docking study that concluded that the preferred location for a new dock to serve a water taxi would be Harbor Avenue SW at the Bronson Way street end. SEATRAN also identified funding in the CIP to pay for a portion of a permanent dock in West Seattle. King County Metro would contribute most of the remaining funds using federal sources.

Anticipated 2000 Key Accomplishments and Issues

Results of the Intermediate Capacity Transit study are expected in November 2000.

SOUND TRANSIT

Summary Description of Progress

An enormous amount of work has occurred in 1999 with City staff working with Sound Transit and the community to plan the regional transit system with light rail, commuter rail and regional express bus service. The City's Station Area Planning effort presents one of the first opportunities to implement neighborhood plans by capitalizing on the light rail investment. The City wants to ensure that light rail enhances the neighborhoods it serves and that transit ridership is maximized.

Status of Strategy Implementation

To Ensure Sound Transit Provides Best Possible High Capacity Transit Service [ST1], City staff have been working with Sound Transit and the community throughout 1999-2000. On November 18, 1999, the Sound Transit Board unanimously voted on a light rail line connecting the City of Sea-Tac to at least the University District. A key to this success has been a coalescence of support from regional neighborhood, business, environment, and labor leaders. City Council and Sound Transit held joint public forums on the light rail alignment in early November 1999 as a final step in a major public involvement effort to determine the best rail alignment. Earlier in 1999, City staff extensively reviewed and provided comments on the light rail EIS documents.

As part of the City's Station Area Planning effort, City staff have been working with Sound Transit to *Secure Effective Public Involvement [ST2]*. Since the 1996 vote, City Councilmembers and City staff as well as Sound Transit board members and staff have attended and discussed Link light rail and Station Area Planning at more than 2,300 meetings with neighborhood and community groups. Sound Transit maintains telephone information lines in ten languages, provides written information in ten languages, staffs a regional office in the Rainier Valley, and provides regular updates to more than 12,000 people.

To Use Station Area Planning to Maximize Ridership and Further Growth Management, Neighborhood Plan, Economic Development, and Revitalization Objectives [ST3], the Light Rail Station Area Planning team's goals encourage more people to ride transit, to improve the quality of life in Seattle, for those that live and work here now, and for the future. In 1999, City staff conducted extensive research into other rail systems' planning efforts. Staff also produced technical analysis and community based planning to develop transit-oriented development tools. Some of the highlights include:

- Adopted goals and strategies for station areas in November 1998 (Resolution 29867).
- Enacted an interim zoning overlay to preclude inappropriate auto-oriented development near light rail stations.
- Extended education and outreach efforts to real estate, development and finance professionals through a Transit-Oriented Development conference in June 1999.

- Established and supported nine community-based Station Area Advisory Committees and conducted regular community-wide forums for City and Sound Transit initiatives.
- Conducted five intensive Design and Development work sessions with a variety of architects, planners, and real estate professionals to identify essential partnerships, redevelopment opportunities and potential City implementation actions.
- Met regularly with Sound Transit staff on policy, programmatic, technical, and public involvement issues.
- Identified and staffed critical pilot projects where early action could meet Sound Transit and City TOD goals such as the King County Metro CSO project at Henderson station and the bus layover project in the University District.

To Maximize the Direct Economic Benefits of Sound Transit Construction [ST4], several activities have occurred in 1999 and will continue as Sound Transit light rail system starts construction. For example, because of extensive and continuous Mayoral and Council support, Sound Transit has established a \$50 million Transit-Oriented Community Development Fund for Southeast Seattle. The City is committed to using these funds to leverage investment to help existing businesses and residents, and to encourage small businesses, new jobs, new housing, and healthy neighborhoods. The City and Sound Transit will be working with the Southeast Seattle community in 2000 to develop a process and priorities to decide how funding decisions will be made.

The City will be responsible for permitting Sound Transit's construction work and as such is working to *Integrate Infrastructure Investments [ST5]*. The City's Light Rail Implementation team have been overseeing coordination between SEATRAN, SPO, City Light, SPU and DCLU with Sound Transit. While engineering and design of the system and stations continue, construction will not begin for one to two years in North Seattle and two years in Southeast Seattle. The City will soon negotiate the next interlocal agreement with Sound Transit pertaining to City utility relocations, coordination of construction activities, and continuation of City staff funding by Sound Transit for design and construction permits.

With its regional transit partners, the City is *Seeking Financing for Unfunded Components [ST6]* with the necessary appropriations and funding mechanisms from the State Legislature and the federal government to help Sound Transit extend light rail to Northgate and beyond.

In terms of *Promoting Effective and Fair Redeployment of Transit Service [ST7]*, Sound Transit has adopted a policy that states that re-deployed service hours should stay in the sub-area they came from. This issue may be covered in the upcoming Downtown Tunnel Agreement with the City, Sound Transit, and King County Metro. SEATRAN and SPO staff will continue to work with Sound Transit and King County Metro to define re-deployment options within Seattle, through the King County Six-Year Transit Development Plan update process.

As part of both the City's review of the Draft Light Rail Environmental Impact Statement and Station Area Planning effort, the City has worked with Sound Transit and the community to *Promote Bicycle Access to Sound Transit [ST8]*. The Sound Transit Board adopted a policy of Total Access for bicycles in 1998. Through 1999, City staff have been working with the Station Area Planning Committees and Sound Transit to discuss and identify bicycle facility connections to the light rail stations, on-site bicycle parking, and other innovative bike facilities such as a BikeStation. The bicycle parking issue is covered in the Bicycle section (page 18) in more depth.

Anticipated 2000 Key Accomplishments and Issues

- The Station Area Planning team will be submitting a resolution to City Council with attachments that provide a concept-level description of the vision for each light rail station area.
- SEATRAN and SPO staff will bring the Downtown Tunnel Transfer agreement and other associated agreements to City Council for action in Spring 2000.

TRANSPORTATION DEMAND MANAGEMENT

Summary Description of Progress

Transportation Demand Management (TDM) programs provide incentives to encourage the use of transportation alternatives and disincentives to discourage driving alone. The strategies in this TSP section continue and strengthen the City's existing TDM work. An essential effort in 1999 was using the Trip Reduction Initiative funding for two pilot projects in the Wallingford and Roosevelt neighborhoods. Note that several of the TDM Strategies are covered in the "Big Nine" section on pages 11-13.

Status of Strategy Implementation

Statistical reports to the State Legislative Transportation Committee document the success of the efforts of the Commute Trip Reduction law in reducing the use of single-occupant vehicles for commute trips. SEATRAN contracts with King County Metro to develop and maintain their innovative and successful TDM programs in partnership with major employers located in Seattle. Staff provided assistance directly to employers in meeting their Commute Trip Reduction goals, including helping them identify the appropriate TDM tools, whether it be *FlexPass [DM2]*, *Parking Cash-out [DM5]*, or *Telecommuting [DM9]*.

The City's ability to continue to implement the CTR law will depend on its capacity to fund this work. State funding to implement the CTR Law was provided by the Clean Air Account, which was eliminated by the passage of Initiative 695.

Status of Strategy Implementation

Through its contract with King County Metro for implementing the CTR law, the City has promoted the use of the *FlexPass [DM2]*, where appropriate, to major employers. Subscriptions to Flex Pass programs have increased where an economic advantage is shown

to the employer over current programs. Fifty-five Seattle employers provided Flexpasses to more than 35,000 workers in 1999, representing a 46 percent increase over 1998.

To *Support Vanpool and Carpool programs [DM3]*, the City was a partner with the State of Washington and King County jurisdictions in a successful application for a CMAQ grant that resulted in the addition of \$890,000 to enhance vanpool programs in the Puget Sound area. In 1999, the City added fifty-six spaces to its carpool parking program. Despite nearly doubling the parking rates for the year 2000, subscription is 100 percent in all areas, and there is a waiting list. Staff will continue to pursue new areas suitable for carpool parking. (Note: the City gives preference and lower rates to higher occupant carpools. Registered vanpools park free-of-charge in public carpool parking spaces.)

Traditionally, Commute Trip Reduction programs have applied to major employers as required under the state law, but staff have been exploring how to *Extend TDM Programs to Small Businesses [DM4]*. Through the Trip Reduction Initiative, City staff are working with the Wallingford Chamber of Commerce. In addition, City staff applied for and received a CMAQ grant to promote TDM to businesses around the Sound Transit Light Rail Station Areas. Individual small businesses often may not have the necessary resources to take on a major employee TDM program; cumulatively, the City can work with a neighborhood's businesses to help encourage employees to choose alternative transportation choices other than driving alone. One benefit for employers is the ability to free up parking for retail customers.

To *Support Efforts to Evaluate and Reform Transportation Pricing [DM13]*, the City has participated in several regional and state efforts. The City is supporting the efforts of the State Blue Ribbon Commission on Transportation. This strategy is covered in the Funding section.

In part to *Advocate for the Incorporation of TDM Efforts in Major Corridor Projects [DM14]*, City staff advocated and supported the Trans-Lake Washington Study Committee to include TDM and Transportation Systems Management recommendations. The 47-person Trans-Lake Study Committee, with representatives from local governments, state and regional agencies, as well as neighborhood, business and advocacy interests within the Trans-Lake corridor, met in 1998-99 to agree on a problem statement and developed and evaluated an array of Trans-Lake alternative solutions to be carried forward to a formal environmental impact study.

Traditionally the City has provided financial support to the Commuter Challenge Program, a non-profit public/private partnership between the Economic Development Council of Seattle & King County and many local jurisdictions in order to *Recognize Good TDM Programs [DM16]*. The Commuter Challenge recognizes and bestows awards to companies who meet or exceed their CTR goal with innovative programs.

The City is a member of the Puget Sound Regional Council's (PSRC) TDM Advisory Committee, which will assist in implementing the Regional TDM Action Plan, as described in *Participating in Regional TDM Programs [DM17]*. The PSRC also plans to use the

Advisory Committee to help develop the TDM element of the Metropolitan Transportation Plan Update.

Anticipated 2000 Key Accomplishments and Issues

- Staff will continue to explore opportunities to expand the public carpool-parking program.
- The State Blue Ribbon Commission on Transportation is expected to deliver findings by the end of 2000.
- Initiative 695 eliminated SEATRAN's General Fund contribution to the Commuter Challenge for 2000.

ADDITIONAL STRATEGIES

Status of Strategy Implementation

In 1999, SEATRAN had significant success in *Incorporating Pedestrian, Bicycle, and Transit Improvements into Capital Improvement and Major Maintenance Projects [A1]*. In general, projects are already carefully reviewed for opportunities to enhance these modes since these improvements are the type most frequently identified in neighborhood plans.

The City also *Worked to Focus the Ferry System on Moving People Rather than Cars [A2]* by participating in the Washington State Ferry (WSF) system's public process for updating the *Ferry System Plan* during 1998 and 1999. WSF presented for public comment an array of alternatives for future growth of the State's ferry system. These alternatives varied in the degree to which future ferry travel demand would be accommodated by expansion of auto ferry service versus passenger ferry service (or increased usage of auto ferries by walk-on passengers).

The City of Seattle lobbied for an alternative that would have minimized expansion of auto ferries and greatly increased passenger-only service. In June 1999, the State Transportation Commission adopted an alternative from the middle of the range that included some growth in both auto and passenger ferry service. Initiative 695, however, eliminated funding for this alternative. WSF may have to cut existing services, including passenger-only ferries, to meet revenue shortfalls. Recently there has been renewed discussion about privatizing passenger ferry service.

In 1998 King County Metro began serving the passenger ferry terminal with a peak-period shuttle from the Colman Dock to the Bell Street Pier (Route 98). This route was suspended in February 2000. The Waterfront South master planning process for the south downtown waterfront was to consider improving ferry-transit connections. Partners in this plan were Washington State Ferries, the Port of Seattle, the City of Seattle, and King County Metro.

Initiative 695 has had a negative effect on implementation of this strategy. There is a proposal to eliminate Route 98, unless funding is restored by the legislature, and the Waterfront South planning process and all other ferry system capital projects have been cancelled.

SEATRAN has stressed efforts to *Optimize the People-moving Capacity of Existing Streets [A3]*. The Traffic Division completed preparation of a five-year plan for signal synchronization and optimization and began implementing that plan, evaluating and adjusting 150 traffic signal locations.

SEATRAN installed six new traffic signals, though the principal purpose of some of these was to improve pedestrian safety rather than to optimize traffic flow. SEATRAN also completed two signal interconnect projects (along First Avenue South and Yesler Way), and began construction on two more (along Delridge Way S and Broadway). Still others are currently in design. (Note: A signal interconnect project is one where traffic signals along a corridor are timed and synchronized, thereby optimizing traffic flow.)

SEATRAN also completed its Intelligent Transportation Systems (ITS) plan and is now using that as a basis for outside grant applications. As a result, a multi-year \$1.8 million grant for ITS improvements in the Duwamish area has been awarded, and SEATRAN has earmarked local match funds for part of this grant. In addition, SEATRAN's Enhanced Traffic Management Center received \$1.5 million for improved system integration and upgrades.

Little progress was made to *Use Traffic and Parking Enforcement and Education Programs to Improve Safety and Mobility [A4]*. Although SEATRAN did continue its efforts to collect and analyze traffic safety data, the other elements of this strategy require additional funding.

SEATRAN made little progress to *Expand Availability of Taxi Stands and Taxi Queuing Areas [A5]*. Curb use changes are ordinarily made at the request (or with the concurrence) of the abutting property owner. In an effort to overcome opposition to the loss of curb space for other uses, SEATRAN mapped the locations of government buildings downtown and considered them as potential locations for additional taxi stands and queuing areas. Unfortunately, these locations did not correspond to the areas of demand.

PROTECTING AND ENHANCING NEIGHBORHOODS

Summary Description of Progress

Although 1999 was a transition year from completing neighborhood plans to implementation, SEATRAN was able to implement more than \$8 million in neighborhood plan improvements. The Beacon Median project as well as the Harbor Avenue bridges and street reconstruction contributed greatly to that amount. Aside from the CIP program, SEATRAN spent one million dollars on smaller projects such as installation of signals, curb bulbs, traffic circles, and crosswalk remarking requested in neighborhood plans. In 2000, there will be less funding spent overall as the budget for the CIP and annual programs has been reduced.

Status of Strategy Implementation

The City's Traffic Calming Program (*Neighborhood Traffic Control Program [N1]*) continues to receive national recognition, as an average of five jurisdictions a month call to obtain information on the program, and a media story is written once a month on average. In 1999, 45 traffic circles were built with Program funds, and another 14 were built through a neighborhood priority process using Neighborhood Street Funds. There were 27 speed watch programs completed, and four mid-block speed control devices were constructed. Additional local and State funding allowed SEATRAN to construct twice the number of traffic control devices as are normally programmed.

Improving Streetscapes on Central Streets Through Urban Villages [N2] calls attention to the fact that neighborhood business districts must be pleasant and attractive places to walk, bicycle, ride the bus, and just linger. Staff efforts on many other TSP strategies highlight how the City has implemented transportation and streetscape improvements that enhance safety and convenience for transit riders, bicyclists, and pedestrians. One example is the "Ave" project along University Way in the U-District that installed pedestrian and transit improvements.

In 1998-99, the Office of Economic Development (OED) implemented a number of initiatives and measures to promote the creation and maintenance of healthy and vibrant Seattle-area neighborhood business districts as part of a strategy to *Support Development of Full Service Neighborhood Business Districts [N3]*. Economically healthy neighborhood business districts represent communities where residents can live, purchase basic goods and services, entertainment, and work. OED has worked to accomplish this in the following manner:

- Develop and implement a series of five workshops (tourism, parking management, financial and business assistance, public safety, special events) targeting Neighborhood Business District organizations.
- Support and establish Parking and Business Improvement Areas as a mechanism to support healthy business districts, including a Downtown BIA.
- Partner with neighborhood chambers of commerce and merchant associations to address and identify solutions to business district issues.
- Fund community-based development organizations to undertake the development of housing and commercial development projects.

To *Encourage Transit and Pedestrian-oriented Development [N4]*, City staff are working on several efforts as part of the Light Rail Station Area Planning and neighborhood plan implementation to promote transit-friendly designs for buildings and streets. A general description of Station Area Planning appears in the Sound Transit section. City staff are working with Sound Transit, King County Metro, and the community on some specific

transit, bike, and pedestrian efforts to ensure safe and convenient connections to Seattle's light rail stations.

In a partnership among Continental Bank, Fannie Mae, King County Metro and the City, Seattle homebuyers now have access to a *Location Efficient Mortgage [N5]*, an innovative product through Continental Savings Bank's Hometown Lending Center Program. The LEM offers homebuyers who live in compact mixed-use communities with good transit service, an opportunity to take advantage of their lower household transportation costs (because they are able to reduce their ownership and use of cars). Using this program, a homebuyer who purchases property in Seattle and is employed within the Seattle city limits may qualify for a higher loan amount than with a traditional mortgage. In partnership with the region's transit agencies, the LEM program includes the option of purchasing a discount transit pass for up to two years.

As neighborhood planning progressed and the Policy Docket was developed, Green Street and Key Pedestrian Streets were merged as policy issues. The City's work on *Expanding Use of Street Rights-of-Way for Public Open Space [N6]* is described in the Key Pedestrian Streets Strategy on page 8.

Anticipated 2000 Key Accomplishments and Issues

- SEATRAN's Traffic Calming program will install 14 traffic circles in 2000, although that represents only half the originally-planned amount because of Initiative 695 impacts.
- The Station Area Planning team will be submitting a resolution to City Council with attachments that provide a concept-level description of the vision for each light rail station area.
- Sub-area Transportation Planning: With several requests in neighborhood plans for transportation corridor studies, SPO and SEATRAN staff are exploring how the City can take on these activities, including trying to identify the necessary resources.

PROTECTING OUR ENVIRONMENT

Summary Description of Progress

The TSP Environment Chapter focuses on environmental impacts caused by traffic, i.e., noise, air pollution, increased use of fossil fuels and pollution from pavement runoff. The TSP's emphasis for addressing these environmental impacts is mainly to reduce SOV vehicle miles traveled by enhancing and promoting viable transportation choices such as transit, bicycle, walking and other improvements.

Status of Strategy Implementation

The TSP did not extensively address internal City activities that relate to transportation and environment. However, since the TSP was adopted, the City has implemented an Environmental Management Program (EMP) to address the environmental aspects of the

City's internal operations. The EMP has launched several new initiatives designed to improve the City's environmental performance, several of which support the TSP:

- The Fleet Management policy will move the city fleet of vehicles to alternative fueled vehicles, improved fuel efficiency and reduced vehicle miles traveled (per employee) ESD's Fleet Division staff have been working to *Encourage the Development and Use of Cleaner-fueled Vehicles [ENV2]*. The City of Seattle owns and operates more than three thousand vehicles that log more than 15 million miles a year. In 1997, these vehicles used approximately 1.5 million gallons of gas and about 700,000 gallons of diesel fuel. Staff are working to improve the use of CNG (compressed natural gas) by the City's fleet.
- Enhancing the urban forest is an EMP priority which helps soften noise pollution and helps absorb air pollutants. Between City and neighborhood efforts, about 5000 street trees were planted in 1999.

Because greater fuel efficiency and the use of cleaner-burning fuels are essential to reducing the air quality impacts of motor vehicle use, it is important to *Advocate for Fuel Efficient Vehicles [ENV1]* at the federal level. There was no movement on this issue in 1999 in Congress, however.

Because noise caused by vehicular traffic can have serious impacts on neighborhoods, SEATRAN staff have been working where they can to *Reduce Noise Impacts of Freeway and Arterial Traffic [ENV3]*. In 1999, the City successfully lobbied the State Legislature to fund noise walls along I-5 through Eastlake as part of Referendum 49 funds (which were eliminated with Initiative 695). Noise is also an issue in the Trans-Lake Washington project, but as with most projects, the noise mitigation could be examined during the EIS phase.

Several other strategies relating to Protecting our Environment and transportation were developed in 1999 and highlights are provided here.

- The City adopted a new Pesticide Reduction Strategy as part of its Landscape and Grounds Maintenance Guidelines for Environmental Stewardship. The policy eliminates the most toxic pesticides used in maintenance of the transportation system's landscaping and street trees and will significantly reduce pesticide use overall.
- In 1999, the City launched the Urban Sustainability Initiative to further shape the City's role in implementing and refining the concepts of sustainability outlined in the Comprehensive Plan. The Initiative is a collaborative effort between the Mayor's Office, the Strategic Planning Office and Councilmember Richard Conlin's office. It focuses on over-arching City policy and planning efforts, employee education, and community pilot projects. The goals for the Seattle Urban Sustainability Initiative are:
 - To promote the understanding and practice of sustainability throughout Seattle.
 - To enhance and carry out the sustainability mandate of the City's 20-Year Comprehensive Plan.

- To ensure that City government policies and services reflect the principles and goals of sustainability as defined in the City's Comprehensive Plan Vision.
- To promote and inspire an organizational culture that anticipates problems and creates long-range solutions.
- To foster partnerships and collaborations with the broader community.

MOVING FREIGHT AND GOODS

Summary Description of Progress

Most of the Moving Freight and Goods strategies were identified as requiring new funding to accomplish, and revenues to support that have not yet been found. In addition, several of the key efforts that have occurred cut across multiple strategies. Therefore, this portion of the report does not reference each individual strategy, but rather describes overall accomplishments in improving the movement of freight and goods.

Despite the lack of funding, the City has made significant progress in a number of areas by focusing on gains of a less expensive nature.

Status of Strategy Implementation

SEATRAN now has a designated Freight Mobility Coordinator to provide a focus on freight mobility issues and provide a single point of contact for the industrial and shipping community. This position has enabled SEATRAN to become aware of freight related issues through coordination with neighborhood planning efforts and through ongoing liaison with constituent groups.

SEATRAN recently completed two major efforts. One contract identified strategies in support of freight access in and through the City. The other focused on identifying and analyzing access and mobility problems on corridors in the North Duwamish area and evaluating a wide range of specific solutions for reducing congestion and modal conflicts.

To obtain state and federal funds for major freight mobility projects, the City has joined a coalition of the municipalities, counties, ports and railroads to promote grade separation and port access projects along the Burlington Northern Santa Fe (BNSF) and Union Pacific (UP) rail corridor between Everett and Tacoma. This effort is known as the Freight Action Strategy (FAST) Corridor. The steering committee for the group, often referred to as the FAST Cast, has developed a funding partnership agreement, prioritized projects along the corridor, and coordinated the submittal of grant applications. Being a member of this coalition has enabled each project proponent to submit stronger applications and score better than if the individual municipality were to apply alone.

FAST Corridor projects within the city include the South Spokane Street Viaduct project, an East Marginal Way Ramp project, and the SR 519 Intermodal Access project. Funding for these projects was eliminated as a result of I-695, and the State Legislature is looking for alternative funding to allow one or more of them to proceed. The SR 519 project is the only one of these three projects on the priority list for funding in the current legislative session.

Funding is still uncertain until the legislature completes its special session, which may extend to late March or early April 2000.

PARKING

Summary Description of Progress

Major work efforts this in 1999 have and will continue to respond to parking-related neighborhood plan recommendations through SPO's Comprehensive Neighborhood Parking study, DCLU's Land Use Code development, and SEATRAN's work to optimize and prioritize the use of on-street parking. City staff meet regularly as part of a Parking Interdepartmental Team to coordinate and collectively respond when necessary to particular parking issues.

Status of Strategy Implementation

In order to *Review and Revise Parking Requirements [PI]*, the Strategic Planning Office has been conducting a comprehensive neighborhood parking study, with DCLU, SEATRAN, DON, and other departments, to develop transit-oriented parking management strategies. The parking study also is playing an essential role in the City's work on the Light Rail Station Area Planning and neighborhood plan implementation. SPO has been working through six tasks, which include collecting parking supply and utilization data in 26 Seattle neighborhood business districts.

Based on parking data, City staff will likely propose changes to the City's parking requirements for new development, which also may help simplify the Land Use Code parking provisions. City staff are also developing programs to promote shared parking as well as pilot programs for marketing and other neighborhood parking management strategies. In addition, DCLU is looking at how to make more efficient use of existing off-street parking resources within the City's shared parking and other development rules.

DCLU staff are proposing to implement several recommendations from the Pike-Pine Neighborhood Plan as a first step to exploring these strategies city-wide (for areas that demonstrate the appropriate characteristics). The proposals include:

- A reduced parking requirement for multifamily structures, in the amount of one (1) space per unit.
- A reduced parking requirement for low-income residential units.
- Allowing off-site parking for residential uses (when the off-site parking location is permanently tied to the land by covenant agreement).
- Allowing an increase in the distance between uses that share parking, under certain circumstances.

As part of the Station Area Planning effort and neighborhood plan implementation, City staff continue to *Provide Parking Management Assistance to Neighborhoods [P2]*. Specific efforts are highlighted above within the comprehensive parking study and the DCLU work.

As part of the Neighborhood Planning Policy Docket, City staff have proposed an equitable, responsive, and fiscally responsible framework to consider parking facilities in an effort to *Support Transition to Centralized Parking [P3]*. City staff have worked with some neighborhood business districts to evaluate particular facility proposals often as part of a more holistic parking management plan. The policy question of whether the City should subsidize these facilities will be resolved through City Council action in 2000. The TSP strategy did make clear that the City did not intend to fund the construction of these centralized parking garages, and funding to invest in new capital facilities is limited with Initiative 695.

DCLU's work to implement neighborhood plan requests through both rezoning and working with neighborhoods to prepare neighborhood specific design guidance helps respond to *Making Parking More Pedestrian-friendly [P4]*. The City has standards in the Land Use Code and design guidelines, applied through the Design Review Program, that address the location, access and design of off-street parking. Changing more auto-oriented commercial zoning to more pedestrian related zoning or applying design guidelines are two methods used to make parking more pedestrian-friendly.

To Establish and Enforce Curb Space Priorities in Commercial and Residential Zones [P6], SEATRAN affirmed the policies for curb space priorities established in reference to Council Resolution 24957. Except when in use as peak period travel lanes, general priorities for curb space in commercial zones are bus zones, loading zones and short-term parking. In residential areas, the first two priorities are the same (bus zones and loading zones) but the third priority is long-term residential parking rather than short-term parking. As resources permit, SEATRAN staff work with abutting property owners and/or tenants to determine the most efficient use of curb space, particularly in commercial areas where there is a need for maximizing on-street parking for short-term retail customers.

In addition, the parking fines for illegally parking in a Husky Stadium-related Restricted Parking Zone were raised to \$71 at the end of 1999. Since the cost of stadium event parking closely mirrored the ticket cost, the fine was increased to effect compliance with the law. Fines were also increased city-wide. At the request of the Executive and Council, the Municipal Court permanently increased all parking-related fines by \$5 effective in early 1999 to discourage parking violations.

While resources are limited, several steps have been taken to *Develop Technology-based Off-street Parking Systems [P7]*. The Seattle Center is currently working with the Washington State Department of Transportation (WSDOT) to implement the Smart Trek program. This includes the installation of two informational signs (automatic monitoring technology and roadside variable message signs) in the Seattle Center vicinity to provide visitors real time parking and routing information.

The real-time parking availability information can be checked from Seattle Center's web site at: www.seattlecenter.com/test/transportation/.

The technology is being designed to help Seattle Center visitors make more informed travel choices, and ultimately help reduce traffic congestion and neighborhood disruption. The City is involved in real-time technology as part of the Intelligent Transportation Systems Plan (described more fully on page 29 in the Additional Strategies section.)

Establishing a Parking Management Strategies Roundtable [P8] would help the City strengthen its parking management policies by exploring options and make recommendations for constraining parking supply while supporting business and neighborhood goals. Much of this work is happening through the City's Comprehensive Neighborhood Parking study and through the City's Station Area Planning effort. City staff are helping businesses and community interests identify their parking problems and potential strategies.

Anticipated 2000 Key Accomplishments and Issues

- City Council will take action on the Neighborhood Planning Policy Docket Parking Facilities in mid-2000.
- SPO, SEATRAN, OED and other City staff will be working with Sound Transit and the Capitol Hill Transit Committee to develop short-term construction mitigation and long-term parking management plan, as part of Sound Transit's Memo of Agreement with the Capitol Hill neighborhood stakeholders.
- DCLU will prepare recommendations designed to allow more efficient use of existing off-street parking resources and flexibility for new development to meet its requirements. These will go to the City Council as part of Neighborhood and Station Area Plan implementation. Legislation for the Pike/Pine Neighborhood and each of the station areas are examples. DCLU and SPO staff are preparing proposals for Land Use Code amendments for a Light Rail Station Overlay, which contains different parking requirement framework, among other items.

FUNDING

Summary Description of Progress

The City continues to seek significant, stable revenue sources that can replace the loss of the street utility fee and that can adequately address the cost of maintaining and improving its transportation system. Some gains have been made. The region's strong economic health has allowed significant increases in General Fund allocations to transportation. At the same time, passage of Initiative 695 has created significant funding uncertainty for the City in general, and for transportation services and programs in particular.

Status of Strategy Implementation

The City did *Increase General Fund Support [F1]* for transportation activities. General Fund allocations have climbed steadily from 1995 (\$10 million) to 2000 (\$35 million). Although a significant portion of this (\$12 million) was to offset the loss of the Street Utility Fund revenues in 1996, this nevertheless represents a substantial net gain in local dollars allocated to transportation.

The State's Blue Ribbon Commission on Transportation is actively considering options to *Increase State Gas Tax Revenues [F2]*. The Commission's report on transportation funding is expected by the end of 2000, with highlights described below.

The City has not received a response from King County in its efforts to *Pursue County Implementation of a Local Option Gas Tax [F3]*, and there does not appear at this time to be sufficient support to *Develop and Analyze a Commuter Parking Tax [F4]*.

Although the City has *Considered Property Tax Revenues [F5]* as a source for transportation funds, no decision to move forward with this was made in 1999.

The City has had some success in *Increasing Use of Localized Revenue Sources for Localized Improvements [F6]*. A two-year allocation of over \$1 million from the Cumulative Reserve Fund allocation for implementing neighborhood plans was made available for transportation improvements, as was \$276,500 in an Early Implementation Fund. SEATRAN hired a full-time Local Improvement District staffmember, who began exploring ways to make further use of LIDs as a funding source. This effort has now established one LID in the Alki Mitigation Landslide Project and is exploring the potential of using LIDs as an outgrowth of the SEA-Street pilot project (an effort using an alternative design to minimize the amount of impermeable surface in a street right-of-way). Also, the Neighborhood Matching Fund allocation was increased in 1999 by \$750,000. Increases in transportation improvements were minor, but the increased amount does provide more opportunities for neighborhoods to implement desired improvements.

Although the City does *Support Efforts to Evaluate and Develop Transportation Pricing Strategies [F7]*, efforts at the local and state levels to pursue this strategy have borne little fruit to date. The City is supporting the efforts of the State Blue Ribbon Commission, whose purpose is to conduct a comprehensive analysis of statewide transportation needs and priorities and make recommendations for identifying, funding, and delivering key transportation services and projects. Several of the Commission's key findings address market mechanisms and user fees to potentially redress the lack of balance between infrastructure costs and current financing mechanisms. In 2000, staff will continue to work with the Commission to identify and support reforming transportation pricing.

Anticipated 2000 Key Accomplishments and Issues

The State Blue Ribbon Commission on Transportation is expected to release its report on transportation funding by the end of 2000. This is expected to set the stage for, and help guide the development of, transportation funding reform.