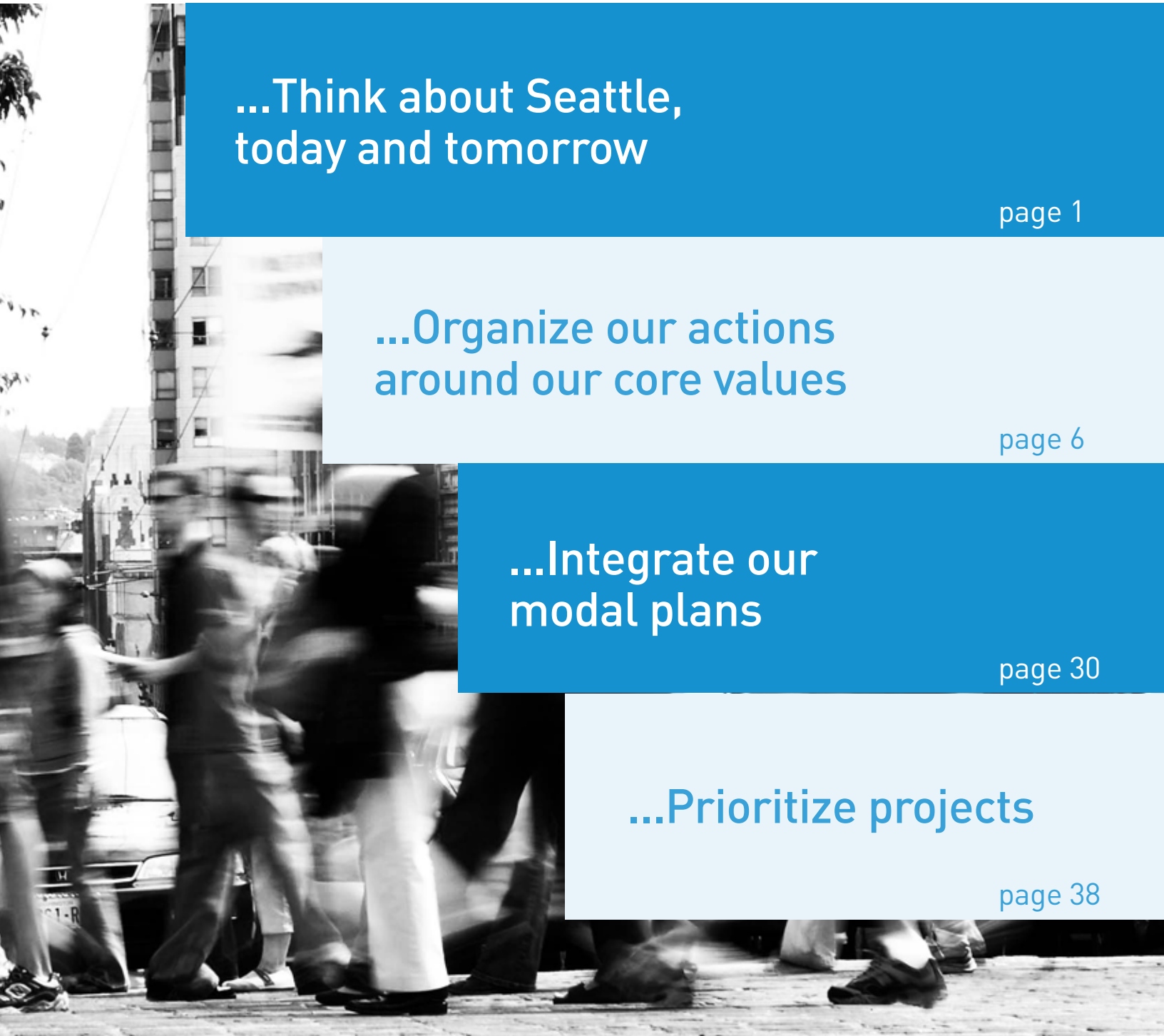
Seattle Department
of Transportation
Spring 2015

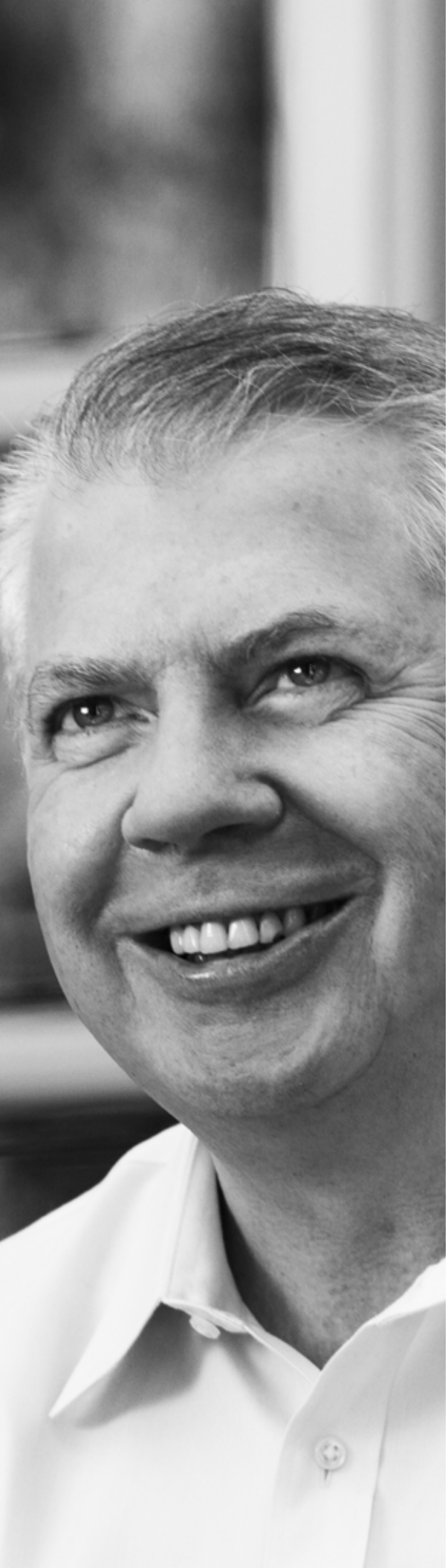
MOVE SEATTLE

Mayor Edward B. Murray's

10-Year Strategic Vision for Transportation

Moving Seattle forward will require us all to...





Office of the Mayor

Dear friends,

My vision for Seattle is one where people can safely and comfortably get around; where people can choose from a variety of reliable, affordable, easy-to-use travel options; where the way we design our streets and sidewalks contributes to our quality of life and economic vibrancy; and where we harness innovation to expand choices and improve the environment.

In many ways, we are close to achieving this vision. More people are walking, biking, and using transit than ever before. Our light rail and streetcar networks are expanding. New tools like Pronto Cycle Share and a variety of car share and ride share options are making it easier to get around without having to own a car.

At the same time, we recognize that many people today rely on a personal vehicle as their best or only travel option. We need to make travel for all more efficient and predictable and we can do this by offering everyone more high-quality choices. Fewer cars on the road mean that when you do have to drive, you'll be up against less traffic. It also means that freight deliveries and transit will make it to their destinations on time.

And while we are making strides, we must also face the reality that we are the fastest-growing major city in the country. Our ability to keep pace with this growth is being put to the test as many of our streets, sidewalks, and bridges are in need of repair. With greater demand on a street system that isn't expanding, we need to figure out how to move more people and goods in a set amount of space. This is no small task.

My Move Seattle strategy describes a holistic transportation approach, linked to land use, that integrates our bicycle, pedestrian, transit, and freight plans. It overlays these plans and highlights streets where we should focus investments to improve safety and mobility for all travelers. It includes a 10-year project list and maintenance and operations priorities, complete with cost projections. You will also find a series of strategic goals and a set of performance metrics to be tracked annually, so we can measure success and so you can hold us accountable.

At the end of the day, the way in which people and goods move about Seattle serves as a key indicator of our quality of life. Move Seattle sets forth my strategy for a safe, affordable, interconnected, vibrant, and innovative transportation system that will contribute to an even greater Seattle.

Sincerely,

Mayor Edward Murray

Department of Transportation

Dear fellow Seattleites,

Seattle is growing by leaps and bounds, and our transportation landscape is quickly changing. With over 120,000 new residents and 100,000 new jobs anticipated over the next 20 years, we have our work cut out for us.

Travel trends are changing as a younger millenial generation and their older baby boom counterparts increasingly desire walkable neighborhoods. The way in which our economy operates, how we do day-to-day business, and how we get around are all evolving.

With this in mind, we're embarking on a holistic approach to street design of major corridors throughout Seattle, and are in the midst of major projects that are transforming the face of our city and region. As we plan for the city we will be, we're also keeping a close eye on the city we are. Filling potholes, paving streets, retiming signals, repairing sidewalks — this is the underlying work we do every day to make sure our streets are in safe and working order.

Move Seattle sets out a 10-year plan for a transportation system that can meet present demands while also looking ahead to future needs and goals as we continue to grow. In doing so, we can have a safe, affordable, connected system that works for people, regardless of whether they're walking, biking, driving, or using transit. We look forward to working with you all to move Seattle forward.

Sincerely,

Scott Kubly
Director, Seattle Department of Transportation (SDOT)

SDOT Vision: a vibrant Seattle with connected people, places and products

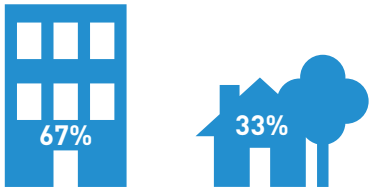
SDOT Mission: to deliver a high-quality transportation system for Seattle

Seattle today is facing the challenges that come with being one of the fastest-growing major cities in the country.

1. Seattle is growing.

Over the last 20 years, Seattle gained 100,000 new residents and approximately 50,000 jobs. The next 10 years are projected to bring 60,000 residents and another 50,000 jobs. This is great news for our economy and a test for our transportation and land use planning. As Seattle's Comprehensive Plan directs, these jobs and residents will continue to be located in compact, walkable neighborhoods that are easy to serve with transit.

2000-2010 SEATTLE POPULATION INCREASE



2. We are investing in transportation solutions to support growth, but the need continues to increase.

With the completion of major regional transit initiatives currently underway, Seattle's urban villages and centers will be connected by reliable, frequent buses and trains. Progress is being made, but that future is still 10 years away.

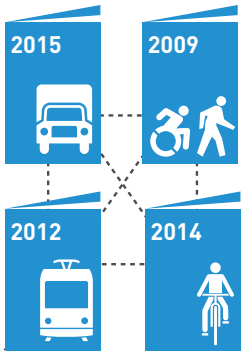
3. We face a funding gap.

The Bridging the Gap transportation levy, which was approved by Seattle voters in 2006 and funds nearly 25% of SDOT's work, is expiring in 2015. The city needs to renew the levy to continue basic programs and to expand the transportation system to meet tomorrow's needs.

- **2009**: Central Link light rail opens
- **2014**: Seattle voters approve increase in Metro bus service
- **2015**: First Hill streetcar line begins service
- **2016**: Light rail extends to University of Washington through Capitol Hill
- **2020**: Streetcar system connected through downtown Seattle
- **2021**: Light rail extends to University District, Roosevelt and Northgate
- **2023**: Light rail extends to Lynnwood, Shoreline and east to Bellevue and Redmond
- **2025**: Light rail connects Ballard and West Seattle (Sound Transit Long-Range Plan)

4. Our long-range planning for different travel modes needs to be integrated.

In 2015, with the completion of the Freight Master Plan, Seattle will have produced all of its long-range modal master plans. These 20-year plans (for freight, pedestrians, transit and bicycles) are now brought together into an integrated, nearer-term strategy: Move Seattle. By doing this, we can define neighborhood transportation projects that address several needs and thereby multiply the benefits of every dollar invested.



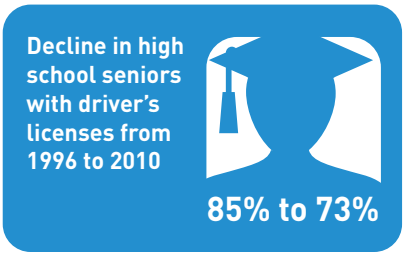
At the same time, global trends are reshaping our transportation needs and the tools available to meet them.

5. We're in the middle of a technology boom that is reshaping transportation.

After a half century of little technological change, innovation is providing an explosion in new transportation options. The list of new technologies impacting transportation expands every day. More than any other innovation, the smart phone is changing transportation. People can use it to find the most convenient bus route, understand when the next bus is coming, and read the news or a book on the way to their destination.

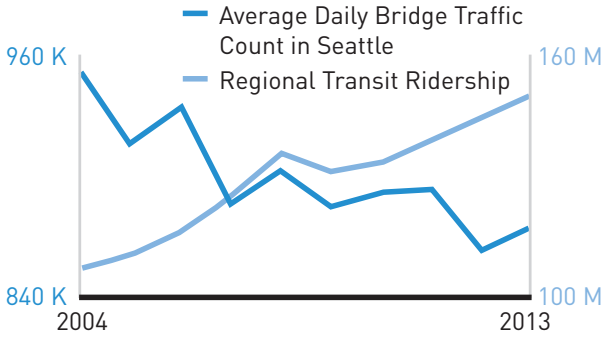
6. Everyone wants new transportation options.

Whether you are a millennial or a baby boomer, people want to live where they can easily walk and use transit. For young people in particular, the trend towards new travel behavior is strong. Recent studies show that people under 34 are not buying cars or getting driver's licenses at the rates of previous generations.



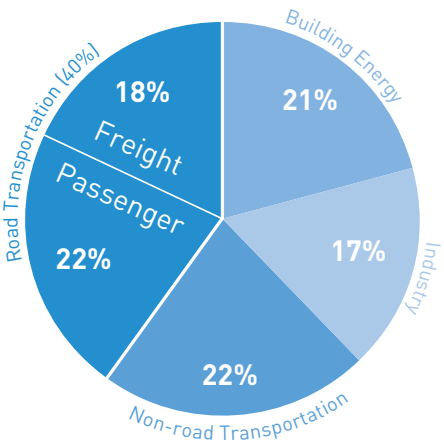
7. Across the board, everyone is driving less.

Even after adjusting for changes in the economy, the trend is clear: Americans are driving fewer miles every year. That trend is true in Washington State, where the long-term forecast is for total miles traveled by vehicles to decline 18% by 2025 from its peak in 2000. At the same time, transit ridership is at record highs and growing. Fewer cars on the road mean that when you do have to drive, you'll be up against less traffic.



8. Transportation is a driver of climate change.

Seattle has been a world leader in climate action for many years — and we aren't about to stop. Road transportation is Seattle's largest source of greenhouse gas emissions, comprising approximately 40% of 2008 community emissions. Decisive action to meet our goal of 75% of commuters getting to work without their personal cars by 2035 is needed to keep us on track to reach net zero greenhouse gas emissions by 2050.



We are ready to meet these challenges head on as we progress towards the Seattle of tomorrow.

Move Seattle lays out the work we will do and how we will do it as we move toward the future.

1. We will organize our daily work around our core values.

A safe, interconnected, vibrant, affordable, and innovative city are the pillars of Mayor Murray's vision for Seattle. These values support our vision for transportation in our city.

2. We will integrate our modal plans to deliver transformational projects.

The four modal master plans (for freight, transit, walking and bicycling) are complete or nearly complete. This document integrates them into a nearer-term strategy for improving our streets and sidewalks for all modes, including those not addressed in a stand-alone master plan like personal vehicles.

3. We will prioritize our projects and work to identify funding.

With the expiration of Bridging the Gap in 2015, a core source of funding for transportation maintenance and improvement in Seattle will need to be replaced. At the same time, we have a clear picture of the highest priority projects that require replacement funding to be built.

Organizing our daily work around our core values.

These are our five core values.

A Safe City

We will not accept traffic deaths as an inevitable part of traveling together in a safe city. Our goal is to eliminate serious and fatal crashes in Seattle. Safety also means being prepared for a natural disaster by seismically reinforcing our bridges to withstand earthquakes.

An Interconnected City

More travel options don't always equate to an easy-to-use, interconnected system. Our goal is to provide an easy-to-use, reliable transportation system that gives you the options you want when you need them.

A Vibrant City

A vibrant city is one where the streets and sidewalks hum with economic and social activity, where people meet and shop and enjoy the beautiful city we live in side by side with goods delivery and freight shipping. Our goal is to use Seattle's streets and sidewalks to improve the city's health, prosperity and happiness.

An Affordable City

Our goal is to give all people high-quality and low-cost transportation options that allow them to spend their money on things other than transportation. The transportation system in an affordable city improves the lives of all travelers: those with the latest model smart phones in their pockets and those without.

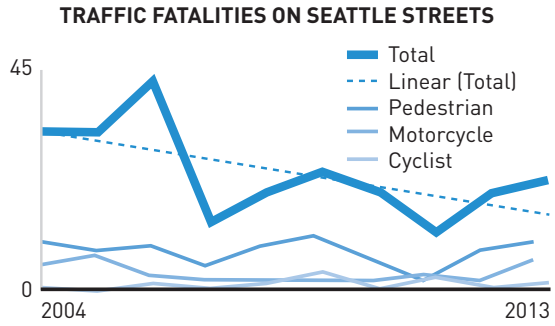
An Innovative City

Demographic changes and technological innovation are radically reshaping transportation. Our goal is to understand and plan for the changes of tomorrow, while delivering great service today. This includes newer, more nimble approaches to delivering projects and programs to our customers.

We will not accept traffic deaths as an inevitable part of traveling together in a safe city.

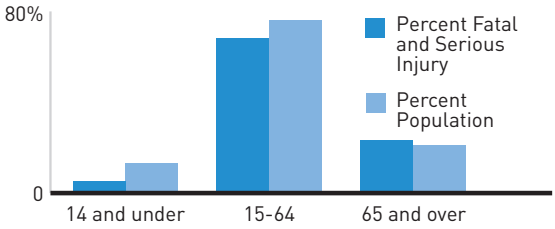
1. Seattle has some of the safest streets in the nation, but there is still work to do.

Collision rates are declining, even as our population grows, and Seattle is consistently recognized as one of the safest cities in the county for people walking and biking. Still, in 2013 there were 23 fatalities on Seattle streets and 177 collisions involving serious injuries or fatalities. This is unacceptable. We can do better.



2. Some groups are more at risk on our streets.

The numbers of children under 5 and people over age 55 are growing faster than any other population group in Seattle. This older group has the same people who are most likely to be impacted by serious and fatal traffic collisions on our streets.

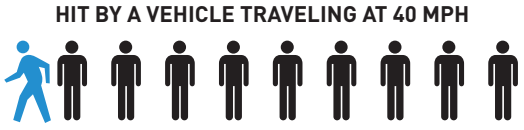


3. Speed is fatal.

For every 10 miles an hour a car is traveling, the likelihood of a struck pedestrian dying increases exponentially. The most powerful thing we can do to make Seattle's streets safer is to slow speeding vehicles.

9 out of 10 pedestrians survive

5 out of 10 pedestrians survive



Only 1 out of 10 pedestrians survives

4. Good design decreases dangerous speeds.

We are changing the layout of streets around the city to improve safety for all. These changes are working. After changes were made to NE 75th Street to separate bicyclists and slow speeding cars, collisions are down 50% and 85% of people driving on the street have slowed their speeds 4 miles an hour to stay within the posted speed limit of 30 miles per hour. Those collisions that did happen were less likely to result in serious injury or death.

5. We can't design around bad behavior.

Even the most well designed street can't stop someone from willfully making dangerous choices, like the choice to drink and drive. In 2009-2013, 29% of all fatal collisions in Seattle involved impairment. This is why increased enforcement and a strong public education component are also critical to ensuring safer streets for everyone.

(NE 75th Street after)

Our goal is to eliminate serious and fatal crashes in Seattle.

Investing approximately **$835 million** over the next 10 years will help us eliminate serious and fatal crashes and reduce the risk of people being injured through failing infrastructure in Seattle.

Our 10-year outcomes for safety investment include:

- Repair, replace, and operate bridges to support safe travel and seismic resiliency
- Repair sidewalks and support healthy tree growth in areas of high pedestrian demand to enhance safety and support walkable neighborhoods
- Repair damaged residential sidewalks through innovative cost-sharing solutions to support walkable neighborhoods
- Evaluate and address safety concerns and crash locations quickly and effectively
- Implement safety programs along corridors with high levels of crashes
- Improve safety in school zones
- Improve pavement markings, replace aging signs and add lighting to enhance visibility and increase safety
- Build the core citywide grid of protected bike lanes and neighborhood greenways
- Provide education programs to help pedestrians, bicyclists and motorists travel safely and efficiently
- Repair damaged or closed public stairways to connect neighborhoods and improve accessibility
- Identify and fix failing retaining walls and minimize landslides to protect public infrastructure and private property

(NE 125th Street before)

(NE 125th Street after)

After changes were made to NE 125th Street to separate bicyclists and slow speeding cars, the collision rate for everybody went down 10% and the rate of collisions with injuries went down 17%.

Delivering the following **near-term actions** in the next 3 years will help us meet our goal.

Roll out a coordinated Vision Zero program:

- Implement 20 mph speed zones in residential areas on a neighborhood-by-neighborhood basis, starting with areas with the highest crash rates
- Carry out 5 corridor safety projects, including on Rainier Ave S, 35th Ave SW, Lake City Way, and SW Roxbury St
- Reduce arterial speed limits to 30 mph or lower to improve safety
- Create a traffic safety education kit for community groups and schools to promote road safety and Vision Zero
- Partner with Seattle Police Department to conduct routine enforcement in areas with high crash rates
- Partner with SPD to install at least 12 new school zone cameras
- Improve school walking routes at up to 12 locations and upgrade school zone signage at up to 15 locations each year

Build out an all ages and abilities bike network:

- Build up to 50 miles of the highest-priority protected bike lane segments connecting to and through downtown and new neighborhood greenways to improve pedestrian and bicycle travel to and through our neighborhoods

Repair critical infrastructure to increase safety:

- Repair up to 25 blocks of damaged sidewalk each year
- Complete construction of the Yesler Avenue over Fourth Avenue bridge replacement and begin construction of the seismic retrofit of the 45th Avenue Viaduct East Bridge Approach and the replacement of the Post Avenue Bridge
- Begin seismic retrofit of Seattle's remaining unreinforced bridges
- Rehabilitate up to 5 stairways each year

Prioritize pedestrians:

- Make the 27% of the city without sidewalks more walkable — through constructing up to 30 new blocks of sidewalks connecting to transit stops and community centers and identifying new funding tools and partnerships to increase sidewalk construction
- Use high-reflectivity crosswalk markings on all projects
- Modify signal timing to favor pedestrians in neighborhood business districts
- Install up to 25 pedestrian countdown signals each year
- Help employers develop walking programs for employees in Seattle's most walkable neighborhoods

More travel options don't always equate to an interconnected, easy-to-use system.

Link Light Rail, Sounder, Streetcar, Monorail

King County Metro, Sound Transit, Community Transit, private shuttles

Washington State Ferries, King County passenger ferries

Taxis, Lyft, Uber, Sidecar, your car, Car2Go, Zipcar, your carpool

Your bike, Pronto! Cycle Share

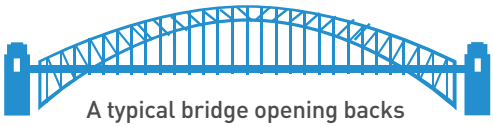
∞ pairs of feet

= A COMPLEX SYSTEM

1. Travel options need to be reliable.

What does reliability mean? It means life can be predictable — you to get to work on time, your kid gets to school on time, and you don't miss the start of a movie. A key to building a reliable transportation system is to build a system that is resilient — a system that has enough alternate routes and modes for people that it isn't paralyzed by a construction project, a stadium event, a crash or a bridge opening. Better information for travelers and more viable transportation options all contribute to a more resilient, reliable system.

SEATTLE BRIDGES OPEN 15,000 TIMES A YEAR



A typical bridge opening backs up traffic for over 4 minutes.

2. Travel options need to be available when and where people need them.

There are many great travel options available in Seattle right now, but they're not available to everyone in every corner of the city. What does it mean to have real options? It means that the bus comes when you expect it to come and that transit goes where you need it to go, there's a car share vehicle close by when you need it, and you can count on 1 or 2 parking spaces open near your favorite restaurant.

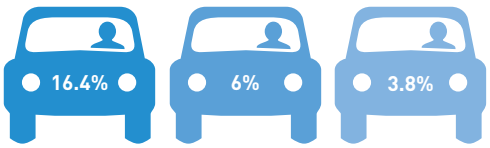
3. Seattle is a built-out city with no room for new streets.

Because we are an established city with a fixed street grid, our focus must be on using the streets and sidewalks we have in the most efficient way possible. Efficiency means prioritizing uses of street space that serve the most people, at the most times of day, in the most ways. It also means smart operation of our streets using new traffic signal timing technology to help move people and goods.

4. Private partners are helping move Seattle.

Our private sector partners are impacting the world of transportation in new ways. They are adding more choice to the system through networks like car share and bike share. They are adding more tools to find these choices through smart phone apps. They are working to provide their employees incentives to commute differently. We need to create a collaborative framework where these private sector innovations are working towards the common goal of effective options for all Seattlites.

PERCENT REDUCTION IN THE NUMBER OF DRIVE ALONE TRIPS IN FIVE YEARS



Seattle Children's Hospital | Other Large Seattle Employers | Other Large Statewide Employers

Through unique incentives, Seattle Children's Hospital is leading the way in giving their employees travel options.

(SDOT's Transportation Management Center where cameras help us manage traffic flow in real-time)

Our goal is to provide an easy-to-use, reliable transportation system that gives you the options you want when you need them.

Investing approximately **$855 million** over the next 10 years will help us provide an easy-to-use, reliable transportation system.

Our 10-year outcomes for mobility investment include:

- Provide 72% of Seattle residents with 10-minute all-day transit service within a 10-minute walk of their homes
- Provide RapidRide levels of investment and service on 7 new corridors (for a total of 10 overall)
- Increase transit service and improve our streets to make transit more reliable
- Use the latest traffic signal technology to enhance mobility and ensure our streets are adaptable and prepared for the unexpected
- Transform critical outdated streets to multimodal corridors to better serve all travelers
- Construct the highest-priority sidewalk segments
- Build curb ramps and mark cross walks at high-priority intersections
- Increase bike share stations, bike parking and bike racks to make biking more convenient
- Provide real-time travel information to the public

(Real-time information, comfortable stops, and reliable buses make transit a real option)

Delivering the following **near-term actions** in the next 3 years will help us meet our goal.

Enhance mobility and access:

- Synchronize the downtown signal system
- Establish a 24-hour Traffic Management Center to better manage traffic and incident response 24/7
- Implement adaptive signal control along the Mercer Corridor, Denny Way, and 23rd Avenue
- Develop an iconic Seattle transit map to make Seattle's transit system easier to understand
- Expand Transit Screen displays to 20 buildings to improve access to transportation information
- Partner to design and launch a real-time multimodal travel and wayfinding app
- Define a wayfinding system with our regional partners that all travelers can rely on

Bump up Seattle's bikeability:

- Install 1,500 bike parking spaces over the next three years
- Encourage businesses to install bike racks in the right of way and work with building owners to increase quality off-street bike parking
- Enhance bicycle commute programs available to employees

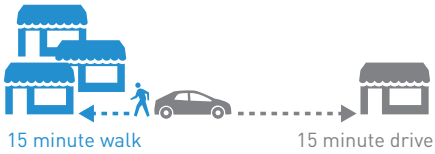
Improve transit and maximize bus service and ridership growth:

- Implement "Always on Time" bus routes by focusing transit capital improvements on the routes that serve most Seattle residents
- Ensure that 75% of Seattle households are within a 10-minute walk of bus routes with service every 15 minutes or better
- Install red bus-only lanes and transit priority improvements at pinch points and implement targeted enforcement to ensure bus-only lanes operate effectively
- Upgrade bus stops and stations by implementing a street furniture program and adding real-time information signs and better lighting to busy bus stops
- Begin construction of bus rapid transit on Madison Street
- Begin construction of the Center City Streetcar Connector and the Broadway Extension on Capitol Hill

A vibrant city is one where the streets and sidewalks hum with activity.

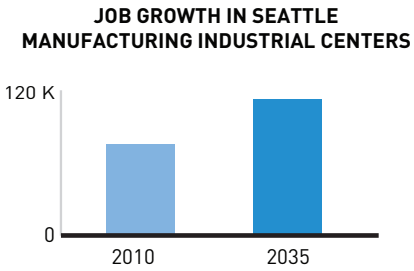
1. In a city, what matters is how many destinations you can get to quickly, not how far you can travel.

Rather than moving people to get to the things they need, a successful city moves the things people need closer. This can be achieved through more efficient goods delivery and through more compact urban development, bringing shopping and services closer to where people live and allowing people a greater diversity of options to fill their daily needs.



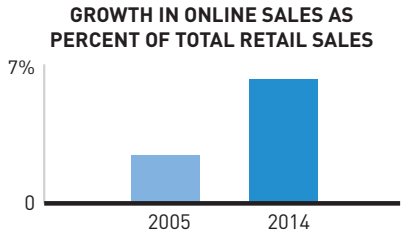
2. Goods movement is the lifeblood of our city and must be supported.

Seattle has its roots as an industrial and port city. The freight industry is a critical source of living-wage jobs in Seattle and is our link to the rest of the country and the world. Freight and goods movement are integral to our lives and integral to our streets.



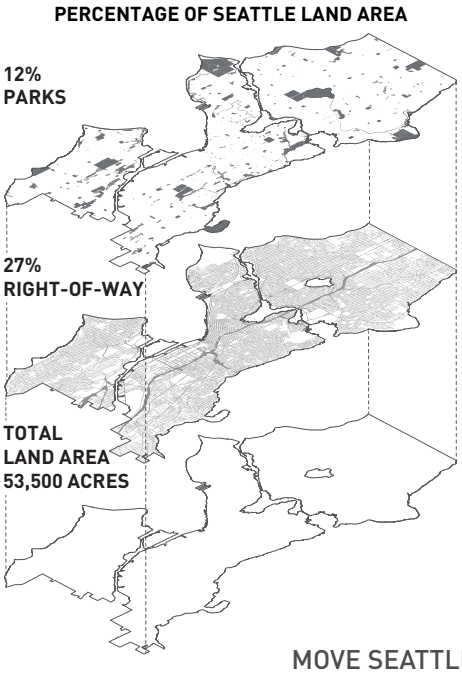
3. Online shopping has changed our travel needs.

Big changes in how our economy functions are impacting our travel needs. While the majority of retail sales continue to happen in person, more of us are shopping online than ever before. At the click of a button we can order our groceries, a new television, clothes and much more — all of which must be delivered to us. This has big implications for how we allocate street and curb space. The more travel choice we provide all Seattleites, the more street space will be available for essential goods movement and delivery.



4. Streets and sidewalks are places to be, not just places to pass through.

Streets and sidewalks make up 27% of Seattle land area. As we grow as a city, more of our neighbors will depend on these streets and sidewalks as vibrant social spaces to meet friends, shop, exercise and live their lives. Pleasant streets and sidewalks are the backbone of a city's livability.



(Deliveries and shipping keep Seattle running)

Our goal is to use Seattle's streets and sidewalks to improve the city's health, prosperity and happiness.

Investing approximately **$370 million** over the next 10 years will help us improve Seattle's health, happiness, and prosperity.

Our 10-year outcomes for economic development and placemaking investment include:

- Fund implementation of the Freight Master Plan
- Coordinate public and private construction happening in the street to support new development and infrastructure upgrades, while keeping people and goods moving
- Pave local streets to enhance access and reduce contaminated runoff to local waterways
- Partner with communities and other departments to design and build the highest-priority neighborhood street projects
- Manage on-street parking and loading to support business district vitality and livable, accessible neighborhoods
- Develop and maintain great new public places in our streets and sidewalks
- Protect, preserve, and plant street tree canopy and improve landscaped areas to promote environmental health and encourage walkability
- Repair, reinforce, or fill areaways to preserve neighborhood character and create a better foundation for streets and sidewalks
- Clean and maintain streets and sidewalks to enhance safety, comfort, and water quality

Delivering the following **near-term actions** in the next 3 years will help us meet our goal.

Improve mobility for freight and delivery vehicles:

- Complete the Freight Master Plan
- Make spot improvements to help trucks move more quickly at key bottlenecks
- Pilot freight-only lanes in the Greater Duwamish Manufacturing and Industrial Center
- Ramp up the monitoring and collection of truck volume data within Seattle's two manufacturing and industrial centers and connecting corridors
- Pilot commercial vehicle loading zone (CVLZ) pricing with innovative technology to improve access for commercial and passenger loading activities
- Replace all 2,100 aging parking pay stations with new technology
- Implement time-of-day rates and pay-by-plate for on-street paid parking and develop pricing strategies to encourage more pay-by-phone transactions
- Work with at least 3 neighborhoods each year to develop community access and parking plans

Create more places for people in our streets and sidewalks:

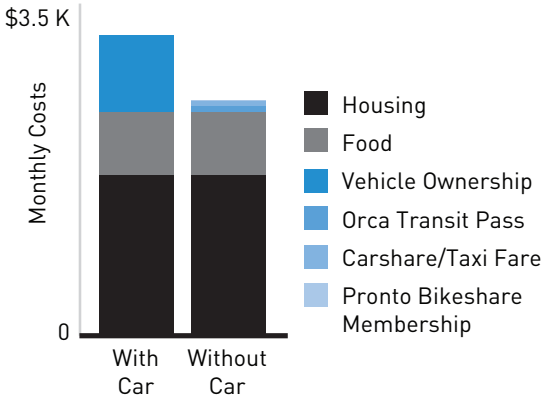
- Launch a new Summer Parkways program that opens streets to people walking and biking, with 2 events in 2015
- Pilot new pedestrian-only streets in areas with high pedestrian and low vehicle demand
- Pilot a volunteer urban forest steward program
- Work with community organizations and the Department of Neighborhoods to pilot a gardening in the right-of-way (GROW) program
- Formalize the Parklet Program and pilot "Streateries", a second type of parklet that allows sidewalk cafes
- Launch a "Pavement to Parks/Plazas Program" at up to 12 locations

(Parklets, like this one in Wallingford, are a new way to serve more people with our streets and sidewalks)

Transportation costs are significant for the average Seattle family. This impacts the affordability of our city.

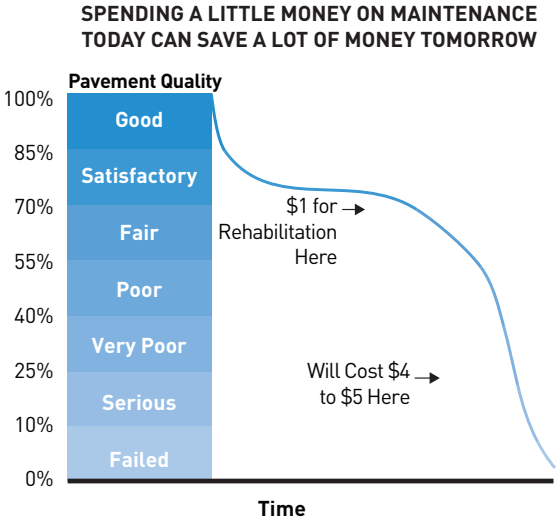
1. Seattle is getting more expensive.

Seattle is growing by leaps and bounds, and with this growth come thousands of well-paying jobs. At the same time, our city is becoming increasingly unaffordable for many. The average Seattle household spends 17% of its budget on transportation. For many households, most of this portion goes to car ownership, which is expensive. By providing good travel options, car ownership can become an option, not a necessity.



2. Lowering our costs can lower yours.

Keeping our transportation system in a state of good repair will help Seattle stay affordable for future generations by lowering the cost of future maintenance. Routine maintenance, while not always exciting, saves us from or delays major, expensive maintenance projects later. For instance, repaving a street at the critical point before it needs to be rebuilt costs 20% of what it would cost to fully rebuild that same street. Taking care of bridges can extend their lives and keep travelers safe in a seismic event.



3. "But you just paved that!"

Utility projects that need to cut into pavement can damage a new street. To protect the public's investment in new paving and sidewalks means sticking to high standards for restoring streets after a utility project disturbs them. It also means coordinating utility work so that multiple projects can be accomplished with a single opening in the pavement, ensuring the street lasts for future generations.

Our goal is to give people high-quality and low-cost transportation options that allow them to spend their money on things other than transportation.

Investing approximately **$830 million** over the next 10 years will help us provide high-quality, low-cost travel options for everyone, better coordinate and leverage public and private investments, and better preserve existing infrastructure.

Our 10-year outcomes for affordability investment include:

- Repave and maintain major streets to support transit, pedestrian and bicycle travel, and local deliveries and other vehicles
- Expand the use of cost-effective preventative maintenance techniques to extend the useful life of pavement and reduce the need for pothole repair and costly street reconstruction
- Strengthen the "Access Seattle" program, coordinating public and private construction activities and ensuring safe travel through construction zones
- Provide new strategies, tools, and assistance to Seattle travelers as they explore options for living car-free or with fewer cars

(We're redesigning streets like Broadway to provide many low-cost travel choices)

Delivering the following **near-term actions** in the next 3 years will help us meet our goal.

Use our resources efficiently to save money:

- Coordinate projects so that when a street is resurfaced we look for opportunities to make improvements called for in the modal plans
- Expand SDOT's microsurfacing program (a protective seal coat that extends the life of pavement) to at least 40 miles of residential streets, and expand SDOT's cracksealing program to at least 56 miles of streets, to maximize the value we get out of our maintenance dollars
- Complete the repaving of portions of 23rd Avenue, 3rd Avenue, 4th Avenue S, Renton Avenue South, Roosevelt Way Northeast and South Spokane Street
- Extend the life of Seattle's streets by partnering with transit agencies and other cities in the region to lobby for the manufacture and purchase of lighter buses

Make it easier for more people to walk, bike, and use transit and car share services:

- Develop and implement a new travel options program for low-income and non-English speaking residents that provides education, encouragement, and access to transit, bike share, car share, and other travel options
- Expand travel options programming to five multifamily residential buildings throughout the city
- Launch focused travel demand management programs in South Lake Union and Pike/Pine to improve transportation in these congested neighborhoods
- Explore opportunities to require new development to provide transit passes and other travel options as a condition of development approval
- Launch a "Car Light Living" program to promote alternatives to owning a personal vehicle when moving to Seattle
- Expand the Community Parking and Access Program and ensure that small businesses/employers have information about and access to discounted transit passes, bike share and car share memberships
- Work with Metro to provide more reduced fare ORCA LIFT cards to low-income Seattle households
- Increase direct training and other support services to employers with employee commute programs

Strengthen the "Access Seattle" Program:

- Ensure SDOT, public and private utility, and private construction projects in streets and sidewalks are fully coordinated, to minimize disruption to the traveler and minimize "rework"
- Lengthen the moratorium for cutting into newly-installed pavement (from 3 years to 5) and increase requirements for restoring pavement that has been disturbed

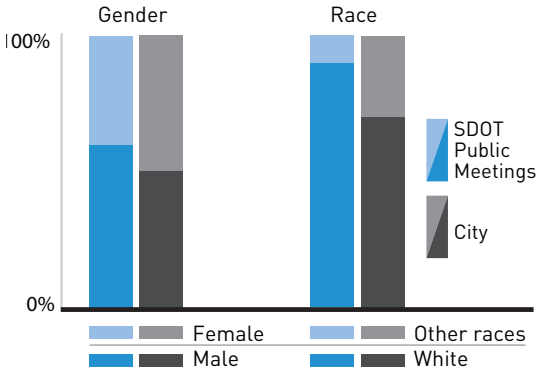
Identify new funding sources:

- Explore a code change to allow limited advertising in the right of way — new revenue would support downtown streetscapes and transportation projects
- Seek additional sponsorship opportunities to expand bike share
- With other city departments, consider the implementation of impact fees or other funding tools to ensure that new development contributes to the cost of infrastructure needed to accommodate growth
- Investigate opportunities to increase private investment in the improvement of Seattle's transportation system

Demographic changes and technological innovation are radically reshaping transportation.

1. Using data to drive decisions.

The availability of data is increasing every day. Data can be a powerful tool if we pay attention to it and learn to apply new data to old areas of business. For instance, understanding public meeting attendance helps us pinpoint who is coming to our meetings and find better ways to reach those people who aren't.



2. Our project delivery methods are being rethought.

After nearly a half century of focus on people traveling by car, the pace of change and desire for new infrastructure for all modes is growing faster than our budgets and the pace of large capital project construction. To meet the need, we are learning to design streets for all modes on a tight budget, often by putting out interim solutions that we can test and learn from until we have funding for permanent projects.

	CONVENTIONAL PROJECT DEVELOPMENT	PHASED/INTERIM DESIGN STRATEGY
Year 1	Concept Plan/Outreach	Concept Plan/Outreach
Year 2		**Interim Installation Impacts Analysis**
Year 3	Design	Design
Year 4		
Year 5	Construction	Construction

3. Regulating the right of way to encourage innovation.

New businesses and services are popping up every day, some big, some small — and many of them want to use the public right of way. We work to regulate the right of way to allow innovation and new business, while ensuring that the public benefits. For example, with the success of parklets and sidewalks cafes, we're launching a new program for private-sector partners that combines the best of both.

NUMBER OF 2014 ACTIVE PUBLIC SPACE VENDOR PERMITS

Our goal is to understand and plan for the changes of tomorrow, while delivering great service today.

Innovation should infuse everything we do as an organization. Delivering the following **near-term actions** in the next 3 years will help us meet our investment goals for safety, interconnectivity, vibrancy, and affordability.

Experiment with new materials and technologies:

- Help lay the groundwork for citywide broadband by reviewing conduit installation standards and leveraging existing traffic system conduit, private development, paving and infrastructure projects for cost-effective broadband deployment
- Pilot rain-sensor traffic signal technology to give pedestrians and people biking extra crossing time or shorter wait times when it rains or snows
- Test up to 15 projects per year with an adaptive approach that uses creative, low-cost materials to make quick changes to our streets and sidewalks
- Partner with King County Metro or other transit service providers to pilot automated transit vehicles and expand the use of battery-powered buses to reduce carbon emissions

Roll out new standards for public outreach and engagement:

- Reboot our outreach process with a focus on predictability, effectiveness, and hearing from a more representative cross-section of the Seattle public
- Engage in community planning efforts in 7 neighborhoods in 2015

Test new ways of doing existing business:

- Improve our efficiency in delivering projects by investing in technologies such as providing field access to our inspectors so they can have real-time information to do their jobs, and integrating our internal data systems to reduce duplication
- Develop and empower an innovations team of SDOT staff to concentrate on critical emerging initiatives that require a nimble, cross-departmental approach

Capitalize on the potential of Seattle's minority and women-owned businesses:

- Remain accountable to our goals for using minority- and women-owned businesses by implementing a compliance reporting system
- Change the culture of city contracting by launching a women and minority business enterprise advocate program
- Establish higher standards for women and minority-owned business inclusion plans in locally-funded projects

(The new Second Avenue protected bike lane demonstrates an adaptive approach to project delivery)

These measures, trends and targets help us track and report on our progress towards our goals.

Measures	Baseline*	Desired Trend	2025 Goal	Safety	Interconnectivity	Vibrancy	Affordability	Innovation
Annual rate of pedestrian collisions (per 100,000 residents)	61	Decrease	Decrease	x				
Annual rate of bicycle collisions per 1,000 bicycle commuters (from American Community Survey data)	32	Decrease	Decrease	x				
Annual rate of all collisions (per million annual daily trips)	54.8	Decrease	Decrease	x				
Annual number of fatalities and serious injuries by all modes of travel	23 fatalities 174 serious injuries	Decrease	0	x				
Percentage Frequent Transit Network that is maintained and modernized by rehabilitating the pavement	22% (2014)	Increase	35%				x	
Percentage of potholes repaired within 3 days of notification	88%	Increase	90%			x		x
Percentage of sidewalk repair requests responded to within 5 days of notification	New measure in 2015	Increase	80%			x		x
Percentage of households within a 10-minute walk of a frequent transit route running every 10 minutes or better	26% (2015)	Increase	72%		x			
Percentage of "Seattle" bus route (routes with 80% of stops in Seattle) trips that are reliable (on-time in the afternoon peak period)	67.5%	Increase	80%		x			
Percentage of Seattle residents who drive alone to work (Single Occupant Vehicle)	49% (2012)	Decrease	25% or less SOV by 2035		x	x		
Percentage of destinations (business districts, schools, community centers and similar destinations) with adjacent sidewalks, and within 1/4 mile of an all ages and abilities bicycle facility and the Frequent Transit Network	33% (2012)	Increase	75%		x			
Annual number of public space permits in streets and sidewalks (parklets, sidewalk cafes, food trucks) and temporary activation permits (play streets, block parties, special events)	Long term – 318 Temporary – 115	Increase 5% annually	50% increase			x		
Percent of on-street paid parking areas with occupancies within the range of 1-2 available spaces per block face	46%	Increase	75%			x		
Number of workplace injuries and days lost due to injury (per 100 employees full-time)	5-Year average: 9.6 injuries 125 days lost	Decrease 3% per year	Reduce by 30%					x
Percentage of annual hours for employees set aside for training	1% for current employees; 2.5% for new employees	Maintain	Maintain					x
Percentage of SDOT projects and programs using the Inclusive Outreach and Public Engagement toolkit	Projects: 100% Programs: begin tracking in 2015	Increase	100%					x
Percentage of all purchasing, prime and subconsultant** contract dollars issued to women- and minority-owned firms	18%	Increase 0.5% every year	23%					x
Percentage of capital projects delivered on time	New measure in 2015	Increase to meet target	90%				x	
Percentage of capital projects delivered on budget	New measure in 2015	Increase to meet target	90%				x	
Percentage of SDOT Customer Satisfaction Survey respondents who respond "Satisfied" or "Extremely Satisfied" to the following question: How satisfied are our customers with work and services by SDOT to build and maintain Seattle as a whole?	68%	Increase	75%	x	x	x	x	x

*2013 unless noted otherwise
** Tracked for project contracts with Inclusion Plans

We are
integrating
our modal
plans to deliver
transformational
projects.

What are the modal master plans?

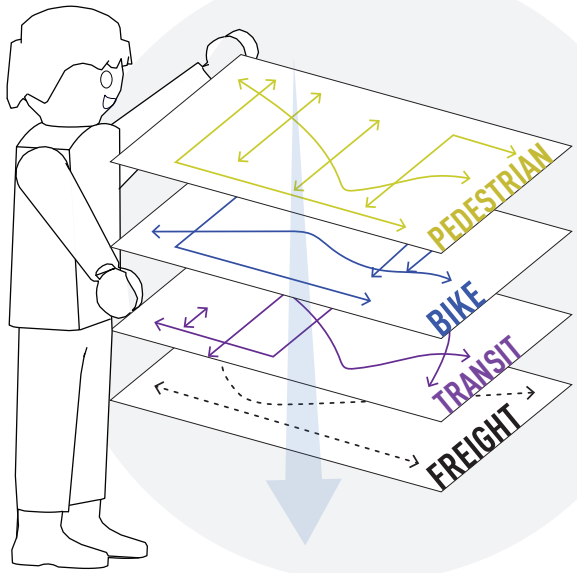
Streets of the past half-century were designed primarily for cars. We are focused on designing streets for the future based on our four citywide master plans for transit, pedestrian, freight (in development) and bicycle modes. They identify our future networks, projects, and programs. These 20-year plans detail key investments, policies, and objective data-driven priorities that will greatly improve travel by each mode. Thousands of people from all over Seattle helped put these plans together. They have been adopted by City Council, and collectively they spell out a shared vision for how we move people and goods in Seattle.

How do we integrate and prioritize the recommendations in the modal master plans?

Because of Seattle's topography and street grid patterns, specific streets are important in all of our plans for people on foot, on bicycle, in a truck, in a car, or on transit. These streets also provide the most direct connections to major destinations throughout the city. Our streets can't expand to fit all these different types of travel, so how do we integrate the plans to design streets that work today and tomorrow?

(Dexter Avenue — a street that works for all users)

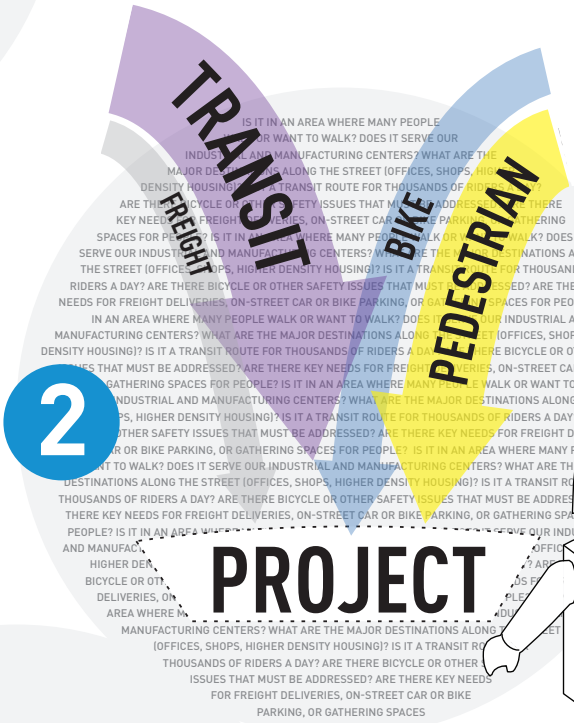
Going from plan to project.



1

Step 1: Overlay the modal plans

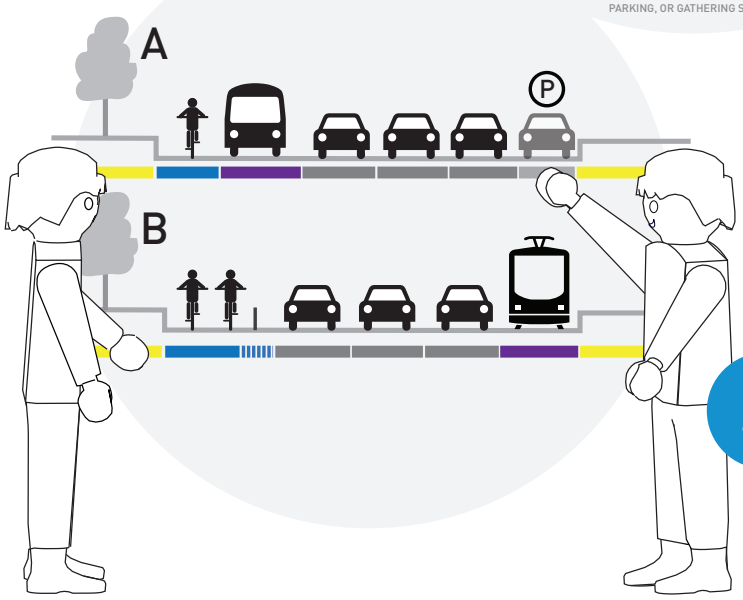
Overlay the needs in the modal plans to identify where priority corridors for many modes exist.



2

Step 2: Identify the major purposes of the street

Each street in our city is different and they serve different land uses, so the purpose and design of each project will be distinctive.



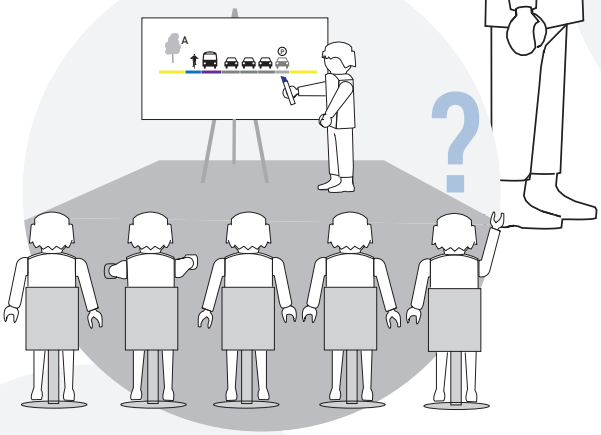
3

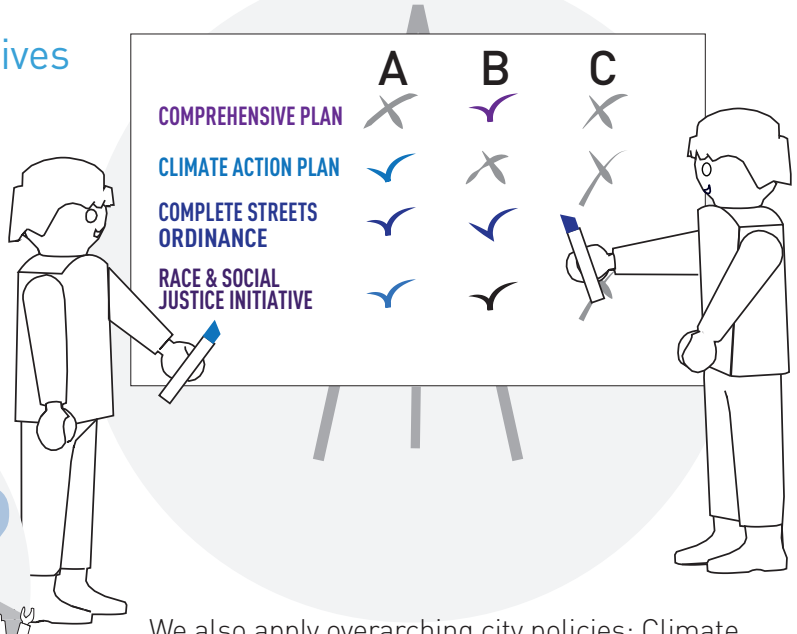
Step 3: Develop alternatives

We look at different ways we can allocate space in the street based on the users and needs identified.

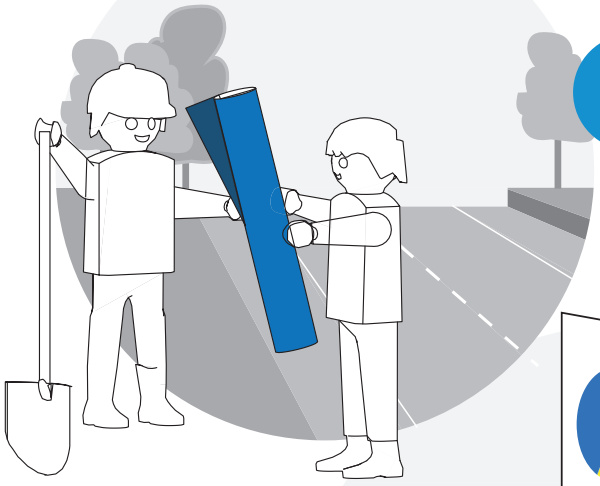
4 Step 4: Evaluation of alternatives

We work closely with neighbors and street users to better understand your needs and define the project.





We also apply overarching city policies: Climate Action Plan, Complete Streets Ordinance, our Race and Social Justice Initiative, and Comprehensive Plan. After looking at the options, we pick a final design for the street. We spend time with the community, listening to preferences and concerns.



5 Step 5: Design, construct, and maintain

Our job is not finished when a project is built — it just begins. We work 24/7 to keep the transportation system in a state of good repair so it works as designed.

6 Step 6: Evaluate and report

We measure the results of the projects and programs we build, evaluate how pilot materials and designs work, and talk with the public. We track our progress to remain accountable to the people we serve, and continually refine and adjust our work.

What is the end result of this process? Streets that work for all users.

For example, while Dexter Avenue's design solution with buffered bicycle lanes behind transit stops was right for this location, it's not a perfect fit for every street. Streets like East Marginal Way or 23rd Avenue are also important multimodal corridors and will have their own unique designs.

A BUSES & STREETCARS

Buses and streetcars provide an affordable, convenient way to get around. Up-to-the-minute arrival information provided at stops and on smartphone apps makes using public transportation easier. And all those people on the bus mean fewer cars on the road competing for parking spaces and adding to congestion.

B PROTECTED BIKE LANES

Separated from vehicles, they make biking safer and more comfortable for people of all ages and abilities.

C SMART TRAFFIC SIGNALS

Smart Traffic Signals detect buses approaching an intersection and hold green lights longer to keep buses, trucks and cars moving on time.

D PAVEMENT

Beneath the surface of the roads there are many precise layers of pavement, strategically sloped to drain water so the road stays clear. Pavement markings are constantly refreshed to stay visible and keep all travelers safe.

E DELIVERIES & FREIGHT

Commercial truck loading areas provide space on busy streets for delivery trucks. Enabling businesses to reliably send and receive goods ensures the products you want are there when you arrive.

F MARKED CROSSWALKS

All intersections are crosswalks. Marked crosswalks put people driving and biking on high alert to watch for people crossing the street.

PEDESTRIAN COUNTDOWN SIGNALS

Countdowns tell people how long they have to cross the street, so they can make safer decisions about when to enter a crosswalk.

LIGHTING

Traditionally, street and sidewalk lighting has focused on driver needs. Pedestrians need smaller scale, targeted lighting to make walking safer and more comfortable.

G PARKING

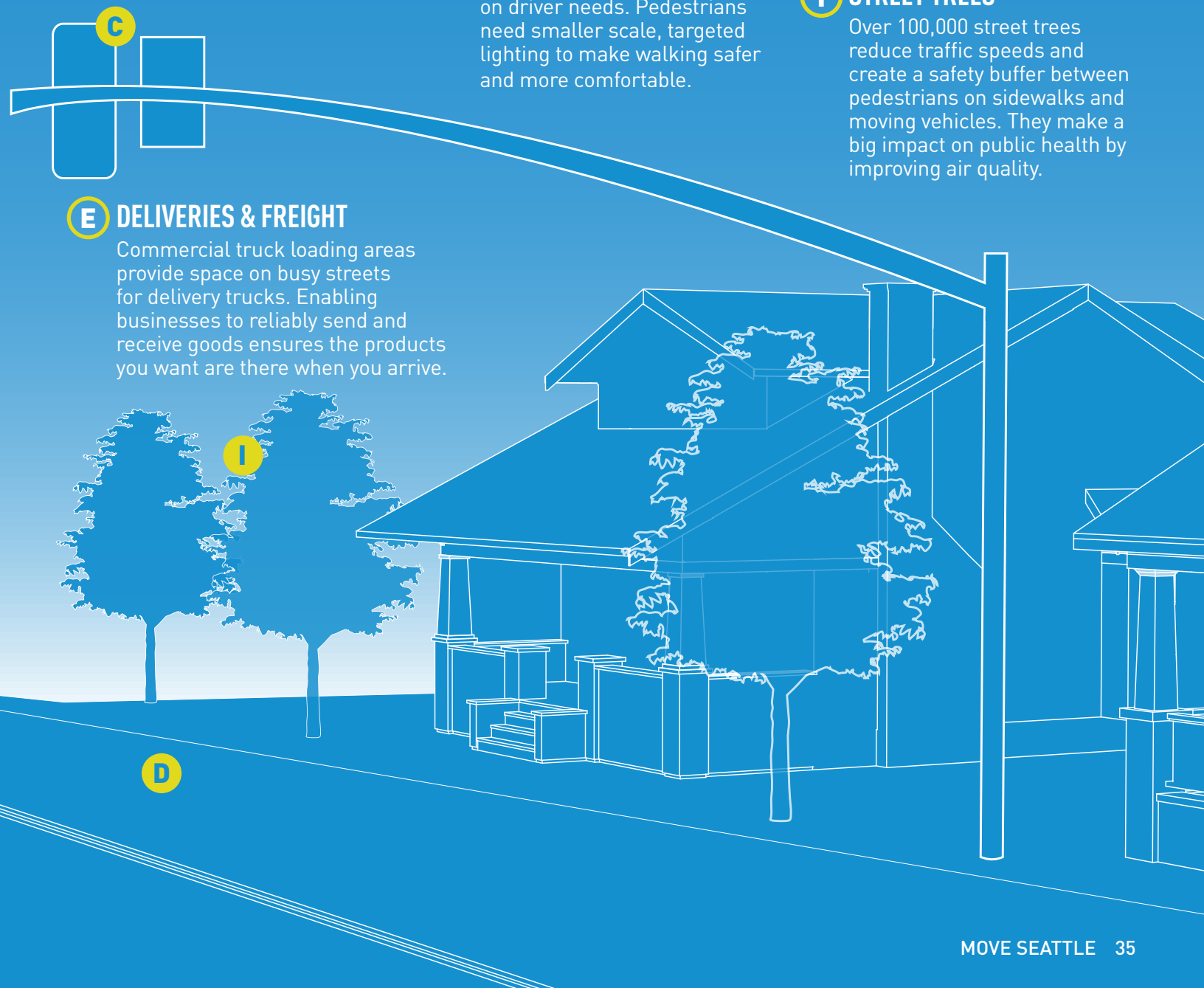
As a national leader in smart parking management, our goal is to set parking rates to ensure a spot is always open when you need it.

H ACTIVE STREETS & SIDEWALKS

Sidewalk cafes, markets, and parklets turn sidewalks into places to be, not just spaces to pass through. They provide a place to meet people and connect with the community, and increase foot-traffic to nearby businesses.

I STREET TREES

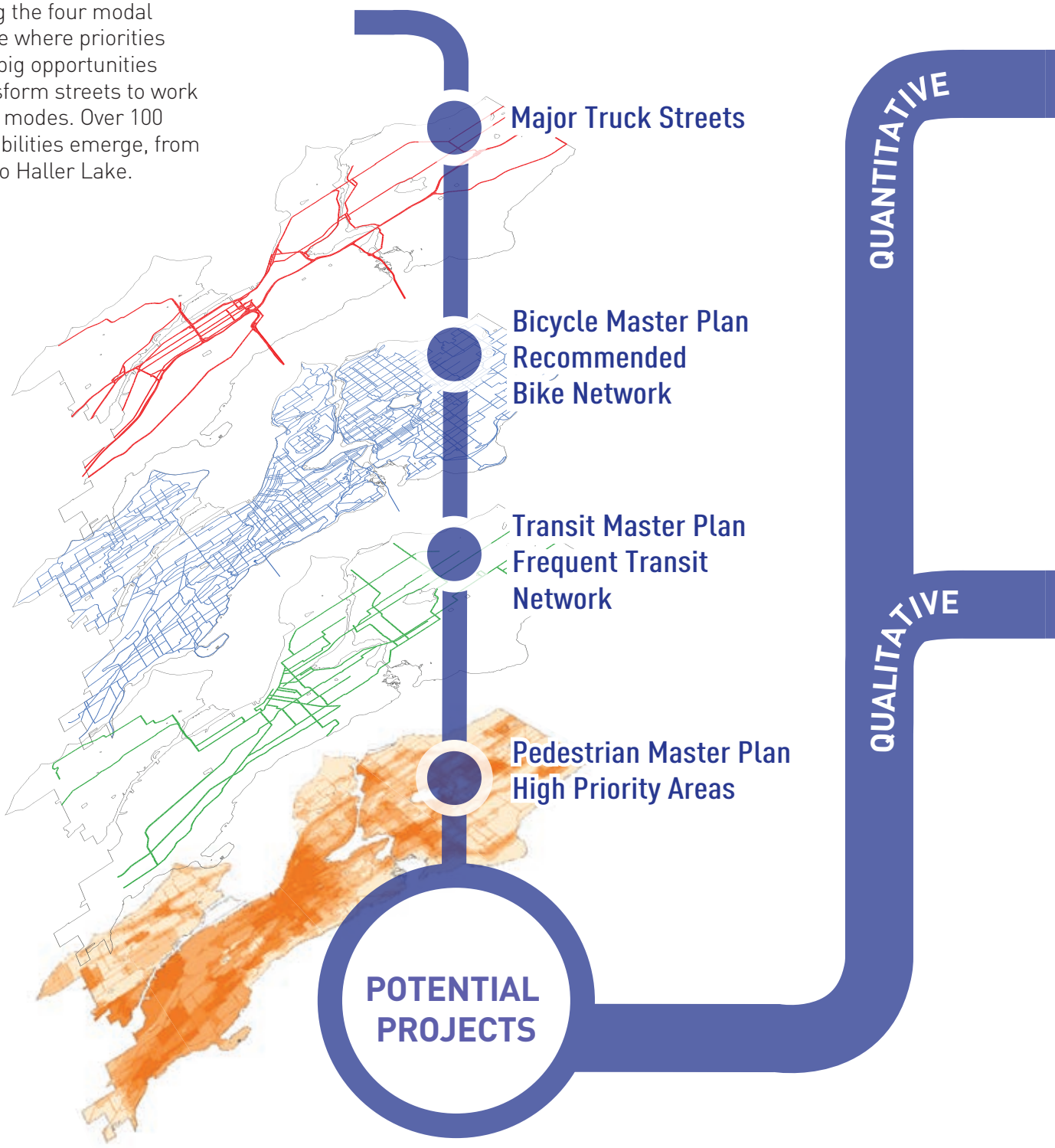
Over 100,000 street trees reduce traffic speeds and create a safety buffer between pedestrians on sidewalks and moving vehicles. They make a big impact on public health by improving air quality.



Funding is limited. This is how we prioritize projects.

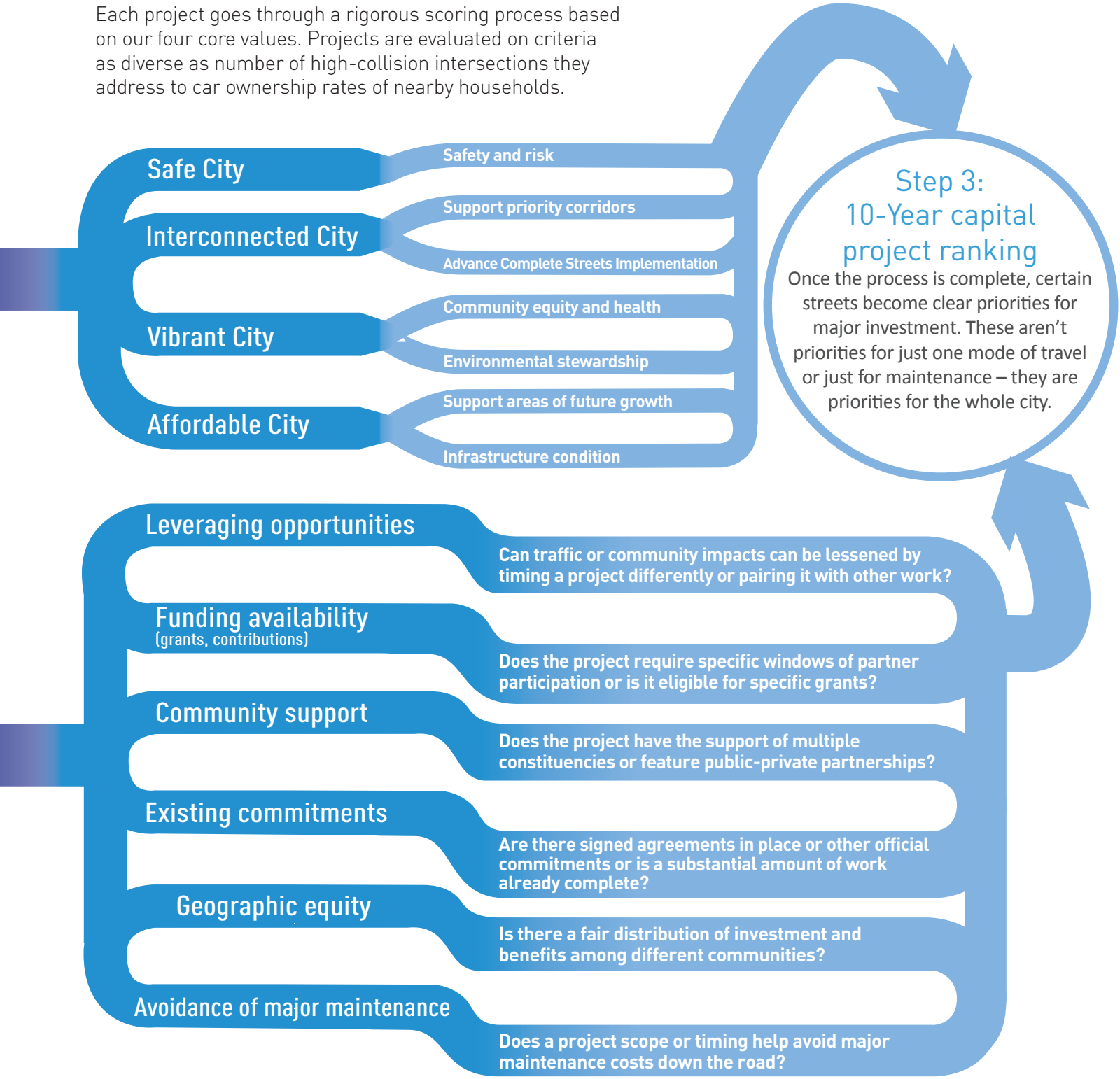
Step 1: Identify potential projects

By overlaying the four modal plans, we see where priorities overlap and big opportunities exist to transform streets to work better for all modes. Over 100 project possibilities emerge, from South Park to Haller Lake.



Step 2A: Numerical scoring

Each project goes through a rigorous scoring process based on our four core values. Projects are evaluated on criteria as diverse as number of high-collision intersections they address to car ownership rates of nearby households.



Step 2B: Qualitative rating

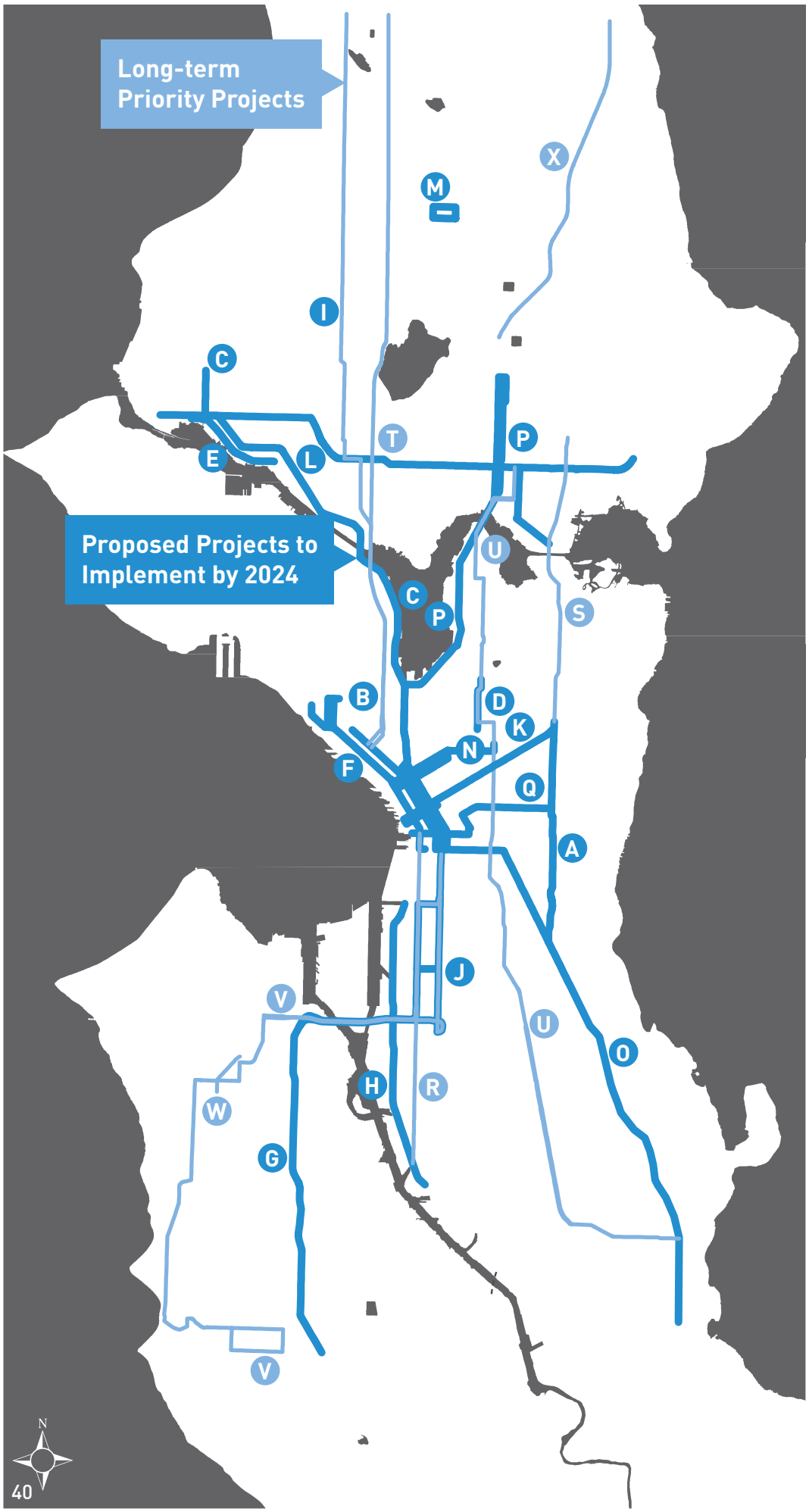
We complement our data-driven process with more artful criteria too. These ratings are important since some projects may not score highly in the numerical analysis, but may have other compelling reasons for being considered further.

Here are the projects we would like to design and build in the next 10 years.

The following map and project sheets detail a proposal for future SDOT multimodal project investment. These are our biggest capital investments and are in addition to the ongoing programmatic spending and maintenance and operations detailed in the first section of this document.

The proposal depends on future funding to replace the Bridging the Gap transportation levy and should be viewed as draft until replacement funding is secured. City Council will further prioritize and shape this list as they adopt future 6-year Capital Improvement Programs in the city budget. The list also will be updated periodically to reflect new long-range planning efforts, like the completion of the Freight Master Plan. Design and construction schedules of these projects will be driven by many factors, such as funding availability, coordination with other major construction projects, or urgent safety or maintenance needs.

(One of many street repair and upgrade projects SDOT completes annually)



PROJECT

- A 23rd Avenue Corridor Improvements - Phases 1-3
- B 3rd Avenue Corridor Improvements
- C Ballard to Downtown Enhanced Transit Corridor
- D Broadway Streetcar Extension
- E Burke Gilman Trail Extension
- F Center City Streetcar Connector
- G Delridge Complete Street
- H E Marginal Way Corridor Improvements
- I Greenwood/Phinney/67th to Fremont Complete Street
- J Lander Street Grade Separation/Railroad Crossing
- K Madison Street Bus Rapid Transit Complete Street
- L Market/45th Transit Improvement Project
- M Northgate Pedestrian-Bicycle Bridge
- N Pike/Pine Complete Street
- O Rainier Avenue to Jackson Street Complete Street
- P Roosevelt to Downtown Complete Street
- Q Yesler/Jefferson Complete Streets
- R 1st Avenue/1st Avenue S Corridor
- S 23rd Avenue Corridor Improvements - Phase 4
- T Aurora Avenue Complete Street
- U Beacon/12th/Broadway Complete Streets
- V Fauntleroy Way/California Transit Corridor
- W Fauntleroy Way SW Boulevard
- X Lake City Way Complete Street

A 23rd Avenue Corridor Improvements - Phases 1-3

The 23rd Avenue Improvement project will rebuild a primary north-south corridor through Capitol Hill and the Central District as a multimodal facility that offers high-quality transit service and welcomes all travel modes:

- High-priority route for both freight and transit, and main access-way to UW from Capitol Hill/Central District
- Modifies sections of the 4-lane roadway to a 3-lane complete street
- Adds a parallel greenway and amenities for people who walk, as well as transit efficiency improvements and safety upgrades

(Existing)

(1 year post-installation)

(15-20 Years post-installation)

Project Scores

Safe City
High crash rate, especially involving people who walk

Affordable City
Addresses maintenance needs and supports growth

Interconnected City
Supports all modes

Vibrant City
Reduces emissions and serves under-represented communities

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Cost Estimate

$63 m

Potential Funding Sources

This project is funded through grants and local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

KEY

Construction beginning 2015

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs.

B 3rd Avenue Corridor Improvements

The 3rd Avenue Corridor project revitalizes the city's busiest transit corridor with upgraded amenities for both bus riders and people who walk:

- Increases transit capacity
- Enhances transit stops and creates a more welcoming urban environment
- Supports opportunities for public gathering spaces and activation with community partners

Project Scores

Safe City
Addresses safety needs of people who bike and walk

Affordable City
Serves fast-growing areas with low-cost travel options

Interconnected City
High-priority corridor

Vibrant City
Promotes equity and environmental stewardship

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ■ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$64 m Low

$78 m High

Potential Funding Sources

The Third Avenue project has received federal grants to begin improvements and is a strong candidate for new funding sources, such as coordinated street furniture revenue. New funding sources and grants will be needed to realize the project.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

C Ballard to Downtown Enhanced Transit Corridor

In preparation for a potential inclusion of a Ballard light rail line in the future Sound Transit 3 ballot measure, the Ballard to Downtown Enhanced Transit Corridor project improves the corridor's existing transit operations and adds interim safety improvements for people who bike and walk crossing the Lake Washington Ship Canal:

- Supports a light rail expansion proposed by Sound Transit
- Adds intelligent transportation systems and enhances speed and reliability for bus routes throughout the corridor
- Incorporates safety improvements to the Ballard Bridge for people who bike and walk

Project Scores

Safe City
High crash rate, especially involving people who walk

Affordable City
Addresses maintenance needs and supports growth

Interconnected City
Supports all modes

Vibrant City
Reduces emissions and serves under-represented communities

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

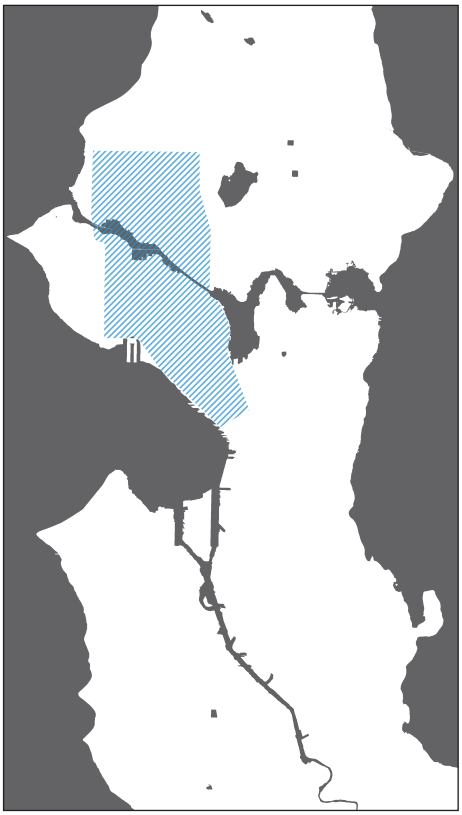
Planning-Level Project Budget

$31 m Low

$38 m High

Potential Funding Sources

The Ballard to Downtown enhanced transit corridor is a candidate to fund with grants or other partnerships and may be included in a proposed future Sound Transit special levy.



KEY

Exact route to be determined

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

D Broadway Streetcar Extension

The Broadway Streetcar Extension will provide frequent, high-quality transit service to north Capitol Hill's retail center and dense residential district:

- Integrates north Capitol Hill into the city's extensive modern streetcar network, including the South Lake Union and Center City lines
- Offers high-quality, zero-emissions transit options to the neighborhood
- Includes protected bicycle lanes and other multimodal connections, including Link light rail

Project Scores

Safe City
Reduces crash risk for all users

Affordable City
Maintains infrastructure and supports future growth

Interconnected City
Supports priority corridors and complete streets

Vibrant City
Advances city goals for equity, health, and environmental stewardship

Qualitative Measures

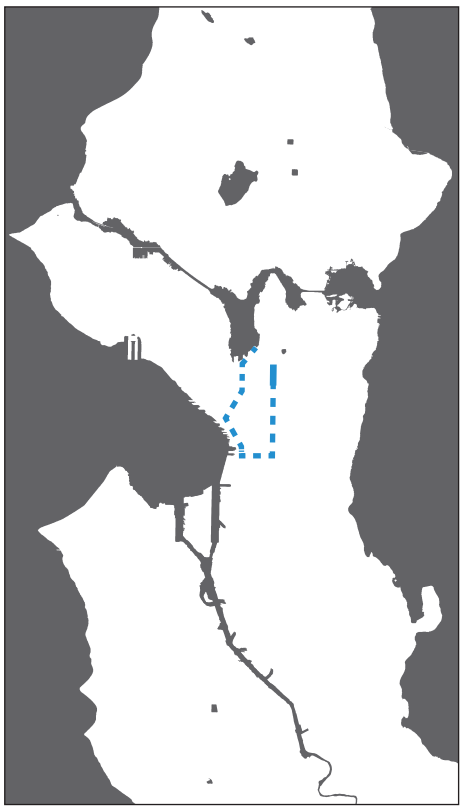
- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

Planning-Level Cost Estimate

$24.5 m

Potential Funding Sources

The Broadway Streetcar Extension has been awarded federal grants for construction. Additional local funds or partnerships will be needed to realize the project.



KEY

Broadway Streetcar Extension Existing and Planned Lines

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs.

E Burke-Gilman Trail Extension

The Burke-Gilman Trail Extension, a.k.a. the Burke-Gilman "missing link," completes a critical segment of the regional trail system from Seattle's shores to Redmond and Issaquah:

- One of the busiest multi-use trails in the country, with up to 2,000 riders per day
- Enhances safety for all modes, separating people who bike from busy freight routes in this corridor
- Significantly expands the "all ages and abilities" network envisioned in the Bicycle Master Plan

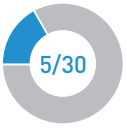
(Existing Burke-Gilman Trail near University of Washington)

Project Scores

Safe City
Removes hazards for people who bike and walk (No current crash data available)

Affordable City
Promotes future growth and development

Interconnected City
Improves travel options



Vibrant City
Supports equity, health, and the environment

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

Planning-Level Cost Estimate

$15.9 m

Potential Funding Sources

This project is funded through local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

KEY

Exact route to be determined

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

F Center City Streetcar Connector

The Center City Streetcar Connector expands Seattle's modern streetcar network and links over a dozen Seattle neighborhoods with high-quality, zero-emissions transit options:

- Fully integrated with First Hill and South Lake Union streetcar lines, as well as downtown's existing transit hubs at Westlake Center, Coleman Dock, and King Street Station
- Up to 30,000 average weekday riders
- Serves many of the city's major employment centers, transit-oriented communities, and tourist destinations

Project Scores

Safe City
High crash rates for people who walk and drive

Affordable City
Connects the City's fastest growing neighborhoods

Interconnected City
Addresses Complete Streets needs

Vibrant City
Promotes equity and reduces emissions

Qualitative Measures

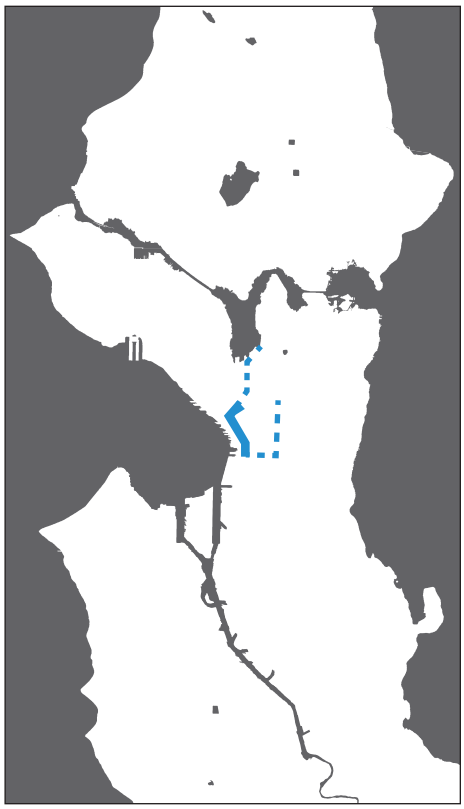
- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Cost Estimate

$112 m

Potential Funding Sources

The Center City Streetcar Connector has received federal grants and will be competitive for additional grants. These grants would be needed to fund a large portion of the project cost.



KEY
- Center City Streetcar Connector
- Existing Lines

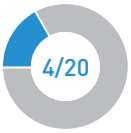
The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs.

G Delridge Complete Street

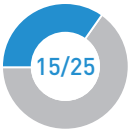
The Delridge Complete Street project improves pavement conditions, enhances safety, and improves traffic operations for all modes:

- Adds transit lanes and improves transit speed and reliability
- Includes protected bike lanes, sidewalk improvements, and amenities for walkers and transit riders along the corridor
- Streamlines traffic operations and improves multimodal connections between transit, freight, people who walk, and general-purpose vehicles

Project Scores



Safe City
Supports safety needs for all modes



Affordable City
Improves infrastructure condition

Interconnected City
Serves high-priority corridors and complete streets

Vibrant City
Drives equity, health, and environmental outcomes

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ■ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$38 m Low

$47 m High

Potential Funding Sources

This project is funded through local sources and may compete well for future grants. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

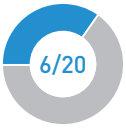
H

E Marginal Way Corridor Improvements

The E Marginal Way project reconstructs a core freight route to heavy haul vehicle standards and offers safety and operational improvements for all users:

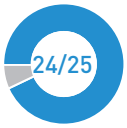
- Serves SODO's freight terminals and the center of the Duwamish industrial district
- Invests in major maintenance needs
- Incorporates separate bicycle and pedestrian facilities while maintaining freight efficiency

Project Scores



Safe City
Reduces conflicts for people who walk and bike

Affordable City
Improves infrastructure and supports growth



Interconnected City
Maintains a critical corridor and develops multimodal networks

Vibrant City
Furthers environmental stewardship goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

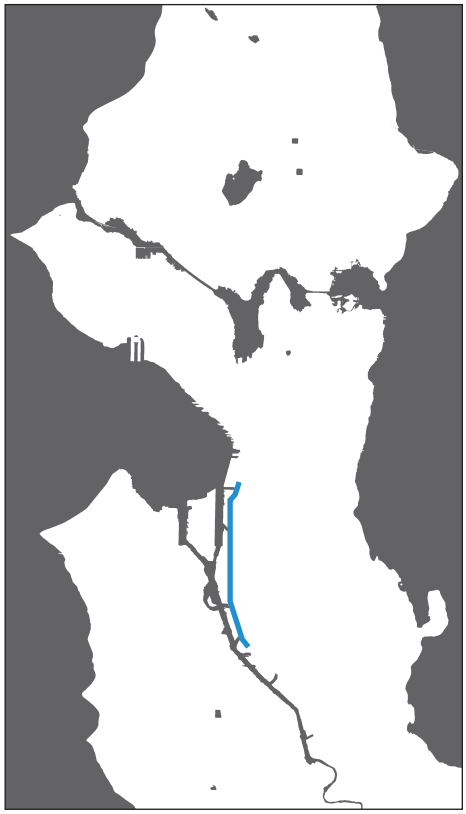
Planning-Level Project Budget

$40 m Low

$49 m High

Potential Funding Sources

E Marginal Way is a priority corridor for regional freight operations. It is likely to compete well for state or federal grant funds, and may engage other partnerships.



The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

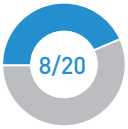
I

Greenwood/Phinney/67th to Fremont Complete Street

The Greenwood Complete Street project expands on a transit-oriented corridor to improve safety and traffic operations for all modes:

- Upgrades existing sidewalks, and adds new sidewalks to fill numerous gaps in pedestrian connectivity
- Improves transit speed and reliability through signal coordination and active traffic management
- Builds transit station upgrades, bus bulbs, and rider/pedestrian amenities

Project Scores



Safe City
Improves mobility and transit access for people who walk

Affordable City
Improves infrastructure condition and spurs economic growth

Interconnected City
Maintains high-priority corridors and multimodal networks

Vibrant City
Supports equity and health goals

Qualitative Measures

- ✓ Existing Commitment
- ■ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ■ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$71 m Low

$86 m High

Potential Funding Sources

This project is funded through local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

J Lander Street Grade Separation/Railroad Crossing

The Lander Street project constructs grade separation (overpasses or underpasses) on a major Port of Seattle freight route that crosses a railroad mainline:

- Reduces truck delay, congestion, and emissions due to extended periods of idling
- Drives economic development at port terminals and throughout the Duwamish industrial area

Project Scores

Safe City
Reduces potential for train-related crashes

Affordable City
Promotes growth and economic development

Interconnected City
Supports priority corridors and complete streets

Vibrant City
Advances the city's equity and health goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

Planning-Level Project Budget

$100 m Low

$200 m High

Potential Funding Sources

The Lander Street project is a high priority for partners at the Port of Seattle and Washington State Department of Transportation and may compete well for federal grants. Grants and partnerships will be needed to realize this project.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

K Madison Street Bus Rapid Transit Complete Street

The Madison Street BRT project brings state-of-the-art, high-capacity transit services to one of the city's busiest bus corridors:

- Changes roadway design to increase transit speed, reliability, and efficiency
- Improves the transit rider experience with enhanced stations and rider amenities
- Enhances bicycle and pedestrian access to frequent, high-capacity transit services

Project Scores

Safe City
Addresses vehicular and pedestrian risk factors

Affordable City
Improves roadway condition and spurs future growth

Interconnected City
Serves high-priority corridors and develops complete streets

Vibrant City
Supports equity and health, as well as environmental goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

Planning-Level Project Budget

$98 m Low

$120 m High

Potential Funding Sources

The Madison Street BRT project is likely to compete well for federal grants and is identified as a priority in Sound Transit's long-range plan. Grants and partnerships will be needed for fund the project.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Market/45th Transit Improvement Project

The Market / 45th transit project enhances transit speed and reliability on of one the city's primary east-west corridors and most chronically congested routes:

- Adds intelligent transportation systems such as transit signal priority to improve bus travel times
- Installs upgrades to transit stops and offers other rider amenities
- Enhances connections to northwest Seattle as well as the Ballard-Interbay Manufacturing Industrial Center

Project Scores

Safe City
Reduces crash risk for people who walk and bike

Affordable City
Improves infrastructure and drives future growth

Interconnected City
Maintains critical corridors and develops complete streets

Vibrant City
Serves environmental goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

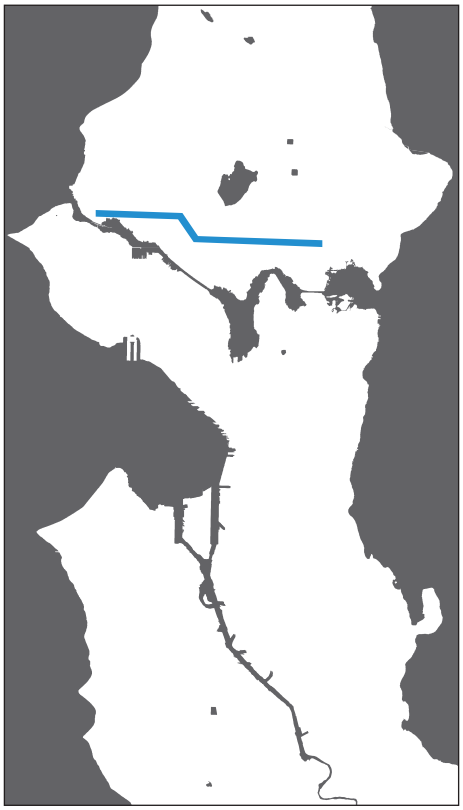
Planning-Level Project Budget

$30 m Low

$37 m High

Potential Funding Sources

Prior transit improvements in 2012 were funded in partnership with King County Metro and the State of Washington. This project is likely to compete well for additional outside funding.



The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Northgate Pedestrian-Bicycle Bridge

The Northgate Pedestrian-Bicycle Bridge provides an overcrossing of I-5, reconnects communities, and improves pedestrian access to several major destinations:

- Replaces a long, indirect walk route along busy streets with a direct, protected connection
- Increases access to Metro's largest bus facility, a future light rail station, and North Seattle Community College for people who walk
- Fosters economic development in a rapidly expanding retail and services district

Project Scores

Safe City
Reduces exposure and risk for people who walk

Affordable City
Supports a fast-growing urban center

Interconnected City
Advances complete streets and multimodal goals

Vibrant City
Promotes social equity and economic development

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

Planning-Level Cost Estimate

$26 m

Potential Funding Sources

The Northgate Pedestrian Bridge includes partnership with Sound Transit and existing federal grant funds. It will be competitive for future grants.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs.

Pike/Pine Complete Street

The Pike/Pine Multimodal Corridor continues the "Pike/Pine Renaissance," a rebirth of one of the city's primary historic and cultural centers:

- Adds protected bike lanes, transit amenities, and improvements to the pedestrian realm
- Improves transit speed and reliability, and increases efficiency for all modes
- Provides access to the Westlake Transit Hub, Third Ave Transit Mall, and First Hill Streetcar
- Incorporates major maintenance needs and streetscape improvements

Project Scores

Safe City 18/20
Reduces both pedestrian and vehicular collisions

Affordable City 22/25
Spurs economic growth

Interconnected City 22/25
Preserves critical corridors and supports complete streets

Vibrant City 22/30
Encourages equity, health, and environmental stewardship

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$22 m Low

$27 m High

Potential Funding Sources

The Pike/Pine project is a strong candidate for new funding sources such as coordinated street furniture revenue. New funding sources and grants will be needed to realize the project.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

0 Rainier Avenue to Jackson Street Complete Street

The Rainier Avenue Complete Street enhances transit speed and reliability, as well improves the bus rider experience along a critical transit corridor. The project:

- Upgrades bus stops and adds transit signal priority at intersections
- Improves facilities for people who walk along the corridor
- Leverages paving investments and extends the useful life of the existing roadway

Project Scores

Safe City
Reduces crash risk for all users

Affordable City
Maintains critical infrastructure and promotes growth

Interconnected City
Preserves a priority corridor and supports complete streets

Vibrant City
Supports equity, health, and environmental goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ■ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$19 m Low

$23 m High

Potential Funding Sources

Portions of this project have been funded through grants and local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Roosevelt to Downtown Complete Street

The Roosevelt to Downtown Complete Street will provide bus rapid transit service along a couplet of one-way streets connecting the University District, South Lake Union, and Downtown:

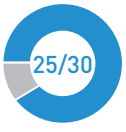
- Introduces frequent, high-capacity bus services to established transit corridors serving the city's fastest-growing job centers
- Offers zero-emissions trolley buses for the entire route
- Expands the city's network of rider-friendly and easily recognizable BRT services
- Adds protected bicycle lanes

Project Scores

Safe City
Reduces risk for people who bike and walk

Affordable City
Improves infrastructure and promotes economic development

Interconnected City
Preserves essential corridors and implements complete streets



Vibrant City
Serves equity and health needs, as well as environmental goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

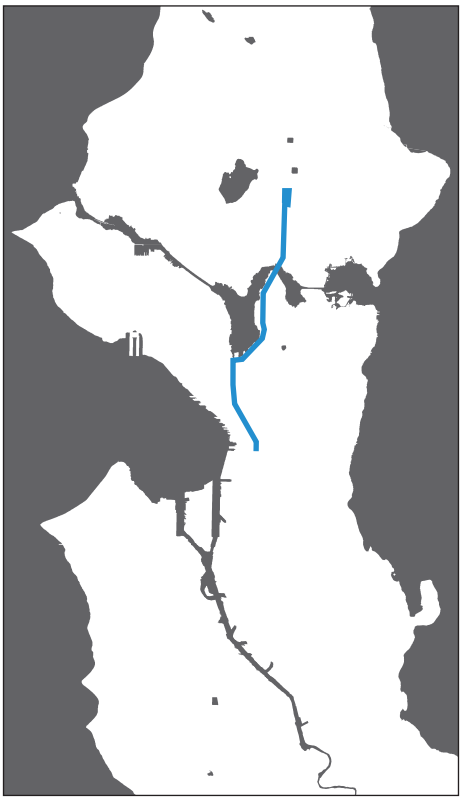
Planning-Level Project Budget

$28 m Low

$34 m High

Potential Funding Sources

This project is funded through local sources and may compete well for future grants. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.



The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Q

Yesler/Jefferson Complete Streets

The Yesler Way Complete Street project will complete the trolley system along a key transit corridor and reroute several high-ridership routes to improve traffic efficiency:

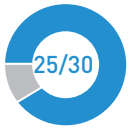
- Also Improves stops and stations and operational improvements for buses
- Incorporates protected bike lanes
- Addresses major maintenance needs in the corridor, extending the useful life of the roadway

Project Scores

Safe City
Improves traffic safety for all modes

Affordable City
Serves maintenance needs and future growth

Interconnected City
Develops priority corridors and complete streets



Vibrant City
Promotes equity, health, and environmental goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- Community Support
- ✓ Geographic Equity
- Major Maintenance Cost Avoidance

Planning-Level Project Budget

$18 m Low

$22 m High

Potential Funding Sources

This project is funded through grants and local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

R 1st Avenue/1st Avenue S Corridor

The 1st Ave/1st Ave S project improves operating efficiency and safety for all modes, and addresses major maintenance needs at key locations:

- Adds extensive intelligent transportation systems including traffic cameras, vehicle detection, and traffic-responsive signals
- Improves pavement conditions and reduces long-term maintenance needs
- Improves freight flow on a key Port of Seattle and Duwamish industrial district route
- Upgrades existing sidewalks and adds pedestrian crossings

Project Scores

Safe City
Smooths interactions between modes

Affordable City
Improves infrastructure condition and aids future growth

Interconnected City
Supports a critical corridor and advances complete streets goals

Vibrant City
Promotes healthy travel options and reduces emissions

Qualitative Measures

- Existing Commitment
- ✓ Leveraging Opportunities
- Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- Major Maintenance Cost Avoidance

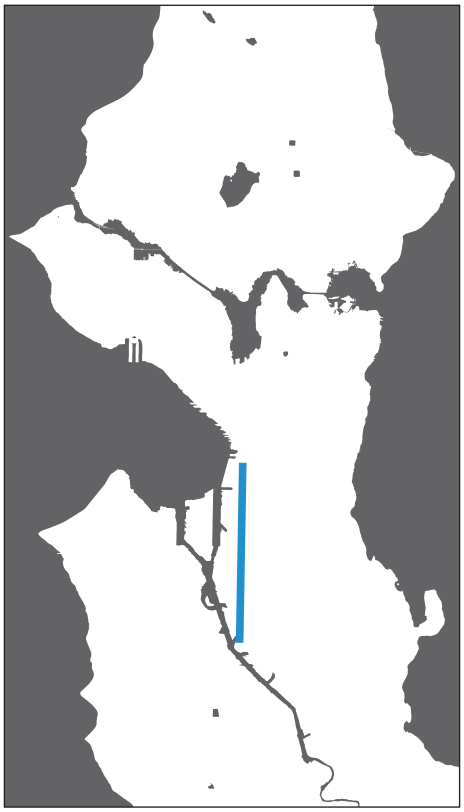
Planning-Level Project Budget

$10 m Low

$12 m High

Potential Funding Sources

1st Avenue/1st Avenue S project has been awarded federal grants for ITS improvements. It may be a candidate for freight mobility grant funds or other partnerships.



The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

23rd Avenue Corridor Improvements - Phase 4

Extending improvements within Phases 1-3, the Phase 4 project reconstructs 23rd Ave to a consistent 3-lane cross-section throughout the corridor:

- Addresses major paving maintenance needs not included in previous projects
- Includes redesigned intersections and allows for wider cross-sections at areas with unique traffic demands
- Promotes safe and efficient operations for all modes, emphasizing safe traffic interactions for people who bike and walk

Project Scores

Safe City
High crash rate, especially involving people who walk

Affordable City
Addresses maintenance needs and supports growth

Interconnected City
Supports all modes

Vibrant City
Reduces emissions and serves under-represented communities

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$27 m Low

$33 m High

Potential Funding Sources

This project is a candidate to fund with grants and local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Aurora Avenue Complete Street

The Aurora Avenue Complete Street project redesigns a major transit and freight arterial with a strong focus on safety, access, and transit operations:

- Supports development of Rapid Ride Line E
- Streamlines traffic operations and promotes safe interactions for all modes
- Ensures reliable business access and loading
- Adds sidewalks and shorter pedestrian crossings

(Aurora Avenue in Seattle)

(Recently improved Aurora Avenue in Shoreline)

Project Scores

Safe City

Promotes safety for people who bike and walk

Affordable City

Improves infrastructure condition and drives future growth

Interconnected City

Preserves critical corridors and complete streets

Vibrant City

Supports equity, health, and environmental goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ■ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$105 m Low

$130 m High

Potential Funding Sources

This project is funded through grants and local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Beacon/12th/Broadway Complete Streets

The Beacon/12th/Broadway Complete Streets update obsolete infrastructure and roadway designs to provide smooth and integrated traffic flow for all modes:

- Upgrades bicycle facilities and sidewalk improvements
- Improves transit services with features like queue jump or transit-only lanes, bus bulbs, and rider amenities
- Includes major maintenance needs and reconfiguration of travel lanes to improve safety for all users

Project Scores

Safe City
Helps to reduce crashes for people who walk and bike

Affordable City
Preserves critical infrastructure and spurs economic growth

Interconnected City
Maintains the city's key corridors and implements complete streets

Vibrant City
Supports equity and health goals, as well as environmental stewardship

Qualitative Measures

- ✓ Existing Commitment
- Leveraging Opportunities
- ✓ Funding Availability
- Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

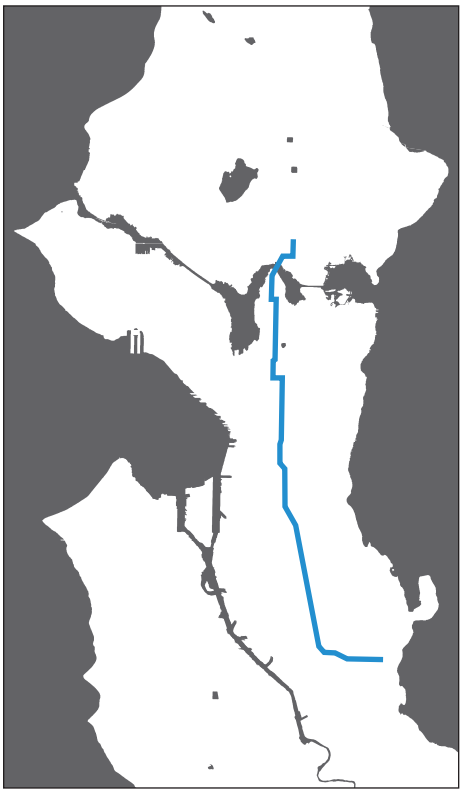
Planning-Level Project Budget

$107 m Low

$131 m High

Potential Funding Sources

This project is funded through local sources and may compete well for future grants. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.



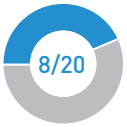
The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Fauntleroy Way/California Transit Corridor

The Fauntleroy Transit Corridor project enhances transit services and rider amenities along one of west Seattle's primary transit corridors:

- Adds real-time arrival information at all bus stops and transit centers
- Links discontinuous bus-only lanes along the corridor to complete the transit-priority system
- Installs a full transit station on Fauntleroy near the West Seattle Bridge

Project Scores



Safe City
Reduces risk of bicycle and pedestrian collisions

Affordable City
Improves infrastructure condition and promotes future growth

Interconnected City
Improves critical corridors

Vibrant City
Furthers equity and health goals, as well as environmental stewardship

Qualitative Measures

- ✓ Existing Commitment
- ■ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

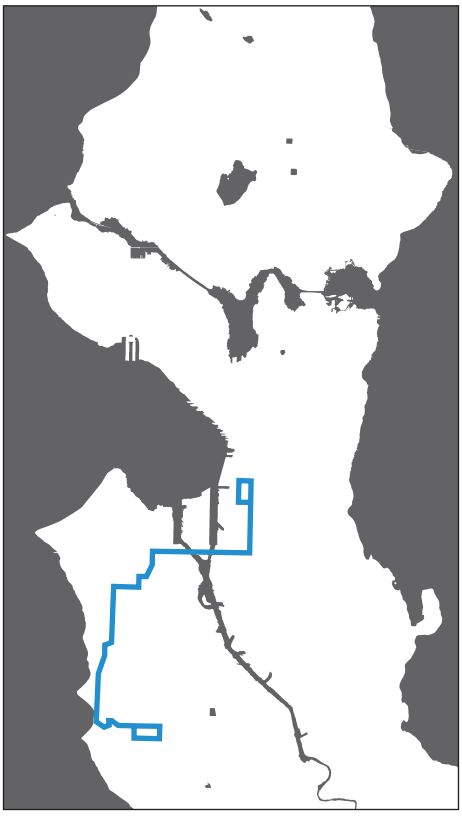
Planning-Level Project Budget

$70 m Low

$86 m High

Potential Funding Sources

This project is funded through local sources and may compete well for future grants. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.



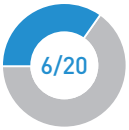
The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Fauntleroy Way SW Boulevard

The Fauntleroy Way project transforms a roadway with major maintenance needs and outdated traffic flow patterns into a modern "green boulevard":

- Adds transit operating improvements such as queue-jump lanes and bus bulbs, as well as rider amenities and transit shelters
- Completes planned pavement upgrades, and a redesign of the street configuration to enhance safe interactions between all modes
- Adds a protected bicycle lane
- Installs intelligent transportation systems for smooth traffic flow, and upgrades signals, signage, and lighting

Project Scores



Safe City
Reduces crash risk for all users

Affordable City
Addresses maintenance needs and supports growth

Interconnected City
Protects high-priority corridors and builds complete streets

Vibrant City
Advances the city's environmental stewardship goals

Qualitative Measures

- ✓ Existing Commitment
- ■ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- ✓ Geographic Equity
- ✓ Major Maintenance Cost Avoidance

Planning-Level Project Budget

$13 m Low

$16 m High

Potential Funding Sources

This project is funded through local sources. Replacement funding for the Bridging the Gap levy is likely to be needed for its completion.

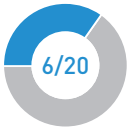
The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

Lake City Way Complete Street

The Lake City Way Complete Street project reinvents an obsolete street design to enhance transit efficiency, non-motorized access, and safety for all modes:

- Installs traffic-adaptive signalization and transit signal priority to improve traffic flow
- Adds sidewalks and bus stops for transit users and people who walk along the corridor
- Redesigns intersections, driveways, and pedestrian crossings to maximize safety for vulnerable users

Project Scores



Safe City
Addresses crash risk for people who bike and walk

Affordable City
Maintains critical infrastructure

Interconnected City
Preserves vital corridors and promotes complete streets

Vibrant City
Supports environmental stewardship goals

Qualitative Measures

- ✓ Existing Commitment
- ✓ Leveraging Opportunities
- ✓ Funding Availability
- ✓ Community Support
- Geographic Equity
- Major Maintenance Cost Avoidance

Planning-Level Project Budget

$10 m Low

$12 m High

Potential Funding Sources

Because Lake City Way is designated as State Route 522, the State of Washington is a partner in corridor enhancements. It is also likely to compete well for grants.

The planning, design and construction schedule for this project will be driven by many factors including funding availability, coordination with other construction projects, and urgent safety and maintenance needs. Costs may vary from the low to high end of the range depending on project complexity, cost of materials, extent of improvements and other factors.

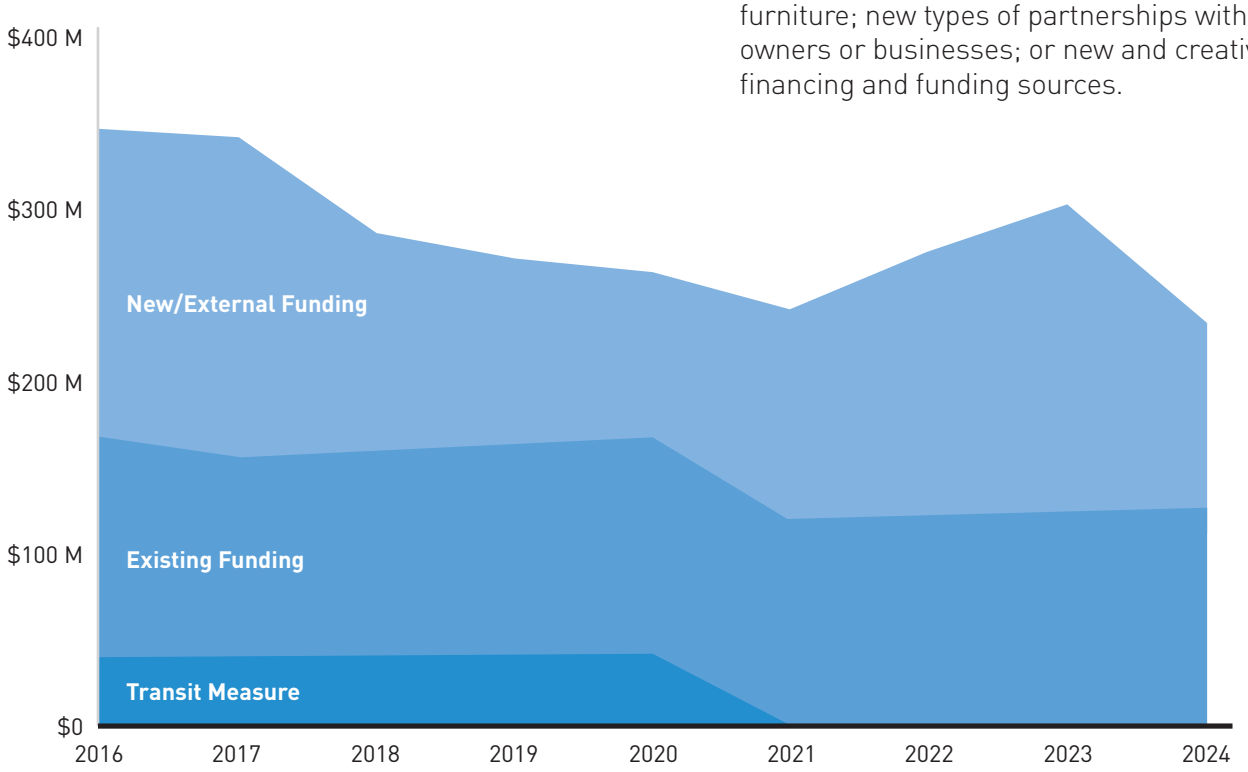
In 2015, we will define a funding strategy for the critical maintenance required as well as transformative capital projects needed to manage a growing Seattle.

This strategy will involve existing funding sources as well as identification of new, ongoing funding sources. At the same time, we will also develop a long-term capital funding strategy to move large, transformative projects forward.

The voter-approved Bridging the Gap transportation levy expires in 2015. For the past nine years, it has provided 20-25% of SDOT's annual budget. It has provided funding for everything from tree trimming for safety, to implementation of the Bicycle and Pedestrian Master Plans, to a large annual road repaving program.

A replacement source of funding for those activities and many others will be a cornerstone of any long-term funding plan for the department. Seattle's transportation funding landscape is complex. We pay for our work with a variety of different revenue sources, each with its own rules and restrictions. With the expiration of the first Bridging the Gap property levy at the end of 2015, SDOT will have about $110 million a year in ongoing transportation revenues. The largest two are SDOT's share of the City's General Fund and the Commercial Parking Tax, which combined represent nearly 80% of that $110 million. Other sources include School Zone Camera revenue — used to make safety improvements around schools — as well as the City's share of the State's Gas Tax and the $20 Vehicle License Fee.

In addition to on-going revenue, SDOT relies on a mix of one time revenues such as grants from the state and federal government, partnerships with other agencies, street vacation fees and Real Estate Excise Tax. In order to complete the projects identified in Move Seattle, SDOT also needs to identify and secure new funding sources. These sources may include things as revenue from advertising on transit shelters and other street furniture; new types of partnerships with property owners or businesses; or new and creative financing and funding sources.



This graph shows the funding needed to achieve the Move Seattle vision.


HELLO

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