City of Seattle

DRAFT COMMUTE TRIP REDUCTION STRATEGIC PLAN 2019-2023

EXECUTIVE SUMMARY

Seattle
Department of
Transportation

DRAFT

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Seattle's Commute Trip Reduction (CTR) program plays a crucial role in the city's effort to reduce congestion and provide mobility choices. The CTR program is a key transportation demand management tool to mitigate the impacts of population and employment growth while facilitating a thriving business environment, diverse travel choices, and a reduction in transportation emissions.

The 2019-2023 CTR Strategic Plan establishes a vision for the next era of Seattle's program. It builds upon recent program innovations to position Seattle and its employers for ongoing success. When adopted, this plan will set program performance goals and identify program priorities.

WHY IS CTR IMPORTANT?

CTR provides a number of benefits to employees, employers, and the city as a whole. These include:

Promoting Transportation Demand Management. The rich data collected by the program is vital to tracking and reporting progress in congestion mitigation and efficient use of the transportation system. CTR supports:

- **Reduction in drive alone commutes.** From 2007/08 to 2015/16, citywide drive-alone rate (DAR) for CTR employers has decreased from 37.3% to 31.5%, a reduction of 16%.

- **Reduction in commuter vehicle miles traveled (VMT).** From 2007/08 to 2015/16, citywide VMT per CTR employee has decreased from 5.85 to 4.47, a reduction of 23%.

Prioritization of a multimodal Center City. Solo driving continues to go down in the Center City, even as the number of jobs increase. In 2017, three out of every four commute trips to the Center City were by a mode other than driving alone.

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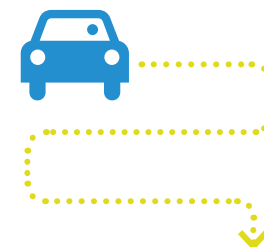
-16%
Reduction in drive alone commutes since 2007/08

-23%
Reduction in commuter VMT since 2007/08

Innovative program and service delivery. In Seattle, CTR is not just a regulatory program. CTR sites receive customer-oriented programming designed to improve marketing, infrastructure, and commute programs in a tailored and business friendly manner.

Higher cost efficiencies. State CTR dollars per Seattle CTR employee have gone down 34% since 2007-08. Despite limited funding, Seattle continues to provide high value to employers through additional local investment and strategic partnerships.

WHAT IS COMMUTE TRIP REDUCTION?

In 1991, the state of Washington adopted its CTR law with the intent of addressing congestion and air pollution through the reduction of the commuter drive-alone rate (DAR) and the number of commuter drive-alone trips (DAT). The law requires large employment sites to create a plan for how to reduce employee DAR. The CTR requirements apply to employment sites meeting the following criteria:

- 100 or more full-time employees whose workdays start between 6 a.m. and 9 a.m. on weekdays

- Located in a county with more than 150,000 residents

Today, more than 1,000 work sites participate in the CTR program across Washington; at least 25% of those sites are in Seattle.

There are now more than 250 employers and over 200,000 employees enrolled in Seattle's CTR program. Reflecting the city's overall growth, the number of CTR sites and CTR-affected employees has increased 31% and 52% respectively since 2008.

Revised Code of Washington (RCW) – Section 70.94.527. Washington Administrative Code (WAC) – Chapter 468-63.

HOW WAS THE CTR STRATEGIC PLAN DEVELOPED?

Our strategic planning process included:

- Substantial data analysis and review of existing conditions

- Stakeholder input from Seattle Department of Transportation, Commute Seattle, Washington Department of Transportation, King County Metro, Puget Sound Regional Council, Employee Transportation Coordinators (ETCs)

- Program surveys, phone interviews, and workshops

Strategic Planning Process

MAR 2017

VISIONING

Stakeholder Workshop

DATA ANALYSIS

PROGRAM ASSESSMENT

Stakeholder Interviews

ETC Survey

GOALS, BENCHMARKS, AND TARGETS

Stakeholder Workshop

Stakeholder Survey

STRATEGY DEVELOPMENT

Stakeholder Workshop

DRAFT + FINAL PLAN

DTA/Stakeholder Workshop

PLAN ADOPTION

Q1 - 2019

⬡ Technical Memo

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2019-23 PRINCIPLES AND PRIORITIES

For the 2019-2023 Plan, the following core principles and priorities will guide the program.

Proactive

Establish a citywide framework for reducing drive-alone mode share and single-occupancy vehicle (SOV) trips that can be applied citywide.

Priorities include:

- Build new and sustain ongoing partnerships to bolster a cost-effective and impactful program.
- Promote program success using new technology and enhanced reporting tools.

Business-Oriented

Support private innovation and investment in employee mobility programs that attract and keep the best and brightest in Seattle.

Priorities include:

- Implement means to improve program efficacy and delivery by updating key elements, such as the existing state CTR survey.
- Evolve traditional program definitions and service models to align with changes in the employer and mobility markets.

Comprehensive

Continue to expand and diversify mobility and trip reduction offerings to commuters.

Priorities include:

- Expand services to smaller employers and in key neighborhoods.
- Determine means to quickly identify sites relevant to the CTR market by obtaining better employment data.

Supportive

Leverage employee travel data and private partnerships in support of Seattle's overall mobility policies and investments.

Priorities include:

- Support and leverage local and regional policy initiatives.
- Continue to leverage employee travel data and private partnerships in support of Seattle's overall mobility policies and investments.

Customer-Focused

Meet state CTR requirements while providing a customer-centric service delivery model.

Priorities include:

- Better assess travel behavior and mode shift options, as well as address transportation equity via new and improved data.

Cost-Effective

Efficiently leverage crucial, but stagnant, state funding.

Priorities include:

- Leverage local dollars and innovative service delivery to better serve the growing number of CTR sites and employees.

2019-23 EVALUATION FRAMEWORK

The 2019-2023 Strategic Plan features an enhanced evaluation framework to evaluate the full impact and benefits of Seattle's CTR program. The framework includes:

- Updated core program goals
- Newly defined program benchmarks
- Redefined network boundaries

Core Program Goals

Core program goals distribute citywide targets for drive-alone rate (DAR) and vehicle miles traveled (VMT) across a revised set of eleven CTR "networks" or neighborhood areas. These local targets have been calibrated so that if all are met, the city will achieve its overall target. The DAR goals build upon past tracking of similarly distributed targets, while VMT is a new program metric that will enable SDOT to provide more insight into the relationship of Seattle's changing infrastructure, housing market, and economy with the city's commuting patterns.

Core Program Goals

Drive-Alone Rate   Vehicle Miles Traveled (VMT) per Employee

Citywide DAR and VMT Targets

Horizon Biennium	Description	Adjusted DAR Target	VMT per Employee Target
2019/2020	CTR Plan Update 2017-2019	30.5%	4.3
2023/2024	**CTR Strategic Plan 2019-2023**	**28.8%**	**4.0**

Program Benchmarks

Program benchmarks are newly defined *internal* metrics that will allow SDOT and partners to better track performance and illustrate all aspects of program performance to local, state, and federal policy makers – key to securing additional funding and larger policy changes.

Program Benchmarks
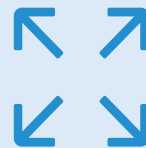
Commute Outcomes   Climate Outcomes

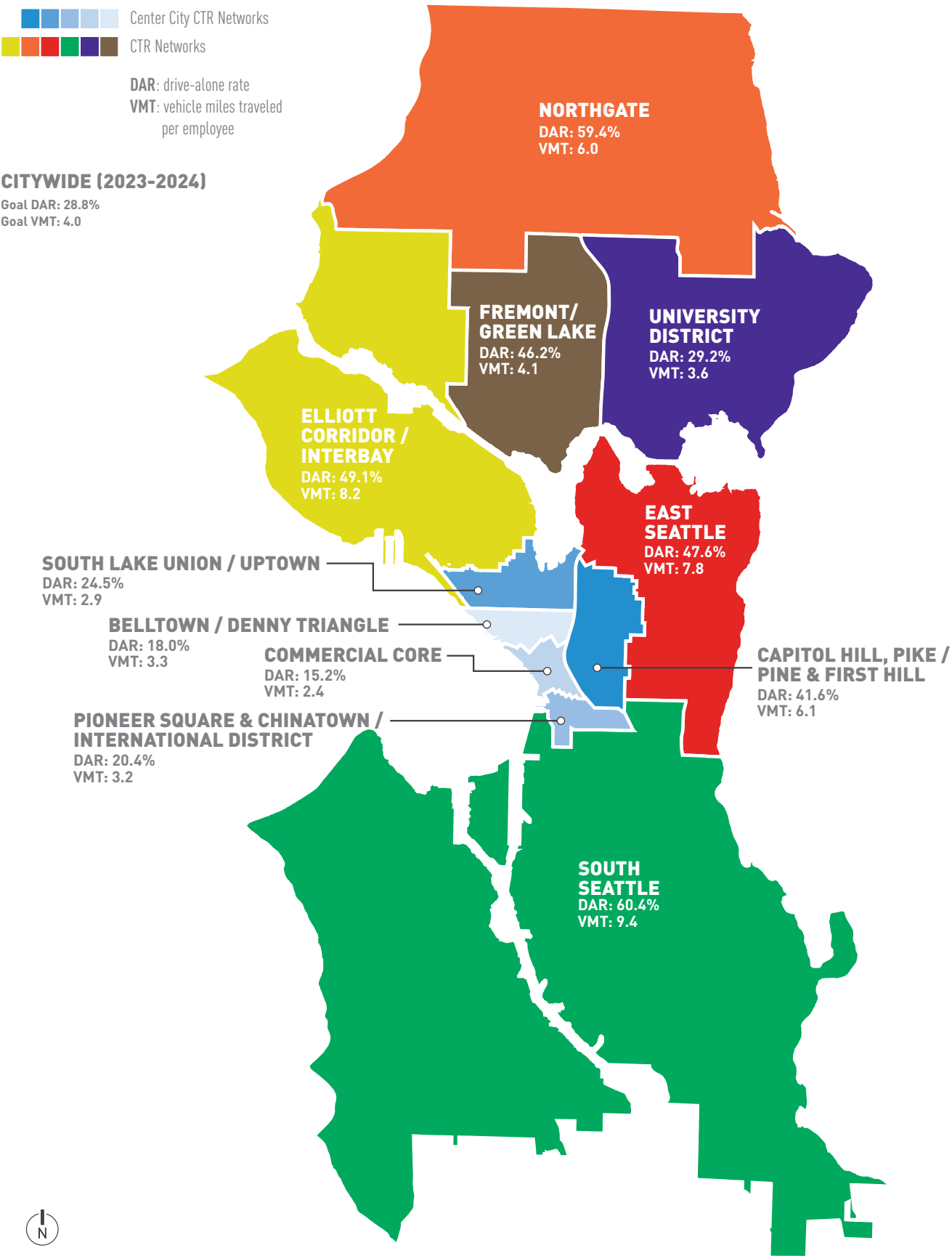Program Reach   Cross-Program Integration

Programming Impact   Cost Effectiveness

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UPDATED CTR NETWORKS AND TARGETS

The network boundaries for 2019-23 were updated from those set in the 2013-17 Alternate Plan to ensure that they are contiguous with other planning efforts.

Center City CTR Networks

CTR Networks

DAR: drive-alone rate
VMT: vehicle miles traveled per employee

CITYWIDE (2023-2024)
Goal DAR: 28.8%
Goal VMT: 4.0

NORTHGATE
DAR: 59.4%
VMT: 6.0

FREMONT/ GREEN LAKE
DAR: 46.2%
VMT: 4.1

UNIVERSITY DISTRICT
DAR: 29.2%
VMT: 3.6

ELLIOTT CORRIDOR / INTERBAY
DAR: 49.1%
VMT: 8.2

EAST SEATTLE
DAR: 47.6%
VMT: 7.8

SOUTH LAKE UNION / UPTOWN
DAR: 24.5%
VMT: 2.9

BELLTOWN / DENNY TRIANGLE
DAR: 18.0%
VMT: 3.3

COMMERCIAL CORE
DAR: 15.2%
VMT: 2.4

CAPITOL HILL, PIKE / PINE & FIRST HILL
DAR: 41.6%
VMT: 6.1

PIONEER SQUARE & CHINATOWN / INTERNATIONAL DISTRICT
DAR: 20.4%
VMT: 3.2

SOUTH SEATTLE
DAR: 60.4%
VMT: 9.4

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# 2019-2023 CTR TOOLBOX: STRATEGIES AND IMPLEMENTATION

Solving CTR's existing and future challenges in the face of rapid growth requires a multifaceted set of solutions. The strategies in the plan are intended to be combined as a package for flexible implementation. The table below summarizes the 28 strategies by five categories, each representing a key element of the CTR program.

CATEGORY	STRATEGY
PERFORMANCE MONITORING	**PM.1** - Improve CTR survey administration and sampling methods
	PM.2 - Revise CTR survey questions
	PM.3 - Enhance CTR survey instrument
	PM.4 - Update and streamline CTR reporting
	PM.5 - Improve CTR site identification and on-boarding
	PM.6 - Formalize SDOT methods for network target setting
	PM.7 - Refine core program goals and adopt formal internal program benchmarks
POLICY AND REGULATORY	**P.1** - Update the CTR section of the Seattle Municipal Code (SMC)
	P.2 - Update CTR state law or administrative code to address gaps in employee coverage
	P.3 - Update regulations for TMPs to better support CTR program goals
	P.4 - Support ongoing improvements to citywide parking policy
	P.5 - Evaluate mandatory transit benefit requirement
	P.6 - Support SDOT New Mobility Playbook
	P.7 - Support improvements to local and regional policies, programs, and initiatives
	P.8 - Prioritize pre-tax benefit programs
PROGRAMMING AND ENGAGEMENT	**PE.1** - Update and Enhance Marketing of CTR benefits
	PE.2 - Enhance web presence of CTR program and related transportation resources
	PE.3 - Utilize new data streams and tools to prioritize and target key employers
	PE.4 - Enhance Employee Transportation Coordinator (ETC) training
	PE.5 - Embrace new commuter technology
	PE.6 - Strengthen private sector partnerships

CATEGORY	STRATEGY
ADMINISTRATION AND FUNDING	**A.1** – Work to increase CTR program funding
	A.2 - Partner with TMAs or other non-city entities to support program administration
	A.3 - Augment SDOT CTR staffing
	A.4 - Plan and initiate a local CTR grant program
EMERGING MARKETS	**EM.1** - Target emerging markets: smaller employers
	EM.2 - Target emerging markets: "high-priority" geographies
	EM.3 - Target emerging markets: multi-family residential

STRATEGY PRIORITIZATION

Given limited resources, it is unlikely that SDOT will be able to implement all 28 strategies simultaneously during this plan's four-year horizon. The chart below offers a high-level prioritization of the strategies based on their estimated relative impact (benefit to the program and its performance) and conceptual costs. This high-level prioritization scheme serves as a starting point for setting funding and programming priorities.
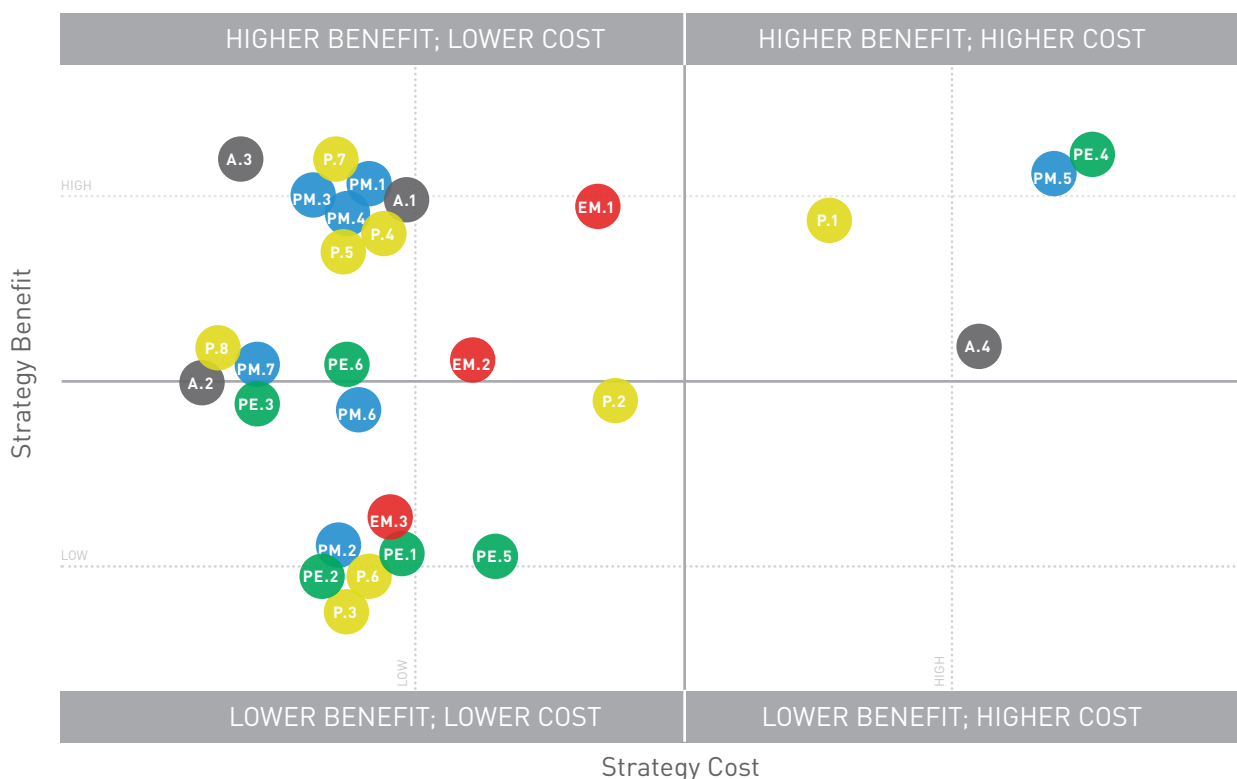
WANT MORE INFORMATION?

The complete 2019-23 CTR Strategic Plan is available for download on SDOT's website. For questions and comments, please contact:

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