

# ONE CENTER CITY

## SEATTLE'S NEAR-TERM

## ACTION PLAN



## Acknowledgments

### EXECUTIVE STEERING COMMITTEE

Seattle Department of Transportation – Goran Sparrman, Interim Director

King County Metro – Rob Gannon, General Manager

Sound Transit – Mike Harbour, Deputy CEO

Seattle Office of Planning and Community Development – Sam Assefa, Director

Downtown Seattle Association – Jon Scholes, President and CEO

### INTERAGENCY TEAM LEADS

Seattle Department of Transportation – Eric Tweit, Meghan Shepard, Bradley Topol

King County Metro – Paul Roybal

Sound Transit – Wesley King

Seattle Office of Planning and Community Development – Gary Johnson

Downtown Seattle Association – Jacqueline Gruber and Don Blakeney

### CONSULTANT TEAM LEADS

Consultant Team Project Manager – Thomas Brennan, Nelson\Nygaard

Outreach and Communications Lead – Erin Tam, EnviroIssues

Advisory Group Facilitator – Penny Mabie, EnviroIssues

## ONE CENTER CITY ADVISORY GROUP MEMBERS

Monty Anderson, *Seattle Building & Construction Trades Council*

Erik Ashlie-Vinke, *Economic Alliance Snohomish County*

Thatcher Bailey, *Seattle Parks Foundation*

Derrick Belgarde, *Chief Seattle Club*

Todd Biesold, *Merlino Foods*

David Blandford, *Visit Seattle*

Jennifer Butler, *Zillow*

Michael Davis, *Uptown Alliance*

Deanna Dawson, *Sound Cities Association*

Jim Erickson, *Freeway Park Association*

Brian Ferris, *Google Employee*

Cynthia Foley, *Sound Cities Association*

Erin Goodman, *SODO Business Improvement Area*

Tom Graff, *Belltown Business Association*

Brie Gyncild, *Seattle Neighborhood Greenways*

Staci Haber, *Hopelink; King County Mobility Coalition*

Catherine Hennings, *Cascade Bicycle Club*

Corey Hess, *Sysco*

Holly Houser, *ReachNow*

Cathy Johnstone, *5th Avenue Theatre*

Jared Jonson, *Seattle Housing Authority*

Jeff Keever, *Seattle Central College*

Elizabeth Kiker, *Cascade Bicycle Club*

Carl Leighty, *Alliance for Pioneer Square*

Peggy Martinez, *Creative Inclusion, LLC*

Amalia Martino, *The Vida Agency*

Anders McConachie, *Seattle LGBT Commission*

Cary Moon, *Urban designer and Center City resident*

Jeff Myrter, *Building Owners and Managers Association*

John Pehrson, *South Lake Union Community Council*

Rico Quirindongo, *The Pike Place Market PDA Council*

Jenny Schmitz, *King County Metro Transit Advisory Commission*

Hester Serebrin, *Transportation Choices Coalition*

Monica Smith, *Downtown Residents Council*

Reese Tanimura, *Seattle Music Commission*

Andrew Thompson, *Snohomish County Committee for Improved Transportation*

Jessa Timmer, *Chinatown-International District Business Improvement Area*

Sabrina Villanueva, *Denny Triangle Neighborhood Association*

Heidi Westling, *Amazon*

David Wiggins, *King County Transit Advisory Commission*

Maiko Winkler-Chin, *Seattle Chinatown International District Preservation and Development Authority*

Cindy Zwart, *Sound Generations*

A coordinated plan to keep people moving to, around, and through Center City as efficiently and safely as possible.



# CONTENTS

INTRODUCTION	1
Preparing for a Period of Constraint	4
Why One Center City?	13
No Action is Not an Option	20
Near-Term Action Plan Development Process	22
OUR FIVE MOVES	25
Key Projects and Actions	26
1. IMPROVE SAFETY AND SECURITY	29
Our Challenge	30
Actions	33
Performance Expectations	38
Monitoring	43
2. KEEP PEOPLE MOVING ON DOWNTOWN STREETS	45
Our Challenge	46
Actions	48
Performance Expectations	54
Monitoring	60
3. USE LIMITED STREET SPACE WISELY	63
Our Challenge	64
Actions	65
Performance Expectations	72
Monitoring	74
4. PROVIDE EFFICIENT TRAVEL OPTIONS	79
Our Challenge	80
Actions	80
Performance Expectations	84
Monitoring	86
5. ENHANCE PUBLIC REALM AND PEDESTRIAN SPACES	87
Our Challenge	88
Actions	89
Performance Expectations	94
Monitoring	97
IMPLEMENTATION	99

**Our growth challenges are better addressed collectively; working together we have the opportunity to keep Seattle moving, build a more inclusive public realm, and keep our economy and communities strong.**



**MOVE**



**EXPERIENCE**



**CONNECT**



JOIN THE CONVERSATION AND LEARN MORE AT:

[onecentercity.org](http://onecentercity.org)

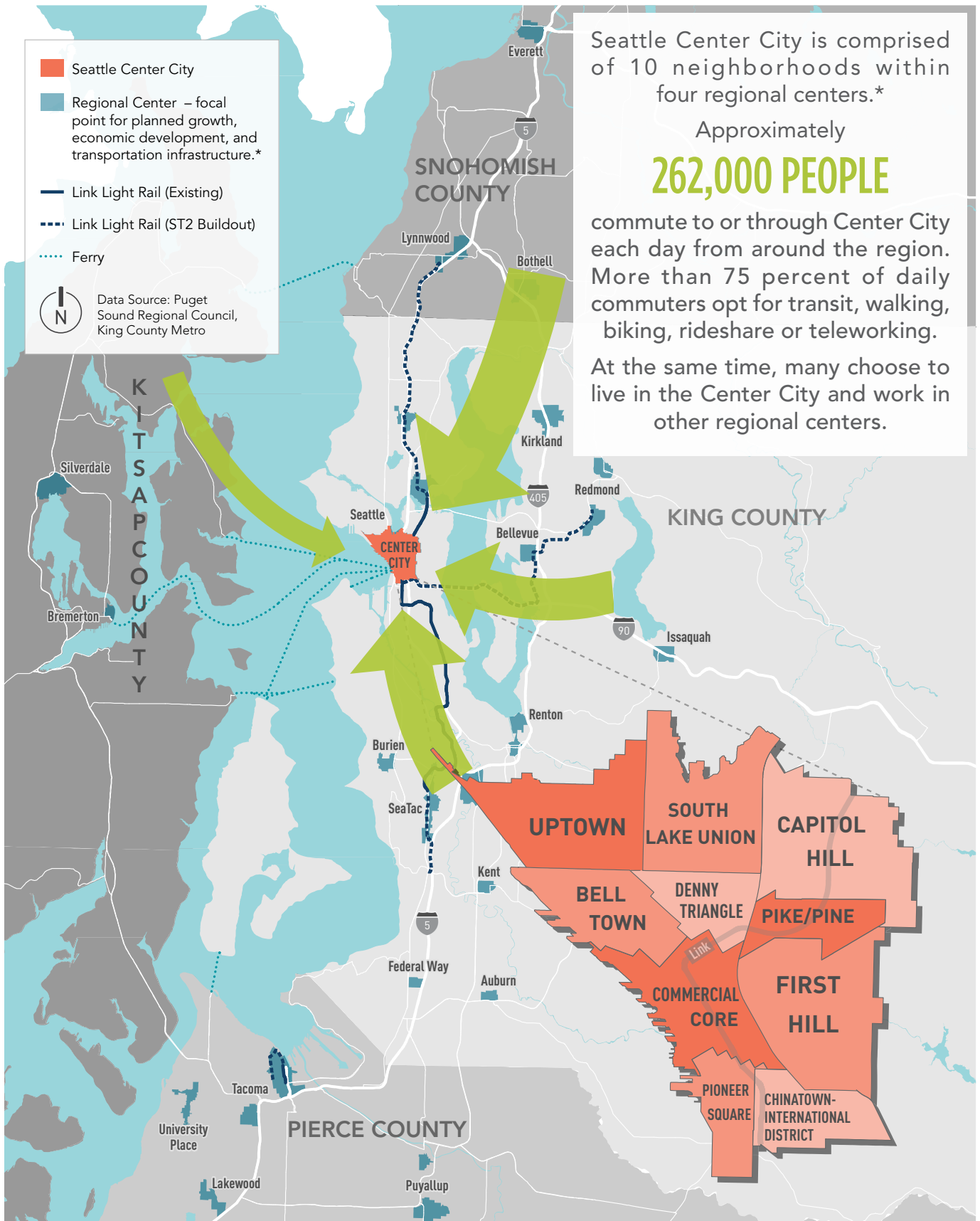
# INTRODUCTION

**D**owntown Seattle has a famous constraint. Just seven avenues run north to south between the Waterfront and I-5. Those corridors funnel regional travelers and goods to and through the Central Business District and rapidly growing adjacent neighborhoods. The value of this right-of-way is almost immeasurable; its economic benefits extend well beyond Seattle's borders. As such, every decision about changing its use is fraught with tradeoffs.

Seattle's unprecedented growth and geographic constraint sets up a major challenge – keeping Seattleites and regional travelers moving safely and efficiently while Seattle's center city neighborhoods grow and evolve as the cultural heart of the region.

The One Center City Near-Term Action Plan is the result of a public-private partnership formed to ensure that Center City continues to thrive throughout the coming years of construction and growth. Partners in the development of the Near-Term Action Plan are the City of Seattle, King County Metro, Sound Transit, and the Downtown Seattle Association. The Near-Term Action Plan sets up implementation of projects and programs to keep people and goods moving to, within, and through Center City, while enhancing public and pedestrian spaces. Near-term actions are focused on the next five years (2018 – 2023).

## Seattle Center City in the Region



\*Designated by the Puget Sound Regional Council VISION 2040 growth strategy





Uptown



South Lake Union



Capitol Hill



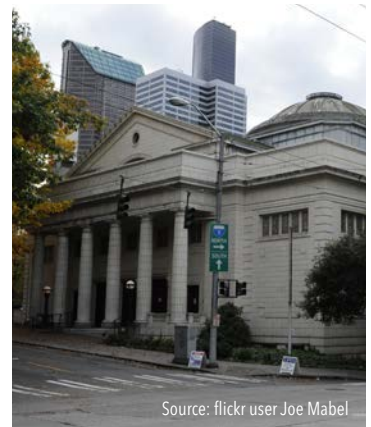
Belltown



Denny Triangle



Pike/Pine



First Hill



Commercial Core



Pioneer Square



Chinatown-International District

**Center City is made up of 10 diverse Seattle neighborhoods; each has its own unique character, communities, and cultural and civic destinations.**



## Preparing for a Period of Constraint

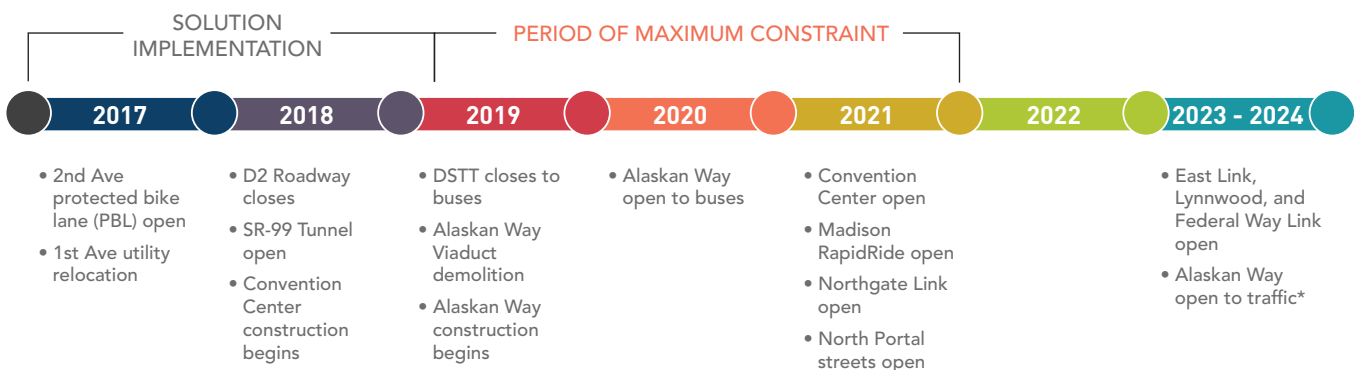
One Center City partners are making a significant investment in mobility, adding new light rail, streetcar, and bus lines, upgrading traffic signals, advancing a modern bike network, and designing area-wide improvements in walkability and public spaces. When complete, these changes will position the Seattle region to compete successfully in an increasingly global economy by offering excellent personal and freight mobility, improved travel reliability and comfort for Seattleites and regional customers, and a high quality of life for people of any means. However, in the near term, construction activity combined with growth in jobs and residents will place additional pressure on Center City's stressed transportation system.

**Major projects such as the removal of the Alaskan Way Viaduct and the redevelopment of the Central Waterfront will transform Center City's relationship to Elliott Bay and waterfront businesses, destinations, and transportation services.**

Currently daily commuters through downtown Seattle are faced with challenges from ongoing public and private development resulting in traffic lane and pedestrian sidewalk closures. Starting in 2018, the SR-99 viaduct will be closed and the new SR-99 tunnel opened to traffic resulting in changes in travel behavior. In 2019, construction of the Washington State Convention Center expansion will close the north portal of the Downtown Seattle Transit Tunnel (DSTT) as Convention Place Station is redeveloped, and buses stop using the DSTT. These changes will shift some of the busiest bus routes in the system to increasingly congested downtown surface streets.

By 2021, conditions start improving with the opening of Northgate Link followed by the opening of East Link in 2023 and Lynnwood Link and Federal Way Link light rail extensions in 2024. These investments in the regional transit system will improve travel times and reliability for people using transit while reducing the volume of buses traveling through downtown. During the interim period between the end of bus operations in the Downtown Seattle Transit Tunnel and the opening of new light rail service, a coordinated plan is needed to keep people moving to, around, and through Center City as efficiently and safely as possible. The One Center City Near-Term Action Plan delivers a broad and coordinated set of actions to that end.

### Center City Major Projects 2017 - 2024



**A number of significant, concurrent projects between 2019 and 2021 will strain the downtown transportation system without One Center City actions.**

The construction of several important transportation and civic building projects contribute to this period of constraint. These include:

- **Alaskan Way Viaduct Removal and Surface Street Construction.** With the new SR 99 Tunnel due to open in 2018, Seattle will begin to realize the benefits of the project. One of these is the removal of the aged Alaskan Way Viaduct. In 2019 the Viaduct will come down and construction of a new Alaskan Way surface boulevard will begin. In concert with Waterfront Seattle public realm investments, Seattle's waterfront will be reborn as a world-class public space, more intimately connected to downtown.



**A rebuilt Alaskan Way will reconnect downtown Seattle to the waterfront.**

- **Private Development:** Private construction in the Center City is projected to continue at a strong pace in coming years. The City works with developers to minimize construction impacts on the transportation system, including sidewalk closures. However, some impacts are unavoidable, as developers need to construct foundations and conduct utility work under the public right-of-way.

- **Washington State Convention Center Expansion.** The Washington State Convention Center is undergoing a major expansion on the site of the current Convention Place Station, served by the Downtown Seattle Transit Tunnel. The WSCC Addition will be a transformative project that provides a host of economic benefits, including as much as \$240 million annually in visitor spending, as many as 3,900 direct and indirect jobs, and some 6,000 jobs during construction. The WSCC has agreed to provide more than \$80 million in public benefits – including affordable housing, cycling and pedestrian improvements and a study of lidding more of Interstate 5 – as part of its planned \$92 million expansion in downtown Seattle. Construction is set to begin in 2019 and be complete in 2021.



**The Washington State Convention Center is scheduled to be under construction from 2019 to 2021.**

- **End of Bus Operations in the Downtown Seattle Transit Tunnel.** Sound Transit and King County Metro have long planned to end bus service operations in the Downtown Seattle Transit Tunnel to allow for increased light rail service. Bus service in the tunnel has been scaled back in recent years; still some of the region's busiest bus routes operate there today. At some point in 2019, buses will no longer use the DSTT. One Center City and coordinated agency outreach efforts set a plan to ensure affected customers have reliable options.

- **Center City Connector Streetcar Construction.** South Lake Union and First Hill Streetcars serve each end of downtown. The Center City Connector project would link the two lines via 1st Avenue and Stewart Street. This project would include transit-only lanes for streetcar in the center of 1st Avenue, making streetcar a reliable transportation choice connecting nine of the 10 Center City neighborhoods. These linkages are expected to more than double ridership on the streetcar system. The repurposing of a travel lane on 1st Avenue will send some vehicle trips to other routes, particularly 2nd Avenue and 4th Avenue.



**This rendering shows the future station at 1st Avenue and Madison - Spring, where passengers will be able to transfer to the Madison RapidRide G Line.**

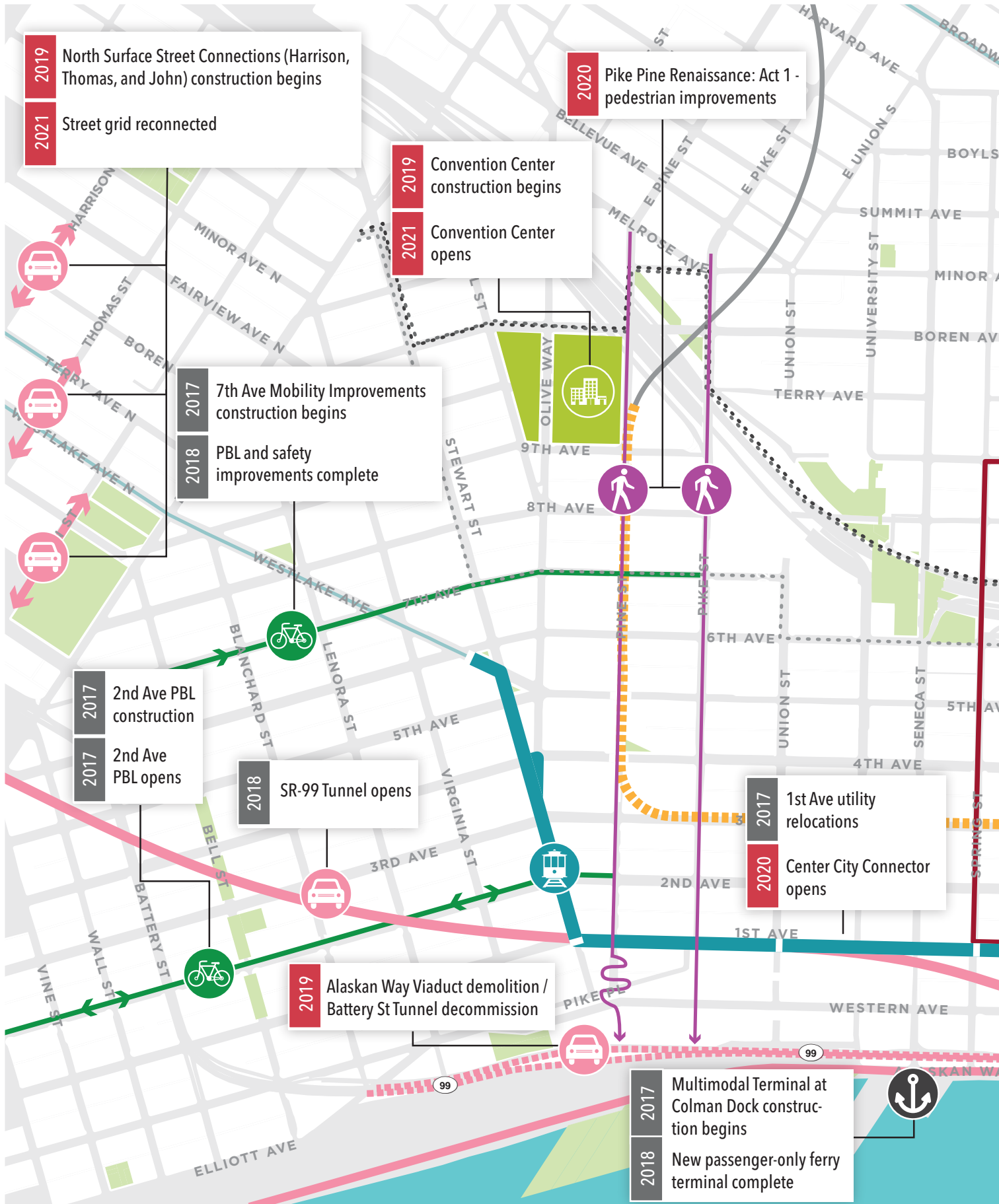
- **Madison RapidRide Bus Rapid Transit (BRT) Construction.** The first of seven new RapidRide corridors being implemented in Seattle, the Madison G Line is planned to open in 2021. It will use the Madison and Spring Street couplet between 1st Avenue and 9th Avenue. Construction will include new trolley wire and new dedicated lanes along the curbside west of 9th Avenue and in the center of the roadway through First Hill and Capitol Hill neighborhoods.

- **D2 Roadway Retrofit for East Link Light Rail.** The D2 Roadway runs between I-90's Rainier Freeway Station and the Downtown Seattle Transit Tunnel, providing buses a bypass for freeway traffic and direct access to the Downtown Seattle Transit Tunnel and the downtown street network. In the future, this facility will carry East Link light rail service. A retrofit to add rail tracks and upgrade the facility will begin in 2018. Buses using this pathway will utilize alternative pathways.

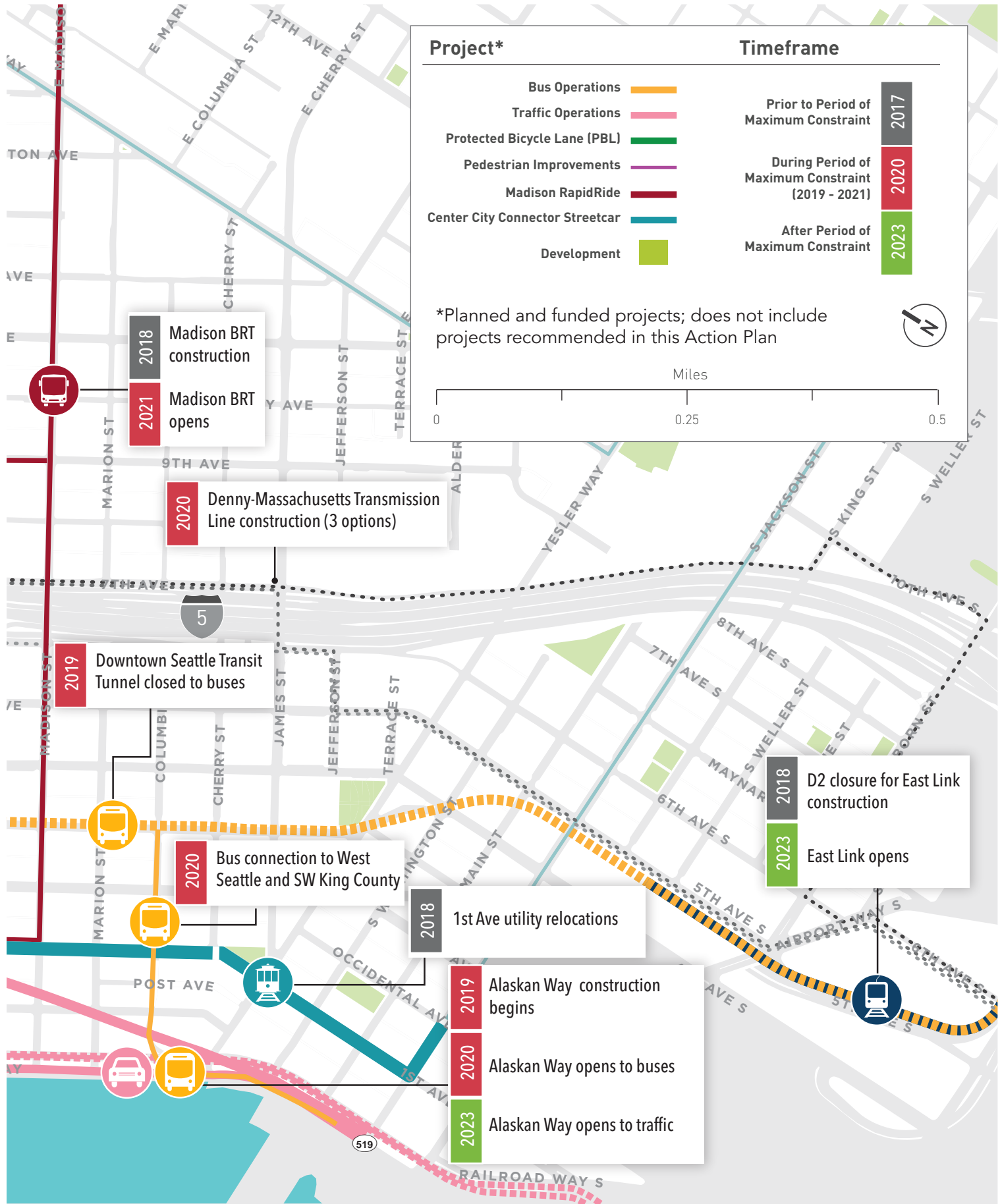


Many public and private construction projects contribute to a constrained downtown transportation system between 2017 and 2023.

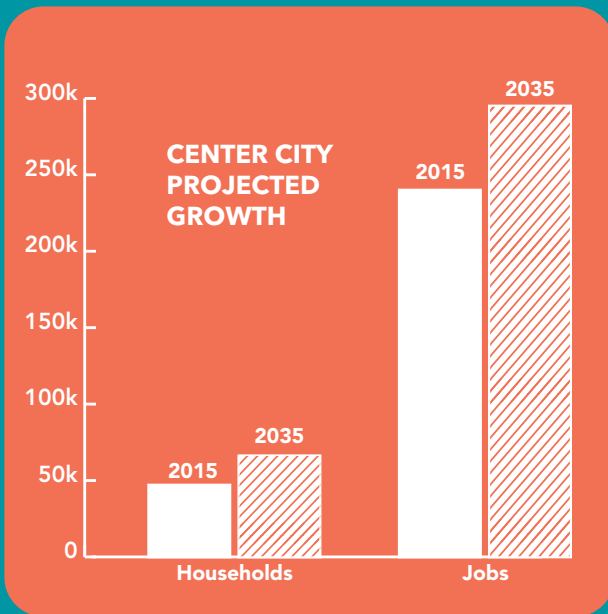
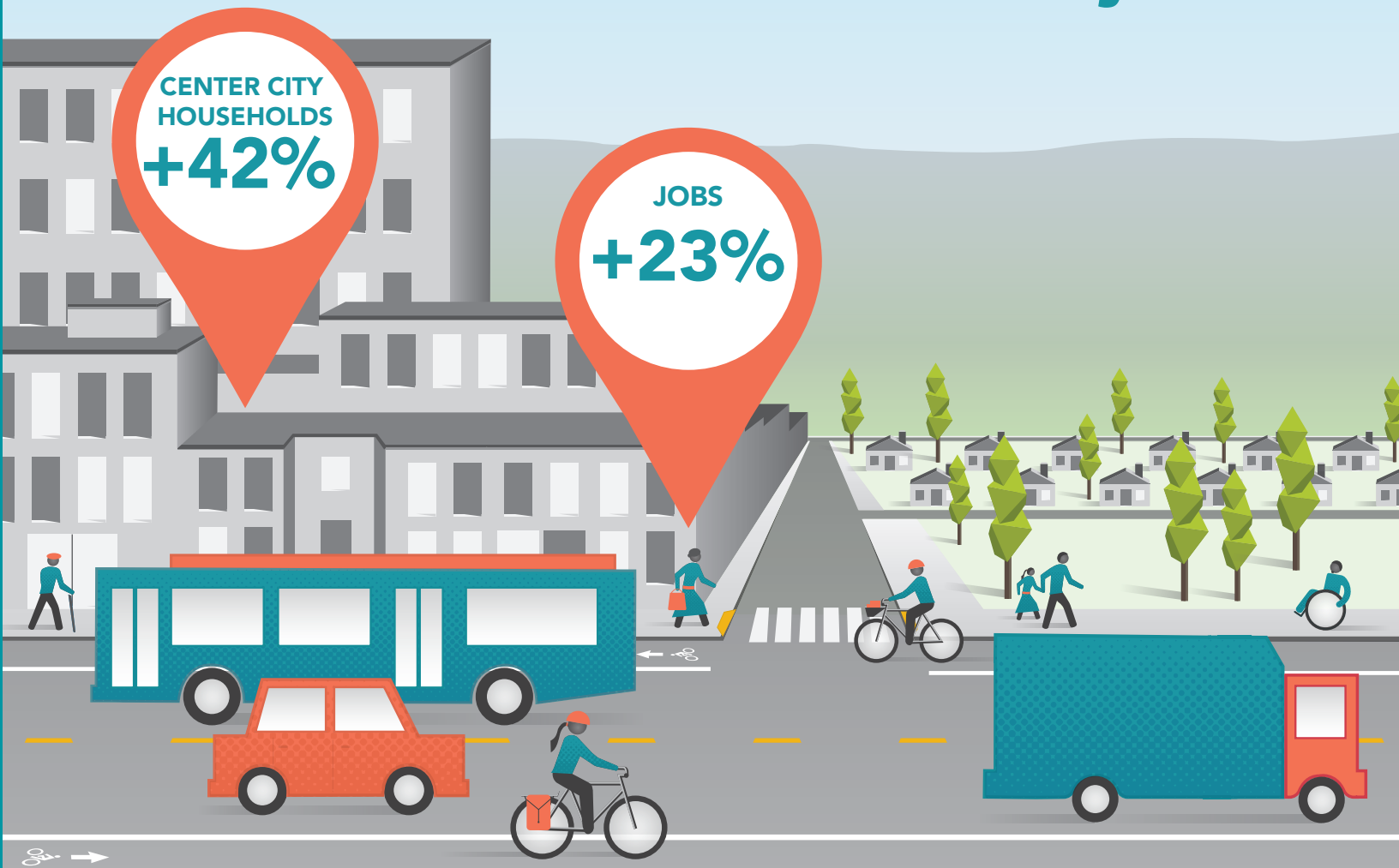
# Construction Projects Contributing to Near-Term Constraint







# Seattle by 2035



Data source: Seattle 2035 Comprehensive Plan

One Center City investments will ensure Seattle Center City residents, workers, and visitors continue to have quality access and mobility options and great streets and spaces to visit and socialize in during this period of growth.



**Seattle Center City jobs and residential neighborhoods are growing at an unprecedented rate.**

## Why One Center City?

One Center City investments are critical for Seattle and our region's mobility; thousands of regional transit riders rely on a network of pathways within Seattle's Center City. Improving transit pathways, stations and access to transportation options is of great urgency, especially during this period of maximum constraint with record regional growth in jobs and residents and with large-scale public and private projects underway.

### Growth

Center City is booming. Having added about 45,000 jobs and 24,000 residents between 2010 and 2016, the Seattle 2035 Comprehensive Plan projects that Seattle's Center City will add at least another 55,000 jobs and 28,000 residents by 2035.



**New signature office towers such as The Madison Centre, F5 Tower, and Rainier Square are helping to transform the Seattle skyline. However, construction of a major tower is disruptive in a dense urban environment, typically requiring temporary lane and sidewalk closures that can affect travelers for one to two years.**

## Public and Private Construction Impacts

Seattle's rapid growth means unprecedented levels of construction. Numbers tell the story:

- As of early 2017, over 65 buildings were under construction in Center City; roughly two-thirds are residential developments.
- Approximately 10,000 residential units were under construction or recently completed at the close of 2016. With an apartment vacancy rate hovering near 4%, this means that Seattle's Center City is well ahead of its projected pace to add 28,000 residents by 2035.
- As of late 2016, over 11 million square feet of institutional, office, and retail space was approved or under construction. For perspective, this is equivalent to the total central business district commercial space inventory in a number of mid-sized U.S. cities such as Indianapolis or Milwaukee.
- In just 18 months during 2015 and 2016, over 2 million square feet of office space came on-line; most was pre-leased or leased immediately.
- Approximately 3,000 new hotel rooms are set to open in 2017 and 2018.

To support private development, public utilities are expanding and rehabilitating infrastructure. In addition to the many transportation investments underway and in the pipeline, public and private utilities are investing rapidly to keep up with the power, utility, and amenity needs of thousands of new residents and employees. Since our utilities use public rights-of-way, these improvements often require temporary street closures and disrupt our transportation systems.



**To keep pace with growth in South Lake Union, Seattle City Light is constructing a new electric power substation at Denny Way and Stewart. A new underground distribution network and transmission line will carry power to the substation and deliver it to customers. This is just one example of a utility improvement project requiring street excavation that affects Center City streets and traffic flow.**

## More Buses on Downtown Streets

Nearly one in two commuters traveling to and from downtown during peak periods use transit, with the majority of transit riders using local and regional bus services. High bus ridership means people are moving efficiently through Center City's limited street space. Supporting a quality experience for those transit riders poses a challenge in the near-term, as One Center City partners construct multimodal transportation investments concurrent with major residential and commercial construction projects.

When buses cease operations in the Downtown Seattle Transit Tunnel (DSTT) in 2019 due to Convention Center expansion and Sound Transit construction for East Link, seven Sound Transit and King County Metro bus routes will require new surface street routings. Routing more buses on downtown surface streets presents capacity issues for busy bus lanes and curbside bus stops. Timing also coincides with construction phases for Center City Streetcar, removal of the Alaskan Way Viaduct, the new Alaskan Way surface street, and Madison RapidRide construction.



**Regional agencies have made multimodal investments in the Montlake Triangle and UW Station. One Center City proposes further investment.**

A key opportunity for One Center City partners is to keep transit passengers moving through downtown during this gap period. The One Center City team has explored and recommends two primary approaches to address this challenge:

- Dedicating more lane capacity to buses and increasing transit priority treatments in downtown; and
- Restructuring bus service to terminate at light rail stations rather than traveling through downtown (subject to King County Metro Council approval).

## **An Expanding Regional Transit Network**

Expansion of the regional light rail network will be transformational for Seattle Center City, unlocking unprecedented new mobility for Seattle and the region. New light rail lines offer an alternative transportation mode and additional capacity and reliability for moving tens of thousands of people. Northgate Link is scheduled to open in 2021, with East Link following in 2023, and Lynnwood and Federal Way in 2024.

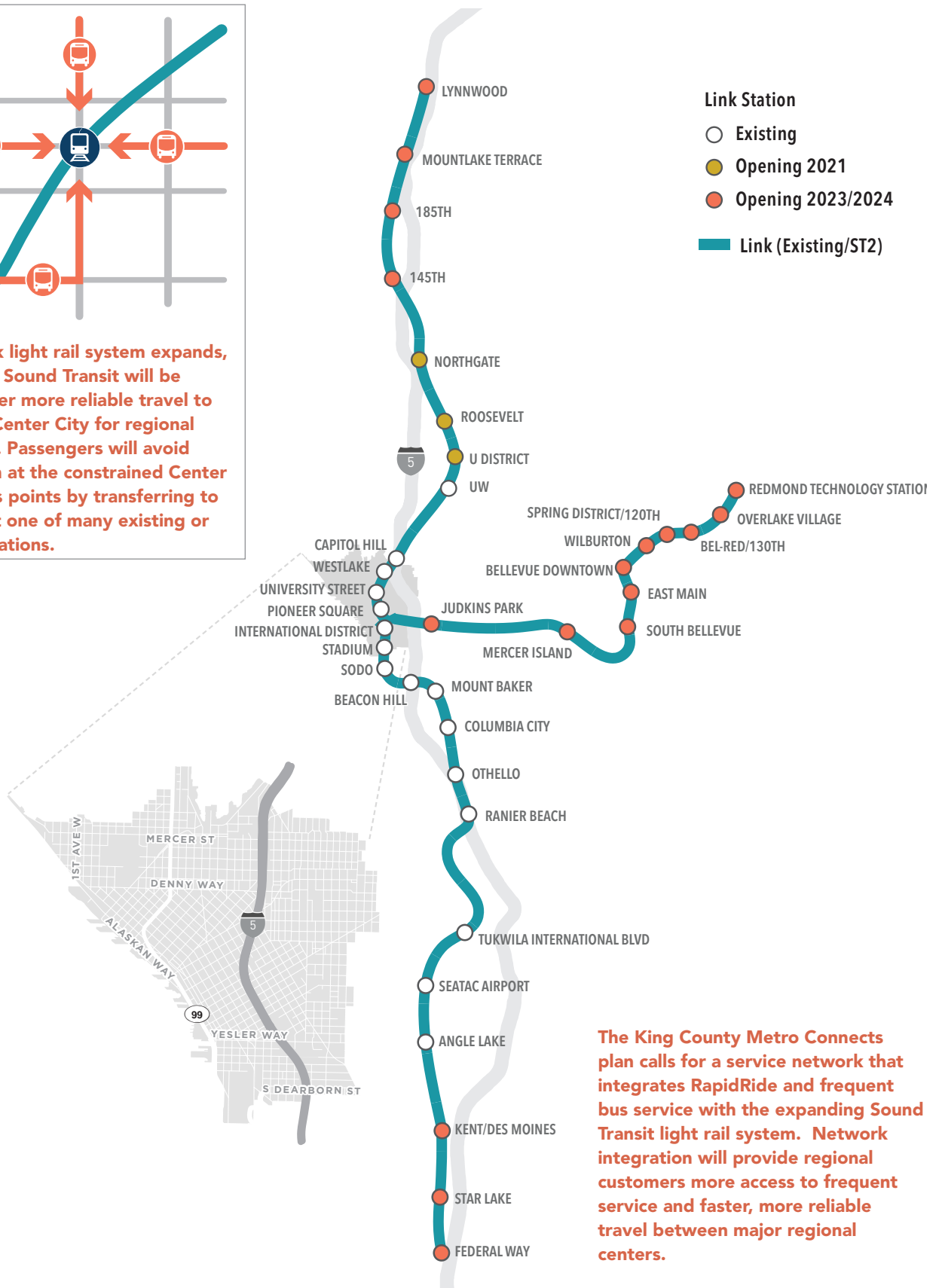
Because light rail has its own dedicated guideway, it can offer a faster, more reliable trip than other modes of transportation, especially when coordinated with bus routes providing better access to transit stations outside the Center City. Regional transit agencies plan to reorient regional bus services to provide feeder service at Link stations as the light rail system expands.

Key One Center City projects include preparing the Montlake Triangle and International District/Chinatown Station to handle increased bus service and better accommodate passenger transfers from bus to rail.

Light rail expansion will reduce regional bus volumes on downtown streets and allow for bus service reinvestment opportunities in Seattle neighborhoods and other cities. Bus services downtown will be more oriented to all-day routes that serve urban and regional neighborhoods; the peak period crush of buses will be diminished. A more balanced transportation system during peak periods will open up opportunities for Seattle to repurpose street space for active transportation, important curb uses, and public realm enhancements.

### Regional Light Rail Expansion (ST2 Buildout)

**As the Link light rail system expands, Metro and Sound Transit will be able to offer more reliable travel to and from Center City for regional customers. Passengers will avoid congestion at the constrained Center City access points by transferring to light rail at one of many existing or planned stations.**



**The King County Metro Connects plan calls for a service network that integrates RapidRide and frequent bus service with the expanding Sound Transit light rail system. Network integration will provide regional customers more access to frequent service and faster, more reliable travel between major regional centers.**

## Seattle Center City Multimodal Hubs

There are three major transportation hubs in the Center City at King Street Station, Westlake, and Coleman Dock. These three hubs act as focal points for a number of transportation modes including rail, bus, ferry, and streetcar service which are connected to areas that are heavily used by pedestrians, cyclists, vehicular traffic, and freight. One Center City is one of several projects working to make these hubs easy to use, accessible to people of all abilities, connected to as many transit systems as possible, iconic, and memorable to those who pass through.

The King Street Station Hub is comprised of the two historic train stations in South Downtown – Union Station and King Street Station – and is the largest and most diverse transportation hub in the region. King Street Station provides access to Amtrak and Sounder heavy rail services, and the plaza adjacent to Union Station is the portal to the Link Light Rail station in the Downtown Seattle Transit Tunnel. The First Hill Streetcar line passes in front of both stations and has a stop near Union Station.



## Need for a Center City Bicycle Network

While walking has always been a way of life in Seattle, cycling has not always been as popular. Twenty years ago, cycling rates in Seattle were very low. Few facilities were available for bicyclists, and Seattle's many waterbodies and hills were further disincentives to riding a bike. Seattle has been working hard to build a citywide network of safe, all-ages bicycle facilities. As a result, cycling is on the rise. Today, 3% of Center City workers commute to work by bike. A closer look at commuter data shows that large employers located near protected bike facilities see rates of cycling three to eight times that of the Center City average. Having a safe, connected network of bicycle facilities that gets you right to where you are going makes a difference.

The Near-Term Action Plan offers an opportunity to advance development of the Center City Bike Network (CCBN) in concert with other Center City mobility needs. Building bike facilities that separate people on bikes from other modes using physical barriers such as posts or curbs, parked cars, and landscaping will elevate cycling as a preferred mode and make it a more viable option for people of all ages and abilities.



A network of protected bike lanes will:

- Increase bicycle ridership
- Improve safety and predictability by separating all modes of travel
- Expand connectivity throughout downtown and the rest of Seattle as our city continues to grow
- Boost business by offering more travel options for customers
- Promote physical activity
- Provide affordable travel options
- Encourage the use of bikeshare services
- Improve the public realm by creating space for planters and other street features



**A network of protected bicycle lanes will help make bicycling a more viable option for people of all ages and abilities.**

## What is the Public Realm and Why is it Important?

Seattle's Center City neighborhoods are the heart of the region and showcase much of what makes the Pacific Northwest unique—natural beauty, economic vitality, an ethic of environmental stewardship and social equity, and a strong and engaged community.

In the Center City neighborhoods, the challenge of creating and sustaining vibrant and healthy streets and public spaces is critical to business vitality, welcoming visitors, and creating a “home neighborhood” for residents. The term “public realm” refers to the public spaces and facilities that are part of the publicly owned street and open space systems. These include the spaces in which people walk, bike, socialize, interact spontaneously, conduct business, and gain respite from busy city life. One Center City is planning for mobility and the quality of the public realm in which people experience the Center City.



## No Action is Not an Option

The One Center City team studied what the 2019 to 2023 period would look like if no investments – beyond those already planned and funded – were made to keep people moving, support business access, and ensure our streets and public places are safe, secure and vibrant. Those results show no action is not an option for Seattle or its regional partners.

Without One Center City investments:

**Opportunities for safer, more balanced downtown streets are not realized.** Safety is a top priority for all the agency partners and Seattle is committed to making progress toward its Vision Zero goals of no fatalities or serious injuries by 2030.

Buses operating on surface streets slow to walking speed during peak commute periods.



▼ 26%

DECREASE IN PM PEAK BUS SPEED ON 2ND AVENUE

▼ 43%

DECREASE IN PM PEAK BUS SPEED ON 4TH AVENUE



▲ 2,500

ADDITIONAL HOURS OF BUS PASSENGER TRAVEL TIME EACH WEEKDAY

▲ 8

MINUTE INCREASE FOR A BUS TO TRAVEL FROM 4TH & JACKSON TO 9TH & HOWELL (18 MINUTES TODAY)

**Many regional bus commuters face slower, less reliable trips,** risking the great progress Seattle has made to make transit the most used mode for work travel to Center City.

Transit agencies are forced to direct more limited operating funds into maintaining current levels of service.



▲ \$7M\*

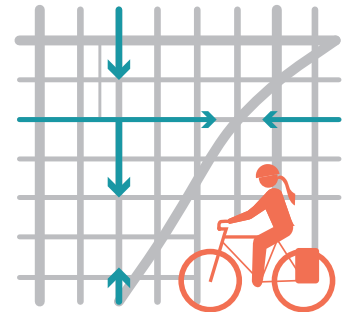
ADDITIONAL ANNUAL BUS OPERATING COST TO MAINTAIN CURRENT LEVEL OF SERVICE

▲ 15+

ADDITIONAL TRANSIT VEHICLES NEEDED TO MAINTAIN CURRENT FREQUENCIES

\*Estimate does not include all potential cost increases associated with operational changes in downtown such as the D-2 roadway closure

No advancements are made to the Center City Bike Network, stalling critical progress in developing an all-ages and abilities bicycle network that provides access to many of Seattle's most important work, cultural, and residential districts.



Goods movement and personal vehicle travel becomes less reliable as travel speeds for all vehicles slow on downtown arterials and competition increases for curbspace drop-off and pick-up areas.



Many sidewalks and bus zones become overcrowded, impeding pedestrian mobility and affecting valued public spaces.



## Near-Term Action Plan Development Process

Planning for the future is about planning for people. By working closely with other local agencies, key stakeholders, the public and an Advisory Group, the One Center City partners have created this coordinated Near-Term Action Plan that will drive a set of transportation and public realm investments in Center City for the next six years, and provide safe and reliable transportation options for people traveling by all modes to and in the Center City.

After extensive research and technical analysis, a broad range of potential interventions and strategies were developed and shared with the public and Advisory Group in January 2017.

The Advisory Group was a key sounding board to test solutions and help understand associated tradeoffs. Advisory Group members met 11 times over the course of a year and many contributed significant time outside official meetings. In those meetings, members challenged agency staff and leaders to:

- Be creative and bold
- Carefully consider all users and stakeholders
- Plan for people of all ages and abilities
- Keep goods moving and businesses accessible
- Protect Seattle Center City's valuable cultural, social, and public space resources

Following an initial round of outreach and public vetting — including an online open house with more than 2,400 visitors and 75+ community stakeholder briefings around the region — the strategies were refined to reflect community input and ideas.

Given the many demands on Center City streets and public spaces, solutions were not simple. In many cases, early strategies that benefited one group of users created challenges for another user group. Having reviewed initial solution packages, Advisory Group members pushed the agencies back to the drawing board to ensure investments would provide joint benefit to customers who chose transit, walking, and bicycling. These efforts were fruitful and led to a package of projects that achieve this objective.



**The One Center City Advisory Group provided input on the development of the Near-Term Action Plan; their voices represent a broad range of Center City and regional stakeholders.**

## Advisory Group Guiding Principles

The One Center City Advisory Group was key to ensuring the Near-Term Action Plan considered and reflected the many people that live, work, and play in Center City. Comprised of nearly 40 members representing broad regional interests, the Advisory Group worked closely with the partner agencies to create a set of Guiding Principles to help shape the near-term strategies and longer-term vision. The group also served as a sounding board for the plan's technical documents and outreach approach, and provided valuable insights during strategy development.



**Safety:** Provide a safe and comfortable pedestrian and cycling environment.



**Equity:** Design for the health, safety, and well-being of all who live in our community using established [race and social justice guidelines](#).



**Flexibility:** Create flexible systems that can evolve over time by taking a system wide view and challenging long-held assumptions.



**Optimization:** Optimize use of limited street and sidewalk space for people and goods.



**Public space:** Design the street experience and public realm so that they are inviting, engaging, safe, and supportive of social connections and community-building.



**Stewardship:** Reduce vehicles and emissions and use sustainable building practices.



**Transportation:** Provide safe, affordable, comfortable, reliable, and convenient transportation options for all users of all abilities — daytime and nighttime, commuters and non-commuters, and those needing timely multiple connections.



**User experience:** Create an easy to use and intuitive system by prioritizing accessibility, pedestrian mobility, wayfinding, and multimodal connectivity.



**Well-being:** Support social sustainability and economic prosperity for all.



Gordin

- need to cons  
for cash

# OUR FIVE MOVES

Working closely with other local agencies, key stakeholders, the public, and an Advisory Group, the One Center City partners created a coordinated Near-Term Action Plan that will drive a set of transportation and public realm investments in Center City for the next two to five years.

# Key Projects and Actions

The Near-Term Action Plan is organized into five key moves. Each supports One Center City Guiding Principles and ensures our Center City is vital, safe, and resilient.

## 1

### Improve Safety and Security

Improve safety and security for all users of Center City streets, particularly those who are most vulnerable.

#### Key Actions

- Implement pedestrian safety improvements near Montlake Triangle and the International District/Chinatown Station
- Build key Center City Bike Network connections
- Apply age-friendly street design toolkit



## 2

### Keep People Moving on Downtown Streets

Improve customer experience by keeping people and goods moving using the most space-efficient means for mobility.

#### Key Actions

- Build 5th/6th Avenue northbound transit pathway
- Implement 3rd Avenue all door boarding and extended transit priority hours
- Implement 2nd and 4th Avenue signal improvements
- Build key Center City Bike Network connections
- Explore bus restructures to feed to Link stations, reducing growth in Center City bus volumes





# 3

## Use Limited Street Space Wisely

Use space wisely to ensure efficient and reliable movement of people and goods

### Key Actions

- Implement passenger environment and street operations improvements to keep buses moving through Montlake Triangle
- Pilot urban goods delivery programs
- Maintain loading zones where practicable



# 4

## Provide Efficient Travel Options

Provide a variety of affordable, sustainable, and convenient alternative travel modes to driving alone.

### Key Actions

- Expand Transportation Demand Management programs
- Implement shared mobility hubs
- Leverage new technology to dynamically manage transportation demand and parking



# 5

## Enhance Public Realm and Pedestrian Spaces

Provide a vibrant and inviting public realm that is accessible and welcoming to people of all ages and abilities.

### Key Actions

- Projects to improve the public realm and key walking paths to and around transit hubs, stops, and stations, including: Pine Street Plaza, McGraw Square, Westlake Square, and the Market to MOHAI corridor
- Launch 3rd Avenue maintenance and repairs
- Develop a new SDOT plaza program that allows greater flexibility for right of way management and partnerships





# IMPROVE SAFETY AND SECURITY

Improve safety and security for all downtown street users, particularly those who are most vulnerable.

## Our Challenge

Safety is the top priority for the One Center City partner agencies, the Advisory Group, and other stakeholders. Seattle's Vision Zero plan sets the goal of ending traffic deaths and serious injuries by 2030. Given the number of people using Center City streets, it is not surprising the area has the highest concentration of total collisions in the region, and especially collisions involving people on foot or on bikes. To address the unacceptably high number of crashes, the city is committed to implementing measures to make Center City streets safer for all road users, particularly the most vulnerable users facing a disproportionate risk.

Vision Zero recognizes that smarter street design, targeted enforcement, and thoughtful public engagement can prevent traffic collisions, injuries, and fatalities. There are numerous challenges facing key user groups of the Center City's street network:

- People with disabilities: The most vulnerable users of our transportation system face the greatest challenges navigating our Center City streets. All improvements are an opportunity to improve their safety and ease of navigation.
- Transit customers: Local and regional bus and rail passengers board and disembark at numerous locations in the Center City. Features that contribute to passenger comfort and sense of personal security vary. Unified quality of experience will encourage more people to choose transit as a regular travel option.
- Pedestrians: While pedestrian crashes represent a minority of the total crashes recorded in the city, a much higher percentage of these crashes result in serious injuries or fatalities. Reducing vehicle speeds, adjusting signal systems, and designing streets and sidewalks to ensure pedestrians are visible to drivers and separated from cyclists are critical to pedestrian safety.
- Bicyclists: Bicyclists are vulnerable users of the system, often forced to share space with vehicles moving at much higher speeds. A network of protected bike lanes (PBL) and all-ages facilities will make cycling a safer and more comfortable option.



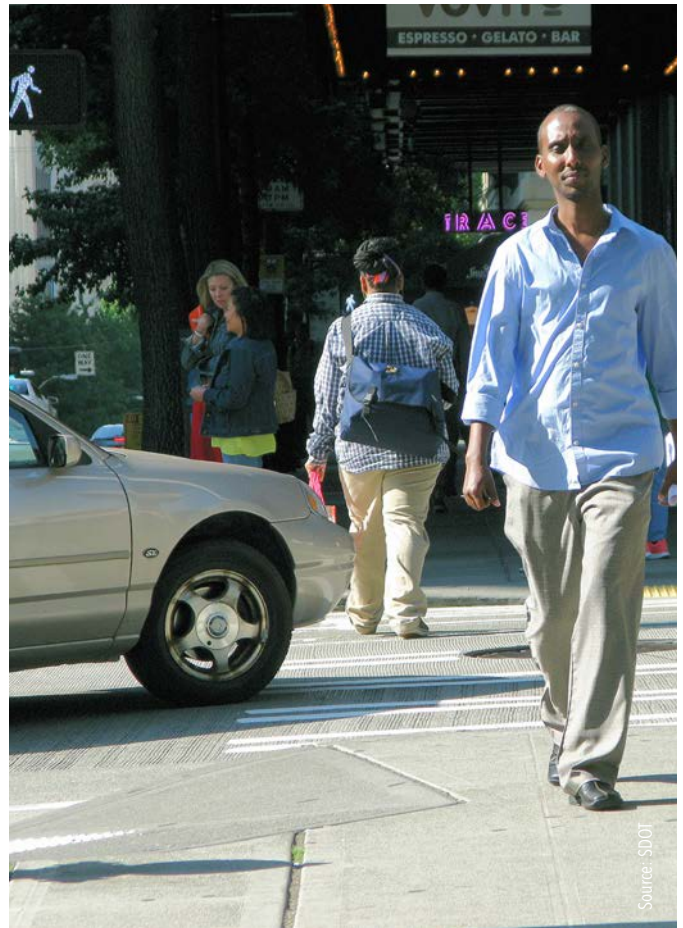
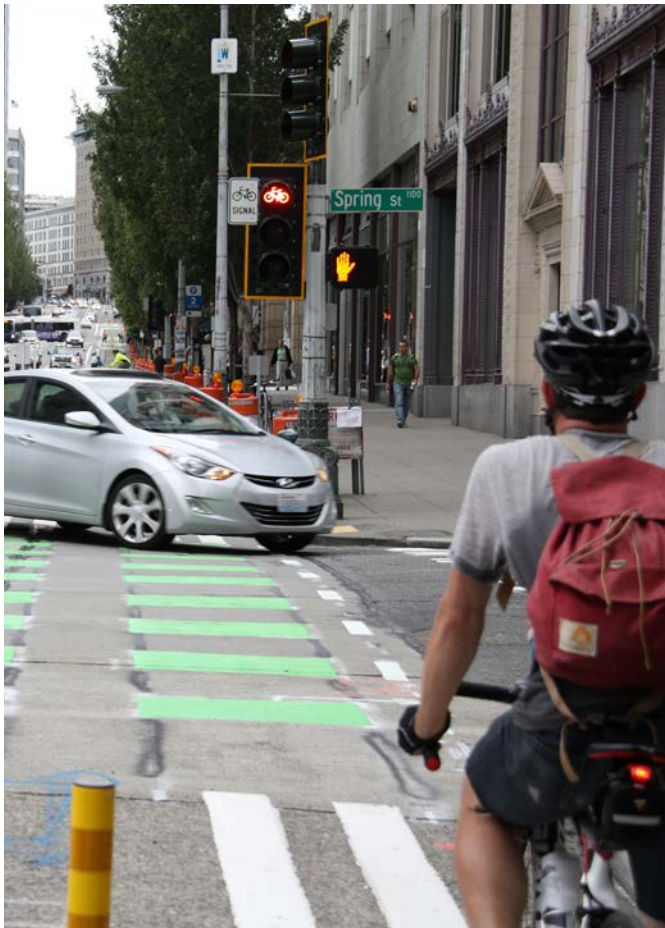


A network of protected bicycle lanes will make cycling safer and more comfortable in Center City.



- Vehicle drivers: People in cars and professional drivers are subject to crashes as well. Multimodal improvements, reduction and enforcement of speed limits, and technology to better organize and distribute travelers are tools to make drivers' activities safer for all. When SDOT installed multimodal safety improvements on 2nd Avenue, fatal and injury collisions dropped by 20% (44 to 35) for people in cars.

Center City streets have the most intense interactions between all user groups. The majority of pedestrian collisions occur at signalized intersections, according to SDOT data. Locations with high transit activity also have a higher potential for pedestrian crashes. One Center City investments specifically focus on intersection, signal, and transit station improvements to reduce conflicts, encourage safer behaviors, and provide opportunities to lower collision risk.



# Actions

One Center City partner agencies will implement a number of specific interventions to move Seattle toward its Vision Zero goal to eliminate traffic deaths and serious injuries on Seattle’s streets. One Center City partner agencies recognize that collisions in our public rights-of-way are preventable through smarter street design, targeted enforcement, and thoughtful public engagement.

Prioritizing safety is most effective when it is incorporated throughout all phases of project planning, design, construction, and post-project implementation monitoring. All near-term projects recommended in the Action Plan prioritize safety as an essential consideration. Many projects designed to improve transit service will also have positive impacts on safety, such as the benefits to transit passengers and operators resulting from the new northbound transit pathway on 5th and 6th Avenues, and the increased sense of security for transit passengers created by the presence of enforcement personnel on 3rd Avenue to support off-board fare payment. This section highlights projects developed with the primary intent of increasing safety and sense of security for users of Seattle Center City streets and public spaces.



**Use of paint and simple vertical features can provide safety benefits at a lower cost and with faster implementation.**

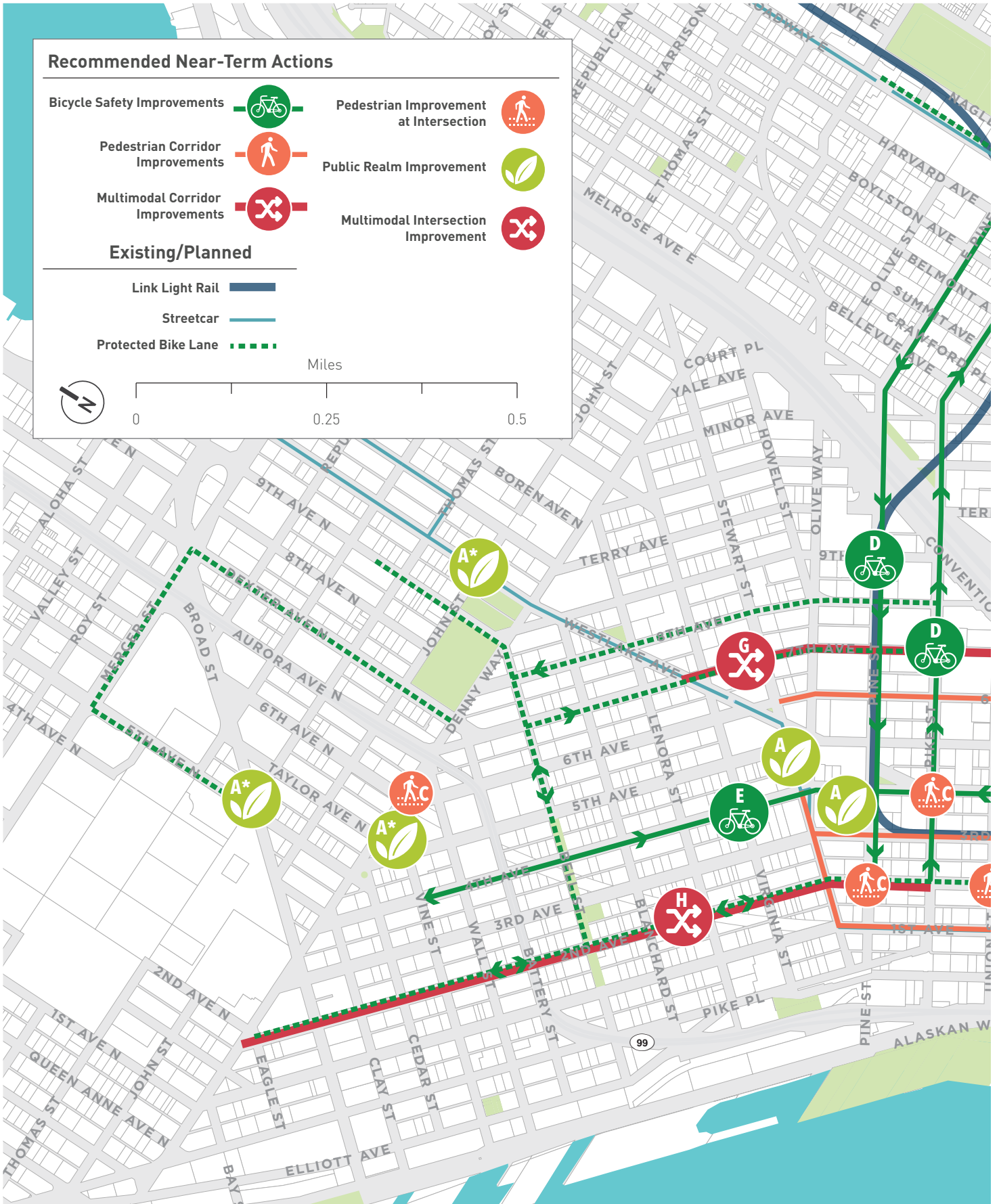


**Safety outcomes can be delivered through all well-considered transportation improvements. Here, new curb ramps are provided to align as closely as possible with the sidewalks and crosswalks served.**

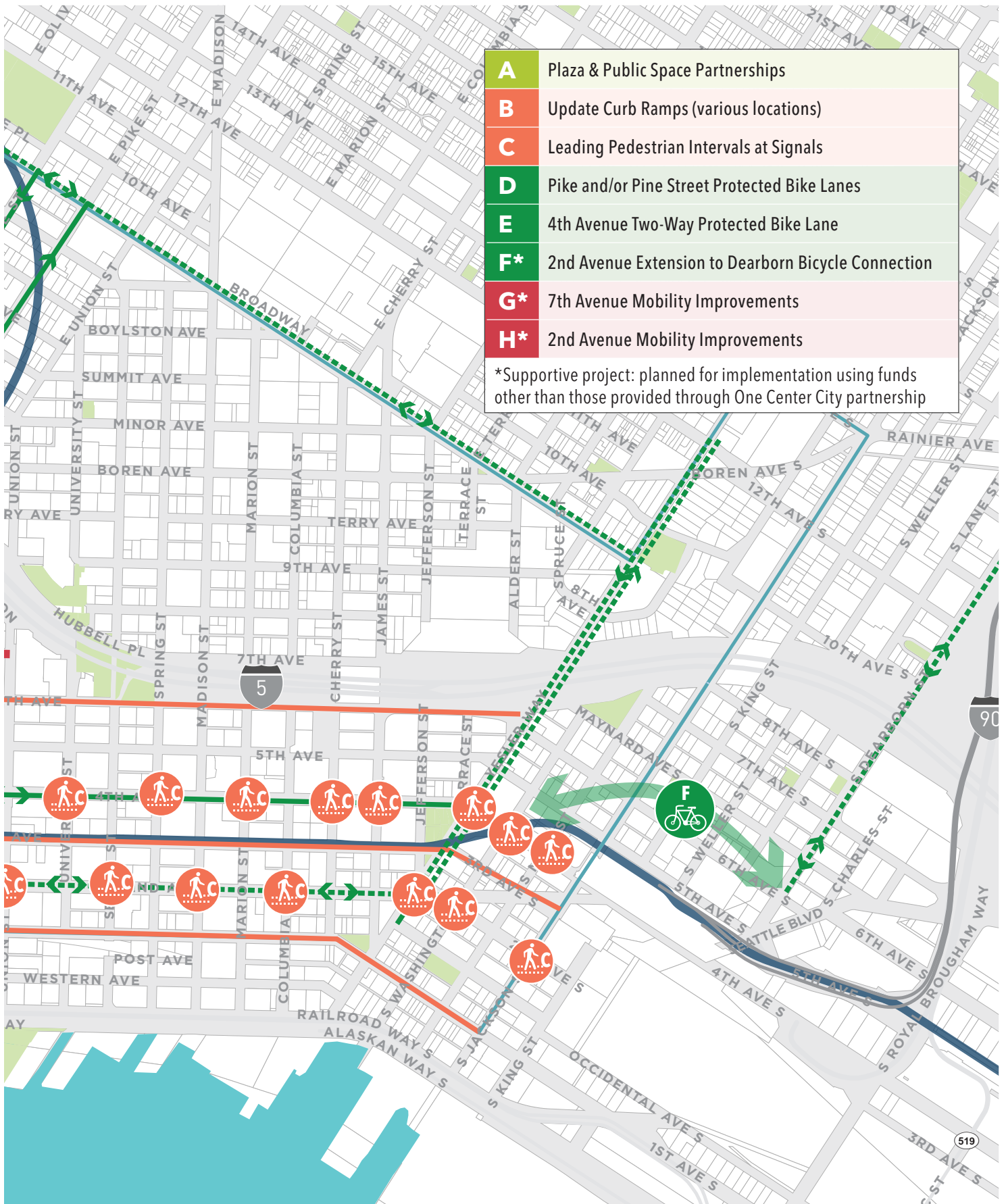


**Low cost interim improvements reduce space for vehicles and give it back to people.**

# Improve Safety and Security







ID	Project	Time-frame	Detail	Justification
A	Plaza & Public Space Partnerships	2017 →	<ul style="list-style-type: none"> <li>Formalized DSA and SDOT program agreement to facilitate a greater variety of vending, activation, and programming in the right-of-way</li> </ul>	<ul style="list-style-type: none"> <li>Improves sense of security and increases MID Downtown Ambassador presence</li> <li>Builds on success of recent DSA public space activation projects</li> <li>Helps keep public spaces clean, safe, and populated</li> </ul>
B	Update Curb Ramps	2018-2021	<ul style="list-style-type: none"> <li>Reconstruct 50 curb ramps per year to meet ADA requirements</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility</li> <li>Ensures that pedestrians enter right-of-way at high visibility locations where they are expected by motorists and people on bicycles</li> </ul>
C	Leading Pedestrian Intervals	2018-2019	<ul style="list-style-type: none"> <li>Signal improvements that provide a leading dedicated pedestrian phase of 3-7 seconds</li> </ul>	<ul style="list-style-type: none"> <li>Allows adequate pedestrian crossing time for all ages and abilities</li> <li>Reduces pedestrian crashes</li> </ul>
D	Pike and/or Pine Street Protected Bike Lanes	Phased 2017-2021	<ul style="list-style-type: none"> <li>Broadway to 2nd Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Provides all ages and abilities bicycle connection between Capitol Hill, Westlake retail core, and Pike Place Market</li> <li>Provides physical protection/separation between bicycles and moving traffic</li> <li>Creates buffer between moving traffic and sidewalk users</li> <li>Improves pedestrian safety in one of Seattle's busiest walking corridors</li> </ul>
E	4th Avenue Two-Way Protected Bike Lane	2021	<ul style="list-style-type: none"> <li>2-Way PBL from Vine to Main/S Washington</li> </ul>	<ul style="list-style-type: none"> <li>Creates second reliable north-south pathway for people on bikes</li> <li>Allows travel time competitive bike options for people traveling north-south east of 3rd Avenue</li> <li>Provides physical protection/separation between bicycles and moving traffic</li> <li>Creates buffer between moving traffic and people walking</li> </ul>
F*	2nd Avenue Extension to Dearborn Bicycle Connection	2019	<ul style="list-style-type: none"> <li>Develop critical link in the Center City Bike Network</li> <li>Create safe, all ages bike pathway from SE Seattle to Center City</li> <li>Determine best pathway for connecting the 2nd Avenue Extension PBL and the Dearborn PBL</li> </ul>	<ul style="list-style-type: none"> <li>Provides all ages and abilities connection between terminus of 2nd and 4th Avenue protected bike lanes to International District and east-west connection on Dearborn</li> <li>Provides physical protection/separation between bicycles and moving traffic</li> <li>Creates buffer between moving traffic and sidewalk users</li> </ul>
G*	7th Avenue Mobility Projects	2017-2018	<ul style="list-style-type: none"> <li>Improvements for people walking, biking, and driving</li> <li>Curb extensions</li> <li>Extend the southbound protected bike lane on the west side of 7th Avenue from Westlake Avenue to Pike Street and add a bike "sharrow" between Pike and Union</li> <li>Upgrade traffic signals and convert the "contraflow lane" between Olive and Pine from northbound to southbound</li> </ul>	<ul style="list-style-type: none"> <li>Shortens pedestrian crossings</li> <li>Provides all ages and abilities bicycle connection between South Lake Union and Capitol Hill/downtown</li> <li>Improves traffic circulation</li> </ul>

\*Supportive project

ID	Project	Time-frame	Detail	Justification
<b>H*</b>	<b>2nd Avenue Mobility Projects</b>	<b>2017</b>	<ul style="list-style-type: none"> <li>• Improvements for people walking, biking, and driving from Pike to Denny</li> <li>• New signals at Clay, Cedar, and Vine</li> <li>• Landscaping and lighting additions</li> <li>• 2nd Avenue protected bike lane extension to Dearborn (2019)</li> <li>• Separate signal phases for people walking, biking, and driving</li> <li>• Signal timing improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Moves people more efficiently</li> <li>• Provides all ages and abilities bicycle connection north/south through downtown</li> <li>• More separation between modes</li> </ul>
<b>Not on Map</b>				
<b>I*</b>	<b>Age-Friendly Street Design Toolkit</b>	<b>Q4 2018</b>	<ul style="list-style-type: none"> <li>• Finalize and operationalize toolkit to inform streetscape improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Includes strategies to ensure that streets are safe, secure, and comfortable for youth and older adults</li> </ul>
<b>J*</b>	<b>Vulnerable User Enhancements to Support Bus Restructures</b>	<b>2017 →</b>	<ul style="list-style-type: none"> <li>• Many critical decisions affecting safety and accessibility will be made in the next phases of planning and design. Including system users who have mobility devices, who are blind, who are deaf, or who are deaf-blind is a priority</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures vulnerable users are able to provide input to the design process</li> </ul>
<b>K*</b>	<b>Pedestrian Scale Lighting for Developments</b>	<b>2018 - 2023</b>	<ul style="list-style-type: none"> <li>• Require pedestrian-scale street lighting for private development proposed in downtown</li> </ul>	<ul style="list-style-type: none"> <li>• Helps pedestrians to safely navigate sidewalks and pathways</li> <li>• Provides visibility and security at all hours and extends hours for active businesses</li> <li>• Encourages walking and access to transit</li> </ul>
<b>L*</b>	<b>No Right on Red</b>	<b>2018-2023</b>	<ul style="list-style-type: none"> <li>• Implement in conjunction with other capital projects, such as the Leading Pedestrian Intervals</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces dangerous conflicts between motor vehicles and people walking or on bicycles</li> </ul>
<b>M*</b>	<b>Targeted Enforcement</b>	<b>2018-2023</b>	<ul style="list-style-type: none"> <li>• Minimize conflicts between pedestrians and other roadway users by increasing SPD enforcement of speed limits, distracted driving, and right-of-way violations at intersections</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces number of crashes and severity of motor vehicle crashes with pedestrians and bicycles</li> </ul>
<b>N</b>	<b>Montlake Triangle Improvements</b>	<b>2018-2023</b>	<ul style="list-style-type: none"> <li>• Pacific Street and Pacific Place intersection improvements</li> <li>• New northbound bus zones between Pacific Street and Pacific Place, adjacent to UW Station</li> <li>• Add Transit Only Lane on Montlake Blvd northbound</li> <li>• Implement passenger amenity improvements and potentially implement all-door boarding at expanded outbound bus zone on southbound Montlake between Pacific Place to Pacific Street</li> </ul>	<ul style="list-style-type: none"> <li>• Enhances connections for bus to light rail transfers</li> <li>• Enhances pedestrian crossing and safety</li> </ul>

\*Supportive project

# Performance Expectations

The safety of all people in the public right-of-way is a top priority for every One Center City partner agency. The projects and actions included in the Near-Term Action Plan will achieve the following safety outcomes for the One Center City area:

**Reduce collisions for all users.** Projections were developed based on Seattle-specific before and after safety data from implementation of protected bike lanes, leading pedestrian intervals, new signal installations, and other safety actions included in the One Center City Near-Term Action Plan.

Collision history is tracked by segment and intersection and estimates are adjusted to user volumes for each street segment or intersection.

**7%** DECREASE IN TOTAL COLLISIONS FOR ALL STREET USERS

**18%** DECREASE IN ALL BICYCLE COLLISIONS

**10%** DECREASE IN REPORTED PEDESTRIAN COLLISIONS



**38%** REDUCTION IN SERIOUS AND FATAL COLLISIONS FOR PEOPLE ON BICYCLES

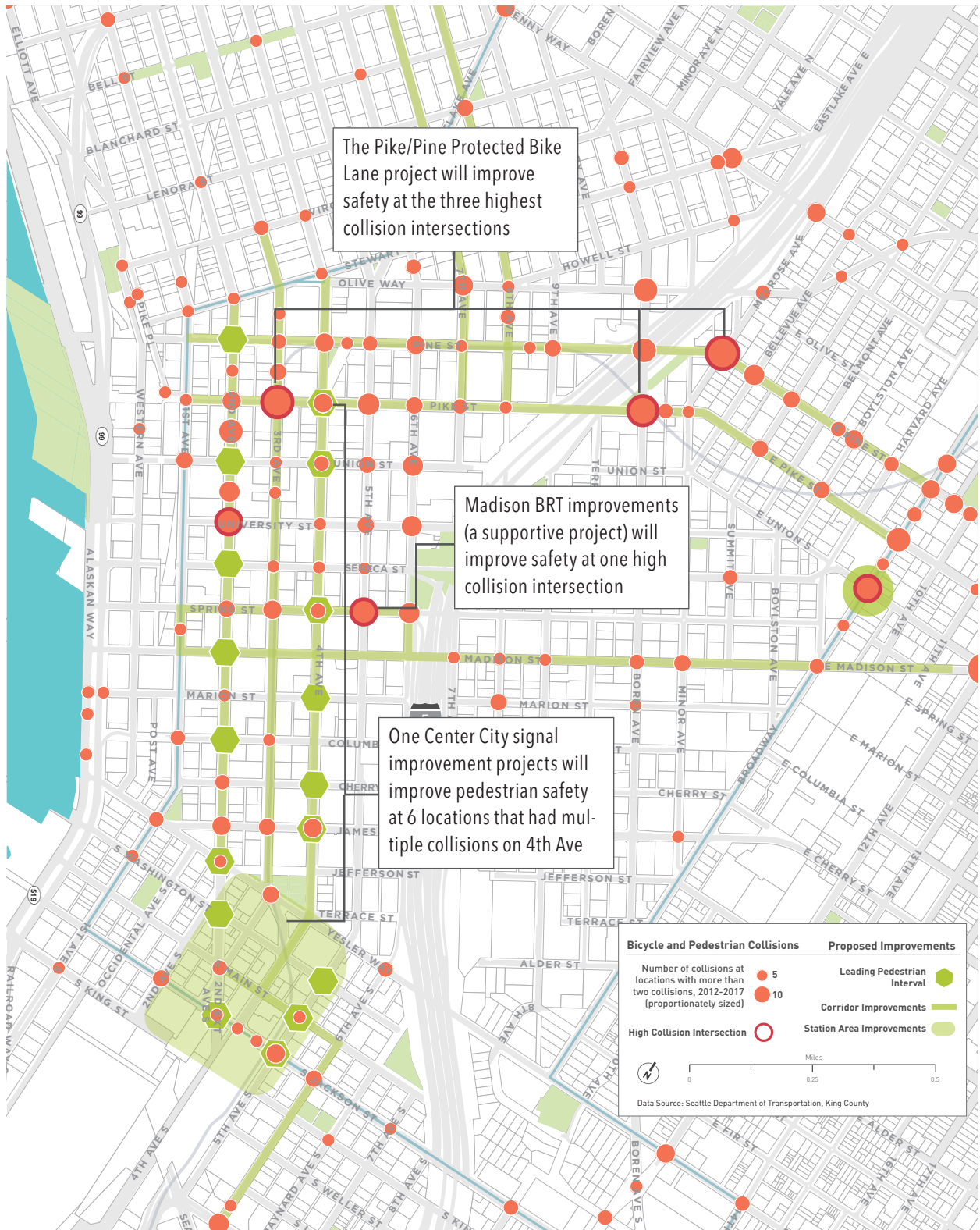


**Reduce serious and fatal collisions for people on bicycles.** Bicycle facility improvements like protected bicycle lanes have been shown to increase safety at intersections, the most frequent location for bicyclist collisions in Seattle. Improving the bike network has an additional outcome of increasing the number of bicyclists, which further increases safety through what is called the 'safety in numbers' effect.

## ADDRESS HIGH BIKE AND PEDESTRIAN RISK LOCATIONS IN CENTER CITY WITH SAFETY IMPROVEMENTS

**Address risk at high bike and pedestrian collision risk locations.** Recent collision data analyses have identified areas of Center City with particularly high risk for severe or fatal bicycle and pedestrian collisions. One Center City near-term projects and associated supportive projects include safety improvements at each of these intersections and at over two dozen other intersections with multiple bike and pedestrian collisions in the last five years.

## Proposed Improvements and Center City Bicycle and Pedestrian Collision Locations



One Center City safety projects, combined with other planned projects, address high-collision locations in Center City. These are locations where over 10 pedestrian and bicycle collisions were reported between 2012 and 2017. Protected bike lanes planned for Pike, Pine, 2nd to Dearborn Connection, and 4th Avenue PBLs will help to reduce pedestrian and bicycle conflicts with traffic at over two dozen locations with multiple collisions in the five-year period.

## ALL 10 CENTER CITY NEIGHBORHOODS CONNECTED WITH SAFE, ALL AGES AND ABILITIES BIKE NETWORK

**Complete Critical Center City Bike Network connections during near-term timeframe**, providing connections for bicyclists of all ages and abilities to Center City neighborhoods, districts, and major attractions in Center City. The Near-Term Action Plan identifies Pike/Pine (2017 - 2021), 2nd Ave to Dearborn (2019) comfortable connection and 4th Avenue (2021) protected bike lanes as key projects. Improve safety for all users by creating a clear separation between pedestrian, bicycle, and vehicle traffic.



## CROSSING IMPROVEMENTS AT MONTLAKE TRIANGLE AND IN THE CHINATOWN/INTERNATIONAL DISTRICT WILL IMPROVE PEDESTRIAN SAFETY AND EXPERIENCE

**Improve pedestrian safety and experience at or near light rail stations and transit streets.** The crossing improvements proposed at the Montlake Triangle and in the Chinatown/International District will improve safety and comfort for people walking to transit. Move 3 (Use Limited Street Space Wisely) provides more detail about projects to improve the transit passenger experience.

## NEW NORTHBOUND TRANSIT PATHWAY WILL REDUCE BUS PASSING REQUIREMENTS AND REDUCE THE RISK OF COLLISIONS

### Design for safe and reliable transit operations.

Reliable bus operations are foundational to achieving the One Center City objective of keeping people moving to and through Center City. Achieving this in tandem with safe operations is a priority. Transit vehicles must have adequate space to pass and pull in and out of bus stops safely to ensure a smoothly operating Center City. The Near-Term Action Plan identifies a new northbound transit pathway that disperses northbound transit vehicles and reduces turn movements at key intersections with very high pedestrian volumes.



## PARTNERSHIPS WITH SEATTLE POLICE DEPARTMENT WILL HELP ENSURE COMPLIANCE BY ALL STREET USERS

### Strengthen partnership with Seattle Police

### Department to enforce actions that contribute to collisions and threaten vulnerable users.

Pedestrian, bicycle, and transit use are all growing in downtown Seattle. As our system becomes more multimodal, it is more important for all users to obey the laws that govern the use of streets and intersections. Enforcement is critical to behavioral compliance. SDOT and One Center City partners will work with Seattle Police Department officials to ensure that enforcement actions track with priority safety outcomes and locations.

## 40% REDUCTION IN BIKE AND PEDESTRIAN COLLISIONS AT CROSSINGS

**Leading Pedestrian Intervals (LPIs)** allow pedestrians to get a head start crossing busy intersections, ensuring they are visible to turning drivers.

LPIs will be implemented at intersections throughout Center City in the upcoming years.



## 19% REDUCTION IN ALL COLLISIONS FROM TRANSIT LANES

**Implement Transit Priority Lanes.** SDOT safety data shows that transit-only lanes reduce all collision types. During the near-term period new transit lanes are expected on a number of Center City streets including segments of Fairview, Madison, 5th Avenue (Cherry to Marion), Marion, and 6th Avenue.

## 17% to 39% REDUCTION IN ALL COLLISIONS FROM NEW SIGNALS

**Signalize intersections on 2nd.** The 2nd Avenue Safety Project installed three new signals that were stop controlled. Experience shows that such signals can reduce all collision types.





## Monitoring

SDOT's Vision Zero strategy includes a regular monitoring program to track safety outcomes. One Center City partner agencies will use the SDOT Vision Zero monitoring program data to track safety outcomes in Center City related to the performance expectations. Outcomes to be monitored include:

- Crash rate and total crashes for pedestrians (total, severe, and fatal)
- Crash rate and total crashes for bicyclists (total, severe, and fatal)
- Crash rates at identified high-risk locations in Center City (per SDOT Bicycle and Pedestrian Safety Analysis)
- Trend lines and maps of high-risk behavior, particularly motor vehicle speeds in excess of speed limit
- Center City perception survey on safety and security, parsed by travel mode, age, gender, ethnicity, and ability — users' perception of safety and security is often unrelated to data on safety outcomes, but is a primary driver of travel choices
- Crime rates at major light rail stations and on the 3rd Avenue Transit Spine — areas of focus include 3rd Avenue between Pike and Pine, 5th Avenue South of Jackson, McGraw Square, and 3rd Avenue south of Cherry, 3rd and Virginia, and 3rd and Bell
- Transit operator crash data downtown
- Transit passenger crime data downtown

If safety outcomes are not met, SDOT and partner agencies have a toolbox of interventions to improve safety at specific locations.



2

# KEEP PEOPLE MOVING ON DOWNTOWN STREETS

Improve customer experience by keeping people and goods moving using the most space-efficient means for mobility.

## Our Challenge

The implications of not acting are dire for regional commuters. Transit customers are likely to experience the most disruption if we do not act in the near term, but travel will become less reliable for other modes as well. Streets will become more congested for people driving and using shared mobility services, we will have less flexibility to connect our Center City Bike Network, sidewalks will be overcrowded at major bus stops, and goods delivery services will incur the costs of a less reliable system.

Transit delivers nearly 50% of downtown employees to work each weekday. Many more who live in the Center City use transit to travel to other regional job centers, schools or places of higher education. While the share of these transit commuters using light rail is increasing, the majority of transit travelers still use the bus. The end of bus operations in the Downtown Seattle Transit Tunnel in 2019 alone would shift more than 22,000 daily bus boardings to 2nd, 4th and 5th Avenues. Combined with the impact of major construction projects, this will mean traffic delays and crowded sidewalks.

Travel speeds on 2nd Avenue during busy commute times could decrease by more than 23%, while travel speeds on 4th Avenue could drop by 43%. The average commuter would see more than 3.5 minutes added on to their daily trip. With transit being the number one choice for people's daily commute into Center City, it is critical that One Center City partners ensure trips are reliable during the next 2-5 years.

### MOVING CARS



**28 PEOPLE**  
PER BLOCK

### MOVING TRANSIT



**225 PEOPLE**  
PER BLOCK

### MOVING PEOPLE



**1,000 PEOPLE**  
PER BLOCK

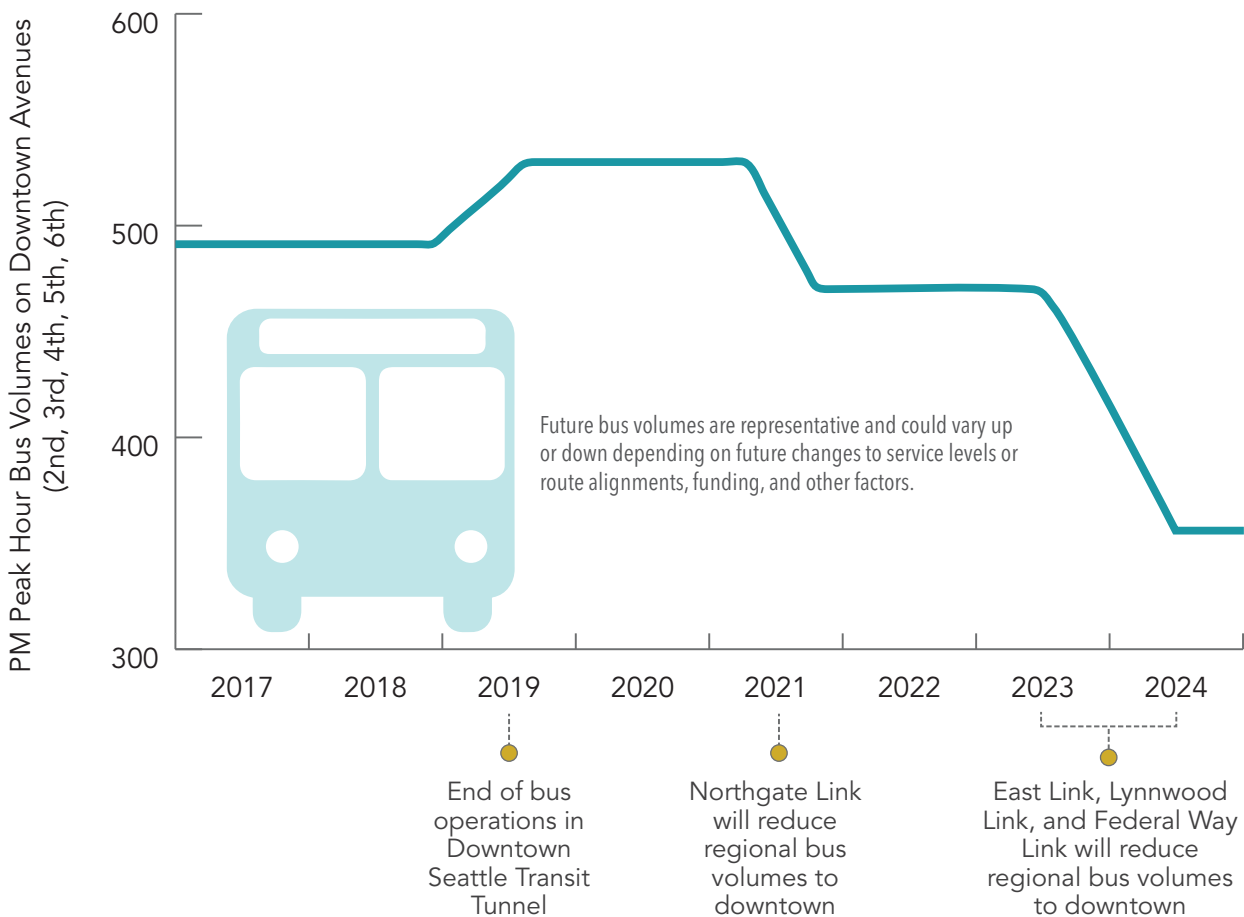
Source: City Block assumed 40' curb to curb and 300' long. The space needs for pedestrians and vehicles based on 'Evaluating Transportation Land Use Impacts', Victoria Transport Policy Institute (2014). Average number of passengers per automobile calculated based on National Household Travel Survey Summary of Travel Trends (2009).

Evaluation of a 2019 No Action Scenario shows:

- Person throughput of the transportation system will decline as travel speeds for our highest capacity vehicles – buses – declines.
- Reliability for goods movement and delivery will decline as roads are more congested.
- Pedestrian crowding will occur at bus zones on 2nd and 4th Avenues. Projections show significant crowding and blocking of sidewalks at four or more bus zones.

The graphic below illustrates how bus volumes on Downtown avenues will increase during the period of maximum constraint and how bus volumes will decline (particularly on 2nd and 4th Avenues) as Sound Transit expands the regional light rail system.

### Projected Change in Surface Street Bus Volumes, 2017-2024



**Bus volumes on downtown avenues will change as the light rail system grows and bus services are replaced or restructured.**



Source: SDOT

## Actions

Today over 75% of commuters traveling to and from downtown during peak periods use transit, walking, bicycling, or other shared ride modes. Nearly 50% use public transit and a majority of those transit customers use local and regional bus services. The One Center City agency partners place priority on ensuring that travel times for transit customers are maintained or improved, preventing the projected travel time degradation as a result of inaction.

One Center City actions will ensure transit continues to be the most convenient and reliable way for local and regional commuters to arrive in Center City. Key actions include developing additional northbound transit capacity by creating a new northbound transit pathway on 5th Avenue and 6th Avenue, implementing all-door boarding and other bus stop improvements to speed up service and improve the passenger experience, and adjusting signal operations to reduce the conflicts between turning cars and buses. Expediting transit passenger boarding will free up sidewalks for pedestrians and curb space for delivery and shared mobility services.



Source: SDOT

**Center City businesses rely on streets and curbspaces to move and access goods.**



Source: SDOT

**A network of protected bike lanes in Center City will deliver a significant increase in bicycle ridership and deliver on Seattle's goal to increase sustainable commuting.**

The Center City street network is the primary conveyance for goods delivery and service vehicle access to thousands of businesses in the Center City. Keeping goods moving and maintaining loading access will support Seattle's healthy and growing business sector.

Actions will also improve the pedestrian and cyclists experience, critical to growing the capacity of streets and sidewalks. Completing the Center City Bicycle Network, for example, has the potential to increase levels of cycling for the commute to over 40,000 trips daily, and total daily bike trips in Center City to over 100,000.

# Keep People Moving on Downtown Streets







- A** 2nd Avenue Signal Improvements
- B** 4th Avenue Signal Improvements
- C** 3rd Avenue - All Door Boarding and Off-Board Fare Payment
- D** 3rd Avenue - Extend Transit Priority Hours
- E** New Transit Pathway on 5th and 6th Avenues

- F** 4th Avenue Transit Improvements
- G** International District/Chinatown Station Bus & Pedestrian Improvements
- H** Pine and Pike Street Protected Bike Lane
- I** 4th Avenue - Two-Way Protected Bike Lane
- J** 2nd Avenue Extension to Dearborn Bicycle Connection

ID	Project	Time-frame	Detail	Justification
<b>A</b>	<b>2nd Avenue Signal Improvements</b>	<b>Q3 2018</b>	<ul style="list-style-type: none"> <li>Implement new signal phasing at WB cross streets (e.g. Madison, Columbia) to reduce conflicts between right-turning vehicles, pedestrians, and buses</li> </ul>	<ul style="list-style-type: none"> <li>Reduces transit delay by allowing BAT lane to clear of right turning vehicles</li> <li>Improves pedestrian safety by reducing pedestrian/vehicle conflicts at points of high conflict</li> </ul>
<b>B</b>	<b>4th Avenue Signal Improvements</b>	<b>Q2 2018</b>	<ul style="list-style-type: none"> <li>Implement new signal phasing at EB cross streets (i.e., Cherry, Marion, Spring, Pike) to reduce conflicts between right-turning vehicles, pedestrians, and buses</li> </ul>	<ul style="list-style-type: none"> <li>Reduces transit delay by allowing BAT lane to clear of right turning vehicles</li> <li>Improves pedestrian safety by reducing pedestrian/vehicle conflicts at points of high conflict</li> </ul>
<b>C</b>	<b>3rd Avenue - All Door Boarding and Off-Board Fare Payment</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>Install off-board fare collection equipment at non-RapidRide bus zones</li> <li>Implement supporting software modifications</li> <li>Develop operational plan and enforcement protocol and staffing plan</li> </ul>	<ul style="list-style-type: none"> <li>Improves transit speed and reliability by speeding passenger boarding</li> <li>Enhances customer experience by allowing off-board fare collection and boarding at all doors on all bus routes using 3rd Avenue</li> </ul>
<b>D</b>	<b>3rd Avenue - Extend Transit Priority Hours</b>	<b>Q1 2019</b>	<ul style="list-style-type: none"> <li>Extend hours where through traffic is restricted from using the 3rd Avenue transit spine from 6 a.m. to 7 p.m.</li> </ul>	<ul style="list-style-type: none"> <li>Improves auto compliance by simplifying operations of 3rd Avenue</li> <li>Improves pedestrian and bicycle safety by reducing the number of vehicles turning from 3rd Avenue</li> <li>Maintains access for freight and passenger loading</li> </ul>
<b>E</b>	<b>New Transit Pathway on 5th and 6th Avenues</b>	<b>Q1 2019</b>	<ul style="list-style-type: none"> <li>Extend 5th Avenue contraflow transit lane from Cherry to Marion, connect to 6th Avenue with transit only lane on Marion, extend transit priority north on 6th Avenue to Olive Way</li> <li>New bus zones at Columbia, Spring, Union, and Pine</li> </ul>	<ul style="list-style-type: none"> <li>Provides additional northbound transit pathway, allow some buses to shift off of 4th Avenue</li> <li>Reduces bus congestion and passenger loading zone congestion on 4th Avenue</li> <li>Improves northbound transit travel time and reliability</li> </ul>
<b>F</b>	<b>4th Avenue Transit Improvements</b>	<b>Q1 2019</b>	<ul style="list-style-type: none"> <li>Second bus lane added between Union &amp; Pike</li> <li>Queue jump implemented at Seneca</li> <li>Bus zone operations improvements</li> </ul>	<ul style="list-style-type: none"> <li>Reduces transit delay by providing a second bus lane to reduce friction with traffic approaching Pike Street, which is a high-volume right turn for vehicles</li> <li>Provides additional transit priority</li> </ul>
<b>G</b>	<b>Chinatown/ International District Transit &amp; Pedestrian Improvements</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>Implement top priority improvements to ensure bus zones operate efficiently; provide sufficient waiting capacity and passenger amenities</li> <li>Expand current bus stops and/or add new stops</li> <li>Make early pedestrian experience and wayfinding improvements to be identified through a study effort in coordination with Chinatown/ International District stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Reduces bus zone congestion by extending nearside Jackson bus zone and/or adding new Weller stop</li> </ul>

ID	Project	Time-frame	Detail	Justification
<b>H</b>	<b>Pine/Pike Street Protected Bike Lane</b>	<b>Phased 2017-2021</b>	<ul style="list-style-type: none"> <li>• Broadway to 2nd Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• Provides all ages and abilities bicycle connection between Capitol Hill, Westlake Shopping District, and Pike Place Market</li> <li>• Provides physical protection/separation between bicycles and moving traffic</li> <li>• Creates buffer between moving traffic and sidewalk users</li> <li>• Improves pedestrian safety in one of Seattle's busiest walking corridors</li> </ul>
<b>I</b>	<b>4th Avenue - Two-Way Protected Bike Lane</b>	<b>2021</b>	<ul style="list-style-type: none"> <li>• 2-Way PBL from Vine to Main/S Washington</li> </ul>	<ul style="list-style-type: none"> <li>• Creates reliable north-south pathway for people on bikes</li> <li>• Allows travel time competitive bike options for people traveling north-south east of 3rd Avenue</li> <li>• Provides physical protection/separation between bicycles and moving traffic</li> <li>• Creates buffer between moving traffic and people walking</li> </ul>
<b>J</b>	<b>2nd Avenue Extension to Dearborn Bicycle Connection</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>• Develop critical link in the Center City Bike Network</li> <li>• Create safe, all ages bike pathway from SE Seattle to Center City</li> <li>• Determine best pathway for connecting the 2nd Ave Extension PBL and the Dearborn PBL</li> </ul>	<ul style="list-style-type: none"> <li>• Provides all ages and abilities connection between terminus of 2nd Avenue protected bike lanes to International District and east-west connection on Dearborn</li> <li>• Provides physical protection/separation between bicycles and moving traffic</li> <li>• Creates buffer between moving traffic and sidewalk users</li> </ul>

# Performance Expectations

A key objective of the Near-Term Action Plan is to ensure local and regional travelers can access and move through Center City as reliably as today even with a number of temporary transportation system constraints in place. Multimodal investments and actions implemented by One Center City partner agencies will improve travel conditions compared to the 2019 No Action scenario. This section outlines key mobility outcomes for bus transit, bicycle, and general purpose traffic (cars and trucks).

## Surface Transit

**Transit travel time improvements.** Northbound transit travel time will improve dramatically compared to the No Action scenario and will even improve relative to existing conditions. On average, buses traveling between Jackson and Olive on 4th Avenue are projected to run 26% faster than today. Southbound transit travel time will increase, but not as much as it would if nothing was done.

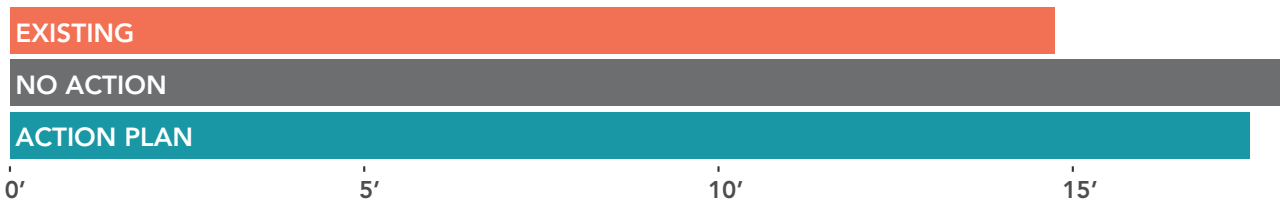
NORTHBOUND BUSES ARE  
PROJECTED TO RUN  
**15%-25%**  
FASTER THAN TODAY BETWEEN  
JACKSON AND OLIVE

### 2019 Transit Travel Time (PM Peak Hour)

#### NB Transit Travel Time (4th Avenue Jackson – Olive)



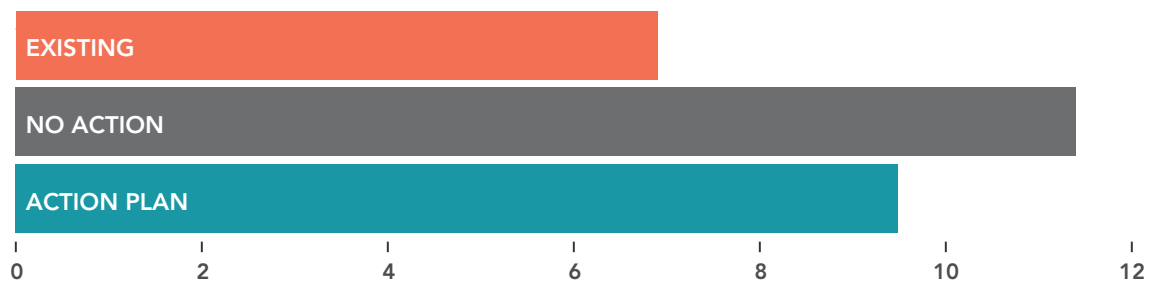
#### SB Transit Travel Time (Olive – Jackson)



**Aggregate transit customer travel time** through downtown. When compared with the No Action scenario, the Near-Term Action Plan will save bus passengers 2.7 million hours of transit travel time each year on buses traveling north and south through downtown. Daily aggregate transit customer travel time will increase slightly, but much less than the 64% increase we face if no action is taken.

**2.7M** FEWER HOURS IN TRANSIT FOR BUS PASSENGERS THAN IF NO ACTION IS TAKEN

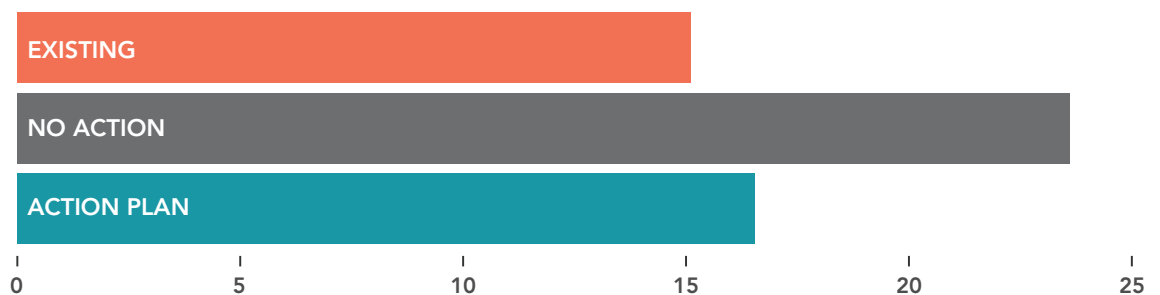
2019 Annual Person Hours in Transit Downtown (millions)



**Transit operating cost** in downtown area during peak periods. Transit operating costs will increase by only 5-6%, as opposed to increasing by 55% if nothing is done. This represents approximately \$7.5 million that transit agencies will be able to reinvest in improved service throughout the region.

**\$7.5M** IN AVOIDED OPERATING COSTS DOWNTOWN COMPARED TO NO ACTION

2019 Annual Downtown Transit Operating Cost (\$M)



## Bikes

A key strategy for improving mobility in Center City is to enhance safety and connectivity for people on bikes. Building out a bicycle network suitable for all ages and abilities can rapidly double a downtown's bicycle ridership. Meanwhile, free-floating bikeshare is now operating in Seattle, making bikes conveniently and cheaply accessible to more people. These two major improvements, along with increasing residential and employment density, have the potential to generate over 110,000 daily bicycle trips on Seattle's Center City Bike Network (CCBN) by 2023.

**110,000**  
DAILY BICYCLE TRIPS ON  
CENTER CITY BICYCLE  
NETWORK BY 2023

### Center City Bike Ridership

**TODAY:**

**42,500**

Current daily bike trips  
in Center City

+ growth &  
better facilities



**85,000** + **25,000** = **110,000**

Estimated daily  
bike trips

Bikeshare trips  
generated (based  
on estimated  
system growth  
and trips per bike)

Total trips on  
CCBN

**IN 2023**

Growth in Center City bicycle ridership was estimated using the following data and assumptions:

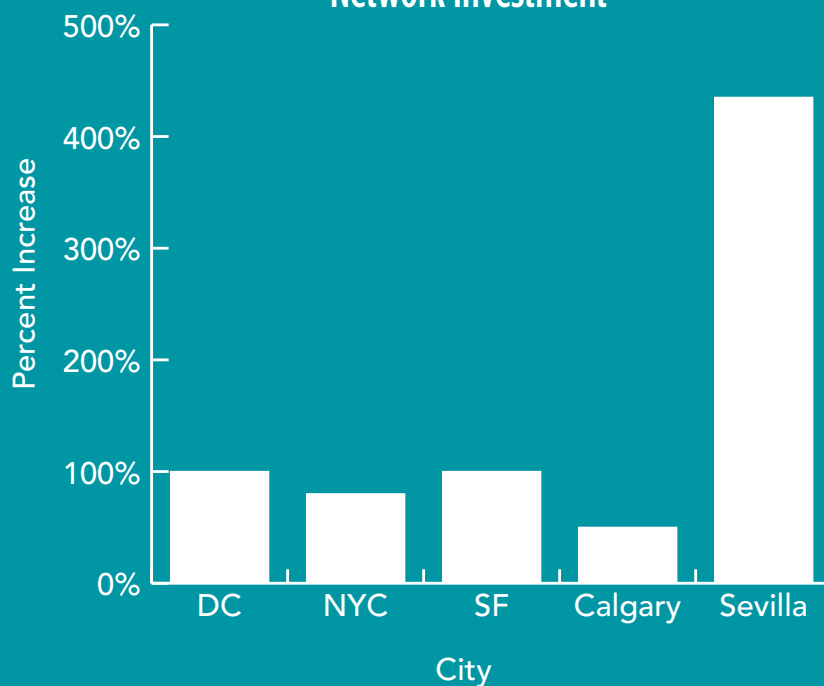
- Existing bicycle ridership was estimated using current American Community Survey bike commuter counts, assuming each commuter generated two trips per day.
- Bicycle ridership counts and mode share survey data were used to cross check ACS data.
- It was assumed that work trips represented 1/3 of all bike trips in Seattle, and that half of all bicycle trips were generated to, from, or within Center City.
- Data from cities that have rapidly built out downtown or city center bike networks was used to gauge the growth value of a connected urban network of protected bicycle lanes (New York City, Chicago, Vancouver, B.C., San Francisco). Experience in these cities show that PBL network implementation can more than double bicycle ridership.
- Seattle's free-floating bike system data was used to project bikeshare trips in Center City. Using early data on distribution of bikes by geography and assumptions about fleet growth (x 10 by 2023), a conservative estimate shows potential to generate 25,000 additional daily bikeshare trips.

## PBL Investments Increase Bicycling Citywide

As cities in the U.S. and abroad have invested in protected bike lane (PBL) networks, they have seen large increases in the overall number of bike trips.

- Bike commuting doubled in Washington D.C. from 2009 to 2013. The city started building protected bike lanes in 2010.
- As New York City has increased its protected bike lane network to over 425 miles, it has seen daily bicycle trips grow by 80% (2010 to 2015).
- San Francisco implemented its first protected bike lane in 2010. By 2015, average daily trips in the city had nearly doubled.
- Bicycling in downtown Calgary has increased by 50% since it implemented its center city protected bicycle network in 2013.
- Sevilla, Spain, increased its protected bike lane network from 7.5 miles in 2007 to 94 miles in 2013 and bike trips grew by 435%.

**Percent Increase in Bicycle Trips since PBL Network Investment**



Data Source: U.S. Census 2013 American Community Survey 1-year Estimates; NYDOT, Cycling in the City: Cycling Trends in NYC, January 2017; San Francisco Municipal Transit Agency 2016 Bicycle Count Report, City of Calgary downtown cordon counts, 2013-2016; R. Marqués and V. Hernández-Herrador, On the effect of networks of cycle-tracks on the risk of cycling: The case of Sevilla, Accident Analysis and prevention (May 2017).

## General Purpose Traffic and Freight

One Center City partner agencies recognize the need to prioritize the most spatially efficient modes of travel in downtown; it is also a goal to minimize impacts on people in vehicles and to ensure goods can be delivered efficiently to businesses and residents. Compared to the No Action scenario, proposed near-term actions will improve southbound travel for automobiles and trucks moving goods. Northbound vehicle travel times are expected to be the same in either scenario.

Travel times for each north-south street were modeled using transportation operations modeling tools. The change in travel time was applied to the average north-south travel time based on the estimated person throughput of each relevant transportation mode.

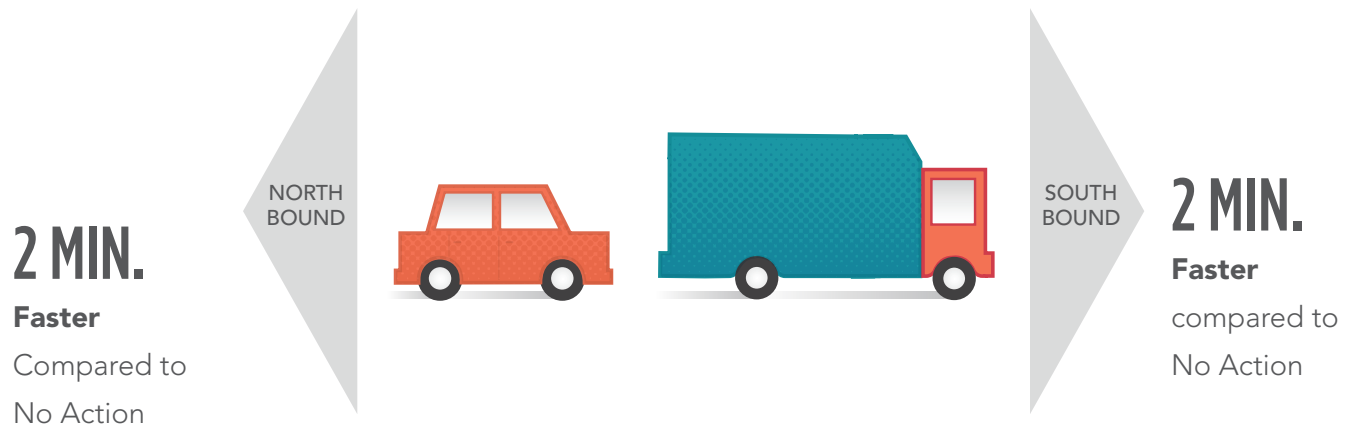
**Faster travel through  
center city for all modes  
(compared to No Action)**



Source: Flickr user Oran Viriyincy



### General Purpose Auto Travel Time -PM Peak (2019)



**Travel times are expected to be faster for both southbound and northbound vehicles compared to the 2019 No Action scenario.**

### Aggregate User Travel Time-PM Peak



**Average travel times are expected to be faster for people traveling through Center City using all modes both northbound and southbound compared to the 2019 No Action scenario.**

Results are based on modeled changes to travel times during the PM peak period. These are cumulative results of travel time between Jackson and Stewart (Northbound) and Stewart to Jackson (Southbound) for all surface streets and all modes. Modeling is based on an average weekday. In reality, there can be significant variation between travel times based on daily conditions.



Source: SDOT

## Monitoring

The One Center City partner agencies are committed to delivering a reliable system for all users. Transit carries nearly 50% of downtown commuters and is the mode most subject to delay. Ongoing performance monitoring will focus on ensuring transit keeps moving and is reliable even during the most congested periods of the day. One Center City partners will use the Downtown Seattle Transit Coordination: Transit Performance Measures Dashboard data monitoring program to track key transit performance measures.

Using data collected through a multi-agency partnership, One Center City partner agencies will track the following areas of system performance:

- **Transit Travel Time (2nd, 3rd, 4th, 5th/6th Avenues)** - aggregate travel time on the four avenues remains within 2% of current.
- **Transit Reliability** – remains within 5% of current reliability and better than projected 2019 No Action scenario.
- **Transit Ridership** – does not experience a two consecutive quarter decrease in ridership. Ridership is measured at key screenlines to include key north and southbound surface and DSTT pathways.
- **Bike Ridership** – sees steady growth in year-over-year totals for each year during near-term period.

**Today, only RapidRide users on 3rd Avenue can board at all doors. All door boarding for all buses on the Third Avenue Transit Spine will be implemented in 2019. This is a key One Center City investment to improve transit reliability and the customer experience.**



One Center City partners are moving rapidly to address Center City growth, making improvements to transit, bicycle, and pedestrian mobility.



3

**Miki Yaki**  
DINE-IN  
TAKE-OUT  
206-395-1658

# USE LIMITED STREET SPACE WISELY

Use space wisely to move people and goods and to ensure efficient and reliable access for goods delivery.

## Our Challenge

All modes of transportation funnel into Center City, where there are only three highways, one transit tunnel, and seven through avenues. None of these paths will be widened, and the number of vehicles on streets and highways exceeds the available capacity over an extended peak period. As the region grows, we must use the limited space as efficiently as possible.

In the long run, the planned light rail expansion will dramatically expand the capacity of the transit tunnel. In the short run, however, the 22,000 daily bus commuters using the transit tunnel will need to be served by the constrained avenues. While the avenues have exceeded their vehicle capacity at rush hour, they still have plenty of person capacity. This means the One Center City agencies need to work together to prioritize the most space-efficient modes, while considering the evolving impacts of ridesharing services.

Because it takes more than ten times as much roadway space to move a person in a car than in a busway, it does not take much of a shift away from driving to create the necessary space to move more people. Seattle's remarkable success in encouraging public transit use provides a strong foundation for accommodating the necessary shift during the most constrained period, from 2019 through 2021.

A growing Center City will result in a growing demand for goods delivery, freight mobility, and passenger pickup and dropoff. It is critical to ensure goods can move to, from, and within Seattle in an efficient, predictable, and sustained manner so businesses and consumers receive deliveries on time to help maintain the economic health and vibrancy of the city. Surging growth in U.S. online sales has averaged more than 15% year-over-year since 2010. Retailers are promising customers overnight delivery services and goods delivery firms are diversifying their fleet and delivery practices to respond. These trends are projected to continue, placing greater demands on urban streets and curb loading zones.



**Preserving commercial loading is the city's top priority for limited downtown curb space.**

Center City construction projects also demand large trucks to deliver materials and remove construction debris. Most One Center City near-term projects occur in the Downtown Traffic Control Zone, where large truck activity is limited to off-peak hours or to special permit. As more curb space is dedicated for transit lanes and for cycling, SDOT is committed to ensuring goods can be delivered reliably, and that there are appropriate freight and passenger loading zones to meet the demand.



**A single rush hour incident can cripple traffic and transit in downtown. One Center City projects, including a new northbound transit pathway, increase system resilience.**

## Actions

The buildout of ST2-funded light rail lines in 2024 will mark a significant expansion of transportation system capacity to deliver people reliably to downtown Seattle and adjacent Center City neighborhoods. Traffic counts show that the number of vehicles entering the area during peak periods has been stagnant for over a decade, fixed by limited freeway and ramp capacity that acts to constrain the volume of vehicles that can enter the Center City.

Near-term strategies include adding bus and rail capacity based on passenger demand, even as buses come out of the tunnel and before future Sound Transit light rail extensions. To take advantage of this additional rail capacity and the reliable downtown access it provides regional customers, transit agencies are exploring route changes and passenger improvements at light rail stations.

Actions in this move also will ensure reliable movement of goods, access to businesses, and development of critical transportation hubs.

## Potential Transit Service Changes

Revisions to bus routes is a key strategy to keep people moving on downtown streets and ensure regional passengers have reliable access to the downtown area. Several bus route will be revised; all will be vetted with key stakeholders and the public through extensive community conversations, and are subject to final analysis and agency board approval before service changes are finalized.

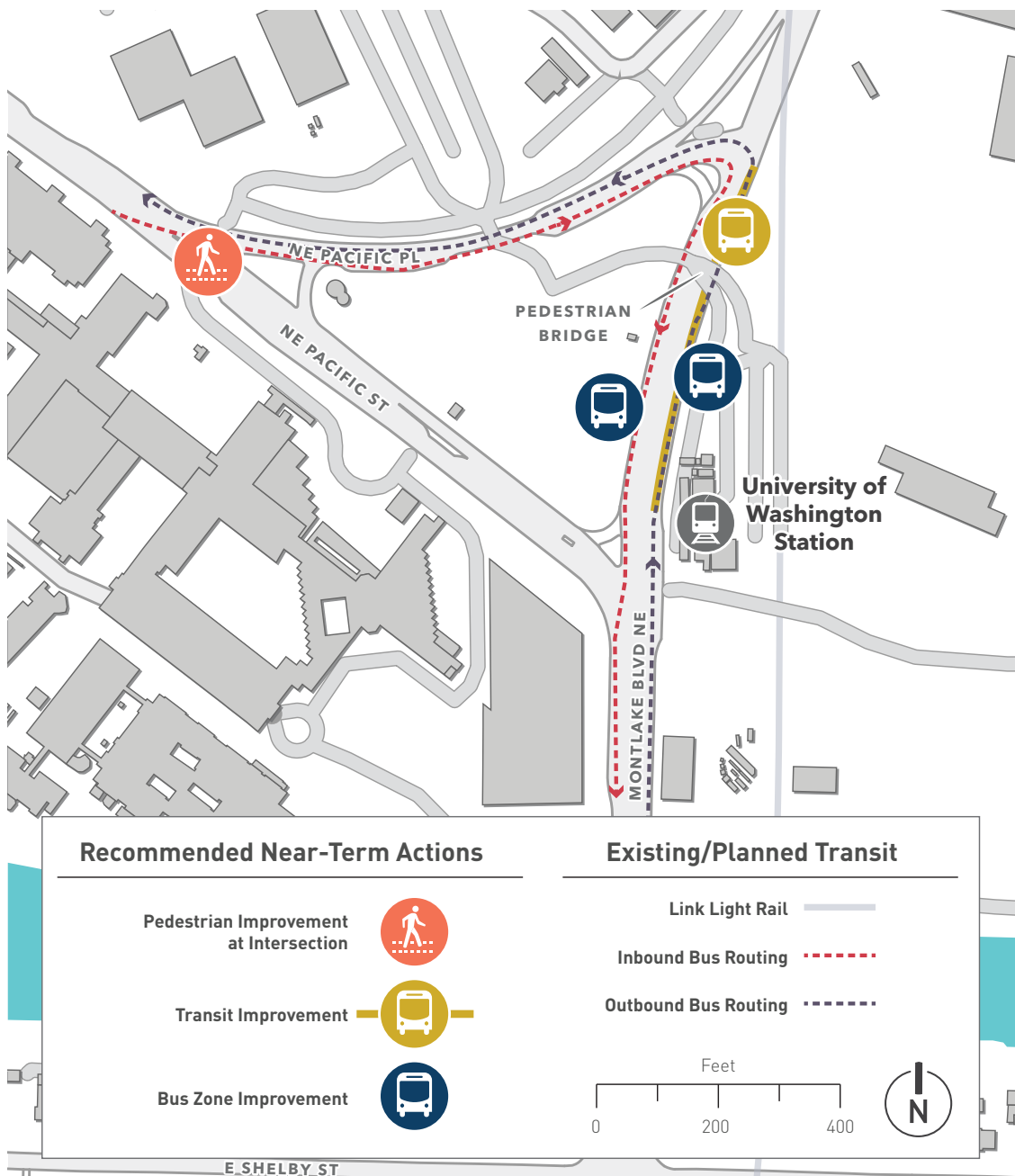
ID	Project	Time-frame	Detail	Justification
<b>A</b>	<b>4th Avenue Route Reassignment to 3rd Avenue</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>Shift selected KCM routes using 2nd and 4th Avenues to 3rd Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Improves transit speed and reliability on 2nd and 4th Avenues by reducing bus volumes and bus zone congestion</li> </ul>
<b>B</b>	<b>4th Avenue Route Reassignment to 5th/6th Avenues</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>Shift select bus routes from other N-S downtown Avenues to a new 5th/6th transit pathway</li> </ul>	<ul style="list-style-type: none"> <li>Improves transit speed and reliability on all N-S downtown Avenues by shifting bus volumes to the new pathway</li> </ul>
<b>C</b>	<b>Improvements to Support Transit Service Changes</b>	<b>2018-2019</b>	<ul style="list-style-type: none"> <li>Implement capital projects in support of bus service revisions</li> </ul>	<ul style="list-style-type: none"> <li>Provides capital funds to implement needed passenger improvements, bus operations projects, and other supportive capital needs</li> </ul>
<b>D</b>	<b>Potential Link Capacity Increase</b>	<b>2019 - 2023</b>	<ul style="list-style-type: none"> <li>ST recently added Link light rail capacity by operating more three car trains</li> <li>ST continues to monitor travel times and ridership to determine when additional capacity is needed based on ST service standards</li> </ul>	<ul style="list-style-type: none"> <li>Ensures sufficient rail capacity to accommodate passengers transferring from bus services at light rail stations</li> <li>Improves travel time and reliability</li> <li>Supports bus service restructures, reducing bus volumes on downtown streets</li> </ul>

ID	Project	Time-frame	Detail	Justification
<b>H</b>	<b>Montlake Triangle Improvements</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>Pacific Street and Pacific Place intersection improvements</li> <li>New northbound bus zones between Pacific Street and Pacific Place, adjacent to UW Station</li> <li>Add Transit Only Lane on Montlake Blvd northbound</li> <li>Implement passenger amenity improvements and potentially implement all-door boarding at expanded outbound bus zone on southbound Montlake between Pacific Place to Pacific Street</li> </ul>	<ul style="list-style-type: none"> <li>Improves left-turn storage for transit vehicles turning to Pacific Place</li> <li>Improves access to UW Medical Center</li> <li>Provides transit drop off at point nearest UW Station entrance, limiting transfer time for passengers</li> <li>Provides curb capacity for bus drop off</li> <li>Allows transit-only left turn movement from east curb of Montlake Blvd to Pacific Place</li> <li>Provides outbound pick up location for additional transit vehicles for North Eastside routes</li> <li>Increases passenger waiting area to accommodate increased passenger volumes</li> <li>Speeds passenger boarding at outbound bus zones where high passenger boarding volumes are expected</li> </ul>



## Montlake Triangle Improvements

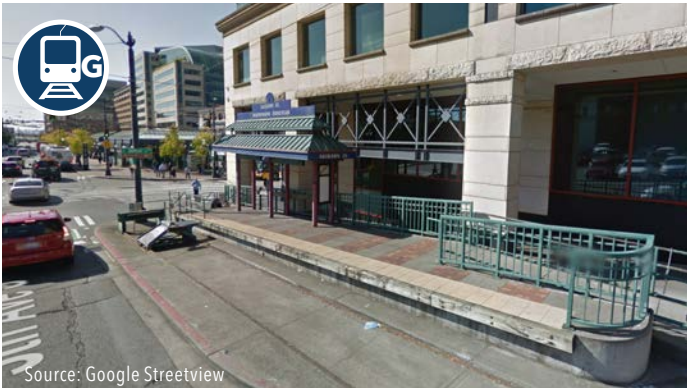
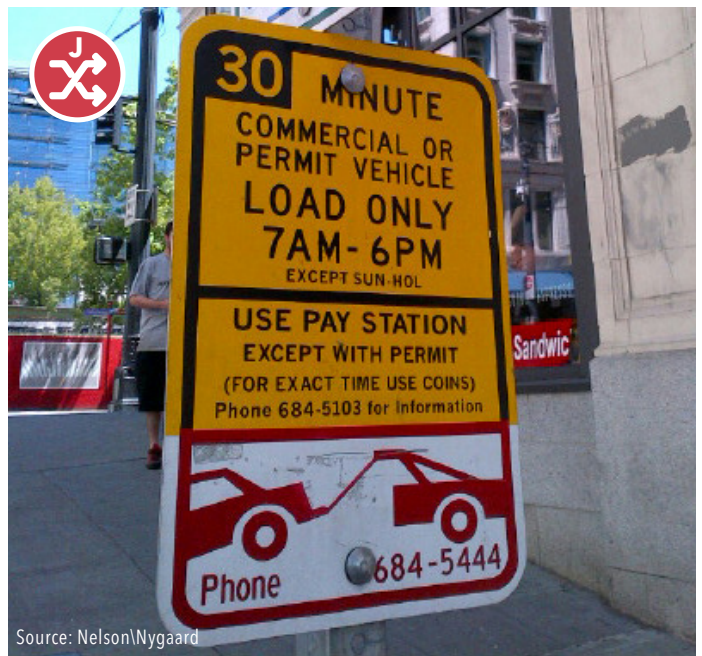
King County Metro, Sound Transit, Seattle DOT, and the University of Washington are working together to design street operations, transit passenger environment, and pedestrian safety and experience improvements at the Montlake Triangle. These improvements are critical to ensure safe, quick, and comfortable transfers between bus and light rail, and will be necessary with or without near term service restructures. One Center City agencies would implement station area improvements before any North Eastside routes are potentially restructured.



## Additional Near-Term Actions

ID	Project	Time-frame	Detail	Justification
<b>E</b>	<b>Bus Layover Bays</b>	<b>Q1 2019</b>	<ul style="list-style-type: none"> <li>• Add on-street bus bays for bus service restructures</li> </ul>	<ul style="list-style-type: none"> <li>• Provides new bus layover to accommodate new bus service patterns</li> </ul>
<b>F</b>	<b>Urban Goods Delivery Pilot Programs</b>	<b>2018 - 2019</b>	<ul style="list-style-type: none"> <li>• Study and design pilot projects for e-bike delivery, off-hours delivery, and common goods delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages off-peak deliveries in downtown and adjacent neighborhoods where rights-of-way are in high demand during the daytime</li> <li>• Explores innovative ways to reduce number of deliveries during peak travel times via SDOT partnership with UW Freight Lab</li> <li>• Increases use of space efficient, zero emission electric bicycles/tricycles for deliveries, particularly in downtown neighborhoods and corridors where curb space is limited and business access demand is high</li> <li>• Increases efficiency of goods delivery through common goods program</li> </ul>
<b>G</b>	<b>5th &amp; Jackson Trolley Stop Removal</b>	<b>2018</b>	<ul style="list-style-type: none"> <li>• Remove decommissioned Waterfront Streetcar trolley stop</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminates unused facility</li> <li>• Provides pedestrian safety improvements</li> </ul>
<b>H</b>	<b>Chinatown/ International District Transit &amp; Pedestrian Improvements</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>• Implement top priority improvements to ensure bus zones operate efficiently; provide sufficient waiting capacity and passenger amenities</li> <li>• Expand current bus stops and/or add new stops</li> <li>• Make early pedestrian experience and wayfinding improvements to be identified through a study effort in coordination with Chinatown/ International District stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Improves experience for transit customers transferring from rail or boarding a bus</li> <li>• Reduces conflict with pedestrians and other hub area users</li> <li>• Allows bus zones to better process high volumes of transit vehicles and passengers</li> <li>• Improves pedestrian experience as the volume of people using this hub area increases</li> <li>• Coordinates public realm and activation efforts with DSA and City initiatives to bring more vibrant, active uses to spaces within the hub area</li> <li>• Coordinates with local stakeholder interests</li> </ul>
<b>I*</b>	<b>Commercial and Passenger Loading Mitigation for Capital Projects</b>	<b>2018</b>	<ul style="list-style-type: none"> <li>• Identify additional locations for on- and off-street ridehailing and ridepooling staging areas, bike storage, delivery staging, etc</li> <li>• Work with ridehailing companies to make in-app changes to require pickup/dropoff activity at designated locations</li> <li>• Supports all locations where capital projects eliminate curb uses</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that critical loading activities can occur in nearby locations</li> <li>• Supports variety of passenger drop off and commercial delivery in efficient and safe manner</li> </ul>
<b>J*</b>	<b>Review Commercial Vehicle Load Zone Permit Program</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>• SDOT reviewing permit program to test innovative technology and demand-based pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Improves commercial vehicle loading zone access and efficiency</li> <li>• Provides clear information about commercial loading zone availability for those using the system</li> <li>• Complements SDOT's Performance-Based Parking Pricing program with new technology and innovation</li> </ul>

\*Supportive project



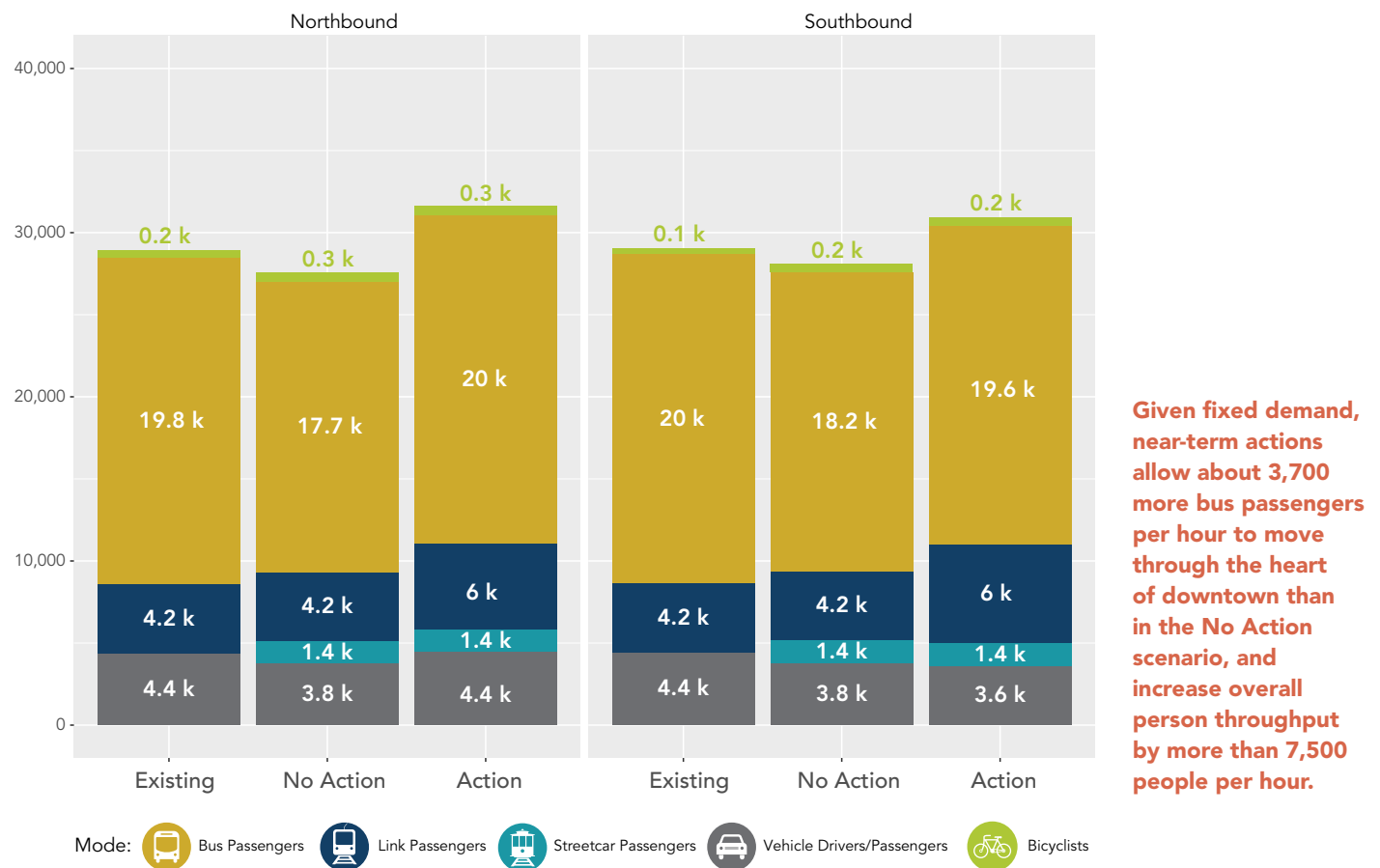
# Performance Expectations

We will need to prioritize Center City street space for the most space-efficient modes – walking, transit, cycling, and shared-ride services – to continue to accommodate growth and the increased demand it creates for mobility and public space. Using less space to move each person allows for increased throughput where the constraint is greatest – north and south through downtown. It also preserves sidewalks and plazas for pedestrian mobility and public life, and frees up valuable curbspace for passenger pickup and dropoff and for commercial loading, which is the city’s highest priority for limited curb access downtown.

One Center City near-term actions will deliver:

**Increased person throughput on the north-south avenues** to accommodate existing and known growth in jobs and homes in Center City.

## Peak Hour Person Throughput (2020)



This graph represents the number of people projected to move through a Madison Street screenline during the PM peak hour. Total demand does not change, but the effectiveness of the system does. Total person throughput was calculated based on the estimated volumes of people in vehicles, riding buses, riding light rail, or riding cycles on each north-south avenue (or tunnel in the case of light rail). General purpose vehicle, bus, and train occupancies were assumed based on a study of Center City traffic and transit. Bike ridership was based on current use and projected growth.

This outcome is a primary purpose of One Center City. If we fail at this goal, not only do we inconvenience travelers and mobility operators, we also put the Seattle economy in jeopardy.

Near-term actions increase person throughput during the near-term period (2019 – 2023), which represents the effectiveness of the system to move projected demand. Since throughput is a function of capacity and speed, a system with slower average travel speeds can move fewer people regardless of demand.

Even after ST2 light rail build out in 2024, buses will remain the workhorse for moving people to and through downtown. Increasing average bus speeds through downtown is the single most beneficial way to increase person throughput. Given fixed demand, near-term actions allow about 3,700 more bus passengers per hour to move through the heart of downtown and increase overall person throughput by more than 7,500 people per hour, as compared to the No Action scenario.

NEAR-TERM ACTIONS ALLOW

**7,500**

MORE PEOPLE TO MOVE THROUGH DOWNTOWN DURING THE AFTERNOON PEAK HOUR THAN NO ACTION.

ADVANCE PILOT PROJECTS FOR INNOVATIVE, SPACE FRIENDLY URBAN GOODS DELIVERY METHODS.

**More reliable and innovative urban goods movement and delivery** is necessary to maintain a thriving economy. SDOT and the University of Washington Freight Lab are partnering to develop curb management and goods delivery programs. These solutions can target locations where commercial load zones are affected by One Center City projects.

**Improved function and experience at major light rail stations.** One Center City is developing integrated multimodal improvements at light rail stations. Montlake Triangle area improvements will enhance connections for people transferring between bus and rail, preparing for a future in which more regional riders use reliable Link light rail service to travel to and from downtown. Investments in the International District/Chinatown Station area will expand and improve bus stops and passenger facilities, address pedestrian safety concerns, and activate the public realm to enhance experience and safety for all users.

THE MONTLAKE TRIANGLE/ CHINATOWN/INTERNATIONAL DISTRICT WILL GET FOCUSED INVESTMENT TO IMPROVE STREET OPERATIONS, MAKE THE TRANSFER EXPERIENCE MORE COMFORTABLE, AND IMPROVE PEDESTRIAN SPACES AND THE PUBLIC REALM.



**Bus transit will continue to carry the most people through downtown during the near-term period.**

## Monitoring

A goal for Center City streets is to grow total person throughput, while protecting travel times (see Move 2), improving the pedestrian experience and the public realm (Move 5), and providing critical access for businesses. One Center City partner agencies will track performance by monitoring key measures.

### Person Throughput

Person throughput is the actual number of people from one point to another per unit of time. This metric should focus on the north-south avenues west of I-5 at one or more screenlines. For example, One Center City partner agencies may calculate the number of people moving north-south across Madison Street on 1st through 6th Avenues, during the peak hour, calculating the sum of:

- People on surface buses, by agency
- People in cars and trucks
- People in shared mobility (Uber, Lyft, taxis, etc.)
- People on bikes, including bikeshare
- People on foot and in wheelchairs and other personal mobility devices
- People in the transit tunnel

These screenline calculations should cover the peak one-hour period for both the northbound and southbound directions, along with the full day.

## Congestion Impact on Throughput

When congestion cuts travel speed in half, the number of people a street can move in a given amount of time is also cut nearly by half. As congestion increases in Center City, the impact on mobility is no different than removing travel lanes or entire avenues. The partnership should specifically calculate the person throughput impact of congestion on:

- **Bus system capacity and cost.** As bus service slows and travel times increase, bus system capacity declines at the same rate. In order to maintain capacity at the status quo, more buses must be added to the system, increasing cost.
- **Car, truck, and mobility service person throughput.** While person throughput should be the primary objective of system capacity improvements, vehicle throughput should be measured periodically to understand how many vehicles Center City can reasonably accommodate.

## Timely Implementation of Planned Goods Delivery Strategies

Potential strategies to improve goods delivery have been identified above. The effectiveness of the urban goods delivery pilot programs will be evaluated before these strategies are expanded. SDOT routinely monitors street parking; load zone usage should also be monitored regularly to inform pilot evaluation, changes to zone locations, zone pricing, and operations to ensure availability.

## Capacity Impact of Goods Delivery and Passenger Drop-Off

Where curbsides are not well managed, delivery trucks, taxis, mobility services, and other vehicles must circle nearby streets searching for parking, or double park in travel lanes or bike lanes, which has negative throughput impacts throughout Center City. One Center City partners should conduct periodic data collection to identify parking and loading zone impacts, off-street parking availability, circling patterns, failed first delivery attempts, and double parking rates.

## Parking and Loading Zone Impacts

The projected impacts of One Center City projects on commercial and passenger loading assume that parking spaces and loading zones will be removed in the following locations:

- On the east side of 5th and 6th Avenues (some locations) for the extension of the transit only lane
- On both sides of Marion Avenue between 5th and 6th Avenues

A key part of the next phase of One Center City project development will be to work with local business to identify locations for replacing commercial and passenger loading zones that are displaced by mobility projects.

Existing Parking and Loading Zones: 4th, 5th and 6th Avenues



Estimated Change in Parking and Loading Spaces: 5th and 6th Avenues

		All-Day	Peak Restricted	Commercial Loading	Passenger Loading
5th Ave	Existing	9	0	0	3
	Estimated Impact	-9	0	0	-1
6th Ave	Existing	9	7	1	15
	Estimated Impact	-8	-7	-1	-7
Marion	Existing	17	2	0	0
	Estimated Impact	-17	-2	0	0

Estimates are preliminary and may change through project design



[ this page intentionally blank ]



4

**PROVIDE**

**EFFICIENT**

**TRAVEL**

**OPTIONS**

Provide a variety of affordable, sustainable, and convenient alternatives to driving alone.



Source: SDOT

Many travelers rely on more than one mode.

## Our Challenge

### Future Proofing

In cities throughout the world, the transportation industry is experiencing a period of rapid change, in both technology and public attitudes. Cities are investing in mobility at levels not seen since the immediate post-WWII era. The most successful cities, however, are not making the same sort of investments they did in the 1950s.

To compete globally, and remain an attractive place to live and do business, Seattle cannot afford complacency. It must continue to invest in mobility, using the latest technology and responding to today's market demands. Today, most travelers no longer identify with any one mode; rather, they use the best combination of modes that meets their needs and offers the most convenience. Center City's mobility system cannot just be a collection of infrastructure. It must offer an integrated experience, with public transit, bikeways, parking, ridehailing and ridesharing services (taxi, Uber, Lyft, etc), and other services tied together seamlessly.

## Actions

Seattle Center City neighborhoods have seen drive alone mode share for commuters decrease faster than any other city in the nation over the last 5-10 years. Seattle's success in reducing drive alone trips is due in part to significant public transit investment, but also relies on SDOT's Commute Trip Reduction (CTR) program, one of the nation's leading travel options programs. SDOT partners with Commute Seattle and King County Metro to invest in a variety of programs to reduce the rate of drive alone commuting during the peak period, and to encourage people to use more sustainable modes for all types of trips throughout the day.

Concurrent with this success, technological advancements are rapidly changing the transportation industry. New travel options such as ride-hailing could decrease or increase total auto trips to Center City, depending on how they are managed and regulated. One Center City partners are on the forefront of planning to ensure emerging mobility trends lead to positive outcomes for local residents, continuing to drive down single-occupant vehicle travel mode share while improving options for people of all ages, abilities, and backgrounds.

One Center City partner agencies will continue to invest to grow Seattle’s success in transitioning travelers to transit, walking, biking, and shared ride modes. One Center City investments in this area fall into the following categories:

- Expanded TDM Programming and Marketing - programs and campaigns to encourage employers to promote sustainable travel behavior.
- Shared Mobility Hubs - offer an integrated suite of transportation services and public space amenities, reducing dependence on the personal automobile.
- Dynamic Market Management - technology solutions that provide incentives to choose travel options that respond to real-time travel conditions.
- Urban Goods Delivery Re-imagined - loading programs and policies to maximize convenience and, promote efficient use of curb space for business deliveries.
- Parking, Curb Use, and Traffic Management - facilities and policies that designate right-of-way for specific user groups to minimize conflicts, provide access for people and goods, and reduce search-for-parking traffic that can delay transit..



**Seattle has the highest walk-to-work mode share of all West Coast cities.**



**Marketing and education programs delivered by One Center City partner agencies are essential to the region’s success in getting more people on transit.**

ID	Project	Time-frame	Detail	Justification
A	Shared Mobility Hubs	2019	<ul style="list-style-type: none"> <li>Invest in a network of integrated Shared Mobility Hubs</li> <li>SDOT is creating a Shared Mobility Hub Implementation Toolkit to guide implementation and illustrate the range of elements to include</li> </ul>	<ul style="list-style-type: none"> <li>Provides an integrated suite of transportation services, supporting amenities, such as bike storage, and urban design enhancements to reduce the need for single occupant vehicle trips by increasing first mile/last mile access to high-frequency transit stations</li> </ul>
B	TDM Program Expansion and Marketing	2018	<ul style="list-style-type: none"> <li>Expand Transportation Demand Management (TDM) Programming to new Center City markets—Transportation Mitigation Plan (TMP) sites, small to mid-size employers in key neighborhoods, and Seattle 2030 participants</li> </ul>	<ul style="list-style-type: none"> <li>Builds on the success of TDM programs delivered by Metro, Commute Seattle, and SDOT</li> <li>Expands reach of programs and benefits to broader range of employees and makes best use of existing tools and policies to influence sustainable travel behavior</li> <li>Builds on proven education and marketing tools to encourage drivers traveling to, around, and through downtown to change travel behavior and mode choice</li> </ul>
C	Expand ORCA LIFT Outreach	2018	<ul style="list-style-type: none"> <li>Expand ORCA LIFT outreach and the suite of commute planning tools</li> </ul>	<ul style="list-style-type: none"> <li>Expands reach of successful program to provide reduced transit fares for members of income-qualifying households</li> <li>Improves transit affordability and encourages transit travel throughout the regional system</li> </ul>
D	Mobility as a Service (MaaS)	2019	<ul style="list-style-type: none"> <li>Enable and support an open marketplace of mobility solution applications</li> <li>Dynamically manage market demand by providing targeted incentives to influence people's travel behavior during peak travel times</li> </ul>	<ul style="list-style-type: none"> <li>Builds on ongoing efforts to develop Mobility as a Service (MaaS) platforms to better connect travelers to a broad range of shared mobility services (including transit) with trip and cost planning services</li> <li>Allows providers and system operators to respond to incidents and system operations issues and provides platform for dynamic traveler information and travel pricing incentives to shift system demand</li> </ul>
E	Review Commercial Vehicle Load Zone Permit Program	2019	<ul style="list-style-type: none"> <li>Identify additional locations for on- and off-street ridehailing and ridepooling staging areas, bike storage, delivery staging, etc</li> <li>Work with ridehailing companies to make in-app changes to require pickup/dropoff activity at designated locations</li> <li>Supports all locations where capital projects eliminate curb uses</li> </ul>	<ul style="list-style-type: none"> <li>Ensures limited curb space is managed to city-identified policies, which place commercial loading as top priority</li> </ul>
F	Urban Goods Delivery Pilot Programs	2018 - 2019	<ul style="list-style-type: none"> <li>Study and design pilot projects for e-bike delivery, off-hours delivery, and common goods delivery</li> </ul>	<ul style="list-style-type: none"> <li>Ensures system is adjusting to provide more spatially efficient delivery mechanisms as demand and right-of-way constraints increase over time</li> </ul>
G	e-Park Maintenance and Expansion	2018	<ul style="list-style-type: none"> <li>Expand e-Park facilities along corridors with reduced parking</li> </ul>	<ul style="list-style-type: none"> <li>Reduces congestion during peak travel times, while mitigating on-street parking losses by expanding the number of signs and garages displaying real time parking availability</li> </ul>
H	Targeted Enforcement	2018-2023	<ul style="list-style-type: none"> <li>Minimize conflicts between pedestrians and other roadway users by increasing SPD enforcement of speed limits, distracted driving, and right-of-way violations at intersections</li> </ul>	<ul style="list-style-type: none"> <li>Improves safety and accessibility for all users of the transportation system by enforcing transit, bike, and pedestrian right-of-way improvements</li> </ul>
I*	Commercial and Passenger Loading Mitigation for Capital Projects	2018	<ul style="list-style-type: none"> <li>Identify additional locations for on- and off-street ridehailing and ridepooling staging areas, bike storage, delivery staging, etc.</li> <li>Work with ridehailing companies to make in-app changes to require pickup/dropoff activity at designated locations</li> <li>Supports all locations where capital projects eliminate curb uses</li> </ul>	<ul style="list-style-type: none"> <li>Consolidates and normalizes pickup locations to reduce curb conflicts between through mobility (bikes and transit), pick up (ridehailing/pooling), and access (goods delivery)</li> </ul>

\*Supportive project


Legend

 Expanded TDM Programming and Marketing

 Shared Mobility Hubs

 Dynamic Market Management

 Urban Goods Delivery Re-imagined

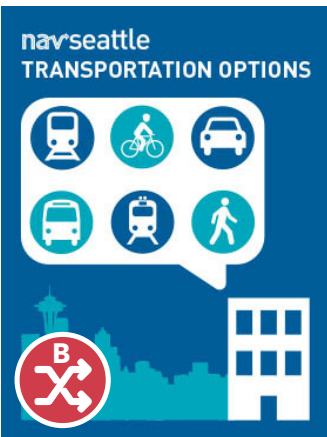
 Parking, Curb Use, and Traffic Management



Source: NelsonNygaard



Source: Mark Gamba, Bike Portland



Source: SDOT



Source: SDOT

## Performance Expectations

Education, outreach, and incentive programs play an important role in optimizing investments in our infrastructure and systems.

**Invest in Center City specific Transportation Demand Management programming** to direct travel toward the most space-efficient modes and less constrained times of day. This includes investing in the Commute Trip Reduction program, but also general Travel Demand Management programming with other destinations including attractions (e.g., stadiums, museums) and shopping.

100,000

ADDITIONAL EMPLOYEES AT SMALL TO MEDIUM SIZED EMPLOYERS IN CENTER CITY WOULD BENEFIT FROM PROPOSED ADDITIONAL TDM

INVESTMENT IN PROGRAMS THAT ENCOURAGE AND INCENTIVIZE WALKING, BIKING, TRANSIT USE, AND RIDESHARING.



▼13,000

PROJECTED REDUCTION IN WEEKDAY PEAK PERIOD TRIPS (BASED ON LEVEL OF PROPOSED ONE CENTER CITY INVESTMENT AND HISTORIC PERFORMANCE)

---

MOBILITY AS A SERVICE PLATFORMS PROVIDE A POWERFUL TOOL FOR DYNAMIC MANAGEMENT OF TRANSPORTATION SYSTEM RESOURCES.

**Improve system resiliency** using technology and dynamic incentives to reduce single occupancy vehicle travel and dynamically manage transportation system demand.

---

### UP TO 3 NEW URBAN GOODS DELIVERY PILOT PROGRAMS

**Maintain and/or improve goods access** through mitigation of repurposed load zones and implementation of innovative urban goods delivery programs. Programs and mitigations will be targeted to corridors that have impacted small and local businesses.



---

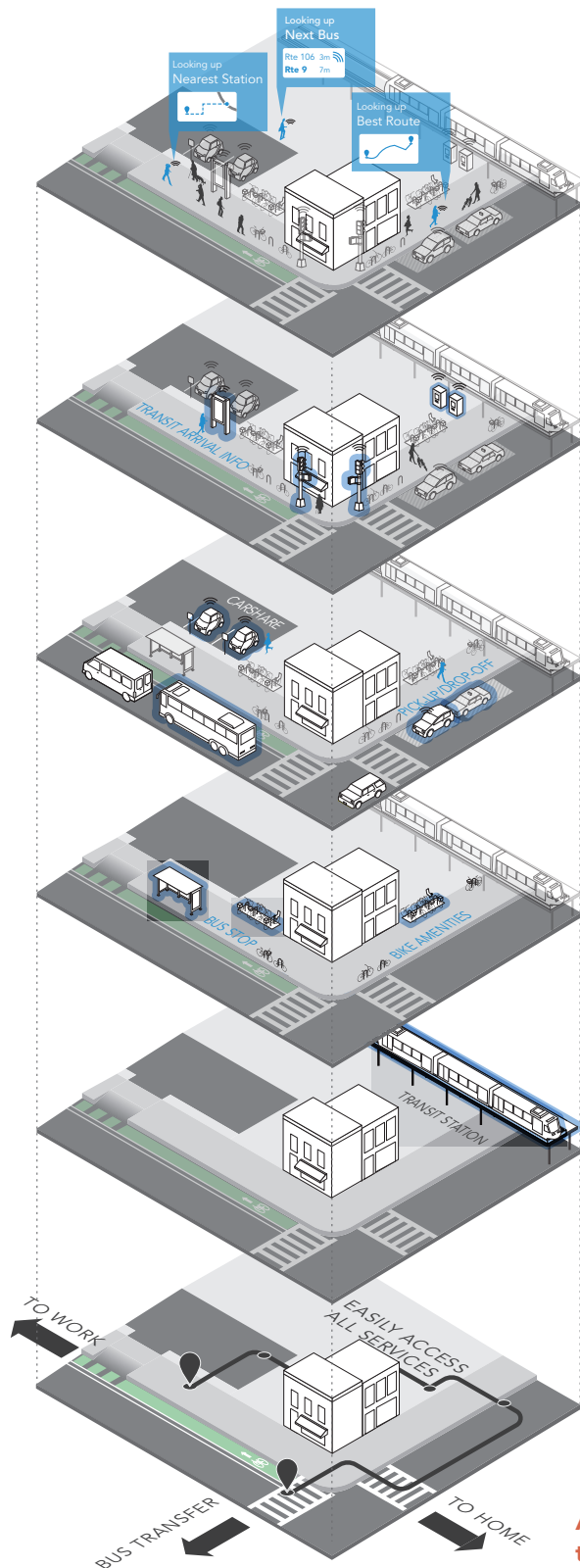
35% INCREASE IN FUNDING FOR SDOT AND KING COUNTY PROGRAMS TO MANAGE TRAVEL DEMAND

**Expand partnerships** where programs are working well to increase use of sustainable transportation modes and to make most efficient use of existing infrastructure and services.



# 3 to 5 INVESTMENTS IN NEW SHARED MOBILITY HUBS

One Center City will help implement Shared Mobility Hub investments in Center City and beyond, including at Westlake, International District/Chinatown, and other locations. Potential Shared Mobility Hub investments include:



## ASSISTANCE FROM TECHNOLOGY

- Mobility as a Service Platforms
- Shared mobility provider app integration

## REAL-TIME NAVIGATION

- Electronic and static wayfinding
- Transit arrival information
- Interactive kiosks

## MOBILITY SERVICES

- Bike centers
- Car and bikeshare zones
- EV charging

## INFRASTRUCTURE SUPPORTING MOBILITY

- Ridehailing and shuttle pick-up and drop-off zones
- New transit and improved stops
- Package pickup

## TRANSIT STATIONS

- Improved passenger amenities
- Bus to rail connections
- Street improvements for bus operations

## CONNECTIONS

- Pedestrian improvements and activation zones
- Bicycle access and parking zones
- Bus and shuttle zones

**A shared mobility hub is a place where transportation connections and travel information are aggregated into a seamless, understandable, and on-demand travel experience. Shared mobility hubs will be co-located with major transit facilities and places where frequent services intersect to allow easy transfers between mobility services.**



## Monitoring

One Center City partner agencies will track performance using the following measures:

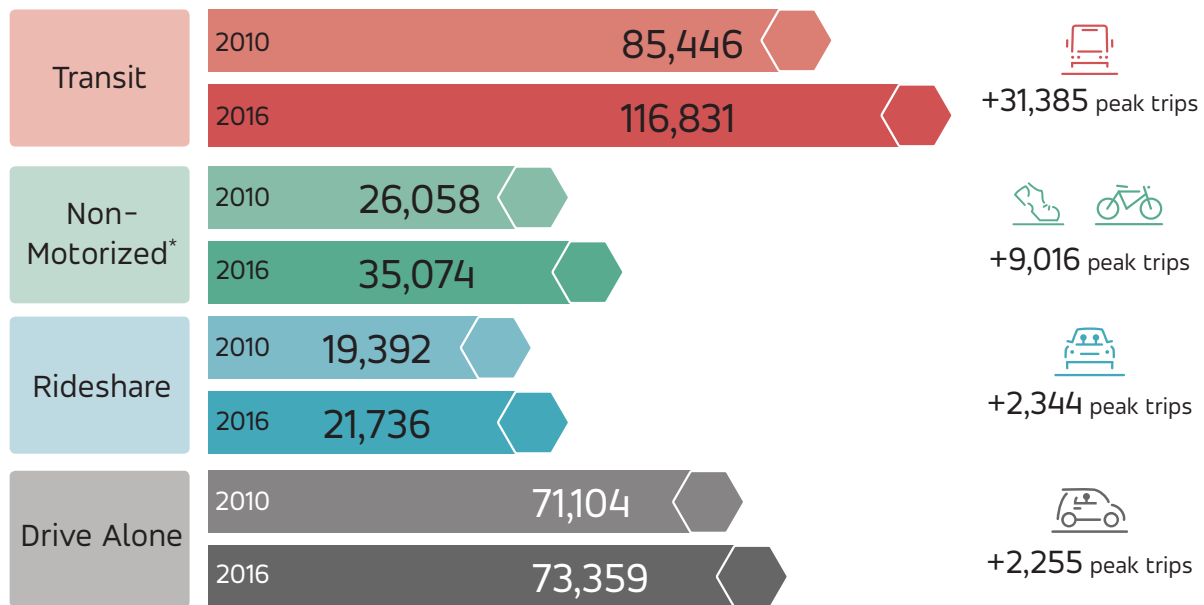
- Timely implementation of programs (per One Center City schedule)
- Number of businesses and property managers engaged in Travel Demand Management (TDM) programming
- Number of travelers reached through TDM programming
- Progress toward Commute Trip Reduction (CTR) program mode share targets for Center City network areas
- Number of parking spaces available in e-Park facilities and annual changes in parking occupancy

Other actions could include:

- Reallocating staff resources at lead agencies to deliver programs in a timely manner
- Increasing investment in recommended programs
- Exploring peak demand management pricing strategies such as single-occupancy vehicle trip pricing for ridehailing services, Commercial Parking Tax peak surcharges, and congestion pricing
- Exploring policy changes to more directly influence travel behaviors, such as employer-provided transit benefits, more aggressive parking management, and special event TDM programming

**Programs to market cycling, transit, and walking can help Seattle make the best use of its current and upcoming investments in infrastructure and service.**

## Commute Seattle and Downtown Commuting Trends



\* Non-motorized commuters consists of walk, bike, telework, and flex schedule

Source: Commute Seattle

Commute Seattle works with employers, property managers, and commuters to make sure we are getting the most out of our Center City transportation system. Its work is critical to ensuring mode share trends remain positive. Over the last 10 years, Seattle has seen one of the most impressive shifts toward sustainable transportation modes of any major US city. Today more than 70 percent of downtown’s estimated 262,000 daily commuters opt for transit, ridesharing, biking, walking and teleworking – leaving less than 30 percent of commuters to drive alone to work.



5

# ENHANCE PUBLIC REALM AND PEDESTRIAN SPACES

Provide a vibrant and inviting public realm that is accessible and welcoming to people of all ages and abilities.

## Our Challenge

Rapid residential and job growth in downtown Seattle combined with significant private construction creates a unique challenge for Center City streets and the public realm. Every day, more people are walking, biking, and using other forms of active transportation. It's no surprise that our sidewalks are crowded with queuing transit users, and that there is a growing demand for safe, meaningful, and spontaneous social interactions.

In addition to young professionals, downtown Seattle is also attracting an increasing number of young families and older adults. Center City neighborhoods are now home to almost 13% of Seattle residents, and approximately 10,000 new residential units were under construction as of early 2017. To provide a livable neighborhood and meet our commitment to being all-age-friendly, we need to invest in our public realm today. This means providing quality sidewalks and public spaces, with additional amenities and programming such as flexible seating, lighting and opportunities for family-friendly recreation. Our sidewalks and streets will need to comply with the Americans with Disabilities Act (ADA), and allow easy access and mobility for all.

The Downtown Seattle Association's 2017 Intercept Survey validated these challenges, and pointed out that some of the places pedestrians most seek to avoid are also critical nodes in the mobility network, including parts of 3rd Avenue and areas adjacent to transportation hubs and key walking destinations (i.e., King Street Station, Pioneer Square, and Pike Place Market).



Source: SDOT

**Seattle Center City has many celebrated public spaces. Pike Place Market may be its most famous.**



**Busy bus zones can restrict through movements on downtown sidewalks during commute periods. The Near-Term Action Plan strategies will help to reduce sidewalk blocking by bringing more people to downtown on rail, speeding passenger boarding, and moving bus boardings to locations with more space.**

## Actions

One Center City partner agencies seek to ensure public and private investments deliver comfortable, engaging places for people to walk, rest, socialize and access mobility services. The Near-Term Action Plan will deliver a variety of investments that begin to program and shape this vision of a vibrant and active public realm, while also minimizing disruptions and impacts from construction and congestion.

As surface bus volumes increase, so will the need to accommodate waiting passengers on Center City's sidewalks. Busy bus zones can restrict through movements on downtown sidewalks during busy commute periods. The Near-Term Action Plan strategies will help to reduce sidewalk blocking by bringing more people to downtown on rail, speeding passenger boarding, and moving bus boardings to locations with more space. It is critical to improve bus zones and shift loading activity to major hubs while spreading bus service to more streets without degrading the pedestrian and retail environments.

The Downtown Seattle Association and City of Seattle have partnered on several highly successful public space activation projects, including those at Westlake Park and Occidental Square. Adding public realm management and activation strategies to parks and plazas in the center city has a significant impact on people's perception of safety and the frequency with which the spaces are used. DSA and the City are continuing to explore these types of opportunities through this plan, with the implementation and activation of Pine Street Plaza at 3rd and Pine. This Near-Term Action Plan also includes physical improvements to the public realm, such as plaza improvements to McGraw Square and lighting improvements for the Market to MOHAI pedestrian corridor.



The City of Seattle and the Downtown Seattle Association partner to activate public plazas and parks in the Center City. Successful activation of Westlake Park and Occidental Park are models for other public spaces. The new Pine Street Plaza (shown above and right) was constructed by SDOT and has been activated by DSA.





ID	Project	Time-frame	Detail	Justification
<b>KEY PROJECTS</b>				
<b>A</b>	<b>McGraw Square &amp; Westlake Square</b>	<b>Q2 2019</b>	<ul style="list-style-type: none"> <li>• Repair drainage and lighting infrastructure</li> <li>• Enhance landscaping</li> </ul>	<ul style="list-style-type: none"> <li>• Improves public space at major transit hub</li> </ul>
<b>B</b>	<b>Market to MOHAI</b>	<b>Q3 2019</b>	<ul style="list-style-type: none"> <li>• Implement proposed pedestrian lighting improvements</li> <li>• <a href="https://downtownseattle.org/public-space-projects/public-space-project-market-to-mohai/">https://downtownseattle.org/public-space-projects/public-space-project-market-to-mohai/</a></li> </ul>	<ul style="list-style-type: none"> <li>• Connects key visitor destinations</li> </ul>
<b>C</b>	<b>3rd Avenue Maintenance and Repairs</b>	<b>On-going</b>	<ul style="list-style-type: none"> <li>• Oversee maintenance and repairs of sidewalk infrastructure</li> <li>• Designate Third Avenue as a priority area for the Coordinated Street Furniture Program</li> <li>• Launch 3rd Avenue visioning process and quick wins team to accelerate maintenance and repairs</li> </ul>	<ul style="list-style-type: none"> <li>• Agency partnership to take a programmatic approach to addressing maintenance and infrastructure needs</li> </ul>
<b>D</b>	<b>Pine Street Plaza</b>	<b>2017</b>	<ul style="list-style-type: none"> <li>• Install art features and artistic tree lighting</li> <li>• Put in place wayfinding murals around the Downtown Transit Tunnel</li> <li>• Repair and replace broken infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Repurposes existing underused right-of-way at the entrance to Westlake station</li> </ul>
<b>E</b>	<b>Chinatown/ International District Transit &amp; Pedestrian Improvements</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>• Implement top priority improvements to ensure bus zones operate efficiently; provide sufficient waiting capacity and passenger amenities</li> <li>• Expand current bus stops and/or add new stops</li> <li>• Make early pedestrian experience and wayfinding improvements to be identified through a study effort in coordination with Chinatown/ International District stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Enhances pedestrian circulation at key points of access to transit</li> </ul>
<b>SUPPORTIVE PROJECTS</b>				
<b>F*</b>	<b>Pike Pine Renaissance: Act One Pedestrian Improvements</b>	<b>Phased</b>	<ul style="list-style-type: none"> <li>• Pike Place Market to Melrose along Pike and Pine Streets</li> <li>• <a href="https://waterfrontseattle.org/pike-pine">https://waterfrontseattle.org/pike-pine</a></li> </ul>	<ul style="list-style-type: none"> <li>• Improves pedestrian experience from Pike Place Market to Capitol Hill</li> </ul>
<b>G*</b>	<b>Growing Vine Street</b>	<b>2018</b>	<ul style="list-style-type: none"> <li>• Advance implementation of permanent open space opportunity at Headwaters Pavement to Park at Taylor Avenue and 5th Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a permanent public open space to improve opportunities for urban respite, socializing, and programmed or spontaneous recreation and entertainment</li> </ul>
<b>H*</b>	<b>Broad Street P-Patch</b>	<b>2019</b>	<ul style="list-style-type: none"> <li>• Convert SDOT ROW into a community P-Patch in partnership with Department of Neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Creates opportunities for Center City residents to have urban vegetable gardens</li> <li>• Promotes community-stewarded open spaces</li> </ul>
<b>I*</b>	<b>Plaza &amp; Public Space Partnerships</b>	<b>2018 - 2023</b>	<ul style="list-style-type: none"> <li>• Formalize DSA and SDOT program agreement to facilitate a greater variety of vending, activation, and programming in the right-of-way</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages a greater variety of vending, activation, and programming in the right-of-way</li> <li>• Builds on success of recent DSA public space activation projects</li> <li>• Focuses on priority areas where personal security concerns are high</li> </ul>

\*Supportive project

ID	Project	Time-frame	Detail	Justification
J*	Age-Friendly Street Design Toolkit	2018 Q4	<ul style="list-style-type: none"> <li>Finalize and operationize toolkit to inform public and private streetscape improvements</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that Center City transportation and public realm projects deliver services and places that are safe, affordable, walkable, healthy, and inclusive for older adults and youth</li> </ul>
K*	Develop Pedestrian Wayfinding Standards	2017-2019	<ul style="list-style-type: none"> <li>Develop pedestrian wayfinding standards in coordination with agency partners</li> </ul>	<ul style="list-style-type: none"> <li>Improves the pedestrian experience by providing clear and universally accessible wayfinding</li> </ul>
L*	Pavement to Parks	2018 - 2023	<ul style="list-style-type: none"> <li>Allocate programmatic funding</li> </ul>	<ul style="list-style-type: none"> <li>Repurposes underutilized street space to create activated urban parks</li> </ul>
M*	Develop SDOT Bench Program	2019 - 2023	<ul style="list-style-type: none"> <li>Develop SDOT bench program pilot</li> </ul>	<ul style="list-style-type: none"> <li>Provides quality seating opportunities for people in high traffic areas such as pedestrian streets, transit zones, light rail stations, and public spaces</li> </ul>
N*	Center City Public Art	2018 - 2023	<ul style="list-style-type: none"> <li>Implement temporary public art exhibits in the public right-of-way</li> </ul>	<ul style="list-style-type: none"> <li>Provides opportunities for Center City residents, workers, and visitors to spontaneously encounter art in public spaces</li> </ul>
O*	Downtown Design Standards	2017	<ul style="list-style-type: none"> <li>Require pedestrian lighting for private development</li> <li>Increase soil volume requirements to support street tree canopy goals</li> </ul>	<ul style="list-style-type: none"> <li>Ensures private development is making a positive contribution to Center City public realm</li> </ul>

## Performance Expectations

As more people call Center City home, Seattle must leverage its economic success to enhance urban life. All modes of transportation – and particularly transit – are dependent upon ubiquitous and pleasant walkability throughout Center City.

While the success of pedestrian and public realm investments are traditionally harder to quantify than mobility projects, measuring how well our public spaces perform is still very important to One Center City partners. Seattle is developing citywide goals around public life metrics using the [Gehl Public Life Data Protocol](#). These tools will serve as a user-friendly way to capture how people use the public realm and help to drive human scale public realm decisions to be used in conjunction with intercept surveys and analysis. One Center City will work to integrate the Gehl Public Life Data Protocol with active programs and projects. For the near-term effort, partner agencies plan to achieve:

### 3 ACTIVATED PUBLIC SPACES THAT IMPROVE PEDESTRIAN EXPERIENCE AND SENSE OF SECURITY

**New and newly activated public spaces that improve pedestrian experience and sense of security.** DSA led activation projects at Westlake Park and Occidental Square have been highly successful in creating secure, active, fun places that welcome everyone. The One Center City Near-Term Plan funds activation projects at three new locations: Pine Street Plaza (3rd and Pine), McGraw Square and Westlake Square. Other public space activation projects are planned and funded by other sources.



## INTERIM INVESTMENTS THAT IMPROVE PEDESTRIAN COMFORT AND QUALITY

**Investments that improve pedestrian comfort and quality.** Buffers between pedestrians and vehicle traffic (e.g., protected bicycle lanes) and places to rest (e.g., benches) improve the quality of the walking experience for pedestrians. These investments should be cataloged to pinpoint areas in need of further improvements.



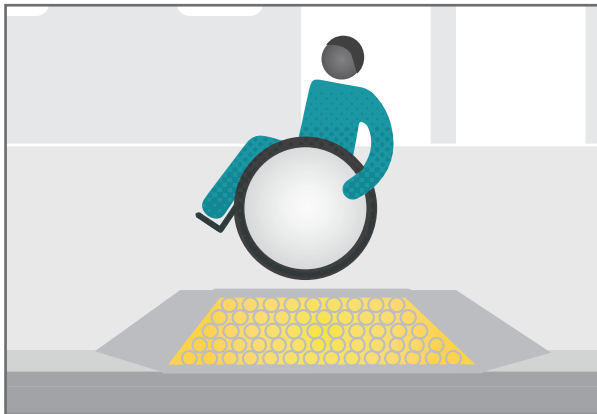
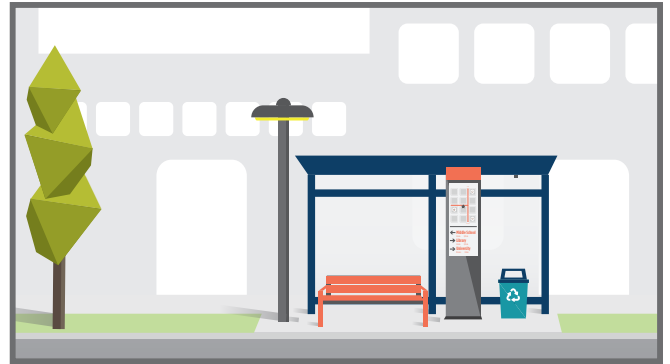
## 4 SIDEWALK CROWDING HOT-SPOTS RELIEVED (VS 2019 NO ACTION)

**Reduction in sidewalk overcrowding at bus stops compared to the 2019 No Action scenario.** The number of pedestrians waiting at bus stops can impede walkability, make it difficult for seniors and people with disabilities to navigate, and reduce access to retail storefronts. Four locations, on 2nd Avenue, 4th Avenue, and Olive Street, are expected to experience severe crowding in the No Action scenario. One Center City proposes improvements at bus stops, a new northbound transit pathway, potential bus service restructures, and other transit improvements such as adding off-board fare collection and all-door boarding to busy stops. These projects will all help to reduce crowding at busy downtown bus stops.



## INTERVENTIONS THAT IMPROVE TRANSIT CUSTOMER EXPERIENCE AT KEY LIGHT RAIL STATIONS AND ON TRANSIT STREETS

**Target interventions that improve transit customer experience at key light rail stations and on transit streets.** The Near-Term Action Plan includes a number of projects that aim to make the transit user experience on the sidewalk more comfortable and convenient. These projects are specific to the context of the station area, block, or street, and include investments such as off-board fare payment, shelters, expanded waiting zones, wayfinding, real-time information, and public space enhancements. Specific wayfinding and curbside improvements are conceptual.



## 50 NEW CURB RAMPS CONSTRUCTED PER YEAR IN CENTER CITY

**Pedestrian accessibility improvements implemented throughout Center City.** Curb ramps that are in compliance with ADA regulations are a basic, but critical element of an effective downtown pedestrian environment. The city plans to reconstruct about 50 curb ramps per year in Center City over the coming three years. Other significant projects enhancing pedestrian accessibility are also identified in Move #1, Improve Safety and Security..

# Monitoring

The One Center City agency team will track all action plan interventions and projects. Public realm and pedestrian experience outcomes will largely be measured by whether projects are implemented and the timeliness of their implementation. A monitoring plan could include the following:

- Sidewalk blocking at major bus stops
- Pedestrian volumes
- Timely implementation of Near-Term Action Plan pedestrian projects
- Introduce retail sales monitoring program in corridors where major investments have been made
- Public Life Data Protocol metrics as described below

## Measuring Quality

In the US, we rarely measure the quality of the public realm, but that does not mean quality cannot be quantified. Copenhagen's Jan Gehl has built a career on, and written several books about, the quantification of the quality of the public realm, and how it translates into economic and mobility success.

SDOT recently partnered with the Gehl Institute, the City of Copenhagen, and the City of San Francisco to develop the Public Life Data Protocol as a way to standardize public space metrics and build upon best practices. Using this protocol, One Center City Partners will consider the following types of data, including:

**Presence of women, children, and elderly.** These are good indicators of healthy urban streets. If women feel safe walking at night, and if children use streets on their own, then a street is likely welcoming for everyone.

**Public seating and utilization.** The presence of public seating and how that seating is used indicate whether the public realm is purely for mobility for the physically fit, or welcoming to everyone.

**Active and open frontages.** Blank walls, infrequent doors, and blocked windows degrade the public realm and contribute toward anti-social behavior on the sidewalks.

**Landscape quality.** Mature trees and flower-filled planters help make certain blocks of 5th Avenue a very different experience from other Center City streets. Landscape quality can be mapped and correlated with social and economic outcomes.







# IMPLEMENTATION

One Center City partner agencies are organized and ready to implement the One Center City Near-Term Action Plan.



## Implementation

City of Seattle, King County Metro, Sound Transit, and the Downtown Seattle Association cooperatively undertook the One Center City planning study, a unique and innovative partnership for our region. The Near-Term Action Plan is the result of over two-years of effort. Funding, project development, and implementation of the plan will continue in collaboration.

The four partner agencies will jointly implement One Center City Near-Term Action Plan projects and programs. This includes all projects in this plan, excluding those indicated to be supportive projects. Supportive projects will be implemented by the lead agency using other budget resources and implementation teams, or by other project proponents.

## Moving Forward

The One Center City partner agencies commit to joint implementation of the One Center City Near-Term Action Plan. The five agencies will work together to:

- Develop a Program Management Plan and assign agency staff to guide joint implementation.
- Ensure each project is managed based on a scope, schedule, and budget agreed to by the partnership.
- Implement Near-Term Action Plan projects in programs in a sequence and manner that optimizes mobility outcomes for Seattle and regional travelers.
- Allow lead agencies to work quickly on project implementation, using a budget reconciliation process to true up agency cost share at regular intervals.
- Ensure that all agencies have a stake in design and implementation outcomes, guaranteeing public funds are used wisely and project design respects all customer needs.



**One Center City projects are sequenced to minimize construction impacts and keep Seattle moving.**

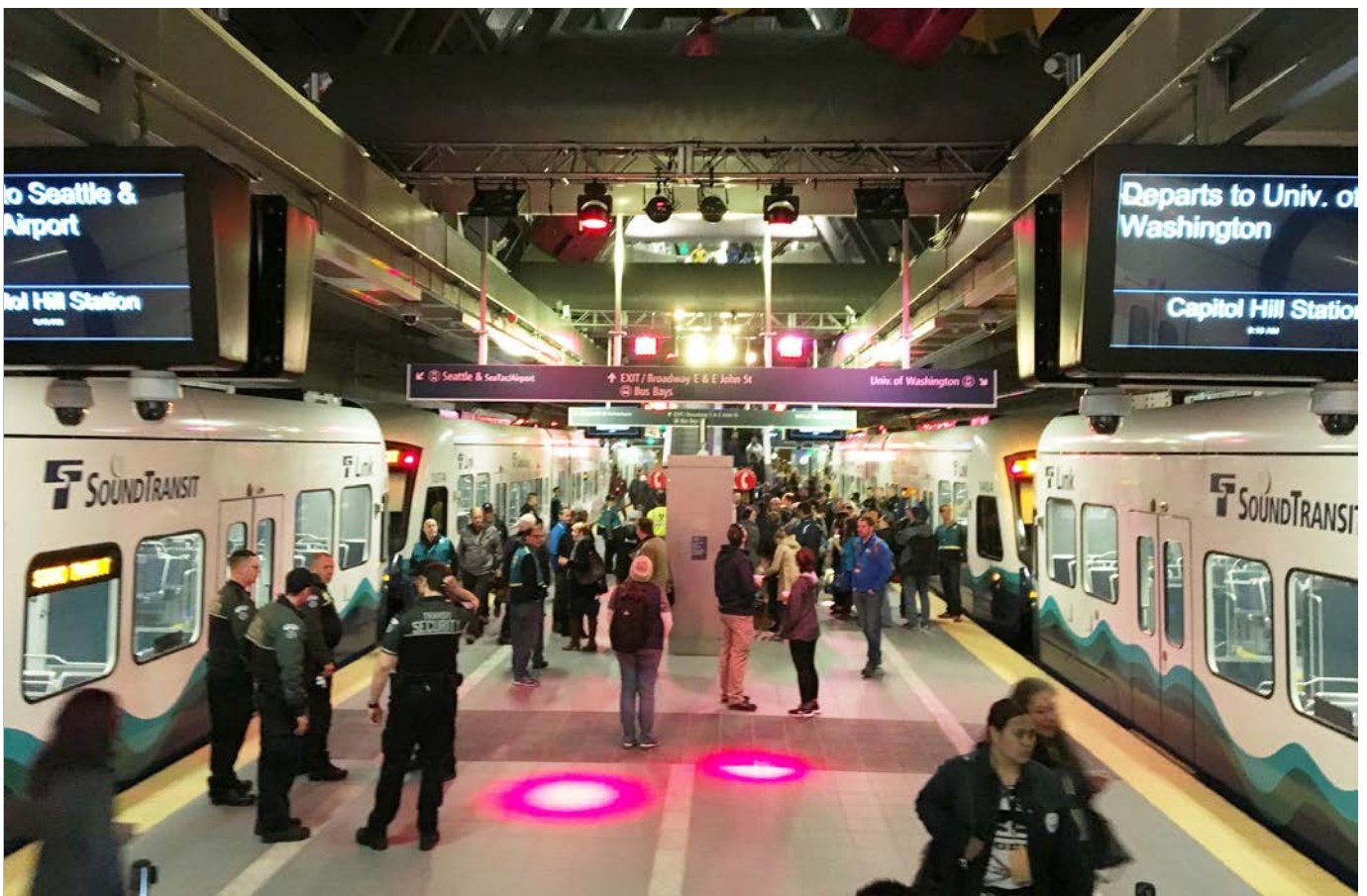
## Funding

The Near-Term Action Plan represents \$30 million in shared capital projects and programs to be made by SDOT, Sound Transit, and King County Metro over the 2018 – 2023 time period.

Three costs categories will be funded in full by the owner or operating agency. The One Center City partner agencies agreed that these costs were either driven by an existing capital improvement program or closely tied to a specific agency's operational goals. These include:

- Capital costs for protected bike lane projects (SDOT)
- Operating costs for fare enforcement related to 3rd Avenue all door boarding and off-board fare collection at Montlake Triangle (Sound Transit and King County Metro)
- Increased transit operating costs (Sound Transit and King County Metro)

The three agencies have agreed to contribute an equal share of funding to cover all other project and program costs.



## Program Management

Partner agencies have committed to developing a Near-Term Program Management Plan (PMP) to guide the implementation of the One Center City Near-Term Action Plan.

The PMP will be developed as an immediate next step to guide project delivery and coordination activities and will be supported by specific agreements on agency cost sharing and program delivery. The PMP will be drafted by the Interagency Team and approved by the One Center City Executive Steering Committee.

The PMP document and process will include:

- A description of agency roles and responsibilities
- Identification of lead agency staff and an overall Program Manager to oversee the coordinated delivery of the near-term program of projects
- Identification of agency lead and a Project Manager for each project or program
- A scope, schedule and budget for each project or program
- An overall program delivery schedule
- A quality control/coordination approach
- A funding/finance plan tied to the cost sharing agreement
- A decision-making structure and/or process
- Staffing and program costs specific to managing program delivery (not including agency staff costs associated with specific projects) and a recommendation for cost sharing

One Center City Partner Agency staff and Executive teams will continue to guide the implementation of Near-Term Action Plan projects, using the PMP as a guide.



**One Center City partners will monitor change in business access in the near-term time frame.**

## Performance Tracking

The Near-Term Action Plan identifies measures that will be used to monitor the desired performance outcomes of the plan and for the operation, safety, and customer experience on Center City streets. Some of these measures will be the focus of individual agencies and may take time and new resources to establish effective measurement protocols. A smaller set of measures are particularly important to the partnership; the agencies are committed to monitoring in these areas throughout the near-term timeframe. These include:

- Safety for pedestrians: collisions involving pedestrians (total, severe, and fatal)
- Safety for bicyclists: collisions involving bicyclists (total, severe, and fatal)
- Safety for all street users: all collisions
- Public life: utilize Gehl Protocol to study public realm activity
- Transit travel time (downtown avenues and DSTT)
- Transit reliability (downtown avenues and DSTT)
- Transit ridership (on bus routes and light rail)
- General purpose traffic (cars and trucks) travel time and reliability
- Change in business access (tracking change in curb loading spaces)
- Bicycle ridership on Center City Bike Network corridors
- Total person throughput (measured at key screenlines crossing north-south avenues in downtown).

## Key One Center City Metrics

### SAFETY FOR PEDESTRIANS



Total, severe, and fatal collisions

### SAFETY FOR BICYCLISTS



Total, severe, and fatal collisions

### SAFETY FOR ALL STREET USERS



Total, severe, and fatal collisions

### PUBLIC REALM EXPERIENCE



Gehl Protocol measures

### TRANSIT TRAVEL TIME



Downtown avenues and DSTT

### TRANSIT RELIABILITY



Downtown avenues and DSTT

### TRANSIT RIDERSHIP



On bus routes and light rail

### GENERAL PURPOSE TRAFFIC TRAVEL TIME AND RELIABILITY



Cars and trucks

### CHANGE IN BUSINESS ACCESS



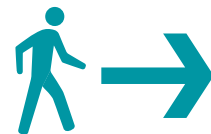
Change in curb loading spaces

### BICYCLE RIDERSHIP



On Center City Bike Network Corridors

### TOTAL PERSON THROUGHPUT



Measured at key screenlines crossing north-south avenues in downtown

**The Near-Term Program Management Plan will establish methods and responsibilities for monitoring.**



CENTER CITY

move | connect | experience