



Bellevue Transportation Demand Management Plan/ **2015-2023**

City of Bellevue / December 2015





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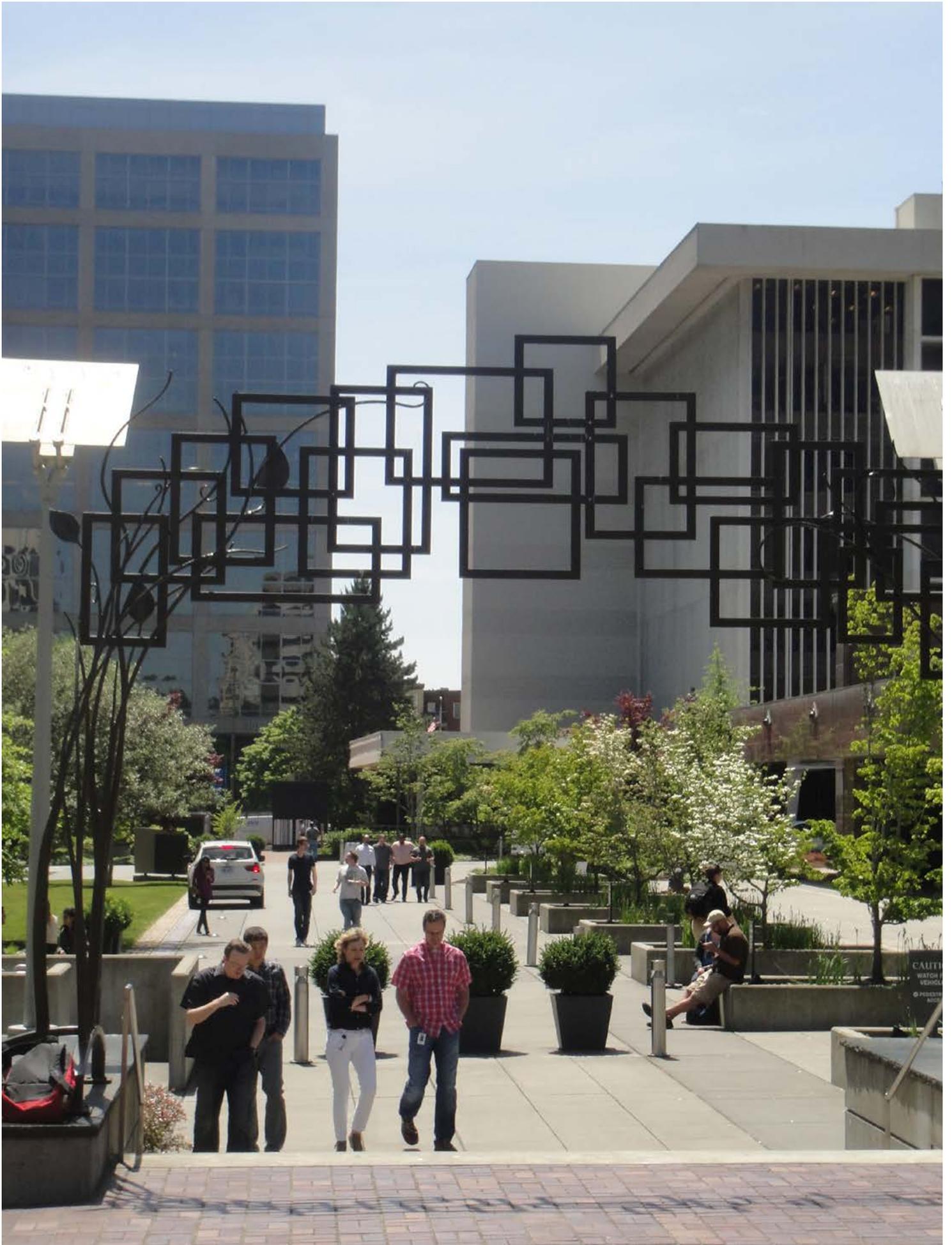
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01. Introduction

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

Over the last couple of decades, traffic levels in Downtown Bellevue have remained fairly flat, even as the number of downtown workers and residents has increased dramatically. Why is this? Although some added capacity during that time has allowed traffic to spread out over a more connected street network, the answer probably involves a complex combination of factors, including changes in land use, demographics, transit service and transportation costs, to name a few. But the result is a downtown that has turned into a great place where people want to be.

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

and supports the city's commitment to reduce greenhouse gas emissions.

Bellevue is facing challenges in coming years: traffic, transportation costs, environmental concerns, construction impacts, and the impacts of growth and development with resulting traffic increases. Specific challenges include construction of East Link light rail from Seattle through Bellevue to Overlake with a potential closure of up to five years of the South Bellevue Park-and-Ride lot; road construction in the Spring District (western Bel-Red area); the opening of a new express toll lane on Interstate 405; construction on State Route 520; and potential tolling on Interstate 90. TDM activities can mitigate these challenges by reducing vehicles on the roadway to improve traffic flow; helping people find other ways to get around or avoid congestion; saving travelers on tolling expenses; and increasing travelers' personal time by riding in a bus or van.

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

The emphasis in the Bellevue TDM Plan is on facilitating choices. Bellevue workers, residents and students have a wide array of options for how they get around; providing information about the various options as well as real-time information to help them make the optimal choice at a given moment (based on factors such as cost, time, topography, and even calories burned), is one aspect of TDM activities. TDM activities can also help users try different modes by lowering barriers to trying new travel modes, facilitating rideshares for carpooling and vanpooling and providing a subsidy for a trial period for

a new mode. If travelers have information about the various choices and an opportunity to try them, then they are more likely to do so. The more people that use modes such as transit, the greater the transit service level that is viable, and the less demand there is by cars on city roadways. It's a virtuous circle that TDM can help accelerate.

Central to conducting an effective TDM program is having a plan to guide it. What strategies will be the most effective; further the city's Comprehensive Plan policies on reducing drive-alone trips; serve the needs of TDM audiences (residents, workers, students, employers, property managers); and addressing the conditions the City will be facing in the coming years. What lessons can be learned from previous TDM activities, and what tools, resources and technology are developing that can help people with their transportation choices and enable improved communication? How can results be measured and evaluated so that program activities can be adjusted as needed to be most effective? What partnerships and collaboration can the city foster with transit agencies, the business community and within other city departments in



order to increase TDM reach and effectiveness? Although a plan does not dictate every single TDM action that the city will take, it can provide background for establishing a framework that steers activities in an effective direction, as well as identifying where further research is needed during the implementation phase, in order to inform more specific actions along the way.

This TDM Plan is intended to guide the city in its TDM work from 2015 through approximately 2023. It will help steer the city's TDM efforts during a phase of population and employment growth and extensive construction that will lead up to the launch of East Link light rail transit service from Seattle to Bellevue and Overlake in 2023.

This plan will guide TDM activities directed toward multiple audiences:

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

The plan is divided into sections focused on the following topics:

- Research/background, including a summary assessment of successes and lessons learned from previous TDM work at the city, demographic analyses and the results of a community input survey for the plan;
- Identification of plan goals and targets, plus measurement methodologies;
- Proposed strategies for reaching the goals and targets, in order to maintain ongoing successful

programs while bringing in new cutting-edge activities that resonate with today's travelers' needs for flexibility and on-the-spot information;

- A framework for how the city will implement the plan, including a financial plan and identification of partner organizations who will work together with the city.

The Bellevue TDM Plan supersedes existing TDM plans, including the 2008 *Connect Downtown* Growth & Transportation Efficiency Center Plan and the 2010 Draft Citywide TDM Plan, combining them into a single citywide plan that guides the city's TDM efforts for the next eight years.





02. Overview of Current and Previous Planning Efforts

INTRODUCTION

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

In 2006, the state legislature revised the Washington Commute Trip Reduction (CTR) law, requiring jurisdictions to develop full-scale plans to guide CTR work. The legislation also created the Growth & Transportation Efficiency Center program, encouraging and providing resources for certain jurisdictions (Bellevue included) to conduct TDM in urban centers for all trips and audiences, and required an associated large-scale planning effort. For Bellevue, these plans containing robust analysis and strategies based on Bellevue's transportation, land use and demographic conditions, have guided the city's TDM programs since their development. This

new Bellevue TDM Plan expands on the prior planning framework to bring the two existing plans, as well as a draft Citywide TDM Plan written in 2010, together into one integrated TDM plan for the whole city.

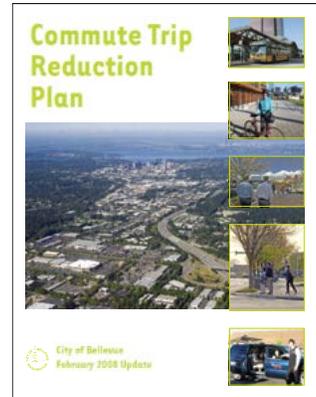
Status reports and "lessons learned" from prior TDM plans are provided below.

COMMUTE TRIP REDUCTION (CTR) PROGRAM

The state [Commute Trip Reduction law](#) (enacted in 1991 and revised in 1997 and 2006) requires jurisdictions in congested state corridors within urban growth areas that have person delays of 100 hours or more to develop Commute Trip Reduction plans and ordinances and update them every four years. Bellevue is one such jurisdiction, and Bellevue's initial state-mandated 2008-2011 Commute Trip Reduction Plan was adopted by the Bellevue City Council in 2008. It was updated for 2011-2015 through a streamlined state update form; a similar update for 2015-2019 was adopted by the City Council in September 2015. The 2015-2019 Bellevue CTR Plan Update follows a state template and is included here as Appendix A. The strategies in that state form are incorporated into the body of the Bellevue TDM plan.

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

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



CTR performance and results

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

As shown in Figure 2-1, Bellevue worksites have reduced their commute trip drive-alone rate from 74.3% to 61.8% from 1993 to 2014. Figure 2-2 further breaks down Bellevue to show performance at downtown CTR sites as compared to CTR sites outside of downtown. Figure 2-3 shows that citywide, vehicle miles traveled have decreased from 11.4 per person to 10.6 per person since 2007 (the earliest that data are available).

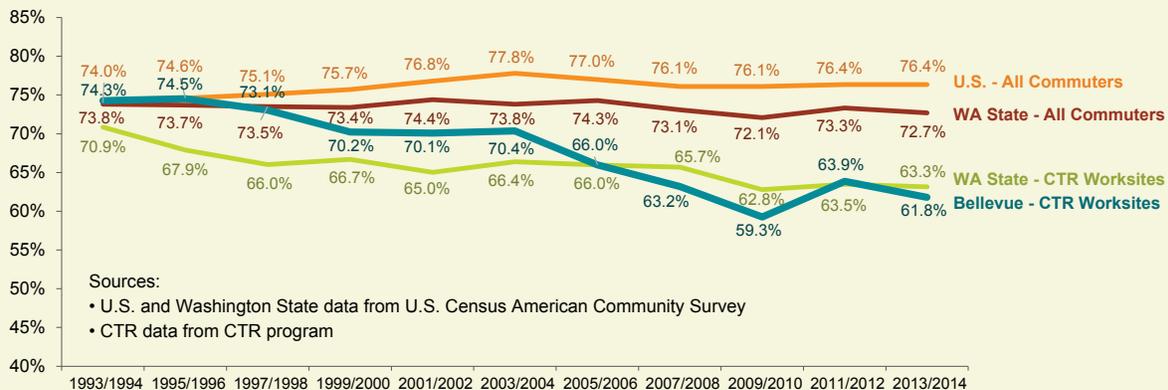


Figure 2-1: Drive-Alone Rates for U.S., Washington State, and Washington/Bellevue CTR Worksites, 1993-2014

2. Overview of Current and Previous Planning Efforts

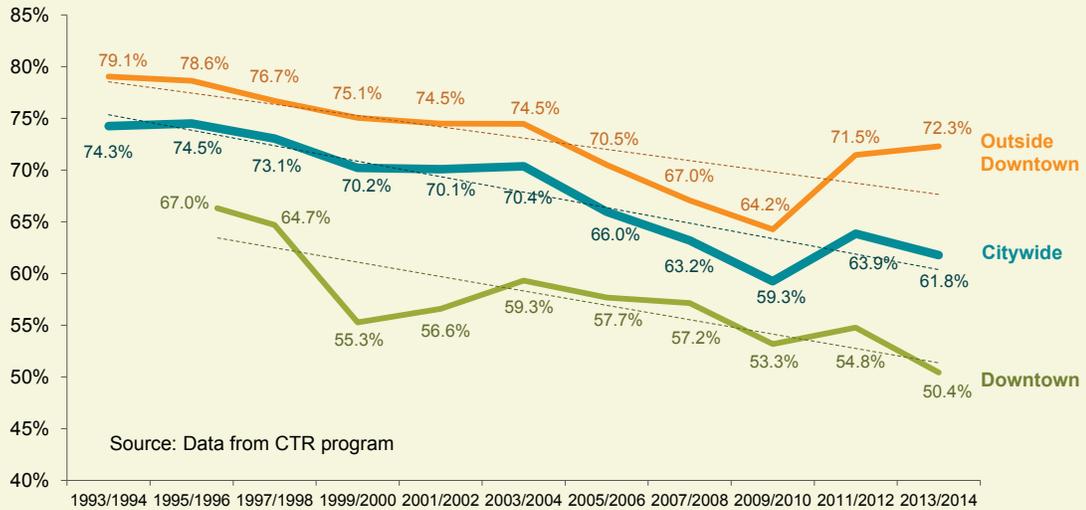


Figure 2-2: Drive-Alone Rates for Bellevue CTR Worksites, 1993-2014

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

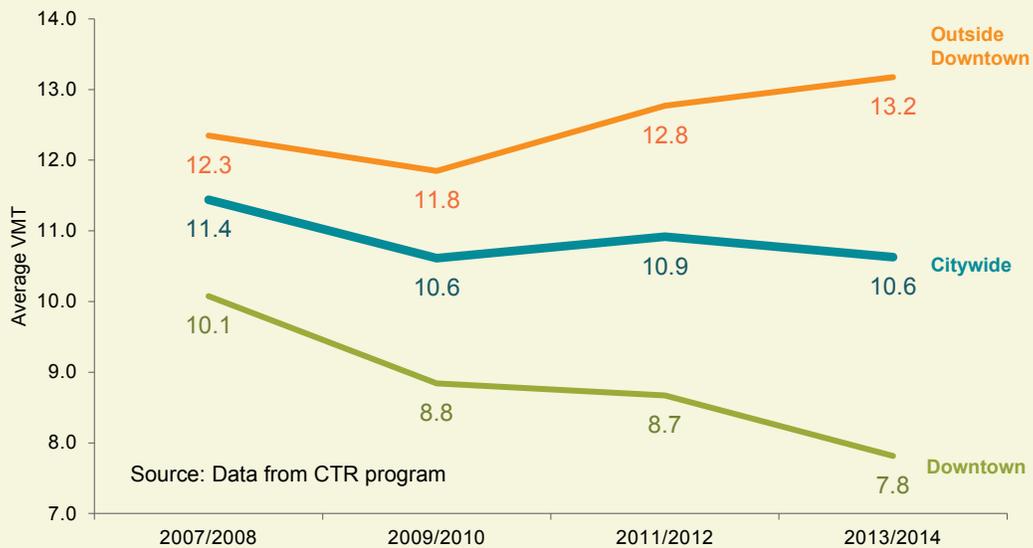


Figure 2-3: Average Vehicle Miles Traveled (VMT) Per One-Way Commute Trip Bellevue CTR Worksites, 2007-2014

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



Additional performance observations from the CTR program include the following:

- The program in its current form engenders successful trip reduction, even in areas outside of Downtown Bellevue that are served less well by transit.
- The drive-alone rate and vehicle miles traveled outside of downtown has experienced an uptick (worsening of performance) in the two most recent two-year survey cycles. This may warrant investigation of ways to increase program effectiveness in this geography.
- Instituting a charge for single-occupant vehicle commuter parking is the single most effective change an employer can make. In Downtown Bellevue, such a parking charge is correlated with a 20% reduction in the drive-alone rate. In Downtown, every \$4 increase in monthly parking cost is correlated with a 1% lower SOV rate. This is similar to the national data. A modest correlation with charging for SOV parking has been observed outside of Downtown as well.¹
- The level of engagement by Employee Transportation Coordinators (ETCs) at individual worksites makes a difference in outcomes. Even worksites with robust programs and a history of success can slip when ETCs turn over, are not engaged in program implementation, and do not attend available training sessions. A lack of management support for time and effort spent administering the program can cause deleterious results. This was the observed reason for deterioration in performance at one downtown worksite that had a 29.6% drive-alone rate in the 2009-2010 survey cycle that then increased to 35.2% in 2011-2012.
- Even for companies in areas without robust transit service and where free employee single-occupant vehicle parking is offered, there are still program elements that can help reduce commute trips. Telework can help companies achieve a very low drive-alone rate; one site in Bellevue went from a drive-alone rate of 64.6% in the 2007-2008 survey cycle when first becoming affected (already a low rate) to 51.3% in 2011-2012. Increasing awareness and even “brand identity” of a company’s employee commute program can also help. This can be done through setting up company networks on the “RideshareOnline” platform. This tool allows users to see carpool/vanpool matches, log trips and earn rewards offered by the company or by regional/statewide campaigns such as Wheel Options.

¹ Lazar, Alexander, “Quantification of Transportation Demand Management Factors Affecting the Shift from Drive-Along to Other Commute Modes in Bellevue, WA,” University of Washington, 2009

CONNECT DOWNTOWN GROWTH & TRANSPORTATION EFFICIENCY CENTER PROGRAM (GTEC)

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

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

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

Funding for the state GTEC program ended in 2009, but state program staff encouraged jurisdictions with GTECs to continue implementation if possible. Accordingly, the Bellevue TDM Partnership arrangement has continued through the present, largely supported by grant funds awarded to King County Metro and made available for activities in Bellevue. Since 2011, activities that were formerly restricted to Downtown have all been expanded

citywide. In the current environment, Bellevue audiences appear to be interested in TDM programs regardless of where they live or work within the city. King County's current grant funding² applies to the broader I-405 corridor and allows expenditures throughout the city geography.

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

- Smaller employer (5-99 employees) and property manager programs, via the brand name "Commute Advantage":
 - *Employee transit pass program rebates of up to \$50 per annual pass.*
 - *Free employer and property manager consultations to help them craft tailored commute programs appropriate for their company or worksite and employees.*
 - *Informational workshops and webinars for employers and property managers.*
- Individual audience programs – for workers, residents and students:
 - *Provision of welcome packets with free transit tickets for new residents.*
 - *Specialized worker outreach, including programs for hospitality and medical workers.*
 - *Neighborhood-focused, episodic individualized marketing through the King County Metro "In Motion" program. In this model, residents of a particular neighborhood are mailed packets with information about using modes other than driving alone, and those with a car in the household are encouraged to try other modes and log those trips in an online calendar.*
 - *A citywide "commute club" (called On The Move Bellevue) through which Bellevue workers, residents and students can receive rewards by using non-drive-alone modes and logging those trips in an online calendar.*

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

- Launch of the “Commuter Connection” store, operating in the Bellevue Transit Center Rider Services Building, with secure cardkey-accessible bicycle parking and part-time help desk assistance with trip planning. This facility was built and launched in 2008 but closed in 2012 due to budget constraints.
 - Various outreach activities including community events, flyers, transit service brochures, maps, and a Downtown Pedestrian Guide.
- Analysis and research of office parking, including a 2008 inventory of pricing and occupancy conditions, and a 2013 consultant study, the Downtown Commuter Parking Assessment, which analyzed the city’s codes, policies, land use forecasts and current practices, and made code and policy recommendations.

■ Other research:

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



Connect Downtown GTEC Performance and Results

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

The city’s 2005, 2008 and 2011 Mode Share Surveys for Downtown Bellevue provided a measurement mechanism

for the initial planning period. Figure 2-4 shows a chart indicating those results. By 2011, the city had made progress toward (though not reached) this target. It is interesting to observe that the 2008 measurement (61%) had actually reached the 2011 target, but there was an uptick in the drive-alone in 2011 (to 65%). Nevertheless, results show progress toward the goal. (See Chapter 5 for a graphical depiction of the target alongside these results.)

2. Overview of Current and Previous Planning Efforts

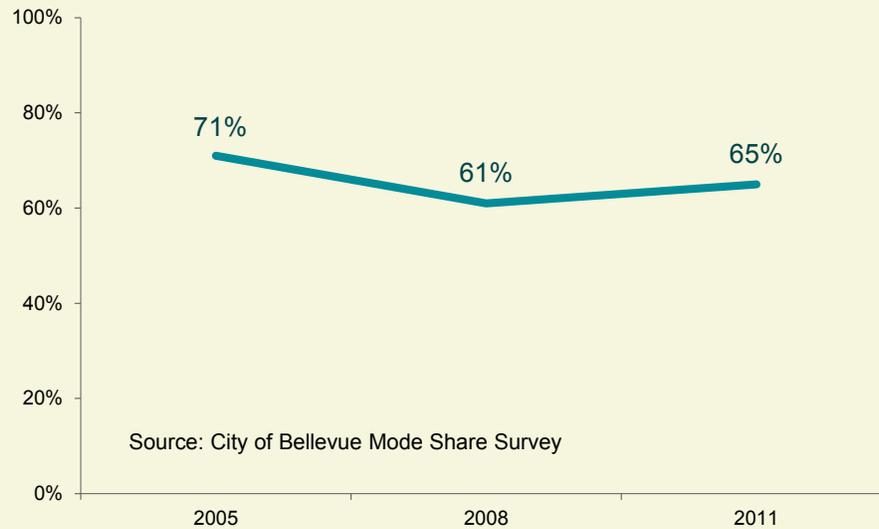


Figure 2-4: 2005-2011 Downtown GTEC Drive-Alone Rate

The data source for assessing commute mode share for all employees in downtown or citywide will be changing. This is because the city's Mode Share Surveys (previously conducted every two to three years from approximately 2000 through the last one in 2011) will no longer be conducted, due to budget constraints and more frequent availability of results from the U.S. Census. Future assessment will occur via the U.S. Census American Community Survey. See Chapter 5 for further discussion of this change. (Commute mode share of the subset of employees that are affected by the state Commute Trip Reduction program will continue to be measured through that program.)

For the U.S. Census downtown workplace geography (downtown worker), data are provided through the

Census Transportation Planning Package (CTPP) five-year-estimates. For the 2006-2010 time period (the only valid time period available thus far for Downtown Bellevue), the downtown worker drive-alone rate was **70.8%**. This figure is not directly comparable to Mode Share Survey figures because of differences in the data collection and survey instrument³. U.S. Census data will be used consistently moving forward for Bellevue TDM measurement, and baselines established at this time will allow for direct comparability as time moves on. See Chapter 6 for more information about future measurement methodology.

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

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

- Initially, there appears to have been pent-up employer demand for **business transit pass products**. In the first two years of the *Connect Downtown* GTEC program, small employer program participants provided 1,200 new transit passes to employees, through a city program that offered a \$50 rebate per pass to employers. This demand tapered off several years into the program, partially due to the rising price of the “premier” transit benefit product promoted to employers, the Business Passport (available for businesses through the ORCA transit fare program). For this product, the price is based on ridership of those with the passes, and with increasing transit ridership (as well as the end of funding for the rebates), the price has been rising. Future monetary incentives should consider the price barrier of the Passport and be flexible in nature so as to provide employer rebates for multiple types of commute benefits.
- As of the end of 2014, 178 employers (non-CTR-affected) engaged in the **Commute Advantage** employer assistance program in some way. This is approximately 20% of the target audience, and engagement includes attending a workshop or participating in a consultation. This is a significant number; however, the numbers have tapered off over the years, as indicated in the following table:

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

Table 2-1: Number of Employers Engaged in Commute Advantage Program, 2007-2014

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

- The **Telework Bellevue** program, offering free expert consulting assistance with setting up a telework program, ran from 2008-2011 and had 17 participants.
- Worker/resident events and gatherings organized specifically for TDM purposes** had mixed results. Early in the program, the city conducted “zip code lunches” for downtown office workers so they could meet each other and form (or join) carpools and vanpools. The lunches had strong turnout, but no known actual formations occurred. For several years program staff attempted to pull together gatherings of residents at new buildings, but found little interest among residents and property managers. A positive result was achieved from a 2014 after-work carpool/vanpool formation event at which refreshments were served. About 40 people attended and one new vanpool was formed.
- Community grass-roots outreach**—participating in broader community events—continues to be beneficial. Outreach at events such as the Sixth Street Fair, 4th of July, Residential Mingle, Strawberry Festival, Bike to Work Day, etc., has been well-received. In the first two years of the *Connect Downtown* GTEC program alone (2008 and 2009),⁴ nearly 2,000 people were reached through events. In addition, during those years, approximately 5,300

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

2. Overview of Current and Previous Planning Efforts

people were personally assisted at the Commuter Connection facility at the Bellevue Transit Center. The Bellevue Downtown Association started holding an annual “Residential Mingle,” with information and displays about many topics including transportation; and these have been attended by hundreds of people. The annual event has included a table promoting travel options through the city’s main TDM brand, Choose Your Way Bellevue.

- **King County’s “In Motion” social marketing program** for individuals had good participation. In Downtown Bellevue in the summer of 2008, there were 405 participants in the program, who logged over 9,000 non-drive-alone trips.
- There is modest but significant demand for **secure bicycle parking** at the Bellevue Transit Center. At the time of closing of the Commuter Connection facility, there were 16 members using the 27 available spots, and approximately six new members were about to join but had to be turned away due to the imminent closure. Many workers in Downtown Bellevue do have bike parking available in their own office buildings, but feedback was heard that the facility was highly valued by those for whom that was not the case, or for whom secure bike parking at the Transit Center had a particular advantage. Following the closure, TDM program staff created an online map of bicycle amenities (i.e. secure bicycle parking, lockers, showers) in Downtown Bellevue.
- Engagement in **“commute club” programs for logging trips and earning rewards** has been strong. For the initial “Bellevue Commute Club Pilot” period, from August 2011 through March 2012, a King County Metro analysis determined that 120 daily trips were removed from the roadways. A City of Bellevue analysis from mid-2012 through the end of 2013 (when the program was named “Downtown Bellevue On The Move”) indicated that participants

remaining in the program for a year reduced their rate of trips by drive-alone mode by 4%⁵. Starting in 2014, the program expanded citywide to become “On The Move Bellevue” as part of the King County I-405 Communities in Motion program. (As of this writing, program results are not yet available.) People are kept engaged with logging trips on an ongoing basis through activities such as social media photo contests and a “Perks” local business coupon program for participants. In 2014 3,353 users logged 638,759 trips.

- **Brochures, maps, and other information pieces** helped audiences navigate the use of non-drive-alone modes. These included a downtown pedestrian guide with landmarks, points of interest, and transportation information including through-block pedestrian connections; a brochure summarizing available transportation smart phone apps; a brochure indicating major transit destinations available from the Bellevue Transit Center, and which routes to take, etc.
- Parking assessments have indicated that **employer-provided parking subsidies** for drive-alone commuters are quite prevalent in Downtown Bellevue. Parking tends to be taken up by monthly parking pass users who receive this benefit at a relatively low cost, subsidized by their employers. Focus groups of parking operators conducted in the fall of 2012 indicated that parking operators prefer administering parking operations via monthly parking passes instead of daily “transient” parkers, largely due to lower administrative overhead and equipment considerations. As a result, monthly parking remains fairly inexpensive to the end user (estimated in 2012 at \$81 per month, although the retail price in 2012 was \$193 per month⁶); and daily parking remains fairly expensive typically at the \$18-\$20 range⁷ per day, without in-and-out privileges in most cases⁸.

⁵ Staff analysis of trip logging data; available at http://www.chooseyourwaybellevue.org/SiteAssets/about-plans-activities/DBOTM_YOY_TripReductionAnalysis_8Aug2014.pdf.

⁶ Based on a 2008 Parking Inventory Report survey of employers indicating an approximately 75% subsidy of parking costs for their employees; and the prevailing cost of parking passes to employers, as described in the 2013 Downtown Bellevue Commuter Parking Assessment Report. The \$193 per month is cited in the latter report as a figure from Colliers.

⁷ Based on the Bellevue Downtown Association’s 2012 Downtown 2012 Downtown Bellevue Parking Survey Report.

⁸ 2013 Downtown Commuter Parking Assessment, available at www.ChooseYourWayBellevue.org/about-plans-activities under “Research.”

- The 2012 focus groups⁹ also included downtown employers and property managers, with key results as follows:
 - Employers related that the ORCA Passport transit pass product appeared to be inflexible and expensive, and that taking the bus was too inconvenient for their employees.
 - Property managers tended to not see themselves as hands-on implementers of commute benefits; when asked about their impressions of “mini-grants” (approx. \$5,000) for providing bicycle or other building amenities, their response was positive.
- Other research findings and reports from the city’s TDM program are posted online at www.ChooseYourWayBellevue.org/about-plans-activities in the Research section.

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

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

Although they have not been feasible thus far, these strategies are still recognized as having good potential and are included in Chapter 6 of this plan, “Strategies and Implementation Framework.”

The Governor periodically recognizes Washington companies and agencies for their commitments to reducing drive-alone commute travel. In 2010, the *Connect Downtown* program received a Governor’s Commute Smart Award for “Commute Smart Community Champion.”¹⁰

2010 DRAFT CITYWIDE TDM PLAN

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

ADDITIONAL ONGOING CITY TDM PROGRAMS

The city has maintained a travel options website since the 1990s. Formerly branded “One Less Car,” the city’s brand

⁹ Downtown Bellevue Transportation Demand Management Focus Group Research, available at <http://www.chooseyourwaybellevue.org/about-plans-activities> under “Research.”

¹⁰ Upon receiving notice of the award, the city created a video about the *Connect Downtown* program, available at <https://www.youtube.com/watch?v=4pdpAinuYd8>.

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and website was updated and renamed as “Choose Your Way Bellevue” in 2007. The website provides a one-stop information resource for travel options including busing, walking, biking, carpooling, vanpooling, carshare, and telework/ alternative work schedules. There are also pages on the site for employer, property manager and school audiences. The city has maintained an ongoing services contract for maintenance of the content since 2007 and also devotes in-house staff time to maintenance and upgrades (it was moved from an external host to a city server in 2014). The city promotes the Choose Your Way Bellevue brand and website in the community by sponsoring events such as the city-sponsored Lake to Lake Bike Ride and the Magic Season Ice Arena at the Bellevue Downtown Park.

Reaching employees in large office and retail buildings is an additional component of the city’s TDM effort.

Bellevue’s Transportation Development code has provisions for **Transportation Management Programs (TMPs)**. An element of city code since the 1980s, TMPs require property owners of newly constructed large buildings to implement automobile trip reduction programs directed to tenant employees, in order to reduce traffic and parking impacts related to development. The city conducts ongoing work to monitor and facilitate property owner compliance with the code. Although incentives and outreach offered through additional programs described in this plan can enhance performance at TMP-conditioned buildings, basic program elements are the responsibility of managers of buildings with these requirements. Some affected buildings contract with the Bellevue Downtown Association (TransManage group) to help them implement their TMPs and to promote trip reduction specifically to their building tenants.



“Lessons learned” from past implementation of city TDM plans* include the following:

- A recent uptick in CTR drive-alone rate and vehicle miles traveled for worksites outside of downtown may warrant further investigation of ways to increase program effectiveness. This might take the form of focus groups or other qualitative research.
- Since instituting a charge for single-occupant vehicle commuter parking is the single most effective change an employer can make, city TDM programs should ensure that assistance to employers includes evaluation of the relative costs and benefits of purchasing free parking for their employees versus providing employee subsidies for transit and other non-drive-alone modes.
- Having worksite employee transportation coordinators be well engaged in trip reduction programs, and training/ assistance provided by the city, makes a difference in performance.
- For worksites in more suburban locations with free parking and limited transit service, program elements that can be successful include telework; company networks on the RideshareOnline trip logging and incentive program to promote regional campaigns; and carpooling/vanpooling.
- Recent increases in cost of certain transit products employers can purchase for their employees (in particular, the ORCA Passport transit pass product) is a barrier and should be addressed where possible, including rebate programs or promotion/incentives for an initial trial period, as well as showing employers a range of options they might offer to employees, including some that are of low cost to the employer.
- Historic demand for small employer education and assistance has tapered off. The city should invigorate this outreach and focus on transportation programs that have relatively low impact on companies’ staff resources, making it easier to provide their employees with commute benefits.

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

- Strategies should be explored that encourage provision of flexible parking choices that support non-drive-alone commuting.
- The city's TDM program should continue with successful community outreach to promote mode options through participating in grassroots community events, commute clubs, business discount programs and social media, as well as individualized social marketing programs such as King County's "In Motion" program.
- Provision of information can be a useful measure to support use of non-drive alone modes, especially when infrastructure is limited. For instance, the TDM program for Downtown Bellevue has developed a map of bicycling amenities as a way to help bicycle commuters find showers, lockers and bicycle parking.
- Mini-grants to help with provision of building amenities for non-drive-alone commute options may be of interest to property managers.

2015 Comprehensive Plan Update:

The City Council adopted an update of the Comprehensive Plan in August 2015. While the previous comprehensive plan had served the community well, it was adopted in 2004, and a lot has changed in Bellevue since, including the boom in downtown development, annexation of the Eastgate area and plans for light rail. TDM staff worked with comprehensive planning staff on several components, including minor text revisions of the TDM component and the updating of comprehensive mode share targets to complement other city goals and targets.

The updated Comprehensive Plan, includes mode share targets or commute trips in the 2035 horizon year for downtown (workers only) and citywide (workers and residents). These replace targets in the old Comprehensive Plan that focus only on commute trips by workers in certain activity areas of the city. Progress toward the new targets will be measured using U.S. Census American Community Survey data. These new targets, provided in Chapter 5 of this plan, are the basis for overall 2023 commute mode share targets for this TDM Plan.

OTHER CITY PLANS

Other city planning initiatives are relevant to TDM work, including several upcoming Comprehensive Plan and city code updates and other transportation plans.

Citywide Planning Initiatives

Comprehensive Plan: Bellevue's Comprehensive Plan (recently updated in August 2015 captures the community's vision for the future and provides direction for city regulations and investments. The Comprehensive Plan supports Transportation Demand Management through its goal and policy language, as well as targets that are set for commute trips.

The TDM section of the Transportation Element indicates that "through implementation of transportation demand management (TDM) strategies, the city helps people reduce the number of trips they take alone in a private vehicle and the vehicle miles they travel." Three components of TDM policies include influencing mode choice; marketing; and improving services and facilities. Among others, the TDM portion of the Comprehensive Plan contains policies for the following:

2. Overview of Current and Previous Planning Efforts

- Coordinating with other eastside jurisdictions, the private sector, and transit providers to develop and implement uniform or compatible TDM strategies (Policy TR-9);
- Requiring employers to implement commute trip reduction programs for employees (Policy TR-10);
- Encouraging employers to help reduce peak hour commute trips by facilitating employees' use of telework and other flexible scheduling options (Policy TR-11);
- Requiring new developments that place significant impacts on the transportation system to implement transportation management programs to reduce drive-alone commute trips to the site (Policy TR-14);
- Providing outreach and assistance to increase awareness of alternatives to driving alone (Policy TR-15); and
- Evaluating and facilitating carsharing and bike sharing programs (Policy TR-16).

Other elements of the Comprehensive Plan that have goals and policies aligned with TDM are the remainder of the Transportation Element with transit, pedestrian and bicycle portions, as well as Land Use and Environmental elements. Significantly, the Comprehensive Plan sets mode share targets for commute trips that also serve as key performance metrics for the TDM program (see sidebar).

Transit Master Plan: The City Council adopted the Bellevue Transit Master Plan in July 2014. The plan replaces the 2003 Transit Plan with a comprehensive 20-year look ahead to the type of transit system that will be required to meet Bellevue's transit needs through 2030. Although the city does not operate its own transit system, the Transit Master Plan can positively influence regional transit agencies and facilitate levels of service that best meet the needs of the Bellevue community. The plan envisions a public transportation system that serves a diverse variety of people and trip purposes and that is the mode of choice for an increasing number of people who live, work, shop and play in Bellevue. The enhancement of transit and the city's TDM programs are mutually supportive of each other: as the TDM programs help to build

the market for transit use, the plan will make this service more viable so more people can benefit from it.

Environmental Stewardship Initiative Strategic Plan

2015-2018: This plan provides an organizational framework for working toward the goal of a sustainable city "where citizens can enjoy the highest quality of life, work and play and still deliver to future generations a community in which they can do the same" (p. 5). The plan reports on key TDM-related performance measures and their contributions toward meeting the city's greenhouse gas emission reduction targets.

Economic Development Plan: Adopted by City Council in July 2014, this plan guides the city's proactive efforts to strengthen and diversify the Bellevue economy for the good of existing and future residents and businesses. TDM efforts can support this plan by increasing viability of commute mode choice for Bellevue employees, sending a message to businesses that these options are available for their employees should they choose to locate in Bellevue.

Pedestrian and Bicycle Implementation Initiative

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

1. The vision established by the 2009 Pedestrian and Bicycle Plan remains relevant today, its goals should not be diluted, and its measures of effectiveness should continue to be monitored.
2. Undertake an action-oriented initiative that advances projects and programs to help realize the city's vision.
3. Advance the implementation of Bellevue's planned Bicycle Priority Corridors to facilitate continuous bicycle travel along a connected grid of safe facilities throughout the city and the region.
4. Providing a safe pedestrian and bicycle environment is a prerequisite to making non-motorized travel a viable, attractive option in Bellevue.
5. Count technologies should be researched to improve the city's data driven decision-making.

6. Determine where pedestrian and bicycle investments can improve the connectivity of the multi-modal transportation system.
7. Coordinate with other efforts underway in Bellevue related to pedestrian and bicycle issues.
8. Identify partnership opportunities to advance the implementation of non-motorized projects and programs.
9. Engage community stakeholders in setting the priorities for investment in non-motorized facilities.
10. Refine existing metrics to track plan progress and engage other departments as needed to foster a "One City" commitment to active transportation.

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

Downtown Planning Initiatives

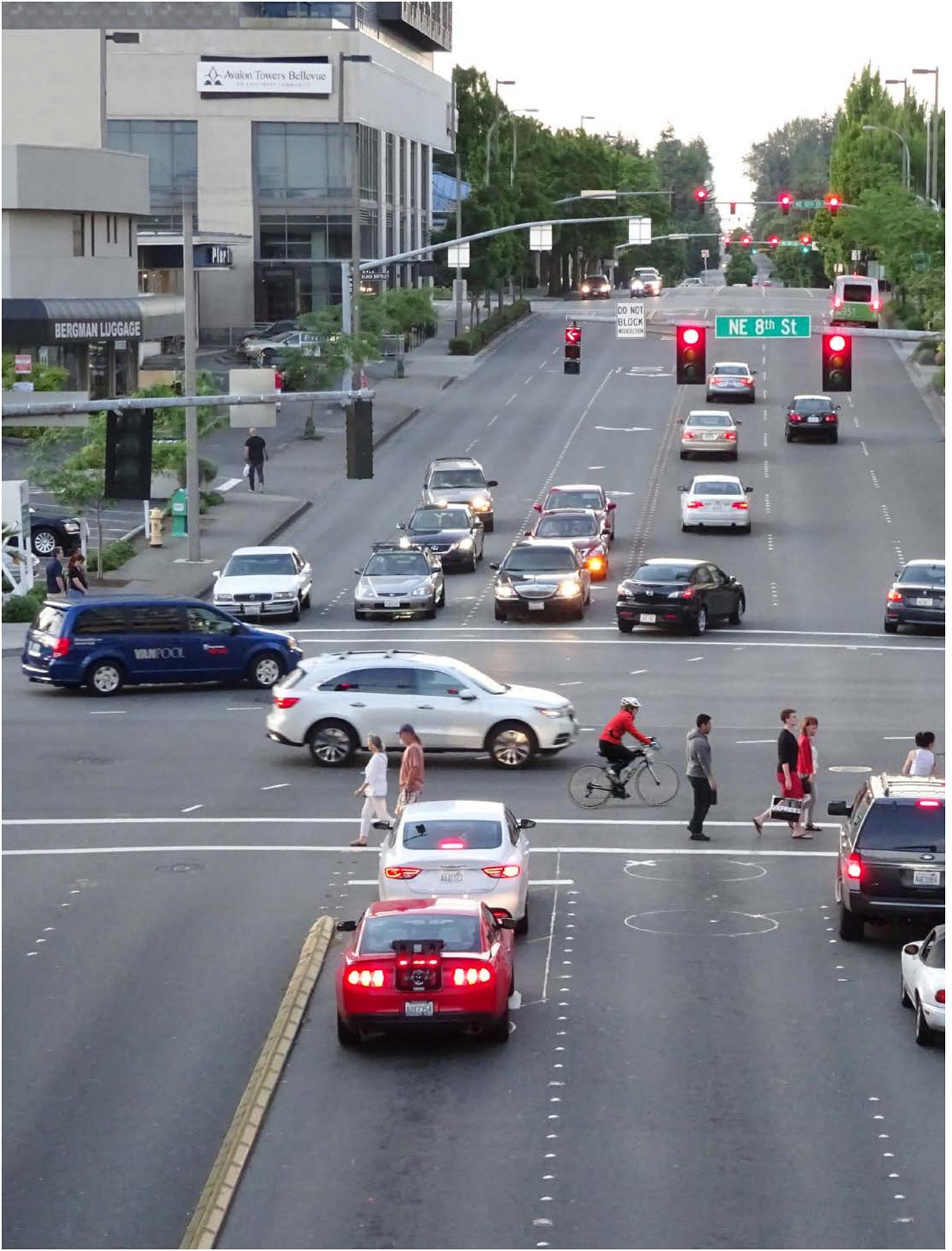
Downtown Transportation Plan Update: This plan update launched in 2011 and has focused on updating the transportation portion of the [Downtown Subarea Plan](#) that was adopted in 2004. The plan update considered and incorporated forecasted growth in population and employment through 2030, and developed a multimodal strategy to accommodate both motorized and non-motorized transportation demand. The final [October 2013 Transportation Commission Recommendations](#) support commute trip reduction efforts with planned improvements in transit service as well as improvements for other non-drive-alone modes. Downtown Transporta-

tion Plan policies and projects will be integrated with the [Downtown Livability Initiative](#) (see below), to result in a full package of Comprehensive Plan Downtown Subarea Plan and land use code amendments for Council consideration in 2016.

Downtown Livability Initiative: This targeted review of specific regulations that guide downtown development and land use activity launched in 2012. Objectives are to better achieve the vision for downtown as a vibrant, mixed-use center; enhance the pedestrian environment; improve the area as a residential setting; enhance the identity and character of downtown neighborhoods; and incorporate elements from the Downtown Transportation Plan Update and the Sound Transit East Link light rail design work. One regulation area that was analyzed was the downtown parking code. In support of this analysis, city TDM staff produced the [2013 Downtown Commuter Parking Assessment Report.](#), in which a consultant was engaged to develop recommendations on "right-sizing" the office parking supply to align with the city's downtown long-range vision and goals, including mode share goals identified in the Comprehensive Plan and Downtown Subarea Plan. Within its [2014 recommendations](#), the Downtown Livability Citizen Advisory Committee (CAC) recommended follow-up work to "Conduct a comprehensive parking study to include items such as on-street parking, potential for public garages, and opportunities for coordinated management of the parking supply such as valet or shared use, etc." As of 2015, Council is in the process of reviewing the CAC's recommendations prior to providing direction on the next steps to implement the CAC's work. Code changes and design guidelines are anticipated to be decided on by the City Council in 2016.

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Avaton Towers Bellevue
1500 1st Avenue

BERGMAN LUGGAGE

PLAZA

DO NOT
BLOCK
INTERSECTION

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MANFOLD



03. Demographic Characteristics and Trends

OVERVIEW

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

The City of Bellevue was incorporated in 1953 and had a resident population of 5,950 in that year. In the 1960s there was a period of rapid residential growth; and with the addition of a second floating bridge across Lake Washington, Bellevue became a bedroom community to Seattle. In 1979, the city developed a Downtown Subarea Plan with the vision of a pedestrian-friendly, mixed-use urban center. As of 2014, the citywide residential population is 134,400, making Bellevue the fifth largest city in the state. As of 2013 there were 136,000 jobs in the city; major employers include Puget Sound Energy, Symetra Financial, Microsoft, Boeing, T-Mobile USA, Verizon, Expedia, Nordstrom, Overlake Hospital, Group Health Medical Center, and Bellevue College.

In the fall of 2013 the enrollment at Bellevue College was 11,575; and there was \$2.6 billion in taxable retail sales (compared to \$5.9 billion for the City of Seattle).¹¹

RESIDENTIAL DEMOGRAPHIC CHARACTERISTICS AND TRENDS

General

Bellevue's residential profile has been changing as it has been growing. There has been a slight increase in median age, from 35.4 in 1990 to 37.8 in 2013. The percent of the population age 65 or older has increased from 10.4% to 13.7% in the same time frame. Other significant changes from the period 1990 to 2013 include:

- Increase in percent of adults (age 25+) with at least a bachelor's degree (45.7% to 62%);
- Increase in percent minority race or ethnicity (14.7% to 42%); and
- Increase in percent of population (age 5+) that speak a language other than English at home (13.6% to 39%).¹²

¹¹ Source: City of Bellevue Department of Planning and Community Development as displayed in Bellevue By the Numbers, January 2015, <http://www.ci.bellevue.wa.us/pdf/PCD/BellevueBytheNumbers.pdf>. Retail sales figures are for North American Industry Classification System (NAICS) codes 44 and 45 for retail trade.

¹² Source: 1990: U.S. Census. 2013: 2011-2013 American Community Survey 3-year estimates. Note: ACS data are not always directly comparable to 1990 and 2000 census figures.

Trends between 2000 and 2013 also include increases in both poverty and income:

- Increase in percent of individuals below the poverty level, from 5.7% in 2000 to 8.5% in 2013; and Increase in median annual household income, from \$82,758 in 2000 to \$91,260 in 2013 (both figures in 2013 inflation-adjusted dollars).¹³

Demographic Observations Via Community Input Survey

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

Age-related observations for commute trips include the following:

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

Income-related observations for commute trips include the following:

- Of people reporting annual household incomes of less than \$100,000, more used transit and fewer drove alone as compared to people reporting annual household incomes of \$100,000 or more. For these two income groups, transit was named as the usual mode by 45% of the lower-income group and 26% of the higher-income group. Driving alone was named as the usual mode by 28% of the lower-income group and 40% of the higher-income group.

- Of respondents using bicycling as their usual mode, 21% reported average annual incomes of less than \$100,000; and 79% reported incomes of \$100,000 or more.
- Of respondents using vanpooling as their usual mode, 42% reported average annual incomes of less than \$100,000; and 58% reported incomes of \$100,000 or more.

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

¹³ Source: 2000: U.S. Census. 2013: 2011-2013 American Community Survey 3-year estimates. Note: ACS data are not always directly comparable to 1990 and 2000 census figures.



Implications – Residential Demographics:

- Diversity is increasing in Bellevue, in terms of race/ethnicity, languages spoken, and income disparity. Even age is diverse: In spite of a moderate increase in people age 65 and older, other age groups are still well-represented, as the median age has increased only slightly. TDM implementers in Bellevue need to ensure that programs are effective for Bellevue's diverse population and that information reaches populations with limited English speaking ability.
- Older respondents to the non-scientific Community Input Survey were less likely to use transit, and the median age in Bellevue is rising. Therefore, although transit is a well-used mode, Bellevue's TDM program needs to continue to facilitate not just transit use but a wide range of mode needs and preferences.
- The percent of residents at the poverty level is increasing; and at the same time, median income is rising. The non-scientific Community Input Survey result indicate that mode preferences vary depending on income. Transit is very important to those with lower household incomes, and should be emphasized in the city's TDM programs. Other modes such as bicycling and vanpooling are used more by those with higher incomes. These modes should also be encouraged so that these travelers continue to use non-drive alone modes.
- Further research may be warranted to refine demographic and socioeconomic implications for Bellevue's TDM program.

EMPLOYMENT CHARACTERISTICS AND TRENDS

Introduction

Bellevue is a major regional employment destination, so TDM efforts that focus on employees and businesses are important due to the large daytime workforce population travelling to the city. TDM activities support economic development by increasing the range of available commute mode choices, which helps businesses in their recruitment and retention of employees. Employer-based programs can be very effective in reducing drive-alone commuting, depending on the location, type, and size of the business. The following employment analysis examines these characteristics for TDM purposes.

General Employment Characteristics

The number of jobs in Bellevue is significantly high and growing such that commute trips continue to be an important consideration for TDM efforts: the city has more

employees than residents. Thus employment characteristics, such as business location, industry type, and numbers of employers and employees are important to consider when determining potential strategies to meet proposed commute mode share targets. Data were analyzed for existing and projected future employment characteristics, discussed below.

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

Downtown Bellevue is a major urban center with 46,400 jobs (workers) in 2013 and 72,700 anticipated for 2035, an increase of 26,300 or 57 percent. Currently Downtown Bellevue is the third largest Regional Growth Center in the Puget Sound region (fifth largest if Manufacturing/Industrial centers are included).¹⁴

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

¹⁴ Bellevue is shown as the Regional Growth Center with the third highest 2010 employment, behind Seattle Downtown and Seattle First Hill/Capitol Hill in Puget Sound Regional Council's, Regional Centers Monitoring Report (2013), p. 70. Retrieved April 2, 2015 from: <http://www.psrc.org/assets/10190/Centers-Monitoring.pdf>.



Notes on Methodology:

1. Employment estimates for 2013 are from Puget Sound Regional Council (PSRC), based on the Washington State Employment Security Department's Quarterly Census of Employment and Wages series. This series consists of employment for those firms, organizations and individuals whose employees are covered by the Washington Unemployment Insurance Act and excludes self-employed workers, proprietors, CEOs, etc., and other non-insured workers. Typically, covered employment has represented 85-90% of total employment. The 2013 total citywide employment figure indicated above does not exactly match PSRC's estimate for the city as a whole (123,838 employees in 2013, at <http://www.psrc.org/data/employment/covered-emp>) because estimates have not been scaled to incorporate temporary employees and employees from unknown employer locations. City of Bellevue estimates, including non-insured workers, are 136,100 employees in 2013, and 202,000 in 2035.
2. Projected 2027 jobs are based on the city's adopted job target for 2035, the city's Comprehensive Plan horizon year.

■ Employment By Location

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

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

Figures 3-1 and **3-2** show numbers of jobs and workplaces, respectively, by MMA. For jobs, 2013 existing numbers and 2027 forecasts are provided. For workplaces, only 2013 numbers are provided, since forecasts are not available.



3. Demographic Characteristics and Trends

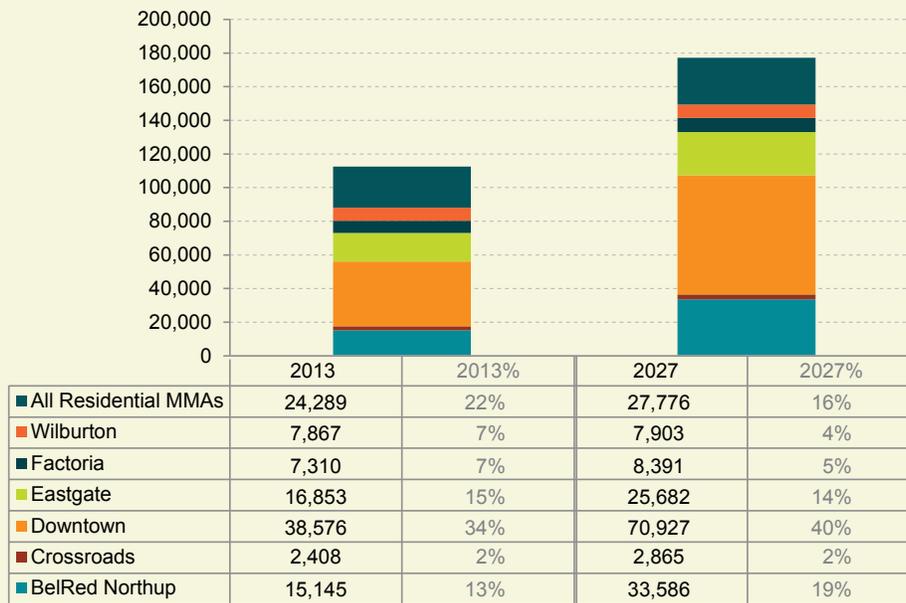


Figure 3-1: Jobs by Mobility Management Area: 2013 and 2027

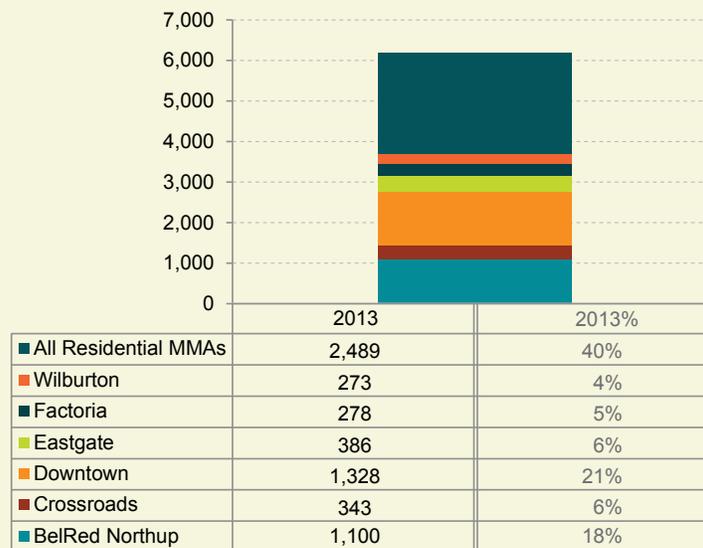


Figure 3-2: Workplaces by Mobility Management Area: 2013

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

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

■ Employment By Business Sector

Employment sector data are provided in four categories: Office, Retail/Hotel, Industrial, and Institutional. For the 2013 analysis, “Office” generally includes FIRES workers (Finance, Insurance, Real Estate and Services), with “services” including information services; professional, scientific and technical services; and health care.¹⁵ For this analysis, FIRES excludes retail and hotel services, which (including food services) are in their own category (Retail/Hotel) for this analysis.¹⁶ Industrial includes wholesale trade, utilities and manufacturing. Institutional includes government and education.¹⁷

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

Figures 3-3 and 3-4 show job and workplace numbers by business sector and MMA. Figures for jobs are provided for 2013 and projected to 2027 based on the city’s land use projections.¹⁸

Figures for workplaces are provided for 2013 only, as projections are not available. Key highlights of the business sector data are as follows:

¹⁵ For this analysis, the FIRES sector includes businesses within the following 2-digit North American Industry Classification System (NAICS) categories: 51, 52, 53, 54, 55, 56, 61, 62, which includes information services, finance and insurance, real estate and rental and leasing, professional, scientific and technical services, management of companies and enterprises, administrative and support and waste management and remediation services, educational services and health care and social assistance.

¹⁶ In this analysis, the Retail/Hotel sector includes businesses within the following 2-digit NAICS categories: 44, 45, 71, 72, 81, which includes accommodation, food, entertainment and other services as well as retail businesses.

¹⁷ Industrial (WTU/Mfg.) sector includes businesses within the following 2-digit NAICS categories: 22, 31, 32, 33, 42, 48, 49, which includes wholesale trade, manufacturing, transportation, warehousing, and utilities.

¹⁸ Projected 2027 jobs by sector and MMA are based on the city’s adopted job target for 2035, and projected distribution is based on projected land use types versus strict industry sector classifications. Office land uses typically house jobs falling within the FIRES industry classification as well as government jobs; Retail/Hotel land uses typically house retail and service businesses described in the 2013 sector distribution; Industrial land uses typically house WTU and Mfg. businesses; and Institutional land uses typically house education and religious service jobs.

3. Demographic Characteristics and Trends

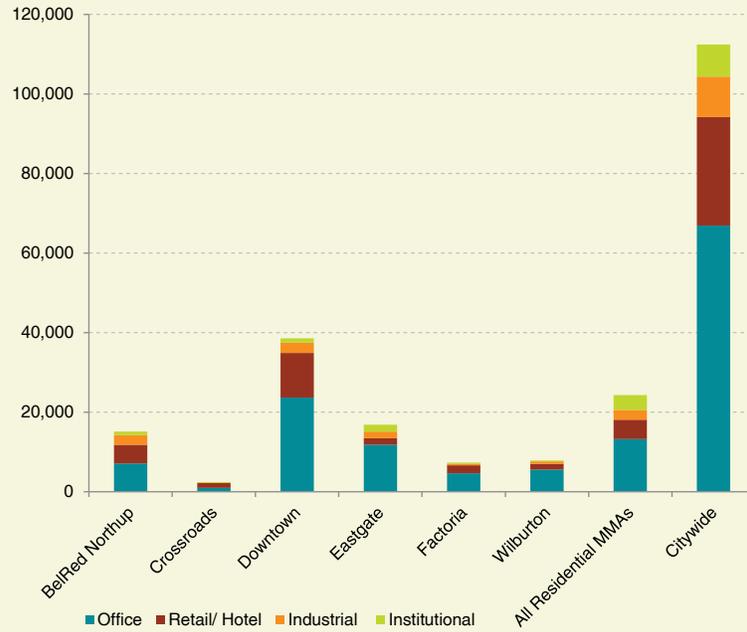


Figure 3-3: 2013 Jobs by Location and Business Sector

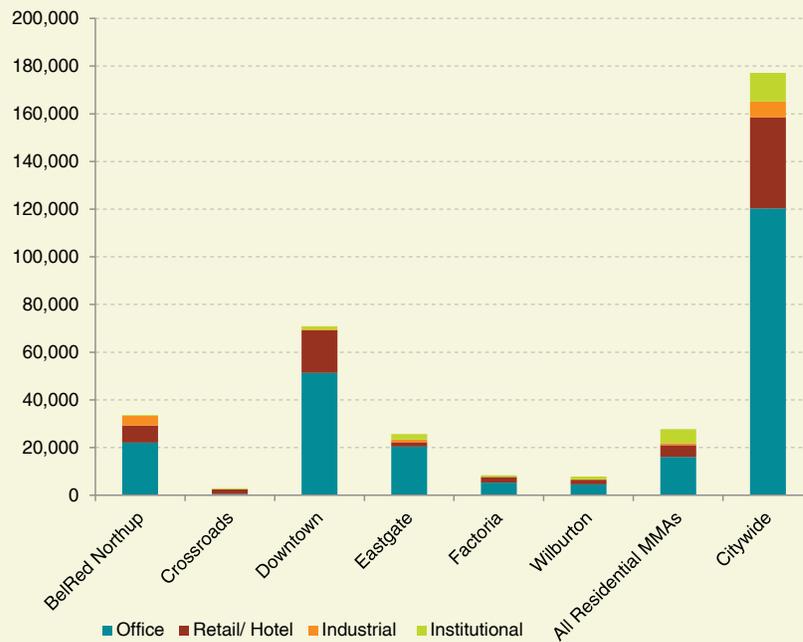


Figure 3-4: 2027 Jobs by Location and Business Sector

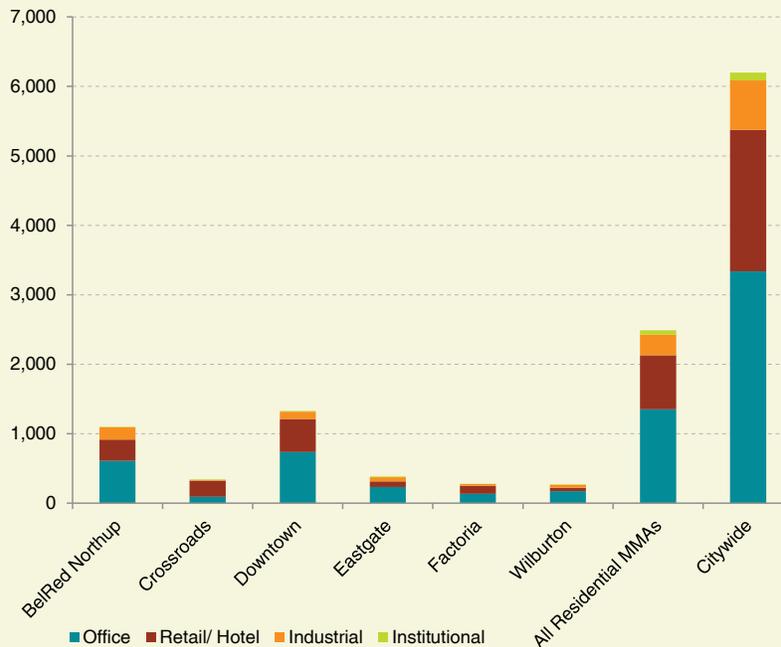


Figure 3-5: 2013 Workplaces by Location and Business Sector

► Key findings from the business sector/location data are as follows:

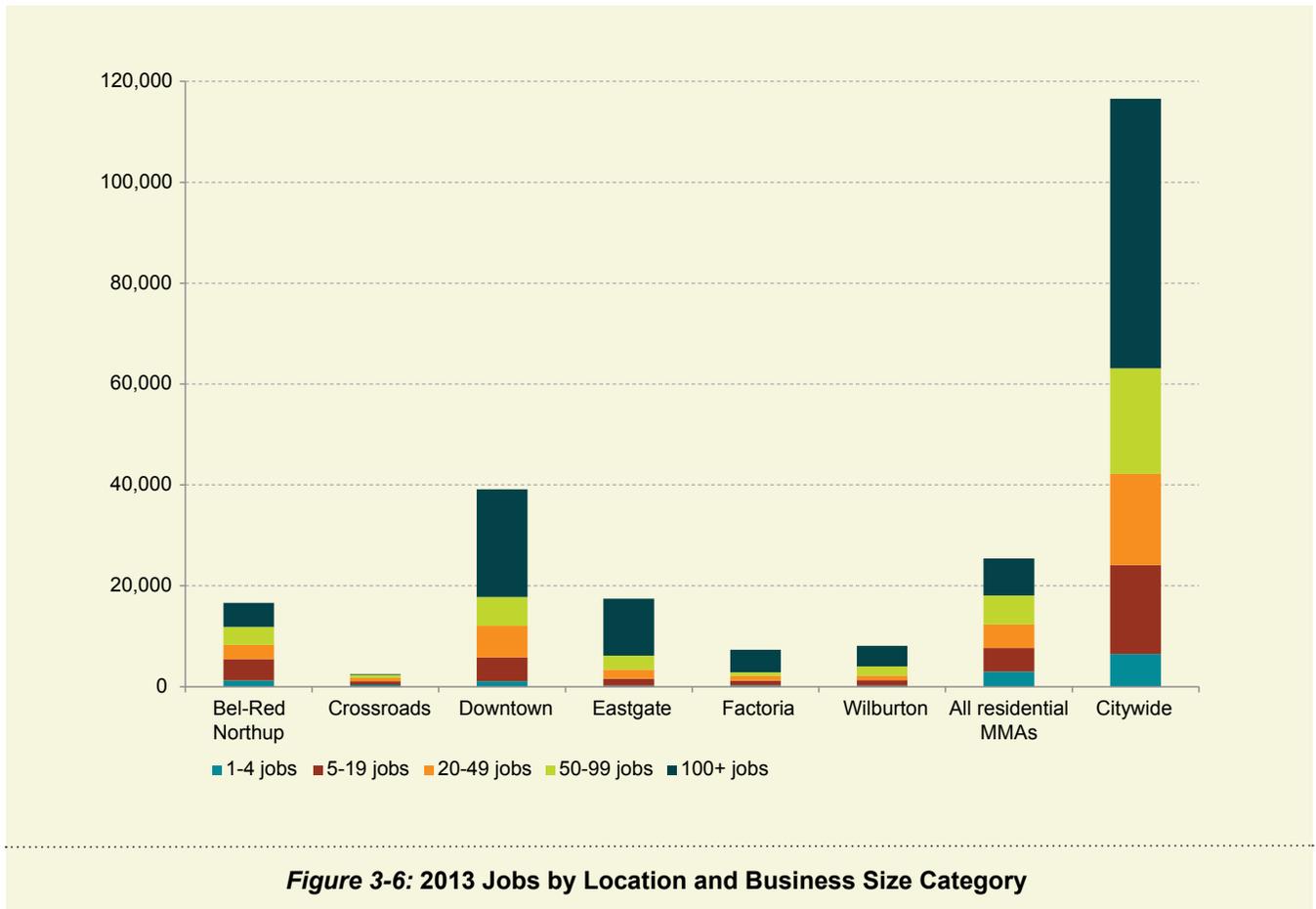
- Office is a dominant employment sector in all commercial MMAs except for Crossroads, representing 60% of employment in 2013 and 68% of employment in 2027, citywide. In 2013, Office represents 54% of workplaces. In 2013, Wilburton and Eastgate have the highest percent of workplaces in the office category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

Numeric data tables for **Figures 3-3** through **3-5** are provided in Appendix D.

■ Employment By Business Size

Employment and workplace numbers are shown by size cohorts of 1-4 employees, 5-19 employees, 20-49 employees, 50-99 employees and 100 or more employees. Analysis of size data helps determine which TDM approaches may be the most effective. For instance, in an area where most employees work for larger employers, consulting with/providing incentives to employers to affect worker commuting is particularly effective. In areas where employment is dispersed among numerous small employers, the preferred approach might vary from working with property managers (if relatively few property managers lease to numerous small employers) to working to reach employees directly.

Figures 3-6 and **3-7** show job and workplace numbers by location and business size category. Figures are provided for 2013 only, as projections are not available.



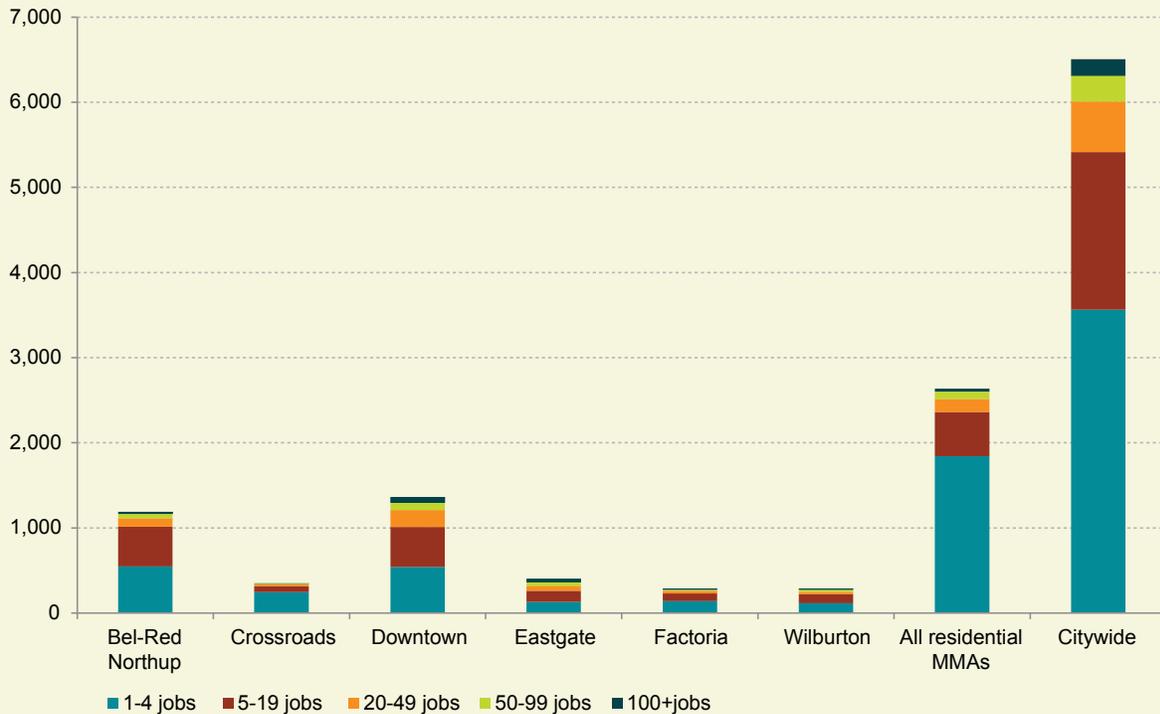


Figure 3-7: 2013 Workplaces by Location and Business Size Category

► Key highlights of the business size data are as follows:

- Downtown, Eastgate and Factoria each have the highest percentages (at least 50%) of jobs at larger worksites, those with at least 100 employees.
- Downtown (68) and Eastgate (42) have the highest numbers of large workplaces (those with 100+ employees).
- Bel-Red Northup and Crossroads have significant percentages (at least 50%) of jobs at smaller worksites, those with fewer than 50 employees.
- Relatively small workplaces, those with 1-49 employees, comprise 92% of workplaces and employ 36% of workers citywide.

Numeric data tables for **Figures 3-6** and **3-7** are provided in Appendix D.



Employment Characteristics – Implications:

- Citywide employment in Bellevue is anticipated to grow by about 61% from 2013 to 2027. Significant employment areas in 2013 and projected for 2027 include Downtown, Bel-Red Northrup, Eastgate, Factoria and Wilburton. A lot of employment growth is projected to occur citywide but especially in Bel-Red Northrup (122%), Downtown (85%), and Eastgate (55%).
- Residential MMAs have a surprising amount of employment (24,000 employees in 2013, 28,000 in 2027), which likely includes primarily neighborhood-oriented businesses and some offices (e.g., Bellefield Office Park and along 112th Avenue NE north of downtown). The percent of the workforce in these MMAs declines in proportion over time, indicating that businesses will continue to concentrate in commercial MMAs. It should also be noted that residential MMAs cover vast portions of the city; therefore, any employee TDM activities would need to be widespread.
- Crossroads only makes up 2% of the workforce in 2013 and 2027 (less than 3,000 employees), indicating that implementing employer-based TDM activities there may not have much overall benefit.
- Relatively small workplaces, those with 1-49 employees, comprise about 92% of workplaces and employ 36% of workers citywide. The implication for TDM activities in these areas is that outreach to smaller employers and individualized messaging to employees, in conjunction with large employer outreach, will be important.
- Large businesses (over 100 employees) employ a significant proportion of the workforce in Downtown, Eastgate and Factoria, indicating that CTR-affected and other large employers might be a major focus of TDM activities in those locations.
- The technology cluster is a large and growing proportion of employment in Bellevue. Thus it will be important to identify TDM strategies that resonate with technology workers and businesses.
- It may be beneficial for the city to conduct additional research to identify ways that TDM can be most effective in Bellevue given employment growth, size, geographic distribution, and sector characteristics.





04. Survey and Market Research

Certain surveys and questionnaires conducted by the city focus on transportation mode choices and attitudes toward availability of and usage of modes other than driving alone, providing insight into the market audience that the TDM program is intended to serve. This chapter summarizes recent survey-based market research on usage levels and attitudinal preferences for non-drive-alone modes; motivators and barriers to utilizing them; and messaging that may resonate with audiences.

CITY BUDGET SURVEY

The City of Bellevue's Budget Survey, performed every two years since 1998, is designed to provide a statistically valid tool to enhance the city's knowledge of Bellevue residents' perceptions about the city and to help understand community priorities in preparation of its biennial budget. The last such survey was conducted in 2014 (report at http://www.bellevuewa.gov/pdf/Finance/2014_Budget_Survey_Final.pdf).

Traffic (39%) continues to be the most commonly mentioned response when residents were asked to name the biggest problems facing Bellevue (page 15). One in five (21%) Bellevue residents feel that transportation (not including traffic issues) is the biggest problem facing Bellevue, with most mentions are about public transportation options such as light rail into Bellevue as well as

increasing or improving bike and pedestrian pathways (page 15). In addition, prioritization of improved mobility has increased every survey cycle from 2010 and is now tied for the top overall budget priority (page 31). Thus, it can be seen that transportation is a high priority for residents.

The survey includes questions about residents' priorities for how to address transportation problems. When asked their preferred ways to manage traffic congestion, the survey report indicates (on page 33) that residents gave the strategy of encouraging the use of alternative modes the second highest level of agreement, after transit, and higher than road widening:

- "Nearly all (90%) Bellevue residents agree that the city should work with regional transit agencies to improve local and regional public transportation serving Bellevue; this has gone up each cycle from 2010, and agreement is up significantly from 2010.
- Agreement with encouraging people to choose alternative transportation modes has increased since 2010 as well, and now 4 out of 5 respondents (80%) agree that the city should do something here.
- With just over half (51%) agreeing, the idea of creating additional capacity by widening the roads received only modest support. Support for this has remained relatively unchanged since 2010."

This points to relatively solid support among Bellevue residents for the type of work undertaken through the TDM program.

DOWNTOWN COMMUTE MODE SHARE SURVEY ATTITUDINAL QUESTIONS

Every two to three years from approximately 2000 through 2011, the city conducted statistically valid surveys of commuters in multiple activity centers of the city to gather information about mode usage as well as attitudinal questions about potential use of non-drive-alone modes. The Mode Share Survey was discontinued after the last such survey in 2011, which was limited to

Downtown Bellevue only¹⁹. However, the 2011 Bellevue Downtown Commute Mode Share Survey attitudinal questions still provide relevant information that can be utilized for this Plan.

Table 4-1 shows that many downtown workers consider themselves “likely” to use an alternate mode to driving alone—and for all modes except walking, significantly more say “likely” than “do now” for a particular mode. Many indicate that particular modes are “not an option,” although “not likely” was more prevalent than “not an option” in most cases.

Mode	Do Now	Likely	Not Likely	Not An Option
Carpool	13%	30%	38%	18%
Vanpool	3%	20%	53%	24%
Bus	25%	31%	30%	14%
Train	1%	15%	17%	67%
Bicycle	4%	14%	37%	46%
Walk	5%	6%	25%	64%
Telework	12%	40%	18%	30%
A compressed work week	5%	37%	22%	36%

Table 4-1: Likelihood to Try Alternative Modes Downtown Workers

(BASE = All Respondents)

[n_w = 28,768]²⁰

Source: [2011 Bellevue Downtown Commute Mode Share Survey](#), p. 27

¹⁹ Summary figures for downtown mode share from the three most recent Mode Share Surveys are provided in Figure 2-4 of this Plan.

²⁰ The term “n_w” refers to the weighted number of respondents. Weighting was done in order to normalize results from multiple survey sources. Information is provided in the survey report.

Next, the same question was asked of heavy users of single-occupant vehicles (SOVs), who drove alone to work 80% or more during the week in which they indicated which mode they took to work. These results are even

more compelling, with 43% indicating they would be likely to try telework, 38% a compressed work week and 37% the bus. These results indicate a potential market of people interested in trying non-drive-alone modes.

Mode	Do Now	Likely	Not Likely	Not An Option
Carpool	4%	31%	41%	24%
Vanpool	1%	17%	53%	30%
Bus	4%	37%	39%	19%
Train	1%	13%	19%	67%
Bicycle	1%	12%	36%	51%
Walk	1%	6%	24%	68%
Telework	8%	43%	18%	32%
A compressed work week	4%	38%	21%	36%

Table 4-2: Likelihood to Try Alternative Modes among Heavy SOV Users

(BASE = Respondents Who Drive Alone to Work 80% or More of the Time)

(n_w = 16,509)²¹

Source: [2011 Bellevue Downtown Commute Mode Share Survey](#), p. 28

NON-SCIENTIFIC COMMUNITY INPUT SURVEY (FOR BELLEVUE TDM PLAN)

As a first step in developing the Bellevue TDM Plan during November and December of 2014, the city conducted a voluntary, non-scientific survey to the public with questions about TDM-related travel behaviors, awareness levels and attitudes. The survey and outreach were directed at Bellevue workers, residents, students, employers and property managers, and questions included current modes of travel, reasons for mode choices, what would create motivation to change modes, and awareness questions about city TDM programs.

Invitations to take the survey were emailed to current participants in city TDM programs; posted on the city's travel options website www.ChooseYourWayBellevue.org; and publicized through a city news release. Over 1,600 individuals took the survey.

Key data results from the Community Input Survey are detailed in Appendix E.

Primary implications of the non-scientific survey results are as follows:

²¹ "nw" refers to the weighted number of respondents. Weighting was done in order to normalize results from multiple survey sources. Information is provided in the survey report.



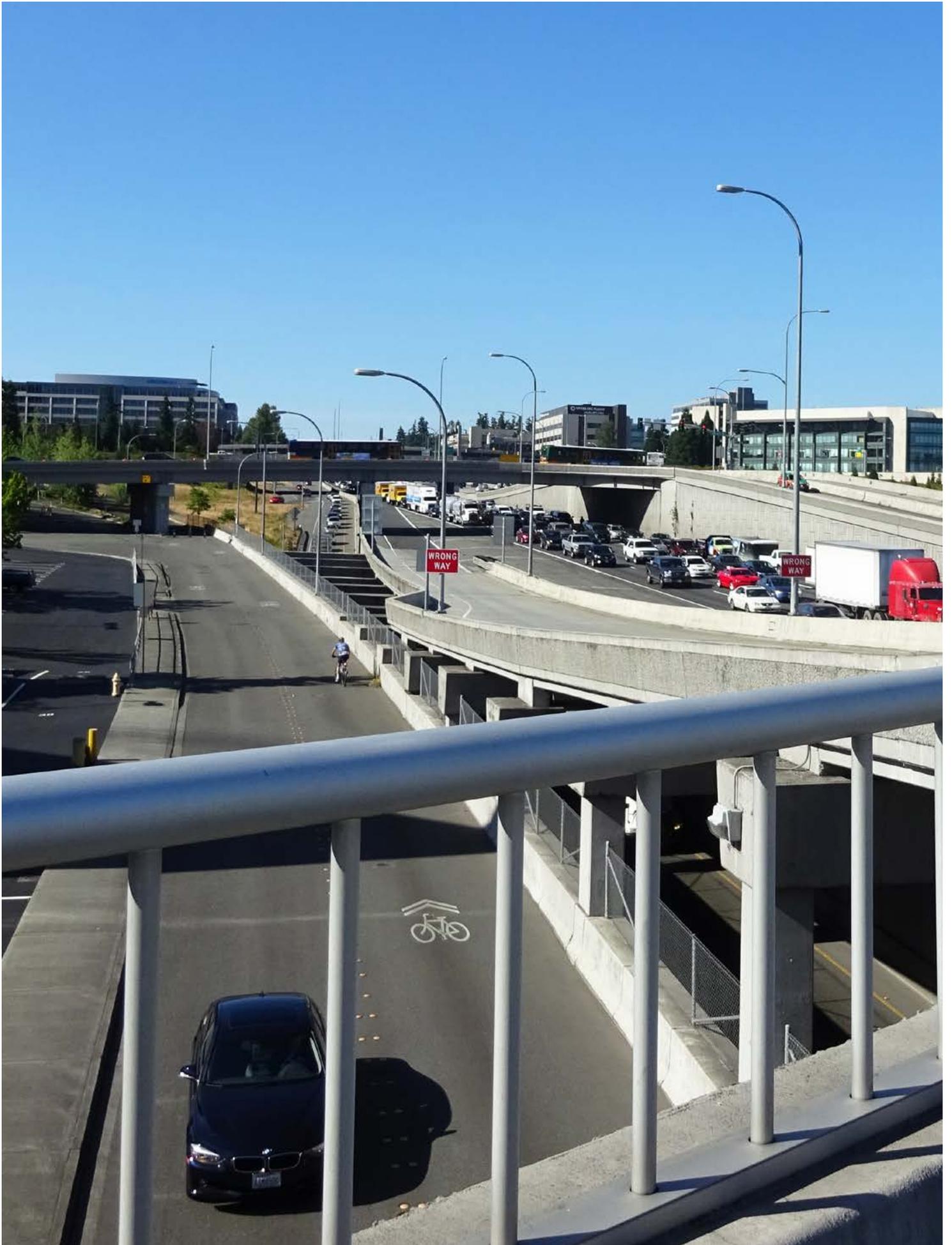
Implications of Non-Scientific Community Input Survey Responses:

- The primary reasons people gave for driving alone for their commutes were no reasonable transit options (50%), needing a car for running errands (41%), and that it saves time (52%). Similarly, top motivators for using a non-drive-alone mode were more frequent/convenient bus service (54%) and faster way to do non-drive-alone commute (41%). When all respondents were asked what factors are most significant in choosing a non-drive-alone mode, the top three were convenience (71%); cost savings (58%); and time savings (54%). These responses all speak to convenience/time factors as recurring central tenets of focus. Where convenience can be improved (such as with real-time information, etc.), doing so should be a priority.
- Improving transit service and speeding up non-drive-alone trips, while important, are not directly within the purview of the TDM program. However, the next tier of motivators (to non-drive-alone commuting) included some elements that TDM can have an effect on, including a financial subsidy for a non-drive-alone mode (19%); a guaranteed taxi ride home in the case of emergency (14%); and a financial subsidy for giving up parking space. In fact, these factors combined received the same response as improved bus service; and they are factors that can be addressed through TDM efforts. More capacity at a park-and-ride lots may be able to be partially addressed by providing improved lot location and utilization information.
- Non-commute travel may be more challenging to impact with TDM. The main reason for non-commute driving alone was the need for a car for transporting groceries and other items (69%). The most frequent response to “what would motivate you to use a non-drive-alone mode for non-commute trips” was more frequent transit service at 53%. The second highest response was that “nothing would motivate me” at 26%. However, better bicycle/pedestrian access was third (22%) and potentially efforts to make active transportation more attractive and feasible could help in this area. Raising awareness of the all-day frequent transit network could potentially be beneficial as well.
- Financial incentives were identified by a moderately significant number of respondents (18%) as motivators, indicating the value of these as a TDM tool.
- The number one factor indicated by employers as affecting employee commute choice, by a high margin, is availability of transit service (85%). This implies that robust transit service (or awareness of it) may be key to motivating employers to subsidize this mode for their employees.
- A surprisingly high number of employers (56%) indicated they were either highly likely or somewhat likely to provide/enhance a commute incentive program for their employees. Although this response could be the result of a skewed set of respondents already oriented toward this idea, the responses nevertheless indicate a potential market for employer assistance.
- Employer and property manager perceptions point to indicate availability and cost of transit as the most significant factor in commute mode choice, whereas local and national data show cost of parking to be the most significant (see Appendix F, Industry Literature Review, “Parking and TDM” on page F-4). This indicates there may be an opportunity to educate employers on the significance of parking cost as a factor in commute mode choice.
- When property managers were asked how likely they would be to provide or enhance a commute option benefit program for their tenants in the next five years, the answer with the most responses (50%) was “Not applicable/don’t know.” However, 23%, a sizable percentage, indicated they were somewhat or highly likely to do so.
- When all respondents were asked whether Choose Your Way Bellevue programs and services are useful, the highest respondent group (36%) said “yes.”
- Generally speaking, primary motivators for not driving alone were convenience (71%), cost (58%), time savings (54%), and stress reduction (32%). Some of these can be addressed by TDM programs promoting tools such as mobile device apps for real-time information; and by working to increase the prevalence of subsidies for non-drive-alone modes.

INDUSTRY LITERATURE REVIEW KEY TAKEAWAYS

As part of developing this plan, the city conducted a review of industry literature to identify current market trends and transportation conditions in order to better understand the state of the industry and the latest technological and sociological environment within which this Plan will be implemented. The full literature review is presented in Appendix F; directly below are the key takeaways from that review.

- In general, the long-term nationwide trends are downward for driving alone (per-capita drive-alone mode share) and upward for the use of other modes, although there has been a recent uptick in vehicle miles traveled (from 2014 to 2015). These trends are the most pronounced in younger people, including the millennial generation. In Bellevue, the median age is rising, but Millennials still encompass nearly the same proportion of residents as nationwide. The city needs to keep in mind the varying attitudes toward transit that are present in the city when designing TDM programs. *For Bellevue, although the proportion of trips by driving may decrease, the total number of trips may continue to increase as Bellevue grows in population, employment and as a location for entertainment and other activities.*
- Parking is the single most significant factor in commute mode choice, in terms of cost and availability. Subsidies that emphasize parking for single-occupant vehicles skew the commuter's decision making. The cost of parking should be transparent so that whether or not to drive alone and park is an economic decision made by the end user—the commuter. Thus the role of the TDM program is to work toward an environment in which commuters have a choice as to whether a transportation subsidy from their employer is applied to free single-occupant vehicle parking or to a non-drive-alone mode. The TDM program can also be helpful in encouraging the provision of flexible daily parking with in-and-out privileges, as well as access to building garages as needed for occasional or weekend use for those without a monthly parking pass.
- Continue to encourage and provide assistance for employer teleworking programs in Bellevue as a viable option, especially for employers for which other means of reducing commute trips are untenable, such as those without good transit service. In addition, the city should continue to promote to employers the concept of alternative work schedules that reduce commuting trips, where feasible.
- Shared transportation takes many forms, from car-sharing to real-time ridesharing to traditional commute-based carpooling and vanpooling. Continued promotion of these options is vital; they can meet travel needs for commuting as well as single trips. If and when bike sharing and additional carsharing and ridesharing services are available in Bellevue, they should be promoted as well.
- Many travelers are interested in determining the best way in the moment to get from one place to another. Technological advances are making this feasible “on the fly” with mobile apps and kiosks providing real-time information for multiple modes. TDM can play a role in facilitating the provision of this information to the end user.
- In TDM terms being informed about a mode is an important factor in choosing that mode. The TDM program can inform travelers about the health benefits of active transportation and even riding transit. The program can also provide robust information about bicycling facilities that do exist, including the most comfortable facilities in a connected route (e.g., through provision of walking and bicycle maps and improved wayfinding). Walking to work is already prevalent in Downtown Bellevue, and the TDM program can give improved impetus to this growing phenomenon.
- TDM work involves a good understanding of communications, social media, and incentive practices. The TDM program should engage communications professionals in promoting and implementing programs and stay on top of current marketing and communications practices.
- The need to chauffeur family members affects many people's ability to use non-drive-alone modes. Although this barrier can be difficult to surmount, the city's TDM program should continue to provide information to travelers that acknowledge and even work to address this mode choice barrier.





05. Measurement

INTRODUCTION

“Measurement” in the context of the Bellevue TDM Plan encompasses a vision, goal, objectives, and targets; and continually evaluating progress toward meeting them, as the plan is being implemented. This section describes a broad vision and qualitative goal that follow broader city and Comprehensive Plan goals and objectives but also lay out the state of affairs the city would like to achieve through TDM. It also describes how the city will assess progress on an ongoing basis so that it the TDM program can continue to be improved and refined as needed.

VISION, GOAL AND OBJECTIVES

In addition to aligning with Bellevue’s Comprehensive Plan vision and goals, the Bellevue TDM Plan vision, goal and objectives are intended to resonate with current transportation, cultural and demographic conditions for all citywide TDM audiences, as explored in the background portion (Chapters 1-4) of this plan. The prior 2008 *Connect Downtown* Growth and Transportation Efficiency Center plan was also clearly in keeping with the Comprehensive Plan, but focused specifically on the downtown milieu of dense land uses. The Commute Trip Reduction Plan, while citywide, focused on large employers.

The vision, goal, and objectives—as well as the strategies in Chapter 6—speak to increasing the viability of multiple transportation options throughout the city. Although Downtown Bellevue’s concentration of workers and residents supports a significant level of transit service and other mode choices, strategies to make non-drive-alone modes more viable also provide substantial benefit outside of downtown. Furthermore, there are economies of scale in carrying out activities citywide and not specific to a particular geography.

The vision and goal embody an atmosphere of ease of mobility based on the availability and viability of multiple transportation modes. In this vision, city workers, residents and students have an array of tools, incentives and informational resources available so that they can readily choose the modes that work best for their various trip needs.

► Vision for the Bellevue TDM Plan:

A city in which travelers are aware of the full range of tools and resources available, so as to choose the transportation mode they most prefer with regard to ease of travel, time, cost, and other considerations that matter to them. As a result of access to multiple transportation choices, many people choose non-drive-alone modes. This helps to relieve pressure on the transportation system, increases the overall capacity of the systems to move people and goods, and frees up space on roadways for other users. People who have alternatives to driving alone are encouraged to try other modes; people for whom driving is the most viable option benefit from less congested roadways. And less-congested roads save time for people riding transit and improve freight mobility.

► Goal of the Bellevue TDM Plan:

To evolve an environment supportive of non-drive-alone travel and grow the non-drive-alone travel market, thereby increasing the efficiency of the transportation system and helping to preserve mobility and livability as the city grows in workforce and population.



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



Objectives of Bellevue TDM Plan are to:

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

TARGETS

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

Historic And New Targets – Commute Trip Reduction (CTR) And Connect Downtown Growth & Transportation Efficiency Center (GTEC)

The most recent (2008) citywide Commute Trip Reduction and *Connect Downtown* GTEC plans contained targets that were measured via the Commute Trip Reduction program survey and the city's Mode Share Survey, respectively.

Commute Trip Reduction Plan Targets and Results:

- The Commute Trip Reduction (CTR) Plan (attached to this plan as Appendix A) seeks to reduce drive-alone commute trips citywide made by employees at worksites affected by the state CTR law. Gen-

erally, affected employers are those with 100 or more full-time employees at a worksite who start their workdays between 6 and 9 a.m. The 2008 state-required minimum targets for jurisdictions consisted of reductions of 10% for the drive-alone rate and 13% for vehicle miles traveled by 2011; this same goal was later extended to 2015. CTR results are measured through biennial surveys in which employees are asked which mode of transportation they used to get to work each day in the previous week.

- The targets can also be thought of as increases in the percentage of non-drive-alone commute trips; and state direction is to now portray targets in this manner. *Figures 5-1* and *5-2* show CTR baselines, targets and results in terms of percentage of non-drive-alone trips since 2008, when the CTR Plan was adopted.
- New 2019/2020 CTR non-drive-alone and vehicle miles traveled targets have been developed by the city (based on state guidance) for the 2015-2019 CTR Plan Update. These targets are shown in *Figures 5-1* and *5-2*, and are further described in the 2015-2019 CTR Plan Update (Attachment A). For the percent of commute trips by non-drive-alone mode, the 2019/2020 target is **42.8%**. For vehicle miles traveled (per employee, one way), the 2019/2020 target is **9.4** miles.

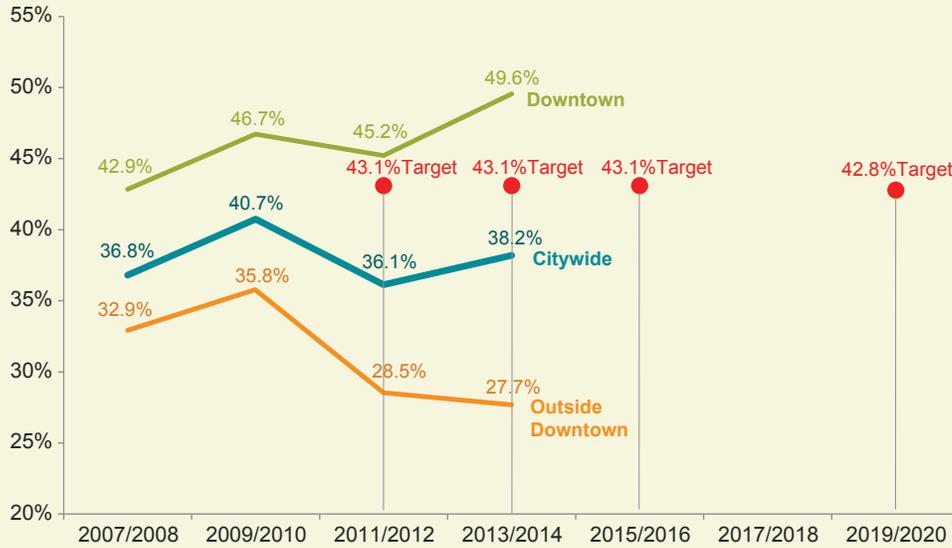


Figure 5-1: Historic CTR Non-Drive-Along Targets and Results and 2019/2020 Target
 [All citywide CTR commute trips, percent of trips by non-drive-alone mode]

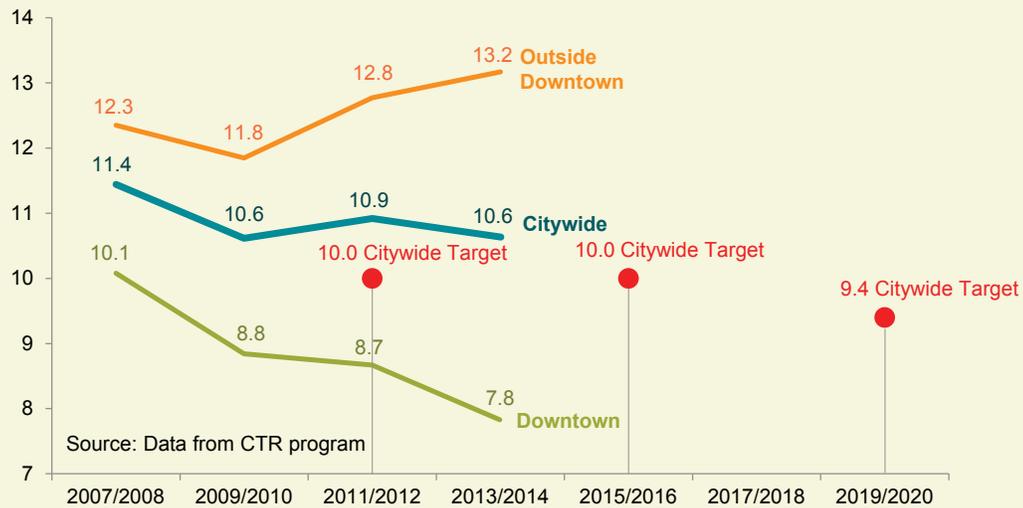


Figure 5-2: Historic CTR Vehicle Miles Traveled (VMT) Targets and Results and 2019/2020 Target
 [All citywide CTR commute trips, VMT per employee, one way]²²

²² Based on state methodology, VMT is calculated per person, not per vehicle; that is, a carpool with two people would be counted as half the distance as a single-occupant vehicle traveling the same distance. However, note that transit trips are not included in the calculation for VMT because of insufficient data (on transit vehicle occupancy at areas statewide where CTR regulations are in effect).



Discussion/Implications – CTR Measurement:

Historic CTR Results:

Generally speaking, the CTR program has been successful in reducing drive-alone rate and vehicle miles traveled since 1993, as described in Chapter 2 of this plan.

Starting in 2015, the state is measuring progress toward increasing non-drive-alone rate, instead of decreasing drive-alone rate; so that is the measure used here. In 2008, the non-drive-alone rate was 36.8%, and the target was 43.1%. The non-drive-alone rate degraded to 36.1% in 2012, but improved to 38.2% in 2014, which is 1.4 percentage points better than the 2008 figure (although still short of the 43.1% non-drive-alone target).

This improvement in non-drive-alone rate is concurrent with an improvement (i.e. decrease) in average vehicle miles traveled (VMT) as compared to 2012, though missing the 2015 target of 10.0.

For CTR worksites outside of downtown, performance has gotten worse for both non-drive-alone rate and average VMT. The 2015-2019 CTR Plan Update (Appendix A) calls for addressing this worsening performance through research, such as focus groups, to help guide program adjustments as needed.

Future CTR Targets:

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

The state guidance and Bellevue's target calculations are described in further detail in the CTR Plan Update provided as Appendix A.

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

This 2008 plan focused on TDM strategies for the Downtown Bellevue urban center. The program included all TDM audiences—workers as well as residents—and all types of trips, commute and non-commute. However, only commute trips (for all sizes of employers) have served as a basis for measuring progress toward the *Connect Downtown* GTEC target, due the prevalence

of commute trips on the transportation system, their significance in terms of peak-hour transportation system delay, and the availability of data for commute trips (data calculated at worksites). Figure 5-3 summarizes targets and performance for the 2008 *Connect Downtown* GTEC Plan. Although *Connect Downtown* will cease to exist as a separate plan, commute trips by downtown workers will continue to be measured via the Bellevue TDM Plan, as indicated in the “New Targets for All Commute Trips” section below.

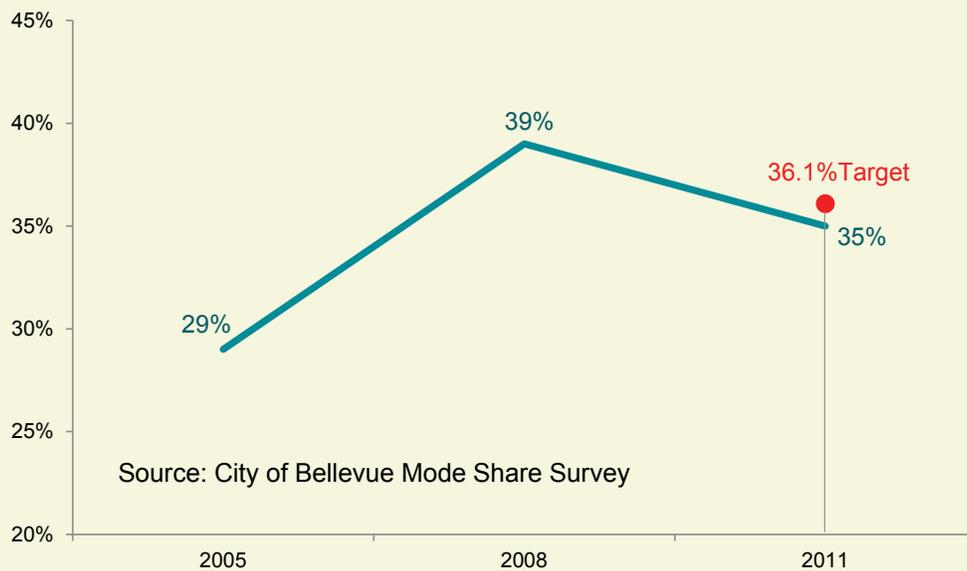


Figure 5-3: Connect Downtown Plan – Non-Drive-Alone Rate Targets and Results
 [All downtown worker commute trips]



Discussion/Implications – Connect Downtown GTEC Measurement:

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

The vehicle for measurement of progress toward the downtown targets had been the city's Mode Share Survey. This measurement was conducted every two to three years from the early 2000s through 2011. However, the Mode Share Survey has been discontinued, due to budget and staffing constraints as well as new availability of similar data from the U.S. Census at more frequent intervals. Thus it is unknown at this time precisely whether the downtown mode share target has been met.

Future progress will be measured through the U.S. Census American Community Survey (ACS) Means of Transportation to Work data. There is a delay of approximately three years (past the final year of the range) in receiving data for small geographies such as Downtown Bellevue, which must be captured through the Census Transportation Planning Package (a census data compilation effort conducted through the Federal Highway Administration). In order to ensure validity of the data, five-year averages must be used; and the most recent five-year data currently available are the 2006-2010 five-year averages. Also, there are differences in how commute mode data are collected, causing the two types of measurement to not be exactly "apples to apples."*

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

**The state CTR and city Mode Share Surveys asked respondents to indicate their mode of travel each day in the previous week. In contrast, the U.S. Census question asks respondents which mode they typically used in the previous week, and thus may undercount non-drive-alone modes used more sporadically (i.e. 1-2 days per week). Also, the Mode Share Survey omitted employers with more than 100 employees who were not affected by the Commute Trip Reduction law. Many of these employers are likely large retail or hospitality sites that may have a significant non-drive-alone rate*



Trip Reduction Measurement for Large Buildings – Transportation Management Programs

In Bellevue, TDM targets are also established through building Transportation Management Programs (TMPs). TMPs are programs required for mitigation of transportation impacts of development of certain properties (based on the size and land use of the development), through current Bellevue city code sections 14.60.070 and 14.60.080, or previous code requirements or conditions of development. TMPs, and their performance measures, are described on the city's website at <http://bellevuewa.gov/trip-reduction-large-buildings.htm>. City code provisions relating to TMP requirements, including performance targets, are anticipated to be reviewed starting in late 2015. It is also anticipated that, during implementation of this TDM Plan, policies and procedures will be reviewed and refined for setting and measuring progress toward TMP performance measures when a significant proportion of a building's tenant population is affected by the Commute Trip Reduction state law and city code, and thus subject to essentially similar requirements through that program.

New Targets For All Commute Trips

Methodological Approach:

This Bellevue TDM Plan also identifies targets for all commute trips (over and above just CTR employee trips). These targets will be derived from the 2035 mode share targets in Bellevue’s updated Comprehensive Plan, adopted in August 2015.

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

The horizon year for the Comprehensive Plan targets is 2035, with a 2012 baseline. The horizon year for the Bellevue TDM Plan is 2023. Therefore the approach for this plan is to plot a straight line on a graph from the 2012 baseline year to the 2035 target year on a graph, and capture the point at which the line crosses the year 2023. The non-drive-alone commute trip percentage for that point will be the target for the Bellevue TDM Plan for these three populations/geographies (see Figure 5-4).

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

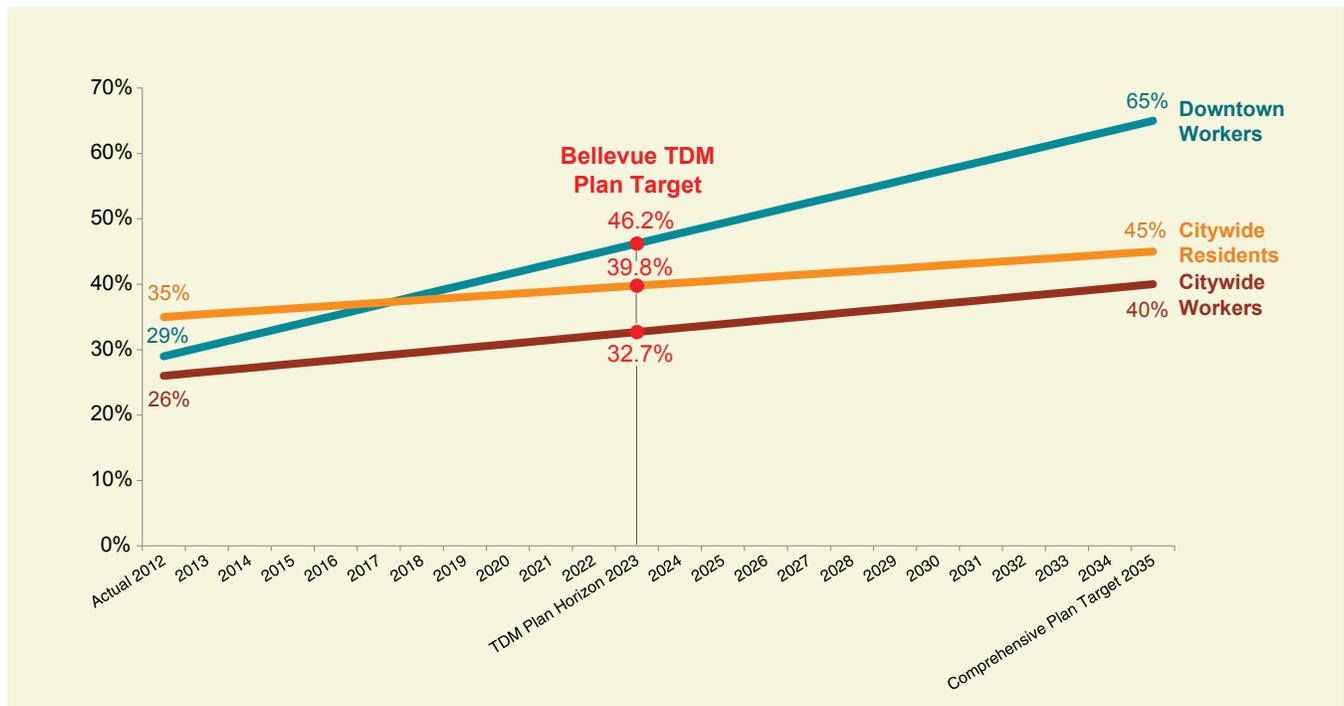


Figure 5-4: Bellevue TDM Plan 2023 Commute Trip Non-Drive-Alone Rate Targets
 [All commute trips, not just those taken by Commute Trip Reduction-affected employees]

Note: See Appendix G for Comprehensive Plan Mode Share baseline and target figures, and descriptions of how they were derived.

Calculation Methodology For Bellevue TDM Plan Targets

All targets below are for commute non-drive-alone mode share.

- 1. All Downtown Workers:** The overall downtown worker target is the 2023 “Plan Horizon” point on the graph in Figure 6-4, which is 46.2%. The 2012 baseline is 29%. The target is 59.3% higher than the baseline. Thus the percent increase target for non-drive-alone commuting is 59.3% from the 2012 baseline. Progress toward this target will be measured through the U.S. Census American Community Survey²³ through the Census Transportation Planning Package. The closest time frame available for measurement of this target will be the 2016-2020 five-year average, so this is the figure that will be likely be used for the measurement. It is anticipated that this data point will be available in 2023.
- 2. All Citywide Workers:** The overall citywide worker target is the 2023 “Plan Horizon” point on the graph in Figure 6-4, which is 32.7%. The 2012 baseline is 26%. The target is 25.8% higher than the baseline. Thus the percent increase in non-drive-alone commuting is 25.8% from the 2012 baseline. Progress will be measured through the U.S. Census American Community Survey. The closest time frame available for measurement of this target will be the 2020-2022 three-year averages, so this is the figure that will be likely be used for the measurement. It is anticipated that this data point will be available in 2023.
- 3. Target Calculation—Citywide Residents:** The overall citywide resident target is the 2023 “Plan Horizon” point on the graph in Figure 6-4, which is 39.8%. The 2012 baseline is 35%. The target is 13.7% higher than the baseline. Thus the percent increase in non-drive-alone commuting is 13.7% from the 2012 baseline. Progress will be measured by the U.S. Census American Community Survey (ACS). The closest time frame available for measurement of this target will be the ACS 2020-2022

estimate for the three-year average, so this is the figure that will be likely be used for the measurement. It is anticipated that this data point will be available in 2023.

Target Summary

A summary of the Bellevue TDM Plan targets and measurement methods for the various populations and geographies is shown in the table below.

OTHER MEASUREMENT METHODOLOGIES

Measurement of Trips Reduced through Specific Programs or Activities

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

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

- 1. Pre- and Post-Survey.** Using a shared survey account, jurisdictions would survey program participants before and after participation in a TDM program. Each jurisdiction can set up their own version of the survey for their program with their own questions; however, an initial set of questions

²³ U.S. Census, Means of Transportation to Work, “How did this person usually get to work LAST WEEK?,” percent of all responses other than “Drove alone – car, truck, or van.”

focusing on transportation mode used in the previous week will be consistent across all jurisdictions in the grant program. WSDOT will provide analysis of the initial mode questions to determine the reduction of vehicle trips, vehicle miles traveled and greenhouse gas emissions. A jurisdiction’s questions may include the cause of the person’s mode choice and whether it was due to a TDM program or strategy.

- 2. **Direct Measurement.** Jurisdictions would measure actual mode usage that is part of participating in a program. For instance, if ORCA transit fare cards were distributed through a program or at an event in return for a pledge to drive alone less, the City could use data on the use of that specific card. Or, participants in a program could log their trips in an online calendaring system, and that logged trip

data could be used to measure trips taken via non-drive-alone modes. Each measurement will need a method of determining the “newness of mode” for those participants, so that the trips could be captured that were new through the particular TDM program or activity.

The City anticipates utilizing these two measurement types, and others, for various strategies in the CMAQ grant program, as shown in the table below. The TDM strategies are described in greater detail in Chapter 6, Strategies. The actual scope for the WSDOT CMAQ TDM grant programs (anticipated to be implemented from mid-2015 through 2018) is shown in Appendix B.

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

Table 5-1

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

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

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

Table 5-2: Potential Strategy-Specific Measurement Methodologies

Key TDM Strategy	Pre- and Post-Survey	Direct Measurement	Other/Notes
Employer/property manager free consultation assistance, workshops, webinars and other outreach to encourage them to provide commute benefits to their employees	X	X	Employer could conduct pre-and post-survey to assess, before/after benefit improvement. Collect anonymous usage data from ORCA transit card distribution. Collect anonymous data for trips logged through City "On The Move Bellevue" network.
Setup of employer/ building network in RideshareOnline trip logging platform	X	X	Participation could trigger pre- and post-survey. Collect data from trips logged through employer network.
Employer transit pass program rebates	X	X	Employer could conduct pre-and post-survey, before/after ORCA transit pass is distributed. Anonymous ORCA data could be utilized.
Facilitation of carpool/ vanpool parking or ridematching assistance for employer or property manager	X		Survey those participating.
Expert consultations for employer/ property manager: telework, parking management, etc	X		Could potentially utilize consultant-derived metrics of mode shift.
Employer parking cash-out (trial period of mode use not requiring a parking space; if employee wishes to continue, work with employer to subsidize that mode instead of parking)	X	X	Could potentially utilize anonymous ORCA card data for participants, if using transit during the trial period.
Calendaring/Incentive program for individuals ("On The Move Bellevue" brand)	X	X	Direct measurement will be feasible through logged trip data; however, a pre- and post-survey may be helpful to assess newness of mode and determine which trips reflect mode shift due to this program.
Individualized Marketing (packets of information offered tailored to individual wishes; encouragement and help with trying new mode)	X	X	Program likely to use calendaring/incentive program for logging of trips. Direct measurement will be feasible through logged trip data; however, a pre- and post-survey may be helpful to assess newness of mode and reinforce whether mode has shifted due to this program.

Real-time travel information provision and trip planning assistance	X		<p>A survey of individual program participants could inquire about the degree to which the information/assistance led to mode shift.</p> <p>Industry studies have been done on this topic, and these data could be applied as proxy data to Bellevue.</p>
Enhanced bicycling outreach, information provision, wayfinding, encouragement, etc.	X	X	<p>A survey of individual program participants could inquire about the degree to which the information/assistance led to mode shift.</p> <p>Industry studies have been done on this topic, and these data could be applied as proxy data to Bellevue.</p> <p>Also, direct measurement could be undertaken based on bicycling trips logged. A pre-survey may be helpful in determining newness of mode.</p>



Note on Measuring the Incremental Benefit of TDM:

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

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

During implementation of this plan, the City will make an effort to work toward being able to identify the incremental benefit of TDM strategies over and above “what would have happened anyway” (as in the section above entitled “Measurement of Trips Reduced through Specific Programs or Activities”). In addition, if feasible, the City will incorporate an effort to better measure the benefit/ cost ratios of TDM programs. As part of this TDM plan, the City will keep abreast of research and tools available to TDM practitioners that help identify and quantify benefits and costs of TDM measures relative to other measures for improving mobility.





06. Strategies and Implementation Framework

INTRODUCTION

Strategies for implementing Bellevue’s TDM program require a sound basis for being chosen. That is why this plan has included extensive background analysis. The background section contains lessons learned from existing plans; a demographic analysis of residents and businesses; results from market surveys; a review of current TDM industry research and best practices; and identification of pertinent vision, goal, objectives and targets.

The strategies presented here are based on this background work. They consist of “tried and true” efforts that have been effective in the past (with indications pointing to continued success), as well as new efforts and emphases that best fit the current and anticipated future transportation and demographic environment.

PRINCIPLES ON WHICH STRATEGIES ARE BASED

The following principles underlie the strategies identified below:

- **Information-based:** They provide long-term information about what modes are generally available, as well as short-term information such as which

apps can tell you what all the choices are in a given moment, and their tradeoffs.

- The emphasis is on **enhancing access** to a range of transportation mode options so that people can use the mode that works for them, when it works for them.
- **Community building:** The City’s TDM program brings people together and lets people know that they’re part of a community that is working to retain mobility for all; and that others are already using non-drive-alone modes.
- **Incentives** are for a purpose: to help people try something new, or to help them continue to use that mode (such as subsidies provided by employers).
- **Research-based:** Strategies include conducting more detailed future research as part of plan implementation, where valuable and feasible.

AUDIENCES, TARGET LOCATIONS AND AREAS OF FOCUS

Although the strategies in this plan generally are directed toward entire audience segments as described in the Introduction—such as employers, property managers, workers, or residents*—it can be beneficial to conduct specially targeted programs when opportunities arise or conditions warrant. Programs can be focused according to:

- Geography – tapping into a neighborhood identity and addressing particular transportation challenges or opportunities of a neighborhood or area;
- Business sector – identifying characteristics of commuting or workplace culture of a particular industry and providing help that addresses those workers' desires and needs;
- Construction – piggy-backing on traveler awareness of major construction projects, informing travelers of options for getting around construction and thus reducing trips to relieve pressure on the transportation system; and
- Accessibility audience – developing translations, accessible websites and materials that ensure messaging gets through to all audiences.



*The types of trips addressed in this plan include commute and non-commute trips. This includes commute trips undertaken by Bellevue residents to locations outside of Bellevue.

STRATEGIES

CATEGORY 1: Requirement-Based Programs

- Two requirements-based programs are anticipated to continue: Commute Trip Reduction (CTR) and (TMPs), which are required by state law (CTR) and City Code (CTR and TMP). The TDM program provides assistance to relevant employer and property manager audiences with meeting requirements and bringing about successful drive-alone trip reduction through these programs.

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

The City will continue to implement its ongoing CTR program that has been in place since 1993 and is based on state law (Revised Code of Washington 70.94.531) and City ordinance (Bellevue City Code 14.40). In order to do so, the city anticipates continuing engage a consultant (currently King County Metro) to work with affected employers, which are generally those employers with 100 or more full-time employees who start their workdays between 6:00 and 9:00 a.m. for two or more days per week. In implementing the program, the city works to ensure their compliance with the law, and helps to engender successful trip reduction programs. Activities for which the city provides assistance include general employer program development; informing employees of options and employer-provided subsidies; marketing and promotions to encourage non-drive-alone commuting; surveying; and reporting. Specific activities are laid out in the 2015-2019 CTR Plan Update provided as Appendix A.

1-2 Commute Trip Reduction (CTR) (Audience: property managers of buildings conditioned with a Transportation Management Program)

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

TMP elements may include:

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

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

Note: During the first several years of implementing this plan, from approximately 2015 through 2018, the bulk of the remaining strategies below are anticipated to be funded primarily with Congestion Mitigation & Air Quality grants. A scope of work for this grant is included as Appendix B.

CATEGORY 2: Product Subsidies and Discounts

- Products such as ORCA transit passes purchased by employers for their employees, and free rides home from work in the case of an emergency, offer solutions for employers and property managers seeking to reduce commute trips at their workplaces. To make it easier for organizations to try these products, the costs can be subsidized or discounted on a reimbursement basis for a limited trial period. Subsidies may be provided to employers, property managers (for conducting their own trip reduction programs), or directly to individuals.

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

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

↘ **Audiences:** Typical audiences for TDM programs include employers, property managers, workers, residents and students. At times, TDM programs may “hone in” on particular audiences, such as hospitality industry workers; technology workers; residents who live near frequent transit service; workers who commute long distances; etc.

Provide transportation benefit discounts or rebates for employers or commercial/residential property managers that provide such benefits to their employees. Promote and transmit ORCA transit pass “Business Passport” or “Business Choice” program rebates to Bellevue employers for providing Passport and/or Choice programs to their employees. The ORCA Passport product, in particular, is a key element of this plan. It is purchased for all employees or tenants, and typically allows for unlimited rides on multiple transit agency services, plus vanpool and guaranteed ride home subsidy. Pricing is unique in that the employer essentially pays to the extent that the product is actually used by employees. Employers can also choose to directly subsidize transit passes for their employees through the ORCA Business Choice program. In addition, the city TDM program may provide employer/property managers rebates for subsidies for

commuting by other types of non-drive-alone modes. This strategy includes promotion/marketing for a new residential Passport program to Bellevue residential property owners, in particular to those on the frequent transit network.

Background/Justification: This strategy makes it easier for employers to try transit agency ORCA business products by reducing the initial cost. Passport product (then called “Flexpass”) rebates were provided as a strategy in the original Connect Downtown plan (described in Chapter 2) and implemented with significant success 2008-2011, particularly in early years of plan implementation. Cost and the economic downturn were thought to be factors in declining uptake; amount of rebate will need to be carefully thought out. For some employers, the ORCA Choice program makes more sense because they can purchase passes (though at full cost) for only those employees who request them. Some employers might be best off providing a benefit other than a transit subsidy.

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

Based on a competitive application process (and marketed through the City’s “Commute Advantage” employer/property manager brand), provide mini-grants (e.g. ~\$5,000) to employers and/or property managers for minor capital items (such as bike racks, showers, real-time transit displays, etc.); trip

reduction campaigns; or other specific trip reduction activities as put forth by an employer or building/ office campus to meet their particular needs. These mini-grants may be provided as “turnkey” promotions such as RideshareOnline trip logging/incentive campaigns, designed and/or implemented by TDM program staff to reduce staff, so as to reduce staff time impact on the employer.

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

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

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

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

CATEGORY 3: Education and Assistance

- The city can help Bellevue workers, residents, and students comprehend the multitude of available transportation modes—transit, carpooling, vanpooling, walking, bicycling, and telework/compressed work week options—and provide assistance with using these modes.
- The city can also help employers and property managers understand what tools, products and resources are available to help them help their employees and tenants with non-drive-alone travel. (Tools and products include transit passes for employees; other subsidies and amenities to facilitate use of non-drive-alone modes; and actions such as parking management and development of telework programs.)
- The transportation system is becoming more complex, with increased availability of real-time transit information and multimodal trip planning tools that can be accessed from mobile devices. For-hire ride services and shared transportation choices, such as carshare or bikeshare, are on the rise. The city can keep people top of new apps and tools, and how to use them to plan their trips. This includes working with employers and property managers so they can similarly assist their employees and tenants.

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

- ### **3-1** Commute Program Consulting Services (Audience: Employers/Property Managers)
- Provide free consulting services for employers and property managers, conducted by program staff

familiar with available transportation program options and benefits, and tailored to meet the needs of the particular business or building. Consultations are to be offered in addition to support already provided to employers affected by the state CTR law and property managers needing to adhere to TMP requirements, with a focus on organizations not receiving assistance through those programs. Includes marketing of services via targeted outreach or workshops/webinars to initially engage employers/property managers, followed by the offer of individual consultations for those interested. Also may include assistance with additional activities such as employer/property manager “before and after” mode share surveys to assess status and measure program/campaign impact, and assisting with employee transportation fairs and other events.

Background/Justification: *This service has been ongoing since late 2007 and has been well-received, with 178 employers engaging in the program through 2014. This service helps those who would otherwise be unfamiliar with the various options and products available, such as ORCA transit pass products; other program subsidies; creating online trip logging networks through the RideshareOnline system; carsharing services; telework; etc.*

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

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

Background/Justification: *The telework component of this activity was a strategy in the Connect Downtown plan and was implemented during 2008-2009 and again in 2010-2011. The Telework consulting services were well received by the 17 companies that utilized them, and currently King County Metro offers a telework assistance program that is free of charge to King County employers; but Bellevue’s outreach can promote this option. This strategy would potentially expand the services to include consultations on efficient management of parking resources, since parking can be a complex topic and require specialized skills that employers typically do not have in-house. The activity would help employers identify cost tradeoffs between provision of parking and provision of transit subsidies. The effort could be scalable to the level of interest. Hoteling (a practice in which desk spaces are shared over time according to a schedule) and coworking (the sharing of a worksite by workers employed by different organizations) are also potential topical areas that could be pursued through this strategy.*

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

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

Emerging tools include apps and public screens for multimodal trip planning, real-time departure/arrival information, carpooling “on the fly,” and potentially apps for taxi and for-hire ride services.

Information may include mode options, arrival/travel times, costs, distance, topography, and greenhouse gases removed.

In addition to informing individuals of the availability of real-time travel information, this strategy includes work behind the scenes to enhance the supply of this information, to the extent appropriate and feasible for a TDM function. Encourage or facilitate the provision of public real-time transit and non-drive-alone travel mode information at key geographic locations such as transit centers park-and-rides and key transit stops and buildings, via signage and/or kiosks. Provide interactive maps and/or mapped information on topics such as park-and-ride lot space availability; through-block pedestrian connections; and building bicycle amenities. As appropriate, work in conjunction with city, regional or transit agency efforts to improve the online trip planning experience including web-based information and/or interactive maps.

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

The trip logging/incentive program www.OnTheMoveBellevue.org currently provides assistance with ridematching and trip planning, and serves as a component of this strategy.

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

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

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



Some currently available tools include apps such as *The Transit App*, *RideScout*; real-time information displays, such as *TransitScreen*; apps for shared transportation such as carsharing (*Car2Go*, *Zipcar*), trip planning apps (*Puget Sound Trip Planner*), real-time carpooling (such as *iCarpool*) voluntary tracking apps for benefit of community/ employer (such as *Strava*), and, potentially, for-hire ride services/taxis.

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

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

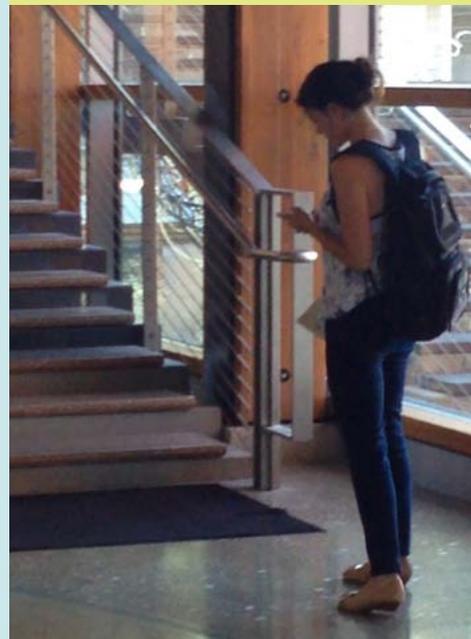
Background/Justification: *Ridesharing is a flexible option that can work for people traveling relatively long distances for their commutes and/or when transit is not available or takes longer/is less convenient. Continuing to facilitate use of this mode helps provide an additional mode option that works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

3-5 School Programs (K-12 students and parents)

Work with school districts and schools to help develop campaigns to promote walking, biking and riding the bus to school; and to set up ridematching programs for parents (such as "SchoolPool" through the www.Rideshare-Online tool) to add in formations of carpools, bike trains and walking school buses.

Background/Justification: *Congestion and safety issues around schools are a significant concern, and TDM programs have tools and resources to help address these problems. Exposing school children to a range of transportation options will help them see that there are choices for mobility as they mature and have the need to move independently.*

There are many potential ways to augment technology outreach. Newsletters could include a "tech corner"; and websites could include a dynamic technology page a forum element for users to report on their experiences. The program could produce information in varying formats including infographics, storytelling and blog posts with field tests done by TDM staff. Information could be forwarded to social media outlets, and inviting conversations with the public to report their experiences and/or vote. The intent will be to include the pros and cons of various tools but with the primary aim of enhancing people's understanding of options available, both technology options and trip options.



CATEGORY 4: Incentives and Rewards

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

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

4-1 Trip Logging and Rewards Program (Audience: workers, residents, students)

The city launched a trip logging and rewards program in 2011 (currently branded as On The Move Bellevue). Whereas Choose Your Way Bellevue serves as more of a static information resource, the trip logging/rewards component serves as an “active” branch of the TDM program that encourages people to get assistance, try a new mode, log those trips, earn rewards, and be part of a larger community of others doing the same thing. The program currently includes an overview web page maintained by the city (as sub-page of www.ChooseYourWayBellevue.org); a link to the back-end online trip logging and ridematching tool, RideshareOnline; links to resources for trip planning assistance; planning and distribution of rewards and incentives (typically transportation-related gift cards); and a business partnership program whereby users can receive discount coupons for local businesses. Activities may emphasize attracting people to the program who are currently driving alone (through a referral program encouraging people to refer their friends/coworkers for an extra incentive or other means). This program is anticipated to be sustained into the future and modified/rebranded as necessary, according to evolving needs and opportunities.

Background/Justification: Like many other jurisdictions and TDM agencies, the city provides an online trip logging/incentive program. Such programs engage audiences, build an ongoing constituency, and encourage non-drive-alone travel. Since its start in 2011, the On The Move Bellevue trip logging/incentive program has had good participation and results. In 2014, 3,354 people participated in trip logging; 1,329 users took a pledge to reduce trips; and 638,759 trips were logged for 8,099,208 miles. 236,023 gallons of gas were saved, and 4,479,897 pounds of carbon dioxide were avoided (as compared to if these trips were taken by drive-alone mode). Prior analysis (2012-2013) showed that those staying in the program for a year reduced drive-alone trips by 4%.

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

In 2013, the City conducted its first annual “Commute Challenge.” Volunteers were sought who were currently driving alone to work and willing to try a new commute mode for a period of time. They were then asked to tell their stories and/or produce photos or videos of how the new mode worked for them via the Choose Your Way Bellevue blog and social media sites. The City subsidized the trial period, as well as a prize drawing, for participants who fulfilled their storytelling tasks. The Challenge produced interesting stories and helped people understand what it would be like to try a new mode. In 2014 for the second year of the program, people already using alternative modes to driving alone were also invited to tell their stories (without receiving a subsidy), and 26 people did so. The City anticipates continuing some type of Commute Challenge activity into the future, along with other social media contests, invitations for submittal of photos and stories, games, online recognition “badging,” and other such activities.

Background/Justification: The Commute Challenge not only encourages people to try an alternative mode to driving alone, but also gets stories of people doing so out into the public realm, helping other Bellevue residents and workers identify personally with the concept of changing their mode in ways their peers have done.

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

Explore ways employers could “cash out” subsidies for employee parking so employees could use these subsidies for other mode options; and work with employers to implement this strategy. A potential model is one in which a parking cash-out program is offered to individuals, but employers would be required to enroll in program in order for their employees to be eligible. The program would subsidize a three-month trial period during which an individual would give up his/her space in return for a non-drive-alone mode subsidy (and/or additional cash or gift card incentive). Following the three-month trial period, the employee could choose to permanently give up his/her parking space in return for a transit pass provided by the employer. This would allow the employee find out whether transit would work without permanently giving up the chance to still drive alone and park if needed.

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

CATEGORY 5: Marketing and Promotions

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

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

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

Incorporate a marketing and promotional aspect into all plan strategies in order to raise awareness and encourage uptake of the activity or transportation mode. Marketing tactics will vary according to the situation and may include direct mail, web, email newsletter, social media (including challenges and contests as described in Category 4 above), advertising, and public relations outreach such as news releases. Marketing and promotions will include a call to action; emphasize positive aspects of taking action; and stress that even small changes make a difference (and a new mode can be “tested” prior to making a permanent change). Also, program staff should make it clear that others are choosing non-drive-alone modes, so if they try one as well, they will not be alone.

Bellevue’s TDM brands can serve as good conduits for transportation choice information for Bellevue regardless of which agency is providing the service. Therefore, this strategy may include transit agency route promotions. It also may include specific outreach efforts to make non-drive-alone travel easier,

informing audiences of park-and-ride lot available capacity, etc.

Potential marketing tools and approaches include the following:

- *market-based development of brands, logos, taglines, and slogans;*
- *advertising/outreach outlets such as radio, bus advertising, and print advertising;*
- *city channels such a city phone number “Hold” music, city neighborhood outreach and social media forums such as the “Nextdoor” web community;*
- *coordination with existing business, networking and neighborhood groups (e.g. Downtown Bellevue Residents association, trade groups, etc.); and*
- *supporting activities such as photo shoots, expert marketing consultant assistance, videography, and graphic design/illustration services.*

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

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

Increase awareness and name recognition of the city’s TDM brand, currently Choose Your Way Bellevue, positioning it as a one-stop transportation resource for information on all non-drive-alone transportation choices in Bellevue. Consider utilizing other “sub-brands” to the extent that they provide value (current sub-brands include Commute Advantage and On The Move Bellevue, described in categories 2 and 4 within this chapter, respectively). Seek constantly to maintain freshness and simplicity in TDM branding and messaging, and make adjustments as needed to resonate with the city’s evolving TDM audiences. This strategy includes content maintenance and design aspects of the city’s TDM website, www.ChooseYourWayBellevue.org.

Background/Justification: *This strategy continues longstanding city efforts toward building trust and recognition over time of the Choose Your Way Bellevue brand and website as a useful source of information and support for using modes other than driving alone.*

Getting around during construction:

For existing major transportation/light rail construction and tolling projects, the TDM program can help people get around by pointing out transit routes, park-and-rides, carpooling apps, etc. that can help them get around construction. In turn, this provides a marketing opportunity for the TDM program.

Marketing angles:

In the Community Input Survey described in Appendix E, when asked what factors are most significant in their mode choices, the factors most chosen were time, cost and convenience. This is in line with results from the city’s voluntary 2011 Downtown Individual Survey (found under “Additional Resources” at www.ChooseYourWayBellevue.org/about-plans-activities). Thus it makes sense to utilize these three “angles” in marketing and messaging to Bellevue TDM audiences. In addition, the TDM program can build a spirit of community based on everyone “rallying” together to aim for TDM Plan targets, and can publicize progress toward the targets. Working toward the targets not only leads to mobility and environmental benefits; it also can lead to personal benefits such as increased exercise, saving money, saving time (such as time otherwise spend in a gym), and freeing up personal time during one’s commute.

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

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

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

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

5-4 Recognition (Audience: Employers/Property Managers)

Conduct activities to recognize employers/property managers doing the right things to facilitate and/or encourage non-drive-alone travel to and from their workplaces or buildings. Such recognition may include but is not limited to:

- Assistance with applying to existing recognition programs, such as the League of American Bicyclists "Bicycle Friendly Business" designation, available to employers and property managers (<http://bikeleague.org/bfa#business>); or the Best Workplaces for Commuters, available to employers (www.BestWorkplaces.org).
- Providing informal but meaningful recognition, based on objective criteria, at employer/property manager events such as Employee Transportation Coordinator networking meetings;
- Designation of employer/property manager with positive terms such as "Champions" or similar using objective criteria;
- Enhanced publicizing of recognition that employers/property managers have received through the above means as well as through community/business organizations, on the Choose Your Way Bellevue website, through TDM program social media/blog postings, and news releases; and
- Writing case studies "telling the story" of good work done by employees/property managers in a more in-depth manner for posting on the Choose Your Way Bellevue website or other outlets.

Program Tone: The City's TDM program utilizes a positive tone in order to raise awareness, increase availability of, and encourage use of modes other than driving alone, rather than disparaging the use of the single-occupant vehicle. The program works from a standpoint of recognizing that alternative modes to driving alone don't work for all people at all times, so the intent is to make it happen for times when it can work. In addition, the program intent is to synthesize information that is most important to Bellevue audiences by sifting through the multitude of tools, resources and information out there and parlaying it into useful, practical information for Bellevue audiences. The result is a building of trust with the program's audience as the go-to centralized location for consistent, in-depth information—the building of a constituency (or at least an audience).

5-5 Email Newsletters (All audiences)

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

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

CATEGORY 6: Research, Planning and Coordination

- Generally, this plan contains strategies that have been developed at a planning level, that is, within a framework of broad analysis. The design of specific strategies should include a finer grain of research where useful and feasible, in order to tailor activities to the relevant transportation environment and demographic conditions. Research activities conducted alongside implementation help to ensure resources are used effectively to provide the most benefit. Furthermore, TDM staff can add value by participating in or coordinating with City activities and initiatives that provide infrastructure for non-drive-alone modes, such as transit, biking and walking.

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

6-1 Research

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

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

6-2 Enhanced Facilities/Amenities Coordination

Potentially explore concepts and coordinate with other City efforts to enhance non-drive-alone mode facilities and amenities, particularly at key geographic locations for non-drive-alone travel, such as transit centers or transfer points. Work toward enhancing these locations with information resources and amenities for utilizing alternative modes, including enhancements such as exceptional real-time information, transit, bike parking, bike sharing, carsharing, drop-off/pickup spots, enhanced wayfinding, and even cen-

ters for telework or coworking. This activity also may include planning and coordination to facilitate the addition of secure bicycle parking and/or other transportation amenities at the Bellevue Transit Center. Other locations may be explored if feasible and warranted.

Background/Justification: *Geographic focal points for multiple mode services and information have been described in the TDM industry as “mobility hubs” (<http://www.navigantresearch.com/blog/mobility-hubs-to-help-reshape-urban-transit>). These hubs provide space efficiency and synergy between various modes to make it easier to transfer from one mode to another; and the sheer existence of physical multi-modal amenities serves as “advertisement” for the availability of non-drive-alone modes. In Bellevue, the Bellevue Transit Center (with a “Rider Services” building largely unused as of this writing) already serves as a hub for transit and potentially has space for other mode resources and information. Other commercial activity centers in Bellevue could be considered as well, where land use and transit demand warrants.*

6-3 Internal and External Coordination

Coordination and collaboration with other City staff, transit agencies, the Washington State Department of Transportation (WSDOT), and other agencies will be needed for upcoming activities such as East Link light rail construction starting in 2016 (leading to the construction-related closure of the South Bellevue Park-and-Ride lot); construction/tolling on I-405 and potentially I-90; and preparation for the launch of East Link light rail service in 2023. Work can include coordination of planning, implementation and messaging. This strategy could potentially include advocating for or facilitating the provision of transit service and/or infrastructure for non-drive-alone modes where the TDM function has particular insight or ability that makes this role beneficial. This strategy may include potential programs to add leased park-and-ride parking; bikeshare; and other new transportation initiatives. These activities could benefit from the TDM program messaging about the benefits of using non-drive-alone modes.

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

IMPLEMENTATION FRAMEWORK

To implement and administer the plan, it is anticipated that the City will work in coordination with other parties such as transit agencies, consultants and business associations.

Since 2005, the City has worked with King County Metro and the TransManage service of the Bellevue Downtown Association (BDA) in an informal partnership arrangement. Metro has frequently passed through grant funding to the partnership, and BDA/TransManage has typically been contracted to conduct trip reduction services. This arrangement has continued even when the City has had no contractual or funding agreements, with the three parties working together in good faith to bring various divisions of expertise to the table.

In 2015 the City, through a competitive procurement process, has selected BDA/TransManage as the apparently successful firm to conduct trip reduction services to implement federal Congestion Mitigation & Air Quality grant funds through 2018, so this three-way cooperative effort is slated to continue for the first three years of plan implementation.

Roles

Typically, the City has provided policy framework for Bellevue TDM efforts, with guidance and expertise offered by the partners (and, in the case of King County Metro, funding as well). The City of Bellevue Comprehensive Plan contains goals and policies that support the TDM program, as well as targets for achieving mode share for citywide residents, citywide workers and downtown

6.Strategies and Implementation Framework

workers; the City will periodically evaluate progress toward these targets. The City maintains the “umbrella” Choose Your Way Bellevue brand and travel options information website in support of messaging about programs in which the city is not a contractual partner. The City is also responsible for implementation of its Commute Trip Reduction plan and ordinance, and monitors the development and ongoing compliance of TMP-conditioned buildings. City TDM staff also coordinate TDM work with other related planning and implementation activities, including the Transit Master Plan, Pedestrian and Bicycle Plan, and Downtown and other subarea transportation plans.

TransManage is the transportation management association for Downtown Bellevue and has typically been contracted to develop and implement trip reduction programs; administered building transportation management programs (TMPs); and served as liaison to the private sector in the Bellevue community. TransManage operates in a unique role from the agency partners by working in close contact with downtown property managers, employers, employees, and residents and is in a good position to implement TDM in the business community.

In addition to providing transit service, King County Metro works to develop markets for transit, ridesharing, and other trip reduction programs in King County. King County Metro has a strong history of working with jurisdictions to build the market for non-drive-alone modes. Metro staff currently provides services for City trip reduction programs for CTR-affected employers and building Transportation Management Programs; passes through grant funding to Bellevue; and provides technical expertise to the partners on how to reduce trips and increase the market share for non-drive-alone trips. Metro Ride-share Operations staff contribute to the partnership by providing their expertise on developing the rideshare market and assisting partner implementation and promotion of the calendaring/incentive/rewards program.

Additional TDM experts may be brought into the informal partnership for various implementation elements as needed, such as research, communications or strategic program design.

All informal agency and contractual partners work together cooperatively to develop TDM programs and

activities, including programming of activities as well as defining project milestones and evaluation criteria.

Funding Plan

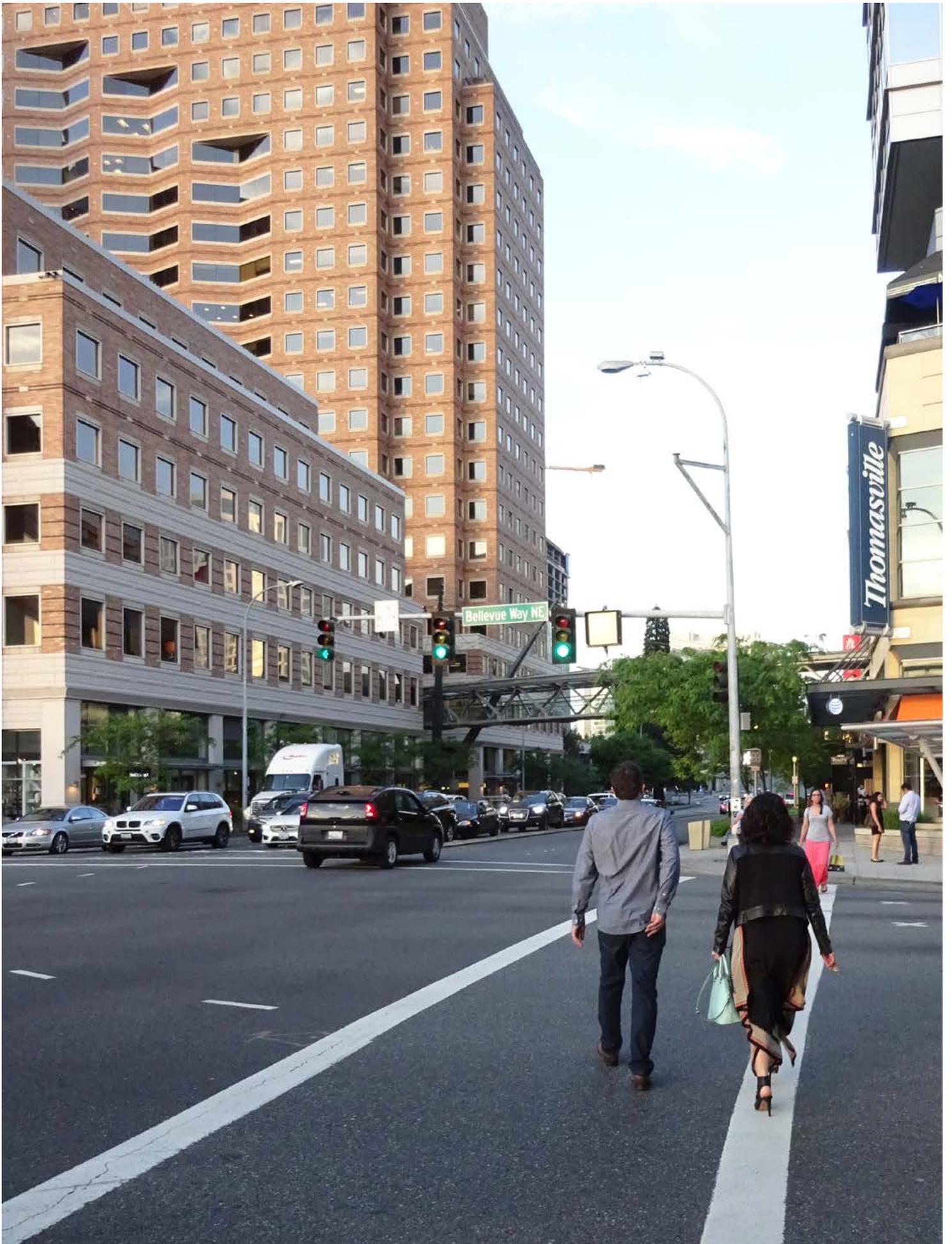
Certain funding sources are known and anticipated as of the writing of this plan.

The city typically receives approximately \$205,000 per biennium in state grant funding for conducting the Commute Trip Reduction program. The state’s program has been established through June of 2019; however, the funding is passed every two years by the state legislature, with the next round due for consideration by the legislature in early 2017.

Bellevue has been designated to receive \$456,000 in federal Congestion Mitigation & Air Quality grant funding to be passed through the Washington State Department of Transportation, available in 2015 and extending through 2018. These funds--available to Bellevue as well as various other jurisdictions in the area--are for the purposes of conducting transportation demand management activities in urban centers and the corridors that serve them, meaning (in broad terms) all of Bellevue.

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

Beyond the time frames and funding sources stated here, other specific funds are unknown as of this writing. However, the city has historically had grant funding available to pursue a robust TDM program, and there is the prospect that this will continue into the future, allowing the city to meet long-term mode split targets and fulfill policy direction in the Comprehensive Plan.



Appendices

APPENDIX A

Commute Trip Reduction Implementation Plan Update: 2015-2019

Jurisdiction: City of Bellevue September 2015

Goals, targets and other performance measures

See Goal and Target Worksheet (attached).

Strategies

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

(a) Policies and Regulations

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

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

The City will take actions to support the program, based on the Comprehensive Plan's policy TR-10: "Require large employers to implement a commute trip reduction program for employees, as mandated by the state Commute Trip Reduction law, and evaluate program effectiveness on a regular basis.."

(b) Services and Facilities

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

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

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

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

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

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

(c) Marketing and Incentives

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

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

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

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

Comprehensive planning & community goals

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

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

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

(a) Downtown Planning Efforts:

- [Downtown Transportation Plan Update](#): This plan update launched in 2011 and has focused on updating the transportation portion of the [Downtown Subarea Plan](#) that was adopted in 2004. The plan update considered and incorporated forecasted growth in population and employment through 2030, and developed a multimodal strategy to accommodate both motorized and non-motorized transportation demand. The final [October 2013 Transportation Commission Recommendations](#) support commute trip reduction efforts with planned improvements in transit service as well as improvements for other non-drive-alone modes. Downtown Transportation Plan policies and projects will be integrated with the [Downtown Livability Initiative](#) (see below), to result in a full package of Comprehensive Plan Downtown Subarea Plan and land use code amendments for Council consideration in 2016.
- [Downtown Livability Initiative](#): This is a targeted review launched in 2012 of specific regulations that guide downtown development and land use activity. Objectives are to: better achieve the vision for downtown as a vibrant, mixed-use center; enhance the pedestrian environment; improve the area as a residential setting; enhance the identity and character of downtown neighborhoods; and incorporate elements from the Downtown Transportation Plan Update and the Sound Transit East Link light rail design work. One regulation area that was analyzed was the downtown parking code. In support of this analysis, City TDM staff produced the [2013 Downtown Commuter Parking Assessment Report](#), in which a consultant was engaged to develop recommendations on "right-sizing" the office parking supply to align with the City's downtown long-range vision and goals, including mode share goals identified in the Comprehensive Plan and existing Downtown Subarea Plan. Within its [2014 recommendations](#), the Downtown Livability Citizen Advisory Committee recommended follow-up work to "Conduct a comprehensive parking study to include items such as on-street parking, potential for public garages, and opportunities for coordinated management of the parking supply such as valet or shared use, etc." As of 2015, the City Council is in the process of reviewing the CAC's recommendations prior to providing direction on the next steps to implement the CAC's work, with code changes and design guidelines anticipated to be decided on by the Council in 2016.

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

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

(c) Citywide Comprehensive Plan Update: [Bellevue's Comprehensive Plan](#) captures the community's vision for the future and provides direction for City regulations and investments. The City Council adopted an update of the Comprehensive Plan in August 2015. TDM staff worked with Comprehensive Planning staff on several components of the updated plan, including minor text revisions of the [Transportation](#) chapter's TDM component and the updating of comprehensive mode share targets to complement other City goals and targets, including CTR. Updated 2035 mode share targets were developed for downtown (all workers) and citywide (all workers and residents), replacing the targets in the previous Comprehensive Plan that only captured workers in certain activity areas of the city. Progress toward the new targets is anticipated to be measured using U.S. Census American Community Survey data. In support of the targets, Policy TR-8 says to "Establish targets to increase the proportion of commute trips by modes other than driving alone (see Table TR-1). Periodically evaluate progress toward these targets and adjust programs and activities as needed to achieve them." Also included in the Comprehensive Plan is continued support for the CTR program in Policy TR-10, "Require large employers to implement a commute trip reduction program for employees, as mandated by the state Commute Trip Reduction law, and evaluate program effectiveness on a regular basis."

Land use and transportation conditions

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

Bellevue's Comprehensive Plan's [Land Use](#) chapter assigns growth primarily to dense activity centers, especially downtown. The City's land use policies are set up to accommodate this growth. Nearly 80% of Bellevue's 2012 jobs are located in the following three employment centers: Downtown, Bel-Red/SR 520; and Eastgate/Factoria.

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

A principle highlighted in the Land Use chapter is that integrating housing and employment with a range of transportation options makes it easier to get around. Having shopping and recreation nearby encourages walking and biking, reducing congestion on the streets and supporting vibrant and healthy communities. Higher densities and a mix of uses encourage walking and transit use. Understanding future land uses also helps the city design and build transportation facilities that continue to work as the city grows.

In addition to the goals indicated above, the following [Transportation](#) chapter "Transportation and Land Use" policies further support commute trip reduction:

- Policy TR-1, “Integrate land use and transportation decisions to ensure that the transportation system supports the Comprehensive Plan land use vision”;
- Policy TR-3, “Direct transportation investments and service to support the Urban Centers growth strategies of the Countywide Planning Policies”; and
- Policy TR-8, “Incorporate transit-supportive and pedestrian-friendly design features in new development.”

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

Financial plan

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

Bellevue’s primary source of CTR program funding will be the state CTR grant, which historically averages approximately \$205,000 per biennium. As per historic practice, Bellevue anticipates using these state funds on the traditional program elements directed by state CTR law and local CTR ordinance. In addition, the City anticipates continuing its historic practice of contributing approximately \$3,000 to 5,000 per biennium in additional local funding to be focused on special projects and enhanced activities beyond the traditional CTR program. These added resources will continue to be used for program enhancements such as additional reporting from the City’s CTR services contractor on worksite program elements; ETC conference registration fees; and specialized trip reduction campaigns, such as for Earth Day or Bike to Work Month/Day. For the 2015-2017 biennium, the special projects will likely be funded by the 2012 and/or 2014 CMAQ GTEC Expansion and Regional TDM grants passed through to the City by WSDOT. Research (such as focus groups) may be funded by a separate source other than the state CTR grant, in order to enhance and make the most of the City’s CTR program without taking away funding for ongoing program implementation.

GTEC report (if your jurisdiction has a designated GTEC)

Are you continuing to implement?

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

Introduction:

The City will continue to implement its Downtown Bellevue GTEC program. In Bellevue, GTEC activities have been extended citywide since 2014, and this is anticipated to continue through this plan period. However, downtown will continue to be an emphasis area for the City’s TDM program. Concentration of outreach and uptake of services, assistance, and program participation is anticipated to be greater in downtown than in other parts of the city, due to its dense land use and transit service that make non-drive-alone modes more viable. In addition, the Comprehensive Plan update adopted by the City Council in August 2015 includes a 2035 non-drive-alone commute mode share target of

65% for downtown, so the City will be tracking progress toward that target over time using U.S. Census American Community Survey data.

(a) Strategies:

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

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

Special outreach efforts are anticipated to be directed toward employers who are new to Downtown Bellevue.

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

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

(b) Land use and transportation conditions:

As of 2015, there are 9,078,125 square feet of office space and 3,817,883 square feet of retail space in downtown. Traffic volumes along certain key arterials have remained relatively steady for the last

20 years, and only one intersection in downtown exceeds the City's adopted downtown level of service standard. Transit service is robust: in spring 2013 the Bellevue Transit Center served 17,772 daily boardings and alightings ("ons and offs"), or about 33 percent of citywide ons/offs. The non-drive-alone commute mode share for downtown workers is 29% (source: Census Transportation Planning Package, based on data from the 2006-2010 American Community Survey 5-year estimates for downtown census tracts 238.03 and 238.04).

(c) Population and employment demographics:

Downtown Bellevue is the densest urban center and functions as the commercial hub of the Eastside. From 2012 to 2035, downtown employment is estimated to grow from 44,800 to 76,800, a net addition of 32,000 jobs, or 71% over eighteen years. In 2012 there were 10,500 residents in downtown, and this figure is anticipated to grow to 20,500 by 2035, an increase of 95%. The significant level of anticipated growth calls for trip reduction activities directed not only at CTR worksites but also to small employers, property managers, workers, and residents, in order to retain overall mobility.

(d) Financial plan:

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

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

As part of the [Downtown Transportation Plan Update](#), the City recently conducted travel demand forecasting based on expected demographic changes (see item (c) above). (These demographic changes are tied to anticipated land use changes that are consistent with the City's policy to accommodate significant growth within downtown.) This forecasting indicated that programmed roadway capacity projects in and around downtown are expected to provide an adequate vehicular level of service in 2030, while significant improvements are needed in pedestrian and bicycle facilities and transit service and facilities. Thus the plan update is not likely to include major roadway capacity projects but rather to embrace enhancements for modes other than driving alone. Enhancing these modes will provide synergy with GTEC trip reduction efforts. Funding in the City's adopted 2015-2021 Capital Investment Program will provide early implementation of Downtown Transportation Plan projects during this period (CIP PW-R-176). Crosswalk enhancements, new mid-block crossings, bicycle facilities, and transit passenger access amenities are planned, as well as improvement of access to new development and to the downtown light rail station planned to be adjacent to City Hall and the existing Bellevue Transit Center.

Land use changes will be guided by the City's [Downtown Livability Initiative](#). The Citizens' Advisory Committee for this project developed [recommendations](#) that will be considered by Council in 2016. Many of the recommendations relate to Design Guidelines changes to influence development to

create a functional, safe, aesthetically pleasing and vibrant downtown. The recommendations also include allowing increased building height and density in exchange for provision of exceptional amenities.

Regional transportation planning organization CTR plan review

Recommended

Not recommended

RTPO comments:

Commute Trip Reduction Goals and Targets Worksheet: 2015–2019

September 2015

Jurisdiction: City of Bellevue

Goals, targets and other performance measures

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

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

Targets: Describe how targets were set for the goals.

NDAT:

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

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

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

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

VMT and GHG:

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

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

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

Measurement: How will you measure progress toward your targets?

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

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

An update of Bellevue's [Comprehensive Plan](#) was adopted by City Council on August 3, 2015, with updated targets for percentage of commute trips by non-drive-alone mode. Specifically, the update includes 2035 commute non-drive-alone rate targets for downtown workers (65%), citywide workers (40%), and citywide residents (45%). These targets represent a change from previous Comprehensive Plan mode share targets, which comprised the percent of commute trips by drive-alone-mode for workers in five activity areas in the city, including downtown. The anticipated mechanism for measuring progress toward the updated targets is the U.S. Census American Community Survey. Since CTR workers are a subset of all city workers, CTR performance toward the targets will be monitored separately (and alongside) these Comprehensive Plan performance measures.

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

APPENDIX B

2015-2018 Congestion Mitigation & Air Quality Grants**General Scope of Work**

Compiled for Bellevue TDM Plan

July 27, 2015

Introduction:

This scope of work encompasses TDM activities to be pursued utilizing the 2012 and 2015 CMAQ TDM Expansion grants passed through from the Washington State Department of Transportation (WSDOT) to the City of Bellevue. The timeline for grant funding availability to the City for both grants is approximately January 1, 2015 to December 31, 2018.

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

Task 1: Trip Reduction for Employers and Property Managers

Concept	Reach out to clients who are in a position to provide information, benefits, amenities or incentives to their employees/tenants to help them reduce drive-alone trips. Clients may include employers (generally those not affected by the state Commute Trip Reduction law) and property managers of office and residential buildings. Conduct marketing/outreach and consultations; assistance and education; and other services, likely to be presented as a portfolio of options available under the “Commute Advantage” brand. Key offerings to be promoted include ORCA business products and subsidies/incentives for using other non-drive-alone modes, plus parking management, employer or building promotional campaigns, business carsharing, bicycle parking and amenities, emergency ride home, expert consultant assistance for topics such as telework policies and parking management, and RideshareOnline network setup assistance (includes development of “turnkey” programs that lessen development time required by client). Additional offerings may be promoted that are relevant and timely. Include a “welcome” component to reach out to employers and residents when they first move to Bellevue, or change locations within Bellevue. Specific activities may include, but are not limited to:
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	<ul style="list-style-type: none">• Consultation services to inform client of program options and assist client with tailoring a commute program to their specific worksite or building, for reducing drive-alone commuting and vehicle miles traveled. This includes assisting with employee commute mode surveys as requested by client.• Transportation benefit rebates provided to clients who provide ORCA products or other non-drive-alone subsidies to their employees or tenants.• Webinars helping clients to cope with/take advantage of external events (such as road or light rail construction, Park-and-Ride lot closures, opening of new transportation infrastructure, tolling changes, transit service changes, etc.) or to educate clients about relevant, timely program options.• Mini-grants for minor capital items or client-specific trip reduction campaigns (implementation depends on client uptake).• Activities for recognizing employers/property managers for their good work in reducing drive-alone trips/vehicle miles traveled.• Facilitation or provision of carpool/vanpool parking.• Setup of program logistics and consultant contracts, and administration for activities that require it, such as developing framework for emergency ride home programs and procurement of telework, parking and other experts to provide consulting services directly to clients.• Marketing, promotions, and outreach to raise awareness of program and recruit participants (may include direct mail, email outreach, social media, networking through business organizations, advertising, events, etc.). Includes graphically designed marketing materials as needed to support the program.• City staff or partner/consultant time for program analysis, management and measurement to monitor results, determine best course of action, and adjust activities as needed.• City staff or partner/consultant time for research, potentially to include focus groups, surveys and/or demographic analysis, to inform the program.• City staff or partner time for coordinating with transportation system activities occurring outside of the TDM program.• Development of revisions to the City Transportation Management Program (TMP) Code, and take other steps as appropriate, in order to more effectively achieve building automobile trip reduction (the TMP code imposes requirements associated with building development, in order to reduce traffic and parking impacts related to development).
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	<p><i>Background/Justification: Most of these are ongoing activities that have shown good participation and results and which the city would like to continue. Some of these activities are currently being implemented within the scope of the I-405 Communities In Motion program being implemented in Bellevue by King County Metro (this program is anticipated to continue through 6/30/2017). Additional funds could enhance existing and/or add new program elements to increase the scope and results of the programs.</i></p> <p>Type of vehicle trips project will reduce (check both if project will reduce commute and noncommute): Commute <input checked="" type="checkbox"/> Noncommute <input checked="" type="checkbox"/></p>
Deliverables	<ul style="list-style-type: none"> • Development of mini-grant application materials and selection process • Development of turnkey “commute club” trip logging/incentive program that employers or property managers can offer to employees/tenants • Development of parking cash-out program and materials for employers • Establishment of home-free guarantee program and materials • Approximately two to five informational events for employers or property managers, such as workshops, webinars, brown bags, etc., providing information on transportation occurrences and/or Commute Advantage offerings • Approximately two to five outreach occurrences, such as direct mail postcards, letters, email distributions, etc. to inform audiences of offerings developed above. Direct mail to reach the approximately 900 employers and approximately 30 property managers that encompass the audience for this task • Research and/or communication strategy reports identifying useful information to guide the work, as needed • Provide approximately 800 hours of project implementers’ time • A measurement plan that is mutually agreed upon by the city and WSDOT • Submittal of an annual performance report that includes lessons learned
Growth Center	Bellevue
TDM Project Location	Citywide
Timeline	Ongoing throughout entire grant period.
Anticipated Budget	\$245,363.64
How delivered	<p><i>Delivered primarily through trip reduction services contractor. This task would provide additional funds for existing activities currently under way in 2015-2017 through the King County Metro I-405 Communities In Motion program (and would continue beyond that time frame), likely through existing contractor, Bellevue Downtown Association. Some individual components may be conducted by a different contractor or in-house by City of Bellevue staff.</i></p>

Task 2: Trip Reduction for Workers, Residents and Students

<p>Concept</p>	<p>Perform TDM outreach activities directed at individual travelers in Bellevue, including workers, residents and students (both college-level and Kindergarten through 12th grade), building on existing programs. Include a “welcome” component to reach out to employers, employees and residents when they first move to Bellevue.</p> <p>Activities may include, but are not limited to, the following:</p> <ul style="list-style-type: none"> • Conduct or enhance to the City’s calendaring/incentive program (currently called On The Move Bellevue (OTMB) and largely funded by the I-405 Communities In Motion program), as appropriate and/or needed when other funding lapses. Potentially include new or different incentives, pre-loaded ORCA card distribution for trying transit; and continue implementation of the existing “Perk” local business discount program administered through OTMB. • Implement “individualized marketing” with activities such as direct mail/provision of tailored additional information at the request of the individual about how to use alternative modes to driving alone, facilitating non-drive alone modes for errands/grocery shopping/etc., and other encouragement and assistance to promote mode shift. • Facilitate real-time travel information sources for modes other than driving alone, including transit, bike facilities and parking, carsharing, taxis/for-hire drivers, casual carpooling, walking, bikeshare (if/when available in Bellevue), etc. Options for parking and driving alone could be included in the array of information that helps the user compare options in terms of cost, time and other factors. Potentially work to provide information at key geographic locations such as transit centers/park-and-rides, key transit stops and buildings, via signage and/or kiosks. • As appropriate, work in conjunction with city, regional or transit agency efforts to improve the online trip planning experience including web-based information and/or interactive maps. • Continue and/or enhance provision of trip planning assistance services to individuals. • Promote technology developments, and facilitate provision/use of trip planning and real-time information tools, mobile apps, and information screens. This includes transportation networking service and taxi apps; traffic information apps; and trip planning/real-time multimodal information apps. An increasing number of products are becoming available to provide maps and real-time information about various mode options, including distance, arrival times, travel times, costs, terrain/topography, sustainability/greenhouse gas emissions removed, etc. • Facilitate and promote the use of carpool and vanpool modes, especially in areas where transit service is lacking, including supporting the existence and uptake of carpool/vanpool parking and facilities. • Conduct K-12 school-based TDM activities.
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	<ul style="list-style-type: none"> • Set up program logistics, consultant contracts, and administration for activities that require it, such as developing framework for emergency ride home programs and procurement of telework, parking and other experts to provide consulting services directly to clients. • Conduct marketing, promotions, and outreach to raise awareness of program and transit services and recruit participants. May include direct mail, email outreach, social media, networking through neighborhood organizations, advertising, events, etc. Includes production/acquisition of graphically designed marketing materials, photography, collateral, and promotional merchandise as needed to support the program. • Enhance information about accessible transportation options for people with disabilities. • Staff or consultant time for program analysis, management and measurement to monitor results, determine best course of action, and adjust activities as needed. • Staff or consultant time for research, potentially to include focus groups, surveys and/or demographic analysis, to inform the program • City staff or partner time for coordinating with transportation system activities occurring outside of the TDM program. <p><i>Background/Justification: These are ongoing activities that have shown good participation and results and which the city would like to continue. Currently they are being implemented within the scope of the I-405 Communities In Motion program being implemented in Bellevue by King County Metro (this program is anticipated to continue through 6/30/2017). Additional funds could enhance existing and/or add new program elements to increase the scope and results of the programs.</i></p> <p>Type of vehicle trips project will reduce (check both if project will reduce commute and noncommute): Commute <input checked="" type="checkbox"/> Noncommute <input checked="" type="checkbox"/></p>
<p>Deliverables</p>	<ul style="list-style-type: none"> • Development of program parameters, eligibility criteria, timelines, required actions, incentive levels, and enrollment application materials/agreement forms, etc. for specific programs such as guaranteed ride home, commute challenge, and commute club programs described above • Administration and implementation of programs described above • Approximately two to five outreach efforts via direct mail and/or email outreach to inform individuals of programs and travel options in general. Residential outreach to be directed toward at least the approximately 25,000 residential households living in Bellevue within ¼ mile of frequent transit service. Worker outreach potentially to include packets sent to employers for distribution to employees and/or posters for workplace postings, postings at local businesses and coffee shops, etc. • Tabling at approximately two to five community events, providing information on transportation and travel options, and program offerings

	<ul style="list-style-type: none"> • Maintenance of content on the Choose Your Way Bellevue website and On The Move Bellevue web page to promote programs and travel options in general • Creation of approximately four to eight graphically oriented informational pieces to assist individuals with using travel options, such as bicycle amenities maps, park-and-ride maps, how to use programs apps for transit and real-time information, how to use guaranteed ride home programs, etc. • Research and/or communication strategy reports identifying useful information to guide the work, as needed • Provide a minimum of 600 hours of project implementers' time • A measurement plan that is mutually agreed upon by the city and WSDOT • Submittal of an annual performance report that includes lessons learned
Growth Center	Bellevue
TDM Project Location	Citywide
Timeline	Ongoing throughout entire grant period.
Anticipated Budget	\$121,000.00
<i>How delivered</i>	<i>Delivered primarily through trip reduction services contractor. This task would provide additional funds for existing activities currently under way in 2015-2017 through the King County Metro I-405 Communities In Motion program (and would continue beyond that time frame), likely through existing contractor, Bellevue Downtown Association. Some individual components may be conducted by a different contractor or in-house by City of Bellevue staff.</i>

Task 3: Enhanced Parking Strategies

Concept	<p>This task is primarily focused on Downtown Bellevue, and secondarily the Bellevue Medical District just east of I-405 in the 116th Avenue NE corridor, where parking constraints are more prevalent and the cost of providing parking makes these strategies relevant. Marketed primarily to non-CTR employers/employees, but available to all employers/employees who meet criteria for a particular strategy.</p> <p>Primary strategies may include the following:</p>
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	<ul style="list-style-type: none"> • Parking Cash-Out: This strategy would be most effectively marketed to employers (and their employees) who lease their parking and pay only for the actual number of parking spaces they use. Employers would need to be engaged in the program in order for their employees to be eligible. The activity would subsidize a term-limited trial (such as two to three months) of use by an employee of a non-drive-alone mode that entails a cost not covered by the employer. Following the trial period, the employee could choose to permanently give up his/her parking space in return for a transit pass provided by the employer. The first (or only) round of activity will be positioned as a pilot in order to assess the viability of this strategy; a second round may be undertaken, depending on the success of the pilot, and may be altered based on lessons learned from the pilot. • Parking Flexibility Support Strategies: Address the insufficiency, or perceived insufficiency, of daily/flexible parking options for those who typically use an alternate commute mode to driving alone but have difficulty as a result in receiving free or low-cost, flexible daily parking with in-and-out privileges. As part of this strategy, raise awareness of flexible parking options by improve availability of such information through maps and other resources. • Carpool/Vanpool Parking Support Strategies: Undertake activities to increase the viability and availability of carpool/vanpool parking, such as working with property managers to lift restricting requirements such as requirements that all occupants of a carpool/vanpool work at a building in order to be allowed to park at that building; encouraging the provision of lower cost or priority, close-to-entrance carpool/vanpool parking; advocating for better pickup/drop-off locations for carpools/vanpools; and/or directly leasing/providing spaces to provide carpool/vanpool parking for workers. • Parking Management Consulting Services: Provide consulting services to employers from trip reduction or parking management experts to help encourage and facilitate good parking management practices that enable increased use of non-drive-alone modes. <p>Additional activities may include, but are not limited to:</p> <ul style="list-style-type: none"> • Conduct research, potentially to include focus groups, surveys and/or demographic analysis, to develop communication strategies/angles, positioning, and marketing angles and otherwise inform the program • Develop a communications strategy/marketing angle to effectively promote these activities to the target market, such as “Try riding transit, not parking” and other messages about leaving vehicles at home and reducing vehicles parked in Bellevue, especially downtown. • Conduct marketing, promotions, and outreach, and education pieces (may include direct mail, email outreach, social media, blog articles networking through business organizations, advertising, events, etc.). Includes potential public recognition for participating employers.
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	<ul style="list-style-type: none"> • Conduct program analysis, management and measurement to monitor results, determine best course of action, and adjust activities as needed; and determine the success of this overall approach. • City staff or partner time for coordinating with transportation system activities occurring outside of the TDM program <p><i>Background/Justification: Parking cost and availability are known in the TDM profession to be one of the most important factors in choosing a mode other than driving alone. Following the city’s 2013 Downtown Commuter Parking Assessment and other prior city parking analysis work, a next step is to address the issues identified in those analyses of employer subsidization of parking and insufficient flexibility in daily parking availability (i.e. employees locked entirely out of their garages if they don’t purchase monthly parking, which is often discounted) that discourage the use of non-drive-alone modes. Parking cashout was a strategy in the original Connect Downtown GTEC plan that was never implemented and would benefit certain employees/employers in situations where parking subsidies are provided but non-drive-alone mode subsidies are not. In downtown, parking is at a premium and costly, but this cost is subsidized by many employers for their employees, and in some cases the employees do not have a choice to receive a subsidized transit pass instead. Furthermore, both employers and employees may hesitate to give up parking spaces that they may not be able to get back, and since the parking cashout strategy could subsidize a trial period of transit or other non-drive-alone mode without the person or employer needing to permanently give up parking spaces, such added support for trying a non-drive-alone mode through this program could help address this barrier.</i></p> <p>Type of vehicle trips project will reduce (check both if project will reduce commute and noncommute): Commute <input checked="" type="checkbox"/> Noncommute <input type="checkbox"/></p>
<p>Deliverables</p>	<ul style="list-style-type: none"> • Produce program plan including program parameters, eligibility criteria, timelines, required actions, incentive levels, and enrollment application materials/agreement forms, etc. for employer and/or employee participants in cashout or other parking-related programs • Produce of marketing angles, names, slogans, collateral, and advertisements • At least two marketing actions, such as direct mail, email and/or collateral distribution, to approximately 900 downtown employers with five or more employees (the target audience) in order to promote activities • At least two marketing actions to buildings, such as via direct mail, email and/or collateral distribution • At least two email announcements to the email list of individual program participants to promote the program at the individual level (and encourage their employers to participate) • Creation and posting of two to five educational pieces such as infographics and blog articles • Research and/or communication strategy reports identifying useful information to guide the work, as needed

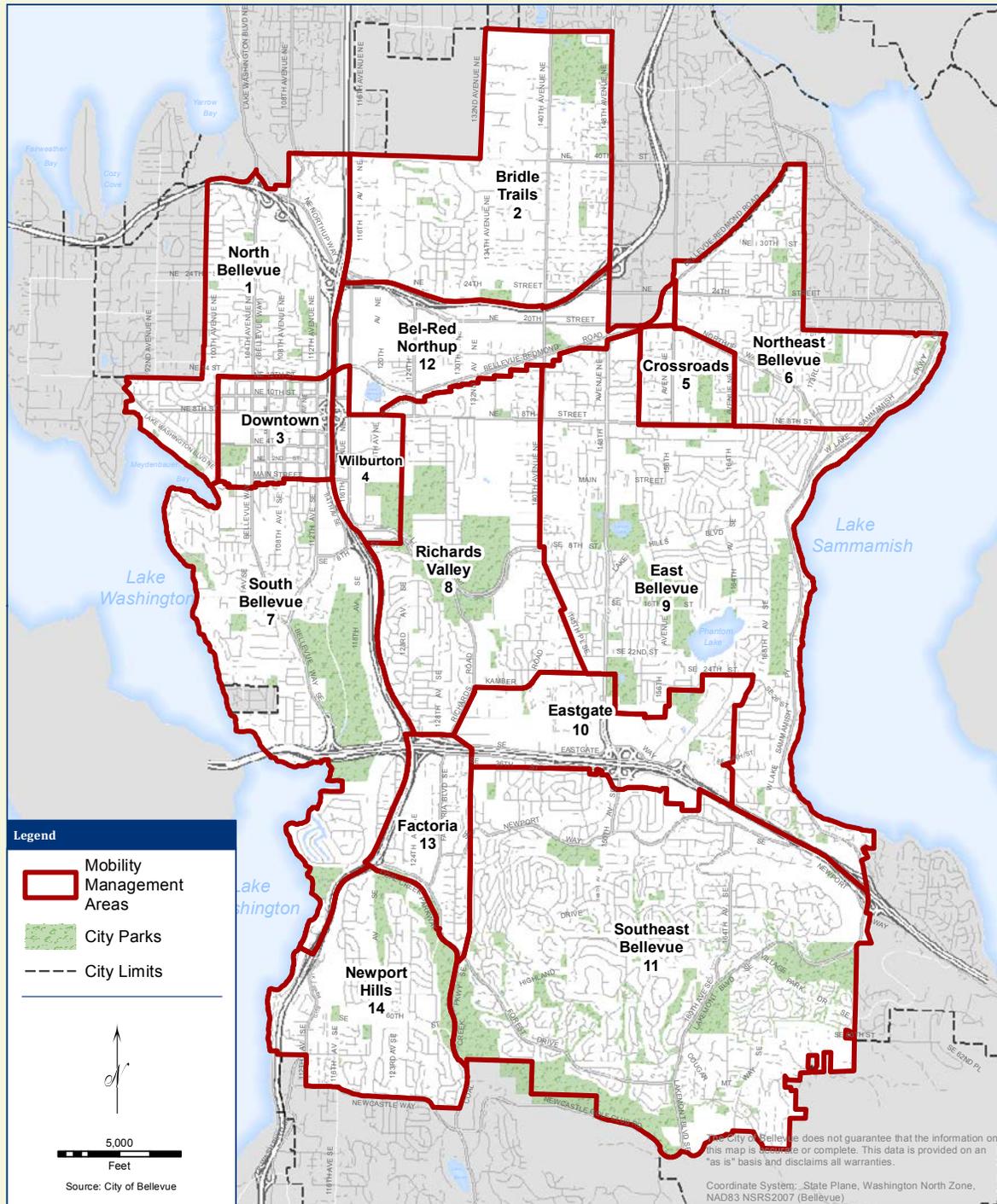
	<ul style="list-style-type: none"> • Provide approximately 200 hours of project implementers' time • A measurement plan that is mutually agreed upon by the city and WSDOT • Submittal of an annual performance report that includes lessons learned
Growth Center	Bellevue
TDM Project Location	Downtown Bellevue and, potentially, the Bellevue Medical District (where parking charges to employees currently takes place)
Timeline	Program development anticipated for 2015 and early 2016. Program launch anticipated for spring 2016. This will allow time to plan and develop the program and marketing strategies; and allow employers time to plan budgets in the beginning of the year, before budgets have been finalized toward the end of the year. Task anticipated to continue through the end of the grant period or as funding allows.
Anticipated Budget	\$50,000.00
<i>How delivered</i>	<i>Marketing likely to occur through trip reduction services contractor as part of Commute Advantage or other program outreach to employers (Task 1 above). Some individual components may be conducted by a specialized contractor or in-house by City of Bellevue staff. Transit and other mode subsidies paid directly by city with grant funds, based on appropriate documentation.</i>

Task 4: Enhanced Bicycling Strategies

Concept	<p>In coordination with the city's 2015 Pedestrian/Bicycle Implementation Initiative, promote and facilitate the use of bicycling for commuting and other transportation needs, including but not limited to the following:</p> <ul style="list-style-type: none"> • Facilitate provision of and information about bicycle parking, amenities (including racks) and facilities. • Update the city's bicycling map with up-to-date roadway and bikeway indications for cyclists and other useful information. • Promote Bike to Work month and day to employers, property managers and individuals. • Promote bicycle transportation through the www.OnTheMoveBellevue.org trip logging/incentive program. • Conduct or sponsor classes and/or educational events about urban cycling. • Work with the city and local bicycle clubs to coordinate activities and programs for individuals and businesses. • Provide additional signage for bicycles and others using alternative modes at key points throughout the city or downtown. Note: This activity would require significant research and coordination with other city staff. • Conduct marketing, promotions, incentive programs, and outreach to increase bicycling in Bellevue (may include development of communications strategies, direct mail, email outreach, social media, networking through business organizations, advertising, events, etc.).
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	<ul style="list-style-type: none"> • Conduct program analysis, management and measurement to monitor results and determine best courses of action; adjust activities as needed. • Conduct research, potentially to include focus groups, surveys and/or demographic analysis, to inform the program. • City staff or partner time for coordinating with transportation system activities occurring outside of the TDM program. <p><i>Background/Justification: Increasing the use of bicycling as a transportation mode is an emphasis area for the city’s TDM work through this grant. This is due to the fact that bicycling is a relatively low-use transportation mode in Bellevue, with potential for improvement. Currently the bicycle commute mode share for Bellevue residents is less than 1% (source: U.S. Census American Community Survey 2011-2013 Three-Year Estimates). The city’s existing bicycling infrastructure network has potential for increased uptake, and education and encouragement could stimulate bicycling in the city, making use of existing infrastructure as well as building the bicycling market for future infrastructure improvements, particularly as the city moves toward a more connected network of bikeways. Increasing route legibility for bicycle commuters, particularly to the downtown urban center; information about bicycle parking and amenities; and education about urban cycling techniques will also facilitate use of this mode. The city is launching a Pedestrian and Bicycle Implementation Initiative in 2015, which includes coordination with other city activities such as TDM.</i></p> <p>Type of vehicle trips project will reduce (check both if project will reduce commute and noncommute): Commute <input checked="" type="checkbox"/> Noncommute <input checked="" type="checkbox"/></p>
<p>Deliverables</p>	<ul style="list-style-type: none"> • Development of program parameters, eligibility criteria, timelines, required actions, incentive levels, and enrollment application materials/agreement forms, etc. for specific programs such bicycle month/day incentives, bicycling classes, etc. • Administration and implementation of programs described above • Approximately two to five outreach efforts via direct mail and/or email outreach to inform individuals of programs and travel options in general. Residential outreach to be directed toward at least the approximately 25,000 residential households living in Bellevue within ¼ mile of frequent transit service. Worker outreach potentially to include packets sent to employers for distribution to employees and/or posters for workplace postings, postings at local businesses and coffee shops, etc. • Tabling at approximately two to five community events, providing information on bicycling and bicycle-related program offerings • Maintenance of content on the Choose Your Way Bellevue website and On The Move Bellevue web page to promote bicycling • Creation of approximately two to five graphically oriented informational pieces to assist individuals with using travel options, such as bicycle amenities maps, how to put your bike on a bus, how to combine bicycling with other modes, etc.

APPENDIX C Mobility Management Areas (MMAs)



APPENDIX D

Numeric Data Tables for Chapter 3, Employment Characteristics Section

2013 Jobs by Location and Business Sector				
MMA*	Office	Retail/ Hotel	Industrial	Institutional
BelRed Northup	7,116	4,712	2,460	857
Crossroads	945	1,204	33	226
Downtown	23,669	11,256	2,567	1,084
Eastgate	11,788	1,697	1,659	1,709
Factoria	4,625	2,039	387	259
Wilburton	5,533	1,483	592	259
Remaining MMAs - All Residential MMAs	13,238	4,898	2,436	3,717
Citywide	66,914	27,289	10,134	8,111

Table D-1: Numeric data for Figure 3-3

2027 Jobs by Location and Business Sector				
MMA*	Office	Retail/ Hotel	Industrial	Institutional
BelRed Northup	22,105	7,173	3,968	340
Crossroads	545	1,927	149	244
Downtown	51,361	17,892	303	1,371
Eastgate	20,394	1,890	1,099	2,299
Factoria	5,266	2,392	119	614
Wilburton	4,576	1,944	87	1,296
Remaining MMAs - All Residential MMAs	16,048	5,032	821	5,875
Citywide	120,295	38,250	6,546	12,039

Table D-2: Numeric data for Figure 3-4

*MMA = Mobility Management Area

2013 Workplaces by Location and Business Sector				
MMA*	Office	Retail/ Hotel	Industrial	Institutional
BelRed Northup	609	309	173	9
Crossroads	93	232	9	9
Downtown	738	474	107	9
Eastgate	235	79	61	11
Factoria	137	114	24	3
Wilburton	175	50	42	6
Remaining MMAs - All Residential MMAs	1,352	779	294	64
Citywide	3,339	2,037	710	111

Table D-3: Numeric data for Figure 3-5

2013 Jobs by Location and Business Size Category						
MMA*	1-4 jobs	5-19 jobs	20-49 jobs	50-99 jobs	100+ jobs	Total
Bel-Red Northup	1,241	4,242	2,813	3,580	4,766	16,642
Crossroads	395	689	642	655	111	2,492
Downtown	1,119	4,694	6,273	5,699	21,335	39,120
Eastgate	247	1,331	1,790	2,777	11,313	17,458
Factoria	291	902	1,004	656	4,479	7,332
Wilburton	252	1,022	931	1,795	4,113	8,113
All residential MMAs	2,980	4,701	4,637	5,780	7,321	25,419
Citywide Total	6,525	17,581	18,090	20,942	53,438	116,576

Table D-4: Numeric data for Figure 3-6

2013 Workplaces By Location and Business Size Category						
MMA*	1-4 jobs	5-19 jobs	20-49 jobs	50-99 jobs	100+jobs	Total
Bel-Red Northup	548	468	99	49	25	1,189
Crossroads	246	68	21	9	1	345
Downtown	543	469	200	82	68	1,362
Eastgate	130	131	61	39	42	403
Factoria	139	92	31	11	13	286
Wilburton	115	105	30	25	10	285
All residential MMAs	1,841	520	153	83	40	2,637
Citywide Total	3,562	1,853	595	298	199	6,507

Table D-5: Numeric data for Figure 3-7

APPENDIX E

Non-Scientific Community Input Survey Results

Survey conducted November-December 2014 for Bellevue TDM Plan
(See Chapter 4 for information about the survey)

Composition of Respondents

Respondents were asked to self-select at the beginning of the survey (and were asked to “select all that apply”). Most respondents were workers, with a significant number of residents, as well as some employers and property managers.

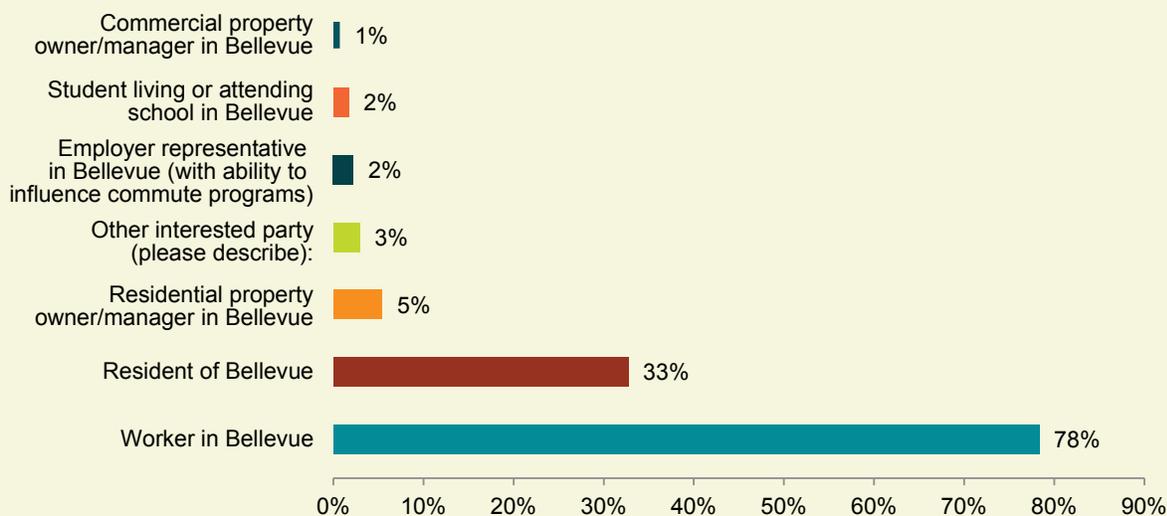


Figure E-1: Q: I am a (select all that apply):²⁴

[Base = All respondents]

[Answered: 1,620]

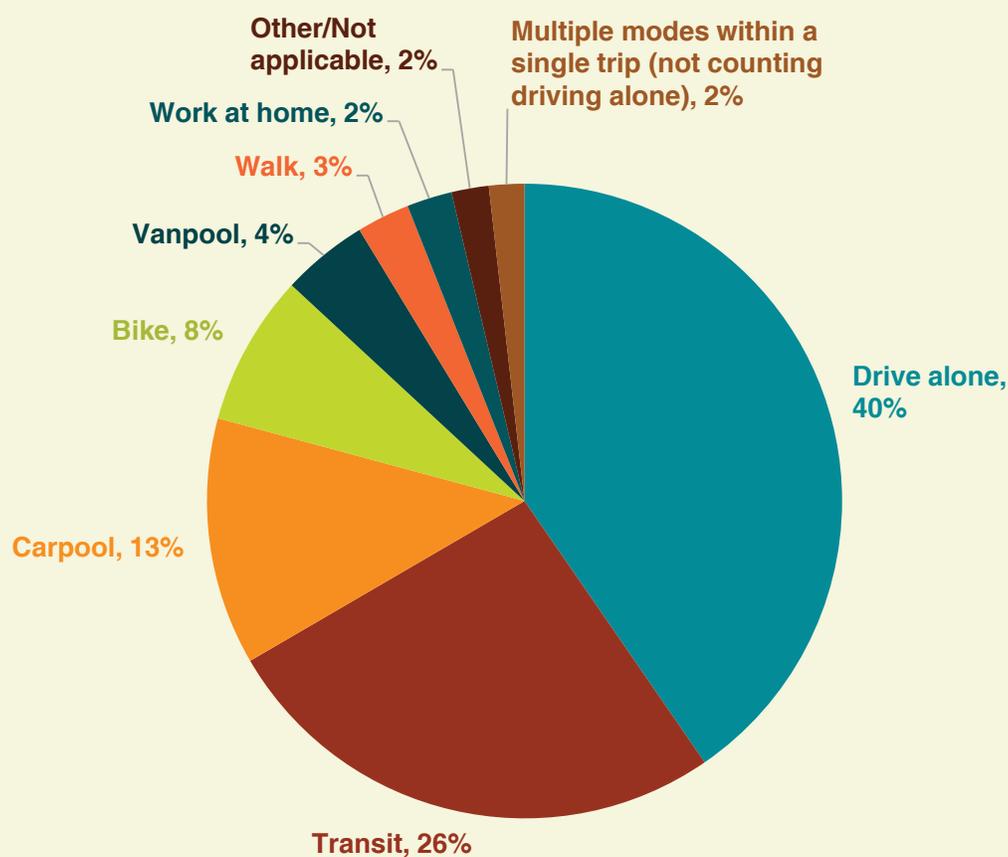
Note: Non-scientific, voluntary survey

²⁴ Since “residential property owner” did not specify “multifamily,” it is likely that many single-family residential property owners self-identified as residential property owners.

Responses from Individuals (Workers, Residents and Students)

For commute trips—typically an important trip type for reducing delay in the transportation system during peak travel times—survey respondents were asked “What mode do you use most often for commuting to work or school?” As shown in **Figure E-2**, the mode with the highest response was driving alone, which was chosen by about 40% of the respondents.

This is less than the percentage indicated for an equivalent question asked by the U.S. Census for both workers, residents and students of Bellevue. The U.S. Census American Community Survey three-year estimates for 2011-2013 indicate that 73.2% of workers in Bellevue usually drove alone to get to work in the last week. For residents the corresponding figure was 65.3%. Thus the Community Input Survey responses appear to be skewed toward greater use



**Figure E-2: Q: What mode do you use most often for commuting to work or school?
(Choose only one.)**

[Base = All respondents]

[Answered: 1,620]

Note: Non-scientific, voluntary survey

of non-drive-alone commute modes, compared to the statistically valid census data. Nonetheless, the Community Input Survey results contain enough responses to provide useful information about those who typically drive alone as well as those who typically do not.

As indicated in **Figure E-3**, the reasons people gave for using a drive-alone commute mode were quite varied. Primary reasons were saving time (52%), no reasonable transit options (50%), needing a car for running errands (41%), and that parking is free or inexpensive (34%). This speaks to the importance of three main factors in mode choice: time, convenience and cost.

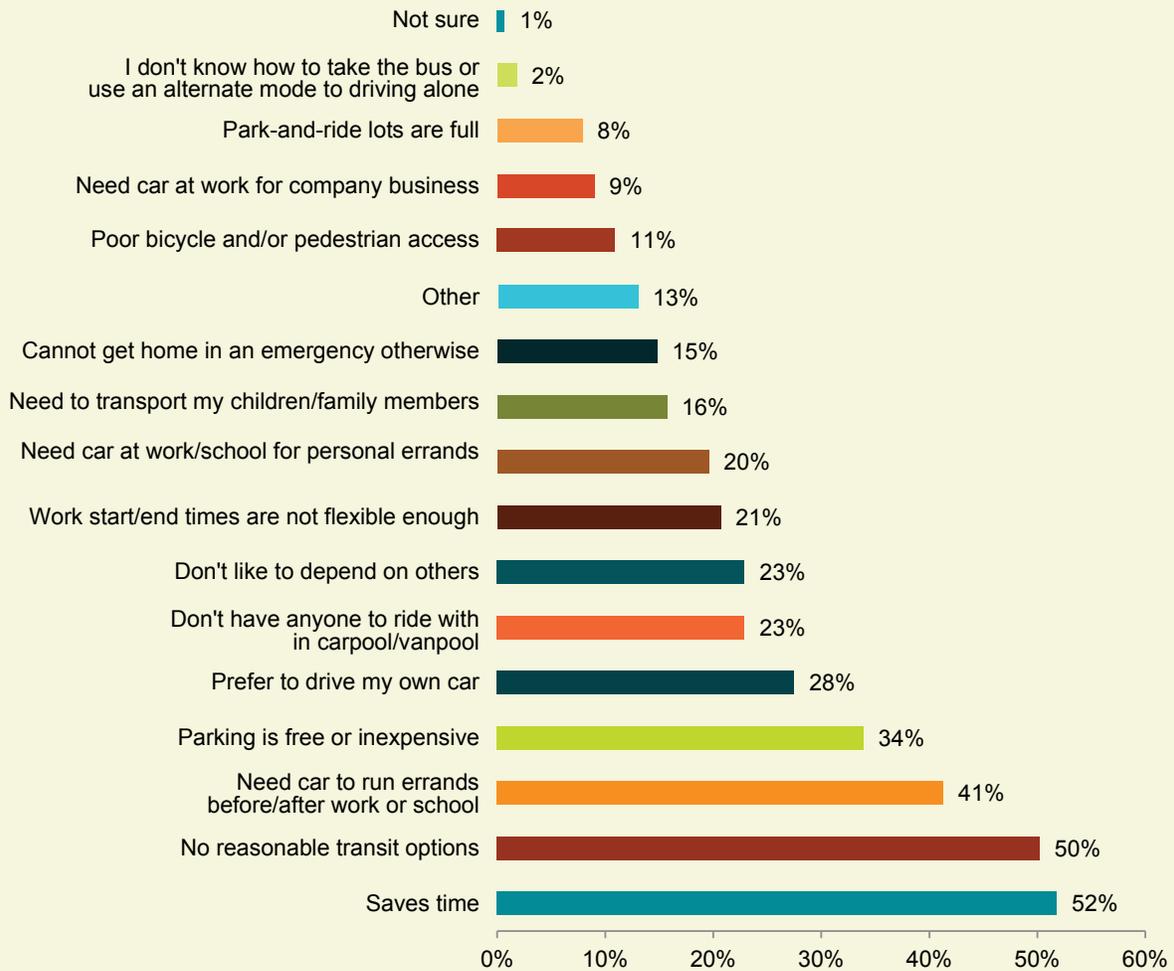


Figure E-3: Q: What are your reasons for driving alone for commuting to work or school? (Choose up to five.)

[Base = Those who selected "drive alone" in Figure 4-2]

[Answered: 542]

Note: Non-scientific, voluntary survey

When asked what might motivate them to use another commute mode besides driving alone, as shown in **Figure E-4** below, the top two responses were more frequent/convenient bus service (54.4%) and faster way to do non-drive-alone commute (40.7%). These are factors that the TDM program does not control, although TDM can reinforce the message

that time on the bus or in a carpool/vanpool can be used as personal time. Many of the remaining responses represent factors TDM programs can potentially affect to some degree. The second highest response was financial subsidy (19.1%), indicating the presence of a market for transit service that would be motivated to use transit if a subsidy were offered. The next four highest responses included a guaranteed taxi ride home in the case of emergency; more capacity at a park-and-ride lots; more schedule flexibility; and a financial subsidy for giving up a parking space.

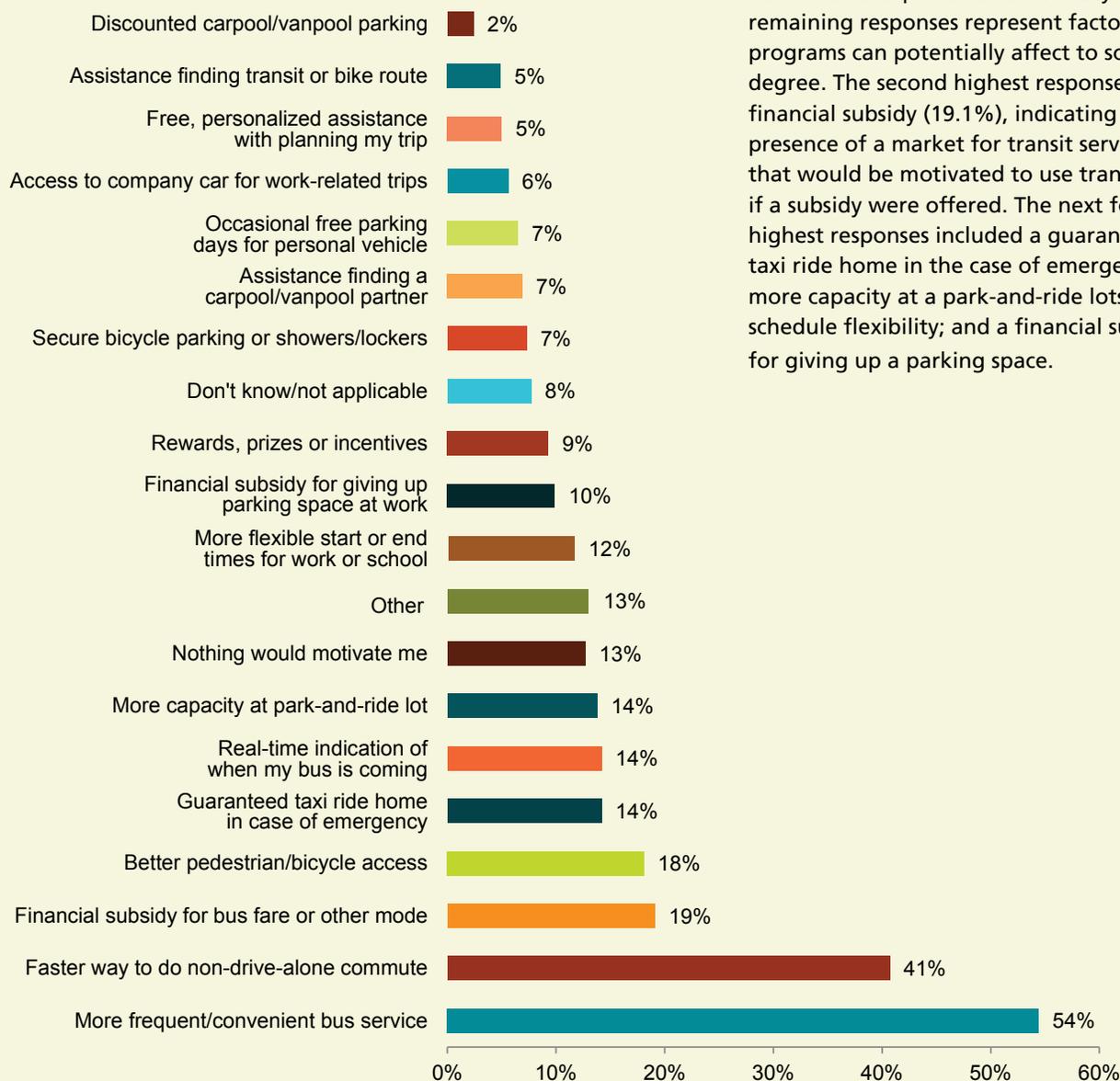


Figure E-4: Q: What would motivate you to increase your use of modes other than driving alone for commuting to work or school? (Choose up to five.)

[Base = Those who selected "drive alone" in Figure 4-2]

[Answered: 535]

Note: Non-scientific, voluntary survey

The next group of figures provide information about non-commuting trips. **Figure E-5** shows that driving alone received the most responses at 60% (more than the drive-alone response for commuting trips, which was 40%). Carpooling was next most prevalent mode at 21%.

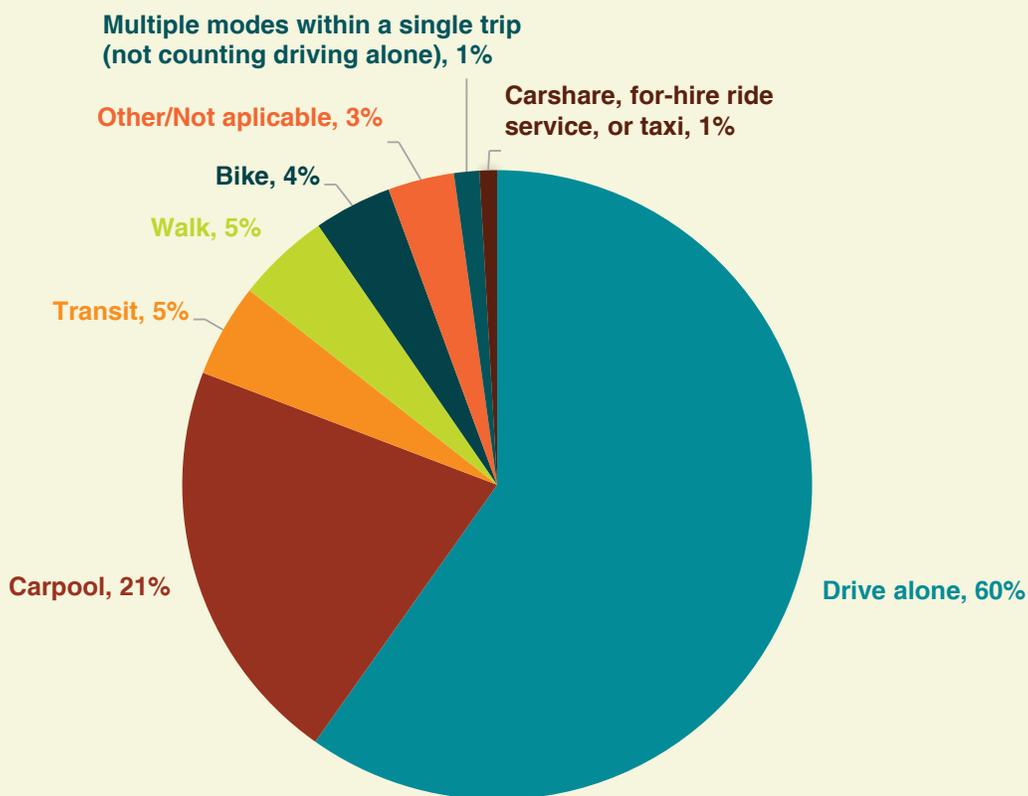


Figure E-5: Q: What mode do you use most often for non-commuting trips?

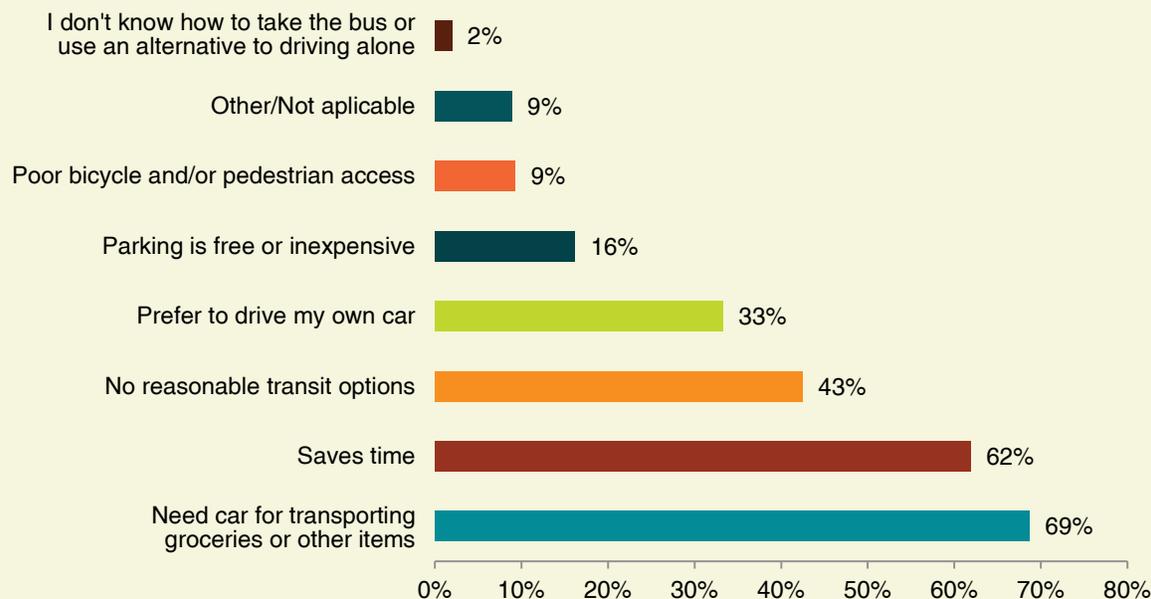
(Choose only one.)

[Base = All Respondents]

[Answered: 1,462]

Note: Non-scientific, voluntary survey

As shown in **Figure E-6**, the main reason for driving alone for non-commuting trips was needing a car for transporting groceries and other items (69%); other primary reasons were saving time (62%) and no reasonable transit options (43%). Potentially a campaign to encourage people to use a non-drive-alone mode for errands should include a means to make that feasible, i.e., improvements in transit service and/or informing people about available transit options they may be unaware of; and/or an active transportation campaign, including distribution of grocery carts for walking and/or bike trailers.



**Figure E-6: Q: What are your reasons for driving alone for commuting to work or school?
(Choose up to five.)**

[Base = Those who selected "drive alone" in Figure 4-2]

[Answered: 894]

Note: Non-scientific, voluntary survey

When asked what would motivate them to use modes other than driving alone for non-commuting trips, (as shown in **Figure E-7**), “More frequent bus service” rated the highest at 53% and “Nothing would motivate me” was second highest at 26%. “Real-time indication of when my bus is coming” at 22% and “Better bicycle/pedestrian access” at 19% were also rated quite highly, pointing to the importance of improving real-time information and support for nonmotorized modes.

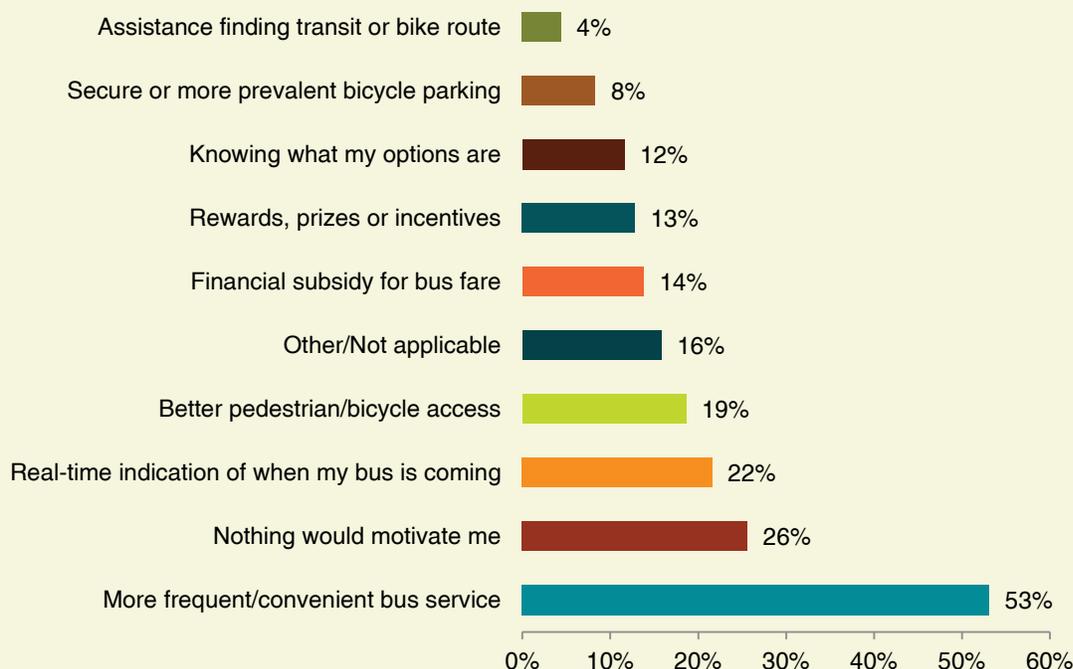


Figure E-7: Q: What would motivate you to increase your use of modes other than driving alone for non-commuting trips? (Choose up to three.)

[Base = Those who selected “drive alone” in Figure 4-2]

[Answered: 889]

Note: Non-scientific, voluntary survey

As shown in **Figure E-8**, a question about motivators when using a non-drive-alone mode in general (without specifying commute or non-commute trips) generated similar responses—cost savings at 74% and free time at 38%, with “stress reduction” also ranking high at 52%.

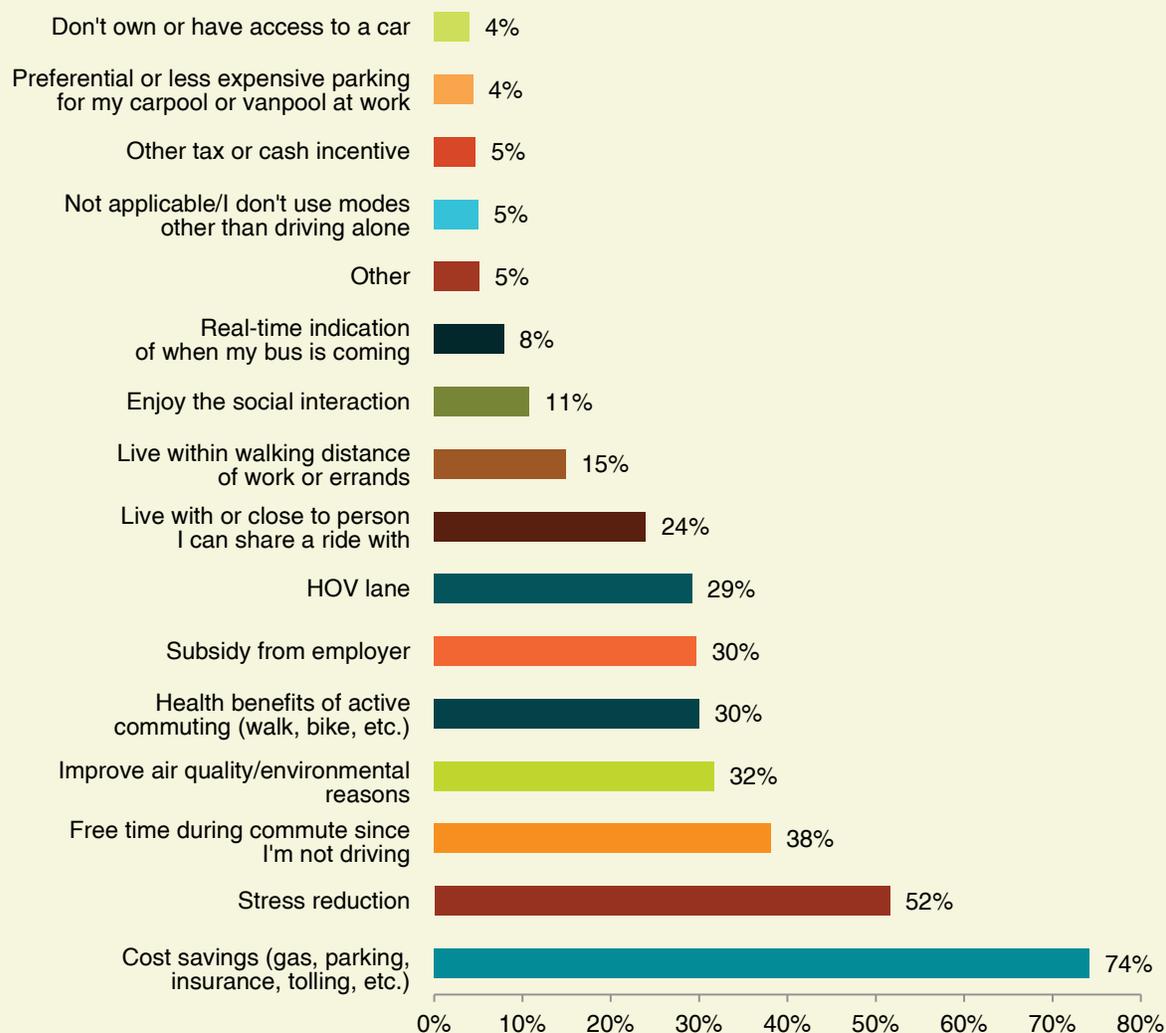


Figure E-8: Q: When you use modes other than driving alone, what motivates you to do so? (Choose up to five.)

[Base = All Respondents]

[Answered: 1,439]

Note: Non-scientific, voluntary survey

Responses from Employers

As shown below in *Figure E-9*, employers indicated they believe that the number one factor in employee commute choice, by a high margin, is availability of transit service (85.2%). This implies that the prevalence of transit service (or awareness of it) may be helpful in motivating employers to subsidize this mode for their employees. A far-off second were subsidies for using transit (63.0%) and traffic levels (59.3%). Cost of parking was the next most prevalent factor at 51.9%

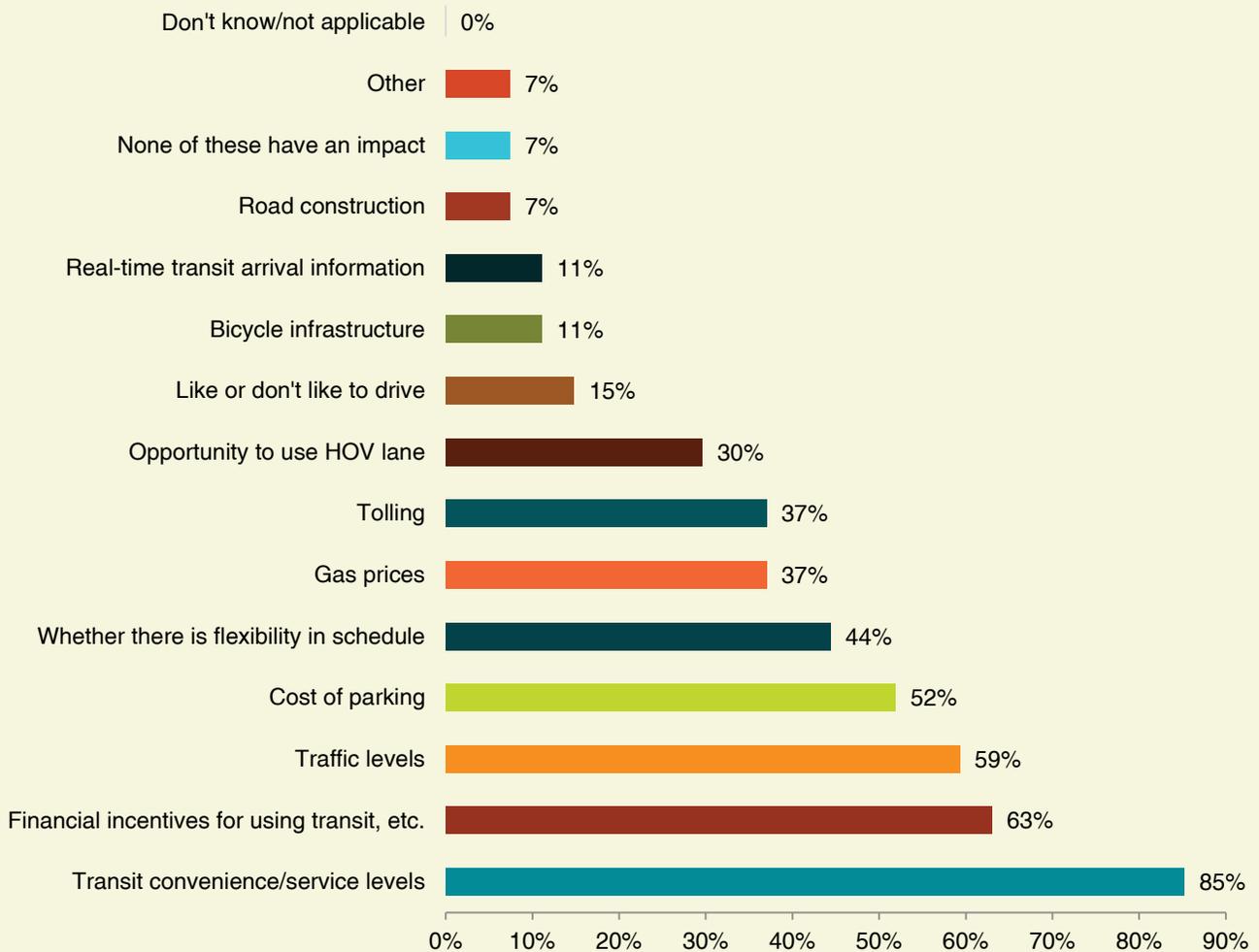


Figure E-9: Q: Which out of the following do you think significantly impact your employees' commute mode choice? (Choose up to five.)

[Base = Employer representatives in Bellevue]

[Answered: 27]

Note: Non-scientific, voluntary survey

A somewhat surprisingly high number of employers (56%) indicated they were either highly likely or somewhat likely to provide/enhance a commute incentive program for their employees, as shown below in **Figure E-10**. Although this response could be resulting from a skewed set of respondents already oriented toward this idea, nevertheless the responses indicate a potential market for employer assistance.

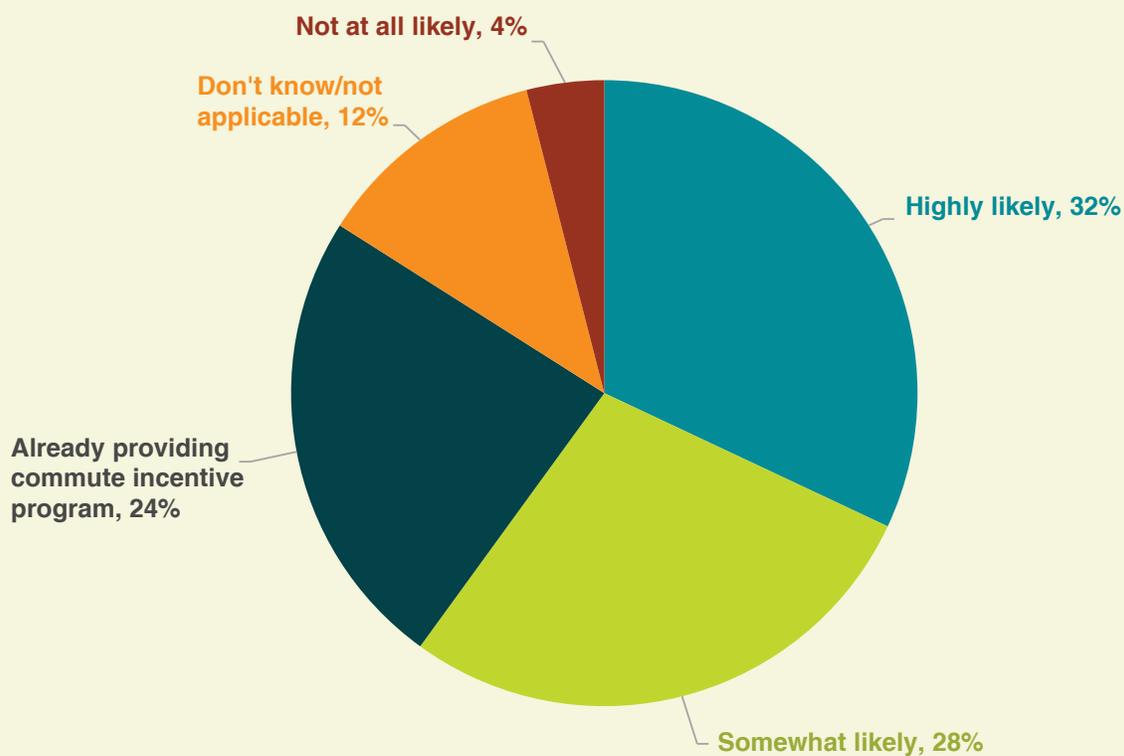


Figure E-10: Q: How likely are you to provide/enhance a commute incentive program for your employees in the next five years?

[Base = Employer representatives in Bellevue]

[Answered: 25]

Note: Non-scientific, voluntary survey

Responses from Property Managers

As shown below in *Figures E-11* and *E-12*, property managers indicated they believe the factors that most significantly impact their tenants' commutes to be transit service levels (58.5%), traffic levels (52.1%), and cost of parking (35.1%). When asked how likely they would be to provide or enhance a commute option benefit program for their tenants in the next five years, the answer with the most responses (49.4%) was "Not applicable/don't know." However, 23.4%, a sizable percentage, indicated they were somewhat or highly likely to do so.

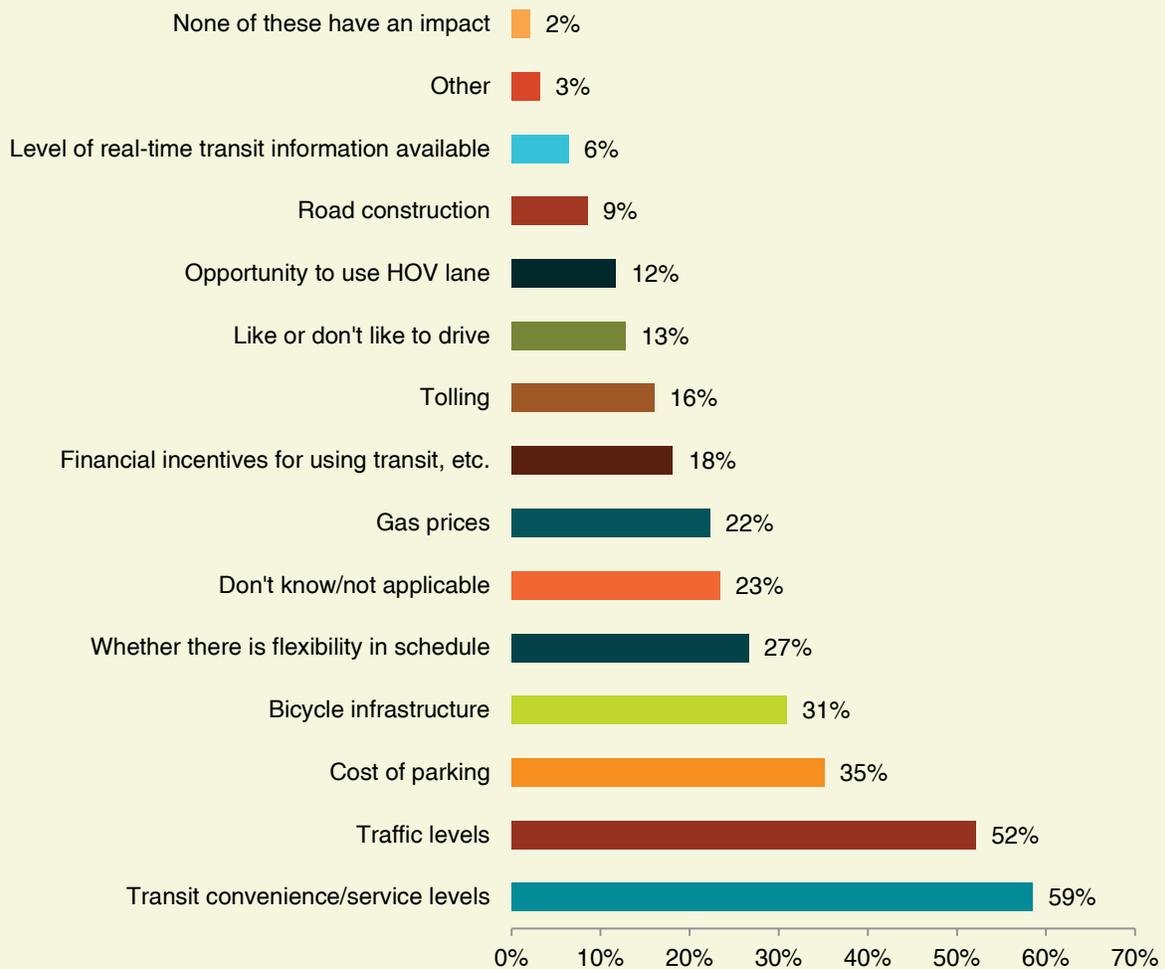


Figure E-11: Q: Which out of the following do you think significantly impact your tenants' commute mode choice? (Choose up to five.)

[Base = Property owners/managers in Bellevue]²⁵

[Answered: 94]

Note: Non-scientific, voluntary survey

²⁵ Since the "residential property owner or manager" self-identification category in Figure 4-1 did not specify "multifamily," it is probable that some respondents to this question were single-family residential property owners.

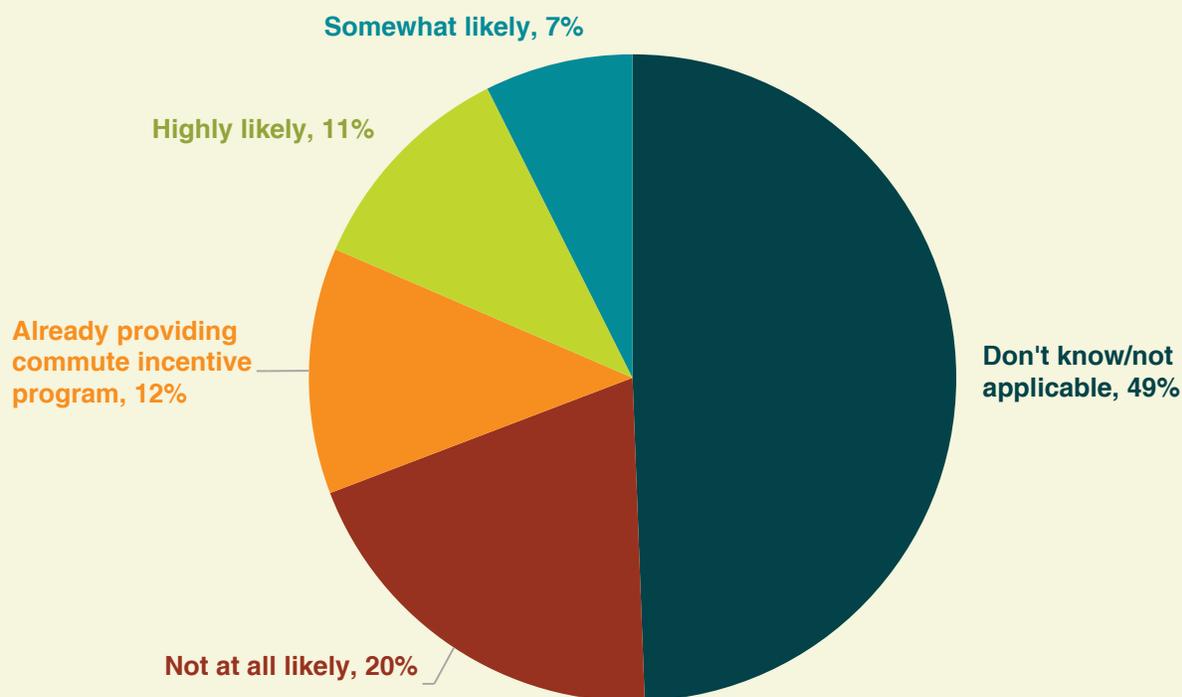


Figure E-12: Q: How likely are you to provide (or enhance) a commute option incentive program for your tenants or building employees in the next five years?

[Base = Property owners/managers in Bellevue]²⁶

[Answered: 81]

Note: Non-scientific, voluntary survey

²⁶ Since the “residential property owner or manager” self-identification category in Figure 4-1 did not specify “multifamily,” it is probable that some respondents to this question were single-family residential property owners.

General Questions – All Respondents

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

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

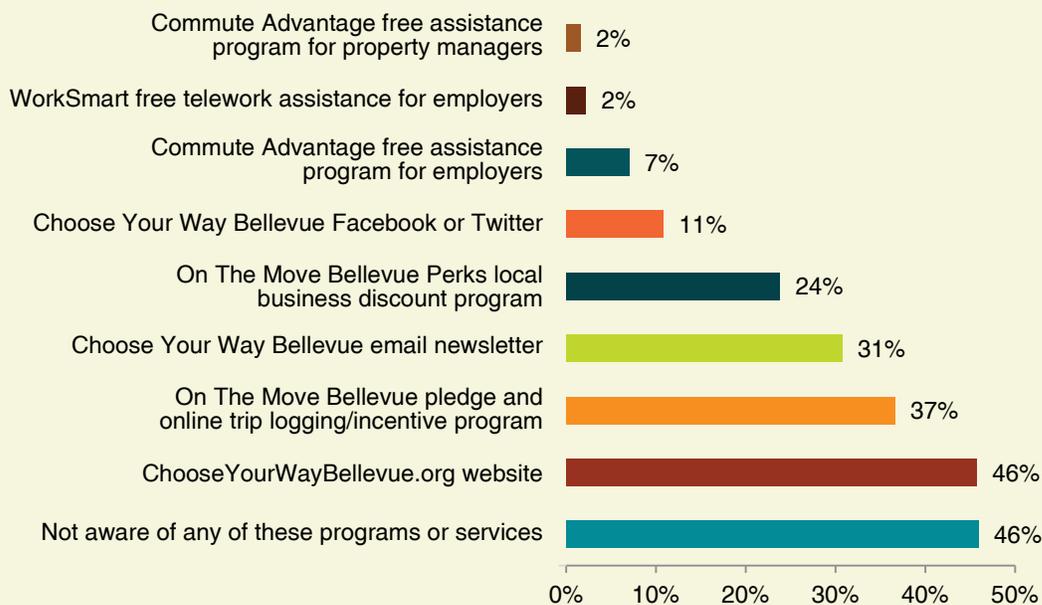


Figure E-13: Q: Before taking this survey, were you aware of any of the following programs or services? (Select all that apply.)

[Base = All Respondents]

[Answered: 1,530]

Note: Non-scientific, voluntary survey

When asked generally what factors are most significant in choosing a non-drive-alone mode, the top three were convenience (71%); cost savings (58%); and time savings (54%). These results echo the top three such responses in a 2011 voluntary downtown survey of downtown workers and residents²⁷ conducted by the TDM program. Stress reduction also scored quite high, at 32%. Environmental factors were a bit lower on the list, at 22%. In the same 2011 survey, Environmental factors scored higher than stress reduction. These motivators should be considered in designing and messaging TDM programs.

The full range of responses to these questions are shown below in *Figures E-13* through *E-16*.

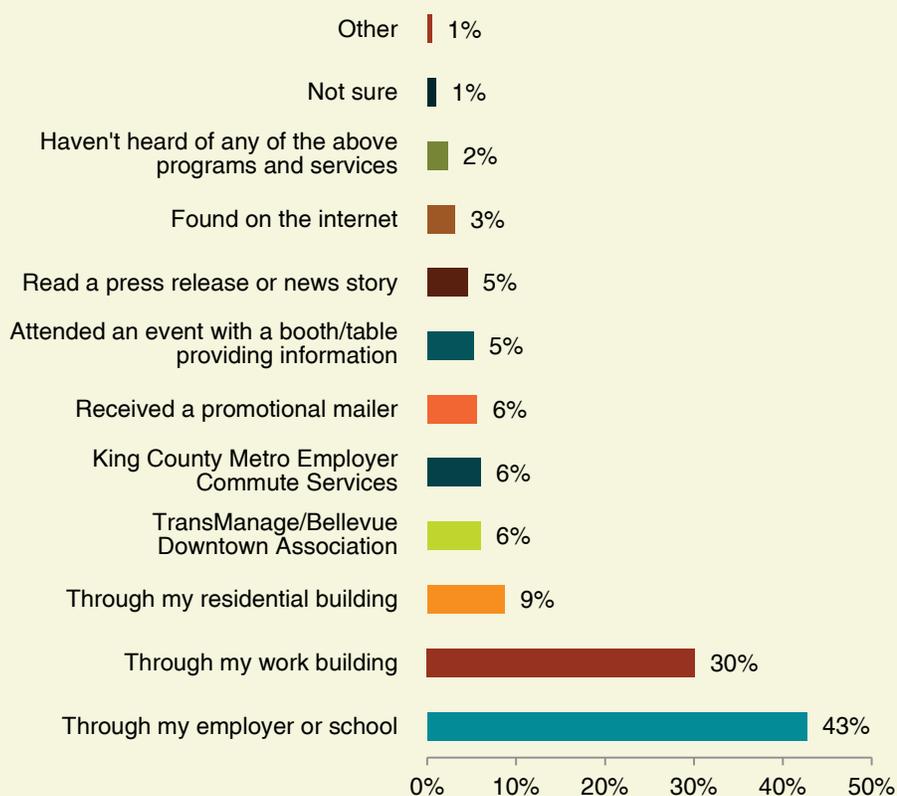


Figure E-14: Q: How did you hear about the Choose Your Way Bellevue programs and services mentioned in the previous question? (Select all that apply.)

[Base = All Respondents]

[Answered: 1,524]

Note: Non-scientific, voluntary survey

²⁷ Choose Your Way Bellevue Survey of Downtown Commuters & Residents, 2011 (<http://www.chooseyourwaybellevue.org/SiteAssets/Document/Individual%20Survey%20Report%20Final.pdf>)

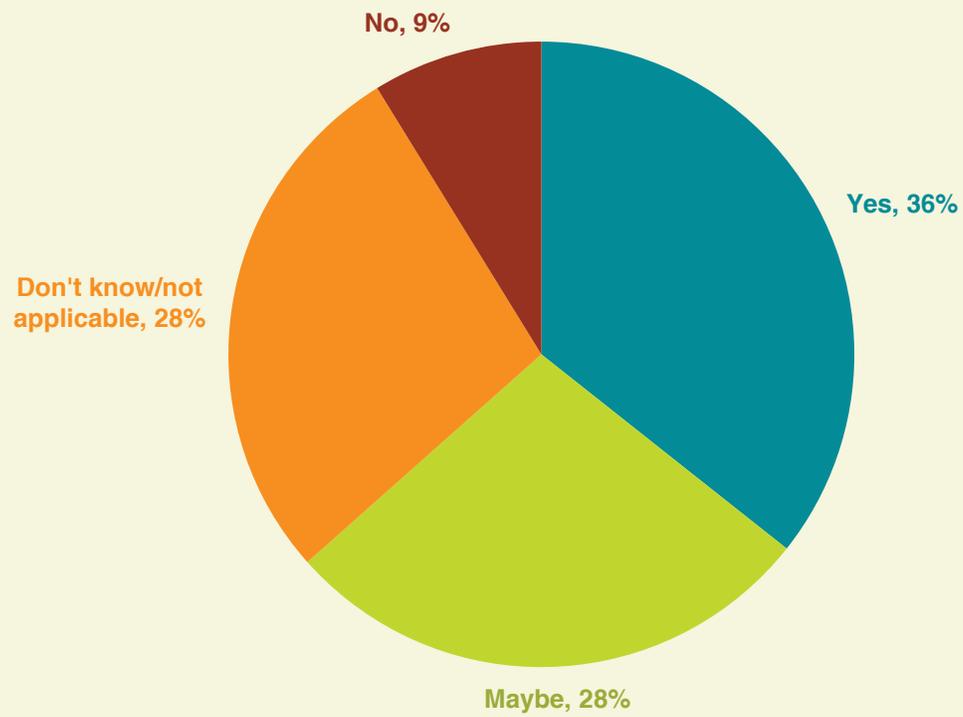


Figure E-15: Q: Are these programs or services useful to you?

[Base = All Respondents]

[Answered: 1,524]

Note: Non-scientific, voluntary survey

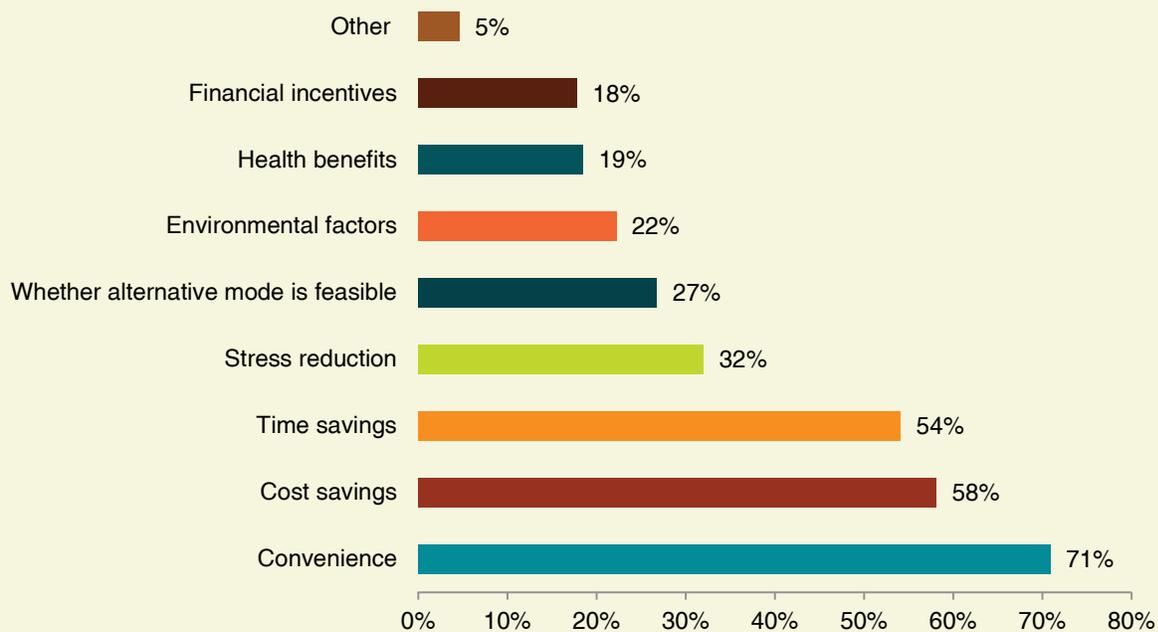


Figure E-16: Q: In general, when choosing or considering a non-drive-alone transportation mode, which factor(s) are most significant to you, or to your employees/tenants? (Choose up to three.)

[Base = All Respondents]

[Answered: 1,520]

Note: Non-scientific, voluntary survey

APPENDIX F

Industry Literature Review

INTRODUCTION

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

ATTITUDINAL, SOCIOECONOMIC AND TRANSPORTATION TRENDS

General Decline In Per-Capita Miles Driven Over Last Decade, Especially By Millennials

According to a report released by the United States Public Information Research Group (U.S. PIRG) in 2014, the number of miles driven by the average American has been falling over the last decade (after 60-plus years of steady increases). The report indicates that "young Americans have experienced the greatest changes in terms of driving less, taking transit, biking and walking more; and seeking out places to live in cities and walkable communities where driving is an option, not a necessity."²⁸

Millennials, those born between 1983 and 2000, are experiencing a continued shift away from the use of cars for commuting; and many of the factors that have contributed to the recent decline in driving among young Americans appear likely to last. These factors include multiple socioeconomic shifts, such as: the Great Recession, contributing to falling incomes²⁹; the increased number

of Millennials living with their parents, a number that had been increasing even prior to the recession; getting married and having children later in life; and high gasoline prices. Studies have found that today's young people drive less than previous generations of young Americans, even when economic and other factors linked to vehicle ownership are taken into account. Furthermore, millennials consistently report greater attraction to less driving-intensive lifestyles than older generations³⁰. These lifestyles are further described as urban living, residence in "walkable" communities, and openness to the use of non-driving modes of transport.³¹

The U.S. census shows that the median age in Bellevue has been increasing, from 35.4 in 1990³² to 38.5 in 2010.³³ More recent data indicate a median age of 37.9.³⁴ Millennials (census data available for those between the ages of 15 and 34) represent 24.8% of the population in Bellevue and 27.5% of the U.S. population.³⁵ The report indicates that millennials "are the nation's largest generation, making their transportation needs particularly important";³⁶ and millennials are nearly the same proportion of the population in Bellevue as in the U.S. Therefore, these trends should be taken into account in how Bellevue provides for the transportation needs of its citizens.

On a related note, a recent attitudinal survey conducted by TransitCenter revealed that the level of preference for transit varies by age. The report indicates that "Even though they grew up using public transit more than today's youth, America's Baby Boomers are mostly reluctant to use public transit now. Americans under 30 are 2.3 times more likely to ride public transit than Americans age 30-60, and 7.2 times more likely than Americans over 60. Even after controlling for other factors, older people are less likely to ride transit than younger people."³⁷ This finding correlates with Bellevue's 2014 TDM Community Input Survey summarized in Chapter 4 of this plan.

²⁸ U.S. PIRG (2014). *Millennials in Motion: Changing Travel Habits of Young Americans and the Implications for Public Policy*, News Release. Retrieved March 16, 2014 from: <http://www.uspirg.org/reports/usp/millennials-motion>, p. 1.

²⁹ The report indicates that, during the 2000s, driving fell among both young people with jobs and those without.

³⁰ Surveys have found that American millennials are 16% less likely to commute by car to work; use public transit almost three times more often; and are 23% less interested in owning a car than the generation that precedes them (Greg Gardner, "Study: Car sales will grow, but so will car sharing," USA Today. Retrieved December 10, 2015 from: <http://www.usatoday.com/story/money/cars/2015/09/28/car-sharing-mckinsey/72989246/>

³¹ U.S. PIRG, pp. 2-3.

³² Source: U.S. Census

³³ Source: U.S. Census 2008-2012 American Community Survey 5-year estimates

³⁴ Source: U.S. Census 2011-2013 American Community Survey 3-year estimates

³⁵ Source: U.S. Census, 2011-2013 American Community Survey 3-year estimates

³⁶ U.S. PIRG (2014). *Millennials in Motion: Changing Travel Habits of Young Americans and the Implications for Public Policy*, News Release. Retrieved March 16, 2014 from: <http://www.uspirg.org/reports/usp/millennials-motion>, p. 1.

³⁷ TransitCenter (2014). *Who's On Board 2014 Mobility Attitudes Survey*. Retrieved March 16, 2014 from: <http://transitcenter.org/ourwork/mobility-attitudes-survey/>

Recent Uptick in Vehicle Miles Traveled - Total and Per Capita

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

Total VMT has also ticked upward. The article cites an increase in the U.S. gross domestic product as a likely cause, but also makes the point that VMT is less then correlated to GDP than it has been in the past—that the travel demand per unit of economic produc-

tion has been falling for two decades. The article says in summary that “looking forward, most evidence suggests that the relative slow growth or decline in automobile use is likely to continue over the long term.”³⁸

Although the article referred to above stated that VMT remained below its 2007 peak, according to a June 2015 news release from the U.S. Department of Transportation’s (USDOT) Federal Highway Administration (FHWA), new estimates show that Americans drove 987.8 billion miles for the first four months of the year, topping the previous record—965.5 billion—set in April 2007.^{39, 40}

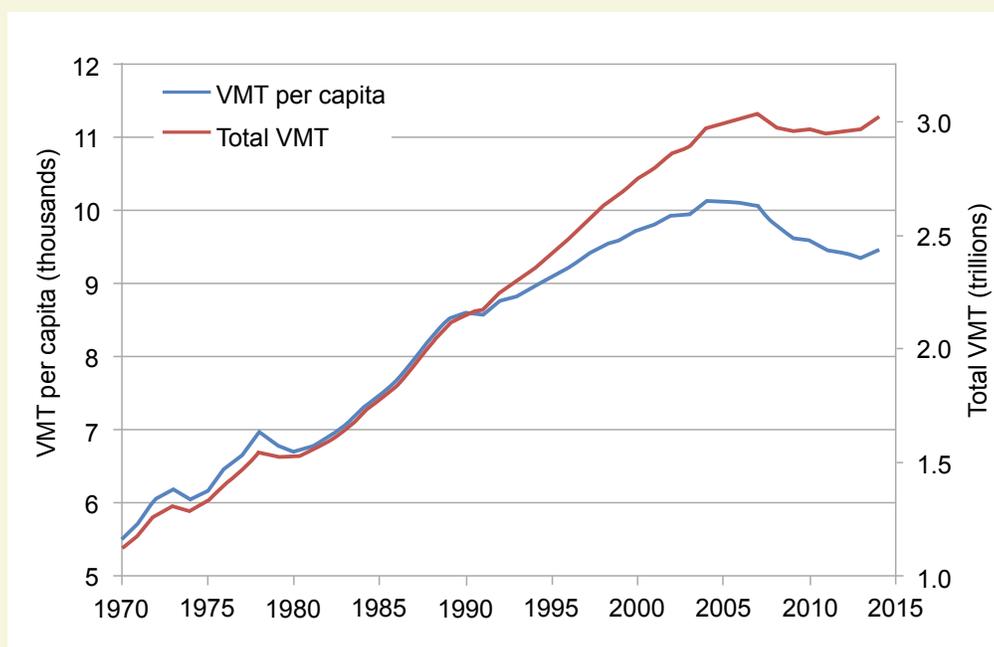


Figure F-1: Vehicle Miles Traveled (VMT) Trends⁴¹

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

³⁸ Sundquist and McCahill, State Smart Transportation Initiative (2014). Retrieved March 16, 2014 from: <http://www.ssti.us/2015/03/for-the-first-time-in-a-decade-u-s-per-capita-highway-travel-ticks-up/> pp. 1-5

³⁹ U.S. Department of Transportation, Office of Public Affairs, U.S. Driving Nears 1 Trillion Miles In First Four Months of 2015. Retrieved July 27, 2015 from: <http://www.fhwa.dot.gov/pressroom/fhwa1546.cfm>.

⁴⁰ However, as indicated by economist Doug Short, “on a per-capita basis, Americans are now driving about as much as we did in 1997.” Vehicle Miles Traveled: An Updated Look at our Evolving Behavior, December 17, 2015, <http://www.advisorperspectives.com/dshort/updates/DOT-Miles-Traveled.php>, retrieved December 28, 2015.

⁴¹ Sundquist and McCahill, State Smart Transportation Initiative (2014). For the first time in a decade, U.S. per capita highway travel ticks up. Figure 1, page 1. Annual vehicle-miles traveled (VMT), total and per capita, in the United States. Data source: FHWA and Census Bureau. Image retrieved March 16, 2014 from: <http://www.ssti.us/2015/03/for-the-first-time-in-a-decade-u-s-per-capita-highway-travel-ticks-up/>

Mode Trends

According to the American Public Transportation Association (APTA), public transportation use grew 37.2% from 1995 to 2013, almost double the amount of the population growth of 20.3%. In 2013, public transportation use increased by 1.1%, while vehicle miles traveled increased by 0.3%. (Source: APTA, "Record 10.7 Billion Trips Taken On U.S. Public Transportation In 2013," March 10, 2015. Retrieved July 6, 2015 from http://www.apta.com/mediacenter/pressreleases/2014/Pages/140310_Ridership.aspx.)

According to the 2009 National Household Travel Survey (NHTS), the percent of person trips by private vehicle decreased from 87.8 % in 1990 to 83.4% in 2009. (Source: U.S. Department of Transportation, Federal Highway Administration. Summary of Travel Trends: U.S. National Household Travel Survey. Retrieved July 6, 2015 from <http://nhts.ornl.gov/2009/pub/stt.pdf>.)

Results from the Puget Sound Regional Council's 2014 Puget Sound Regional Household Travel Study indicate that mode use trends starting in or before 1999 are continuing at a similar pace: Across the Puget Sound region, more trips are being taken by transit, on foot, and other sources, while the proportion of trips by driving and riding in personal vehicles is decreasing. For all trip purposes, single-occupant vehicle (SOV) shares decreased from 48% of trips in 1999 to 42% in 2014. (Source: Puget Sound Regional Council, Puget Sound Trends, No. T8, April 2015. Retrieved July 6, 2015 from: <http://www.psrc.org/assets/833/trend-t8.pdf>.)

Transportation mode usage data for commuting purposes is captured by the United States Census. The following table and graph show that the rate of drive-alone commuting has increased for the U.S. as a whole from 1990 to 2013, and dropped for Washington State, King County and Bellevue.

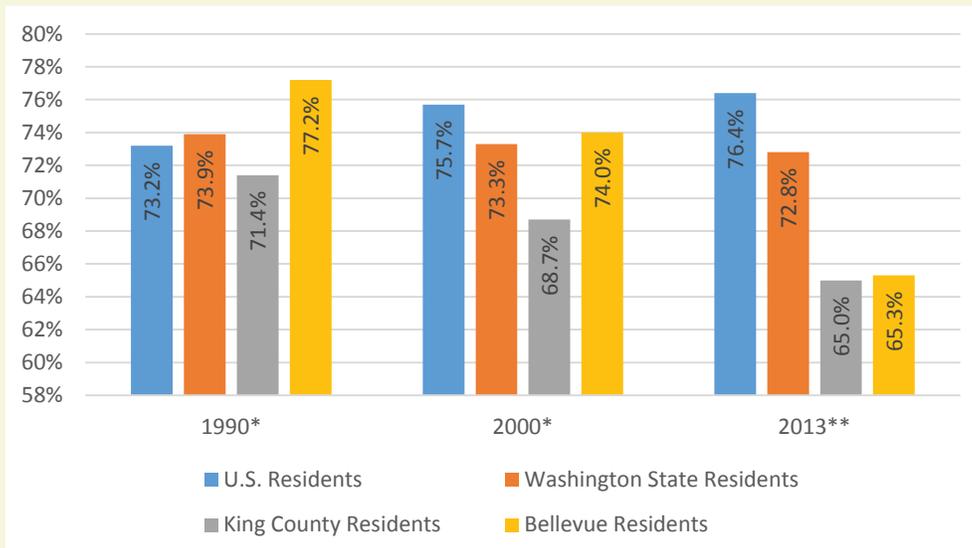


Figure F-2: U.S. Census - Means of Transportation to Work / Journey to Work: Percent who responded “Car, truck or van - drove alone “

*Source: U.S. Census

**Source: U.S. Census 2011-2013 Three-Year Estimates

► TDM Planning Takeaways:

Per capita, long-term trends are downward for driving and upward for the use of other modes, particularly among younger people, including the Millennial generation. At the same time, the continued prevalence of driving is evident: *Commute* drive-alone mode share in the U.S. is rising (though it is going down statewide and locally), and total vehicle miles traveled nationally has been rising in recent months to set a new record high level in April 2015. The City needs to keep in mind varying attitudes toward driving alone and using alternative modes when designing TDM programs. Overall, national and local trends do indicate significant interest in usage of modes other than driving alone. *For Bellevue, although the proportion of trips by driving may decrease, the total number of trips may continue to increase as Bellevue grows in population, employment and as a location for entertainment and other activities.*

PARKING AND TDM

A 2014 study of Washington, DC, area data by Hamre and Buehler found that “free car parking alone is associated with a 96.6 percent probability to drive alone to work – an increase of about 20 percentage points compared to when no [public transportation, walk or cycle] benefits are provided. The simultaneous provision of free car parking, public transportation benefits, and bike/walk benefits is associated with an 86.8 percent probability of driving, and increase of about 10 percentages [sic] points compared to the probability when no benefits are provided.”⁴² This is similar to the results of a Bellevue study of Commute Trip Reduction sites summarized below, and to other national data generally indicating that that parking is the single most significant factor in mode choice.

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

- The cost of parking has been shown in Bellevue to be a statistically significant factor in commute mode choice. In Downtown Bellevue, charging for parking is associated with a 20% lower SOV rate, and in Downtown, every \$4 increase in monthly parking cost is often associated with a 1% lower SOV rate. This is similar to national data.⁴³
- Past data analysis has shown that commuter parking is often subsidized in Downtown Bellevue. A 2008 downtown parking study indicated that, overall, 75% of parking costs are subsidized by employers for their employees.⁴⁴ Employer focus groups in 2012 further reinforced the presence of widespread employer parking subsidies in downtown.⁴⁵
- There is a disparity between the amount property managers are charging their tenants for parking and the market rate for parking. Currently the minimum monthly parking rate TMP buildings must charge to tenants is \$117 (though employees often pay much less, per the bullet point above). In a Bellevue Downtown Association report, the average published monthly cost per stall is \$207.
- The cost of parking for the end user is influenced by the supply of parking that is built, which is regulated by city code. Studies have indicated that downtown property managers and tenants work to fill parking garages, and that the favored downtown parking management practice to fill garages is provision of monthly parking passes.⁴⁶ Thus parking supply is a factor affecting future level of drive-alone commuting in the city.

Flexibility of parking opportunities is key to choosing a non-drive-alone commute mode. An observation noted in the 2008 *Connect Downtown* GTEC Plan, which is still evident based on known parking practices, is as follows:

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

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

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

- Commuters who receive a parking subsidy greater than or equal to their transit subsidy.
- Commuters who must choose between a transit and a parking subsidy – the transit choice may incur increased occasional daily parking costs.
- Commuters who receive a greater subsidy for transit use than for parking may be motivated to take transit; however, their true occasional daily parking costs may outweigh the benefit of the transit subsidy.
- Commuters who receive neither a parking subsidy nor a transit subsidy – it may be possible to find a monthly parking space that costs less than a transit pass (currently \$117 per month for a two-zone pass) plus occasional daily parking costs.

⁴² Hamre and Buehler (2014). *Commuter Mode Choice and Free Car Parking, Public Transportation Benefits, Showers/Lockers, and Bike Parking at Work: Evidence from the Washington, DC Region*. Retrieved March 16, 2014 from: http://www.nctr.usf.edu/wp-content/uploads/2014/07/JPT17.2_Hamre.pdf, p. 81

⁴³ Lazar, *Quantification of Transportation Demand Management Factors Affecting the Shift from Drive-Along to Other Commute Modes in Bellevue, WA, 2009*

⁴⁴ City of Bellevue, *Downtown Bellevue Parking Inventory Report*, December 2008, p. 27

⁴⁵ City of Bellevue, *Downtown Bellevue Transportation Demand Management Focus Group Research*, December 2012, pp. 14, 25

⁴⁶ City of Bellevue, *Downtown Bellevue Transportation Demand Management Focus Group Research*, December 2012, p. 34

In addition, lack of weekend parking access has been noted anecdotally as a deterrent to non-drive-alone commuting. For at least one location, commuters who give up monthly parking lose access to the building's parking garage on weekends. There is very limited street parking in downtown, and the free parking in downtown is proprietary customer parking. Finding a place to park means they would need to pay for parking in a garage open to the public, but these may not be available in a convenient location, as many are closed on weekends.⁴⁷

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

"While some daily parking is available in the downtown, parking providers have not indicated great interest in increasing its provision nor increasing signage where it is currently available. In the current environment, and until severe parking shortages exist, parking operators and building managers are likely to perceive the maximization of sales of monthly tenant parking as more economically viable than pursuing public hourly or daily parkers."⁴⁸ This observation was corroborated by 2012 focus groups of parking operators, who seemed to prefer the secure revenue with monthly parking passes and the ease of parking operation; one explained: "It's nice with monthly because you don't have to deal with tickets. No cashiers needed; no ticket jams; no technical difficulties."⁴⁹

► **TDM Planning Takeaways:**

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

TELEWORK/ALTERNATIVE WORK SCHEDULE TRENDS AND PRACTICES

Research continues to point to telework—an arrangement that allows employees to work from home or remote location—as a viable way for employers to minimize employee commuting, and for employees who wish to avoid drive-alone commuting. Telework is especially suited to worksites located in areas without viable transportation options to driving alone. Recent research indicates that the presence of teleworking continues to grow in popularity: Since 2012, there has been a 20-percent increase in telecommuting in the US, and 79 percent of employees want to work from home

at least part-time. In addition, 53 percent of telecommuters put in more than 40 hours per week.⁵⁰ Benefits abound: Employers of telecommuters annually save roughly \$11,000 per employee through the elimination of furnishings, maintenance, parking and phones.⁵¹ Furthermore, employees who work remotely find themselves more productive⁵², with only 4 percent finding the process more difficult than a traditional office environment.⁵³

Even where telework isn't feasible, there are ways to reduce trips. Flexible work schedules can provide modest trip reduction. According to a survey released by the Society for Human Resource Management, three-quarters or more —73 to 92 percent—of

⁴⁷ City of Bellevue, *Connect Downtown Growth & Transportation Efficiency Center Plan*, 2008, pp. 18-19

⁴⁸ City of Bellevue, *Connect Downtown Growth & Transportation Efficiency Center Plan*, 2008, p. 19

⁴⁹ City of Bellevue, *Downtown Bellevue Transportation Demand Management Focus Group Research*, December 28, 2012, p. 34.

⁵⁰ Hess, ZDNET (2014). *Death of the Office and Rise of the Telecommuter*. Retrieved March 15, 2015 from: <http://www.zdnet.com/article/death-of-the-office-and-rise-of-the-telecommuter/>

⁵¹ GlobalWorkplaceAnalytics.com (2013), *Latest Telecommuting Statistics*. Retrieved March 15, 2015 from: <http://globalworkplaceanalytics.com/telecommuting-statistics>.

⁵² Teleworking results in a 22% increase in productivity on average (Kevin Oliff, *Telecommuting: The Read Less Traveled – Or Not Traveled At All*, Fall/Winter 2014, <http://web1.ctaa.org/webmodules/webarticles/articlefiles/Fall-Winter14telework.pdf>, retrieved December 10, 2015).

⁵³ Shaw, ITworld (2013). *Study: Teleworkers Deliver Better Work*. Retrieved March 15, 2014 from: <http://www.itworld.com/article/2702573/careers/study--managers-say-teleworkers-deliver-better-work.html>

human resource professionals from organizations that offer flexible work say 16 types of flexible arrangements are somewhat or very successful. Flexible work arrangements were defined as ranging

from compressed workweeks, flex time and phased retirement to job sharing, break arrangements and shift flexibility.⁵⁴

► **TDM Planning Takeaways:**

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

SHARED TRANSPORTATION TRENDS AND PRACTICES – RIDESHARING, CARSHARING, CASUAL CARPOOLING

An article by Forbes columnist Sarwant Singh coins a new term, car “usership,” which he says is the subject of a strong paradigm shift between 2008 and 2014, in lieu of car ownership. He claims “Concepts like bike and car sharing, integrated door-to-door transport solutions, inter-modality and smartphone-based urban mobility solutions all activated through a smart app will become commonplace in the urban world.” He cites cost savings of around \$3,000 per year for those who opt for carsharing over car ownership. Such services reduce the space impacts of cars as well, citing a study conducted by his team that revealed that every car that went into a car sharing club, about seven to nine cars were removed from the streets.⁵⁵ In Bellevue, Zipcar carsharing service is available in Downtown Bellevue to a limited degree, with eight cars available as of this writing. It remains to be seen when and if expansion of carsharing will occur in Bellevue.

There are other emerging services that allow users to, in essence, purchase rides rather than cars. The meteoric rise of app-based transportation network companies such as Uber and Lyft have created convenient travel options. App-based products that are true ridesharing –sharing of rides and costs by users taking the trip anyway, but sharing a vehicle in which to do it—are also emerging,

although none are viable quite yet in the Puget Sound region as of this writing. And the Pronto Bikeshare system launched in Seattle in 2014 and is potentially slated for Bellevue for a future phase.

Traditional carpooling and vanpooling continue to be options served by the region’s online ridematching system, www.Ride-shareOnline (accessible in Bellevue through the city’s commute club, www.OnTheMoveBellevue.org). A recent article in the Seattle Transit Blog indicates that King County Metro’s vanpool program is continuing to attract a growing number of participants with its ability to provide options for regular commuting for people for whom transit is not the best option.⁵⁶

Additional shared transportation tools:

UberPool: Not true ridesharing (because there is a dedicated driver), and not yet available in the Seattle area as of this writing, UberPool is a version of the Uber for-hire ride service that allows Uber riders to share the ride, and split the cost, if they happen to be going along the same route. (Source: <http://newsroom.uber.com/announcing-uberpool/>; retrieved July 6, 2015.)

For-Hire Ride Services and Taxis: These services such as app-based Uber, Lyft and Sidecar, along with traditional taxi services, provide non-drive-alone options in Bellevue for times when other modes are not convenient or timely. And taxis can be hailed through online tools such as Flywheel.

► **TDM Planning Takeaways:**

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

⁵⁴ Society for Human Resource Management (2014). Flexible Work Options Successful, Set to Increase. Retrieved March 16, 2015 from: <http://www.staffingindustry.com/Research-Publications/Daily-News/SHRM-Flexible-work-options-successful-set-to-increase-31829>

⁵⁵ Singh, Forbes (2014). Future Of Personal Mobility -- Life With Or Without Ownership Of Cars. Retrieved March 16, 2015 from: <http://www.forbes.com/sites/sarwantsingh/2014/04/23/future-of-personal-mobility-life-with-or-without-ownership-of-cars/>

⁵⁶ Ryan, Seattle Transit Blog (2015). Vanpools are a Success Story. Retrieved March 16, 2015 from: <http://seattletransitblog.com/2015/03/14/vanpools-are-a-success-story/>.

REAL-TIME INFORMATION AND TRIP PLANNING TECHNOLOGIES

According to TDM researcher Louise Baker, TDM professionals have observed that recent advances in online mapping and global positioning system (GPS) technologies are opening doors for the TDM industry, and TDM programs being delivered are different from those delivered in previous decades. The potential to make trips more efficient is significant, particularly since the launch of location-based application programming interfaces (APIs) by Google Maps, Apple Maps and OpenStreetMap. These APIs can work in combination with maturing social networks, new ways of understanding data and increasing access to smart phones to help TDM professionals encourage mode shift.⁵⁷ As a result, the paradigm is shifting from “choosing a mode” to “planning a journey”: a traveler is at point A and wants to get to point B. What are the various options and tradeoffs of the choices at hand in the current moment? Younger travelers are especially amenable to this idea and thus propelling efforts to amalgamate mode options so that users can seamlessly find trips from place to place.⁵⁸ Open-source

real-time transit location data made available by transit providers, including in the Puget Sound region, paves the way for app developers to make useful tools available.

Stated another way, advances in technology, particularly mobile device technology, have dramatically changed the landscape for the individual user of the transportation over the last several years. In addition, the products and services are rapidly evolving, and more changes are on the horizon.

Examples of technology tools for trip planning, real-time information, and making and executing transportation choices on the fly include the following:

Ridescout is one app available in Bellevue that provides information about multiple transportation options in one place. The app indicates the mode options available, maps how to use each one, and provides tradeoff information including time, cost, and even calories (for the bicycling). The app includes the options available in an area: as more options become available, such as additional carsharing/taxi/bike sharing options, they can be included.

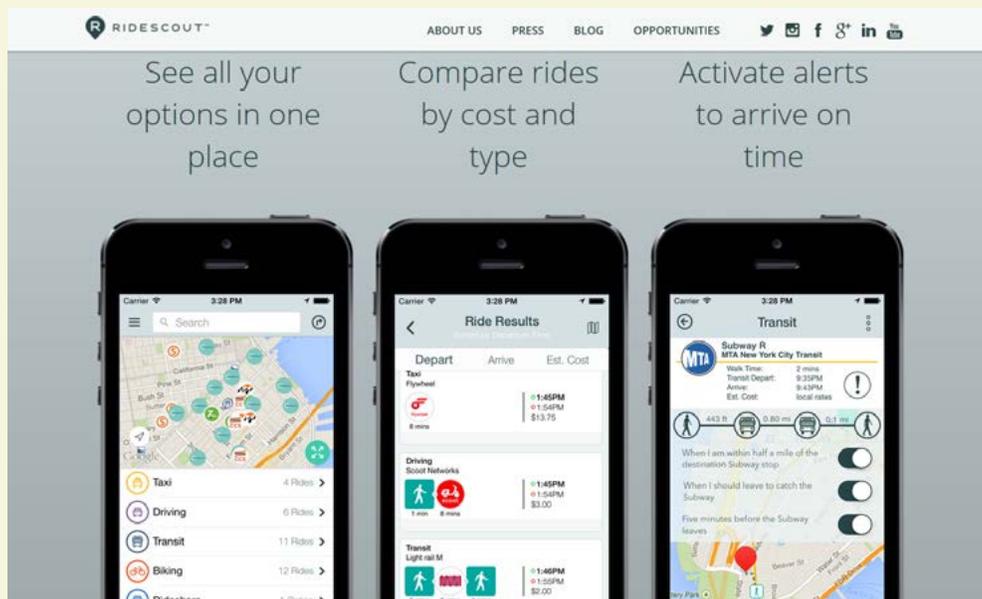


Figure F-3: Ridescout App⁵⁹

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

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

⁵⁷ Baker (2013). A Travel Demand Management Digital Safari. Retrieved March 17, 2015 from: <http://conf.hardingconsultants.co.nz/workspace/uploads/baker-louise-ipentz2013-a-519196af3bf18.pdf>, p. 1.

⁵⁸ Baker, p. 8.

⁵⁹ Image retrieved on March 17, 2015 from: <http://www.ridescoutapp.com/>



Figure F-4: TransitScreen Example⁶⁰

Installation of real-time transit arrival information kiosks at transit stops is increasing in the Puget Sound Region. RapidRide, a special series of bus lines created and operated by King County Metro, include real-time departure information at most stops, and the City

of Seattle is installing real-time information at numerous transit stops. A TransitScreen was recently installed at Bellevue City Hall with real-time departure information for buses at the nearby Bellevue Transit Center, as depicted in the image below.

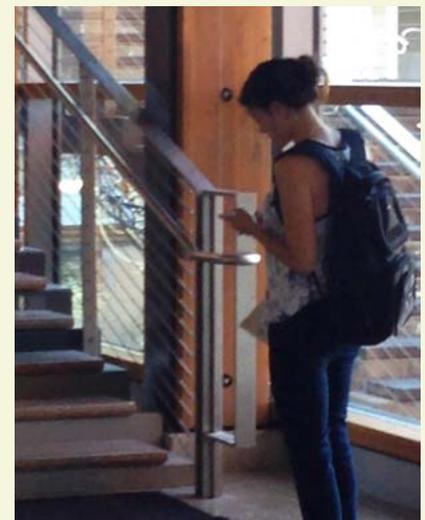
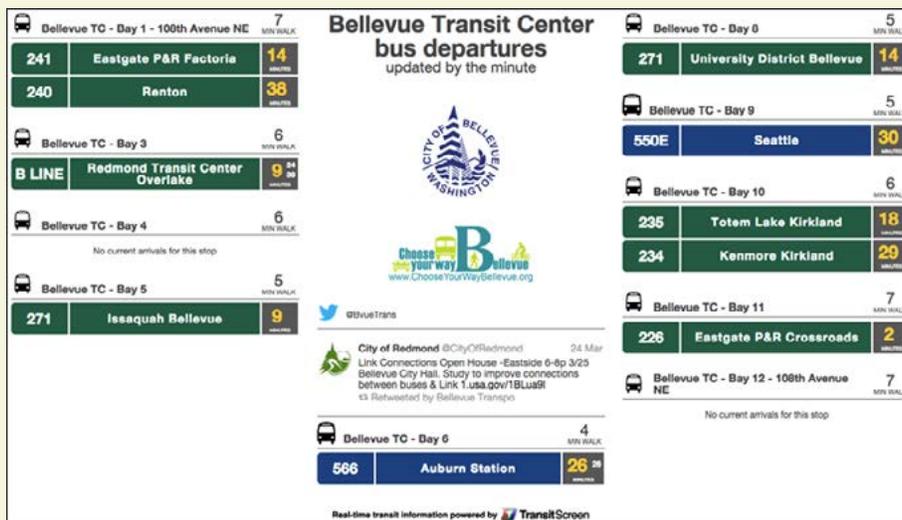


Figure F-5: TransitScreen – Bellevue City Hall

► **TDM Planning Takeaways:**

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

⁶⁰ Image retrieved March 17, 2015 from <http://transitscreen.com/>.

ACTIVE TRANSPORTATION TRENDS, PRACTICES AND HEALTH BENEFITS

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

"The health impacts model was applied to a range of active transport scenarios that from a 2% baseline would attain a combined walking and bicycling mode share of up to 15% of travel distance. This corresponds to an increase in an average person's (median) weekly walking and bicycling from 31 minutes to 154 minutes.

At high levels of active transport compared to BAU [business as usual], the model predicts 13% fewer premature deaths and 15% fewer years of life lost for cardiovascular disease and diabetes and 5% reductions in each of four other chronic diseases. After accounting for a 19% increase in the disease burden from fatal and serious traffic injuries to pedestrians and bicyclists, the Bay Area would still experience 2,236 fewer deaths and 22,807 years of life gained...almost all (99%) of the health benefit arises from increased physical activity rather than from less air pollution."⁶¹

What can be done to increase the use of active transportation modes? In a new national survey, 53% of adults indicated that they wanted to bike more. So what is inhibiting them from doing so? Approximately one-third (34%) of those who indicated they

want to bike more also said they are dissatisfied with existing bike infrastructure. Among poorer households, not owning a bike was a barrier. Tellingly, an overwhelming 64 percent of people who would like to bike more say that protected bike lanes would make a difference to their transportation choices.⁶²

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

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

In sum, the simple act of taking a journey by bus can help achieve half the recommended 30 minutes of exercise per day.⁶³

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

"Some quintessentially suburban areas of Redmond and Bellevue have a higher percentage of people who walk to work than most places in Seattle."⁶⁴*

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

► TDM Planning Takeaways:

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

⁶¹ Maizlish (2011). Health Co-Benefits and Transportation-Related Reductions in Greenhouse Gas Emissions in the Bay Area: Technical Report. Retrieved March 17, 2015 from: http://www.cdph.ca.gov/programs/CCDPPH/Documents/ITHIM_Technical_Report11-21-11.pdf.

⁶² Anderson, Streetsblog (2015). The First National Survey of People 'Interested But Concerned' About Biking. Retrieved March 17, 2015 from: <http://usa.streetsblog.org/2015/03/13/the-first-ever-nationwide-survey-of-interested-but-concerned-bikers-is-here/#.VQNT7jtmxXg.twitter>.

⁶³ Greener Journeys (2015). Why taking the bus is good for your health. Retrieved March 17, 2015 from: <http://www.greenerjourneys.com/2011/09/why-taking-the-bus-is-good-for-your-health/>.

⁶⁴ Balk, The Seattle Times (2014). Where we walk to work: Would you believe Bellevue? Retrieved March 17, 2015 from: <http://blogs.seattletimes.com/fyi-guy/2014/08/27/where-we-walk-to-work-would-you-believe-bellevue/>.

COMMUTE CLUBS AND SOCIAL MEDIA TRENDS AND PRACTICES

Communications and outreach in the TDM arena are more and more practiced via “commute club” and social media platforms. Users of the transportation system can thereby find themselves in a community of encouraging, like-minded fellow travelers who are trying to save money and benefit the environment with “greener” travel. The “commute club” model often involves an online trip logging system whereby users can rack up trips by non-drive-alone mode and earn rewards, as well as online encouragement and recognition. “Commute Challenges” and social media contests, games and peer recognition can enhance the experience. Advertising and public relations play a role. The City of Bellevue’s existing www.OnTheMoveBellevue.org program (originally piloted in downtown in 2011, and spread citywide in 2014) provides all these features and has approximately 3,300 participants.

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

- “Utilizing Ambassadors/Team Captains: Many folks emphasized the importance of engaging the folks who are most interested in invested in the Challenge--Team captains and Ambassadors. We also found that reaching out to Ambassadors is a good way to spread the word and plan on bumping up our efforts to engage with Ambassadors during this year’s challenge.”
 - *Through our program we identify “champions” at each workplace (someone who is keen and interested in the campaign), and then channel our messaging through that person. Typically we provide them with a “workplace toolkit” that they use to ‘get the word out’ at their workplace. Each workplace can form a team and track their results. The workplaces that participate also provide opportunities for venues for events and other outreach activities.”
 - “I had some success by identifying workplace ‘champions’ and passing info on to them to promote to employees at their workplace. I provided posters, tracking forms, sample emails and other info to the champions, who then circulated it. The champions were people who I knew to be interested in active transportation, or healthy living, and I contacted them prior to the CC to engage them and give them info so they could be informed.”
 - “Having a dedicated Coordinator running the Challenge locally, and also having that Coordinator recruit and support workplace champions who promoted the Challenge inter-
- nally at workplaces. This really seemed to get more buy-in and buzz at the workplaces. The Champion was also responsible for organizing any special promotions or events within their workplace.”
- “We have found that Facebook advertising and engaging people over Facebook through photo contests has been extremely productive. We have also found that it’s really hard to figure out where to spend your advertising dollars because it’s hard to know what really impacts people to make a decision to participate in a Challenge.”
 - “We have found that Facebook advertising has been an effective and inexpensive strategy for getting information out about our...campaign. We have also used this technique to encourage people to like us on Facebook so that they can continue to receive information about the campaign. Please let me know if you have any questions.”
 - “This past year we tried a few different advertising outlets to promote our Sun Rideshare Rewards Program. The most successful by far has been posters inside our buses. And the best part is that it is free for us. External bus ads (tail of the bus) have also been productive and that is relatively inexpensive. Billboards have also been good. Not so good was movie theater advertising.”
 - “We...have a commuter newsletter that we send electronic messages to. Individuals that we help with commuting resources throughout the year can opt in to receive our commuter newsletter. We market all of our ‘Try It’ campaigns to those commuters as well as the general public.”
 - “We just completed our first Commuter Challenge in October that included a ‘Selfie’ contest. We encouraged folks to take a “selfie” while commuting to work (not while driving, of course). It was promoted through print material, email, as well as social media. Commuters seemed to enjoy seeing themselves promoting a “greener” way to get to work. I hope that this information is helpful!”
 - “Incentives: Clearly it’s useful to have some type of prizes to draw people into your competition. We’ve had a lot of success with small prizes (such as a coupon for a scoop of ice cream and \$5 coffee gift cards). Others have had success with larger grand prizes. And still others suggest using money as a strong motivator that encourages participation.”
 - “Recognition: We have had a lot of success doing awards during the Challenge for both Ambassadors, commuters who are going above and beyond, and management level types. We also give out workplace awards.”⁶⁵

⁶⁵ Compiled from Nancy Shore email to TDM Listserv, “Most effective commute challenge: a summary.” January 16, 2015.

► **TDM Planning Takeaways:**

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

CHAUFFEURING OF FAMILY MEMBERS

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

In an evaluation by the Victoria Transport Policy Institute, household chauffeuring is defined as “personal motor vehicle travel specifically made to transport independent non-drivers (people who could travel on their own if they had suitable travel options).”⁶⁶

The author cites data from the 2009 National Household Transportation Survey (NHTS) indicating that about 8% of total morning peak trips were to “serve passengers” (chauffeur). These trips are relatively short, averaging 5.9 miles compared with a 9.87 overall average.⁶⁷ In addition, The 2009 NHTS indicated that 10%–14% of total morning-peak private vehicle trips and 5%–7% of total vehicle travel consists of children 5 to 12 years of age being driven to school (17, 18), rates that increase with distances to school.⁶⁸ Further, the “empty backhaul factor” further increases travel.⁶⁹

The author also indicates that that the availability of non-automobile transportation options (walking, cycling, public transit, school buses), significantly affects parental chauffeuring burden.⁷⁰

► **TDM Planning Takeaways:**

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

⁶⁶ Litman, Victoria Transport Policy Institute (2014). Evaluating Household Chauffeuring Burdens: Understanding Direct and Indirect Costs of Transporting Non-Drivers. Retrieved March 17, 2015 from: <http://www.vtpi.org/chauffeuring.pdf>, p. 1

⁶⁷ Litman, p. 3

⁶⁸ Litman, p. 3

⁶⁹ Litman, p. 6

⁷⁰ Litman, Victoria Transport Policy Institute (2014). Evaluating Household Chauffeuring Burdens: Understanding Direct and Indirect Costs of Transporting Non-Drivers. Retrieved March 17, 2015 from: <http://www.vtpi.org/chauffeuring.pdf>, p. 4.

APPENDIX G

Comprehensive Plan Mode Share (“Mode Split”) Targets**Figure TR-3. Commute Trip Non-Drive-Alone Mode Share Targets**

Worker population	2012 Existing	2035 Target
Citywide Residents	35%	45%
Citywide Workers	26%	40%
Downtown** Workers	29%	65%

**Includes public transportation, private commuter buses, carpool, walk, bicycle, and work at home.*

***Downtown is Bellevue's Regional Growth Center and Mobility Management Area # 3.*

Sources:

2012 Existing: U.S. Census Bureau, Commuting to Work, all modes except "Car, truck, or van - drove alone."

Citywide Workers and Citywide Residents: 2011-2013 American Community Survey 3-year estimates.

Downtown workers: Census Transportation Planning Package based on data from the 2006-2010 American Community Survey 5-year estimates for census tracts 238.03 and 238.04.

2035 Target:

Rounded values, derived from the City of Bellevue travel demand model's forecast for average daily commute trips by motorized modes, with adjustment to include nonmotorized and work from home modes (proportions for these modes were assumed to be the same as in existing surveys).

(Transportation Element, City of Bellevue Comprehensive Plan, updated adopted August 2015)



**Bellevue Transportation
Demand Management Plan/
2015-2023**

City of Bellevue / December 2015