

## EXECUTIVE SUMMARY

The City of Bellevue has had some success with Transportation Demand Management (TDM) programs over the years, with support from King County Metro, and TransManage (the transportation service of the Bellevue Downtown Association). Outreach efforts have reached numerous small and large employers to reduce their employees' drive alone commuting, though not until recently has there been a long-term strategy for program services. This Citywide TDM Plan provides a 10-year outline for the City and its' partners to implement a variety of strategies in key locations, depending on available resources.

The plan documents the existing conditions and trends that influence the success of TDM programs, examines policy considerations, reviews input from various stakeholders, proposes 2020 non-drive alone targets for major employment areas, and offers a range of scenarios according to constraints and opportunities.

DRAFT

**TABLE OF CONTENTS**

Introduction.....3

Existing Conditions and Trends.....5

Vision and Policy Framework.....35

Stakeholder Engagement and Public Involvement.....40

Goals, Objectives, and Performance Measures.....44

TDM Strategies and Timelines .....46

Appendix A - Trip Analysis for Citywide TDM Plan ..... A - 1

Appendix B - 2008 and 2020 Employment Characteristics..... B - 1

Appendix C - City of Bellevue Policies Supporting TDM ..... C - 1

Appendix D - Proposed Bellevue TDM-related Policy Revisions..... D - 1

Appendix E - Employer Survey Results .....E - 1

DRAFT

## INTRODUCTION

### What is Transportation Demand Management (TDM)?

Transportation Demand Management (TDM), also known as Travel Demand Management and Mobility Management, promotes transportation choices such as carpooling, vanpooling, transit, walking, biking, telecommuting, flexible work hours, and compressed work weeks.

### Why do we do it?

TDM treats mobility as a means to an end, rather than an end in itself. It emphasizes the movement of people and goods, rather than motor vehicles, and so gives priority to more efficient modes (such as walking, cycling, ridesharing, public transit and telework), particularly under congested conditions (Victoria Transport Policy Institute (VTPI), 2010). By providing feasible and convenient transportation options that compete with driving alone, individuals may choose an option in their best interest, which benefits the local community by maximizing the use of existing infrastructure and reducing environmental pollutants.

Adding roadway capacity may help reduce traffic congestion but it tends to induce higher traffic volumes and vehicle mileage, which may contradict other economic, social and environmental objectives, depending on the location (VTPI, 2010). TDM, on the other hand may have multiple benefits beyond congestion management, such as energy conservation and emissions reductions, improved health and safety, equitable transportation options, and improved livability.

### TDM in Bellevue

The City has adopted policies<sup>1</sup> and a history of programmatic efforts to shift behavior away from excessive reliance on the single-occupant vehicle in order to mitigate congestion, reduce spending on new transportation facilities, and lessen environmental and neighborhood impacts.

To meet these goals and observe state regulations, the City has, for many years, implemented TDM strategies with partners King County Metro and TransManage (the transportation services arm of the Bellevue Downtown Association). A primary focus for this partnership has been observing the Commute Trip Reduction (CTR) Act, passed by the Washington State legislature in 1991. Recognizing the acute impact of commute traffic on state roadways, legislators required major employers<sup>2</sup> to institute workplace TDM programs, playing a significant role for Bellevue as a major regional employment destination. A national model for outstanding performance and public/private partnerships, State and regional CTR successes include (Washington State Commute Trip Reduction Board, 2009):

- Removing 28,000 vehicles from Washington roadways every weekday morning.

<sup>1</sup> TR-4; TR-6; TR-8 through TR-12; TR-14; TR-17; TR-18; TR-22; TR-23; TR-37; TR-38; TR-54; TR-55; TR-76; TR-84; TR-119; EN-75; S-BR-24; S-CR-33; S-DT-122; S-DT-132; S-DT-145 through S-DT-148; S-DT-151; S-DT-152; S-DT-164; S-EG-13; ETP-16, ETP-17; ETP-18; PB-26; PB-27 TR-76; TR-84; TR-119; EN-75; S-BR-24; S-CR-33; S-DT-122; S-DT-132; S-DT-145 through S-DT-148; S-DT-151; S-DT-152; S-DT-164; S-EG-13; ETP-16, ETP-17; ETP-18; PB-26; PB-27 TR-76; TR-84; TR-119; EN-75; S-BR-24; S-CR-33; S-DT-122; S-DT-132; S-DT-145 through S-DT-148; S-DT-151; S-DT-152; S-DT-164; S-EG-13; ETP-16, ETP-17; ETP-18; PB-26; PB-27

<sup>2</sup> Employers with 100 or more employees arriving at the workplace from 6-9 a.m, per RCW 70.94.527.

- Reduced 12,900 hours of delay in the Central Puget Sound Region in 2009, saving \$99 million for the region in congestion costs due to lost time and wasted fuel.
- Reduced 62 million vehicle miles travelled (VMT) annually, equivalent to 27,490 metric tons of greenhouse gasses and three million gallons of fuel.
- A \$35 to \$1 return on state investment in terms of congestion benefits alone.

Other focus areas for the City/Metro/TransManage partnership have customarily included office development requirements, resident outreach, web resources, and shuttles at special events, discussed in further detail in Chapter 2.

### Why does Bellevue need a TDM plan?

CTR and other strategies were and continue to be effective, but there generally has not been a long- or medium-term analysis to guide TDM work, nor an implementation plan for TDM activities. In 2007, concurrent with a sharp increase in downtown development, the City began development and implementation of a cohesive 4-year TDM plan for the downtown, under the framework of the Washington State Growth & Transportation Efficiency Center (GTEC) program.

One of the gaps this 4-year “Connect Downtown” plan made apparent was the vast number of workers employed with non-CTR companies, which represented 68% of the workforce with little or no exposure to a TDM program. Consequently, Connect Downtown called for the partnership to shift more focus to smaller, non-CTR companies. Since starting in late 2007, Connect Downtown implementation has helped establish:

- New or improved employee commute programs at 57 small businesses, through measures such as employer-provided ORCA passes, telework options and vanpool subsidies for more than 1300 employees.
- An increase in the availability of employer-subsidized transit passes; 31% of downtown employees now have access to heavily or fully-subsidized (i.e., free) transit passes.
- Outreach to commuters through efforts such as the ChooseYourWayBellevue.org website and commute planning at the Bellevue Transit Center.

Partially due to these successes, and a desire to guide proactive TDM activities, the City decided to develop this 10-year Citywide TDM plan for downtown and other areas throughout the city. The following chapters in this plan:

- Examine existing conditions and trends of TDM-related factors;
- Detail stakeholder involvement;
- Review TDM-related policies;
- Outline goals, objectives, and performance measures; and
- Discuss potential scenarios, strategies, and timelines.

## EXISTING CONDITIONS AND TRENDS

This chapter will study the City’s current TDM activities, existing and forecast land use and parking conditions, transportation facilities, characteristics of transportation trips and employment, and areas of special consideration.

## CURRENT TDM PRACTICES

There are a number of TDM activities that the City currently implements to considerable success. The primary guide leading these activities is the Connect Downtown plan. The table below summarizes current TDM practices in Bellevue. Further details on each activity follow.

Current Bellevue TDM Practice	Description	Primary Audience	Public-Sector Cost per Biennium	Results (to date)
<b>Connect Downtown Plan</b>	2008-2011 TDM plan for large and small employer and individual outreach efforts in Downtown. Includes Commute Advantage, telework, rideshare, and individual outreach.	Employers; Property Managers; Employees; Residents; Visitors;	\$700K (includes all costs below except for CTR and TMP)	31% of downtown employees with access to transit subsidy (ORCA Passport).
Commute Advantage	Connect Downtown small employer outreach program. Includes consultations, assistance, employee incentive matching assistance, and periodic Community Leader recognition program.	Small Employers	\$200K	57 employers increased commute benefits for over 1300 employees
ChooseYourWay Bellevue.org	One-stop online transportation resource. Promotional items and events encourage site visits.	Employers; Property Managers; Employees; Residents; Visitors;	\$30K	Over 2000 average monthly website hits
Commuter Connection Store	Connect Downtown program providing physical “storefront” for commute planning assistance and secure bicycle parking adjacent to Downtown transit center.	Employees; Residents; Visitors	\$110K	175 average monthly commute planning assistance. 12 average monthly bike parking members.
In Motion	King County Metro/Connect Downtown program. Residents receive incentives for logging non-drive-alone commute behavior. Individual neighborhoods targeted on limited-term basis.	Residents	\$30K	Average 420 VMT, 21 gallons of gas, and 407 lbs. of CO <sub>2</sub> conserved per participant
Pedestrian Guide	Downtown map displaying pedestrian destinations, access, and transportation networks/resources.	Employees; Residents; Visitors	\$20K	Over 10,000 distributed
<b>Commute Trip Reduction (CTR)</b>	State-mandated TDM program for employers with 100 or more employees arriving during peak morning commute.	Large employers	\$260K	Drive alone rates decreased by 2%, and VMT rates by 6% since 2007
<b>Transportation Management Programs (TMPs)</b>	City-mandated TDM program for large buildings. Includes physical features such as preferential rideshare parking, program requirements such as rideshare parking incentives, and performance conditions to reduce drive-alone commuting to the site.	Property Owners; Developers ; Property Managers	\$65K	29% average building drive alone reduction over 10 years. Compared to counterparts in non-TMP buildings, small employers average 4% lower drive alone rates.

---

## PUBLIC/PRIVATE PARTNERSHIP

For several years, the City has maintained a successful partnership with the local transit agency, King County Metro, and the local Transportation Management Association, TransManage (the transportation services arm of the Bellevue Downtown Association). In 2005, an opportunity study was conducted to determine how TransManage, the city, and Metro could leverage one another and coordinate public and private services.

Typical divisions of labor between the three parties include:

- Policy support, planning, and program development, provided by staff from the City;
- Funding allocation, market development, rideshare operations, and CTR-affected employer outreach provided by Metro; and,
- Property manager support, non-CTR employer outreach, and direct commuter support provided by TransManage staff.

In 2009, the national Association for Commuter Transportation recognized TransManage as an outstanding Transportation Management Association for having such a strong public/private partnership.

### What is a Transportation Management Association?

Transportation Management Associations (TMAs) are non-profit, member-controlled organizations that provide transportation services in a particular area, such as a commercial district, mall, medical center or industrial park. They are generally public-private partnerships, consisting primarily of area businesses with local government support (Victoria Transport Policy Institute, 2010).

---

## COMMUTE TRIP REDUCTION (CTR)

A primary focus for this partnership has been to facilitate state-mandated Commute Trip Reduction (CTR) regulations for employers who have 100 or more employees commuting during the peak weekday congestion hours of 6-9 a.m. In 2006, CTR regulations were updated, placing more responsibility on local governments and employment sites to reduce drive-alone commutes by 10% and vehicle miles traveled (VMT) by 13%. A 2007 Bellevue CTR plan<sup>3</sup> details each site's 2011 drive alone and VMT targets. Each site is required to have an employee transportation coordinator, distribute information annually, submit an annual report, and provide at least one of the following:

- Preferential parking or reduced parking charges, or both, for high-occupancy vehicles;
- Instituting or increasing parking charges for drive-alone commuters;
- Commuter ride matching services to facilitate employee ride-sharing for commute trips;
- Subsidies for transit fares;
- Vans for vanpools;
- Subsidies for carpools or vanpools;
- Permitting the use of the employer's vehicles for carpooling or vanpooling;

---

<sup>3</sup> Accessible at [http://www.bellevuewa.gov/pdf/Transportation/commute\\_trip\\_reduction\\_plan\\_revised.pdf](http://www.bellevuewa.gov/pdf/Transportation/commute_trip_reduction_plan_revised.pdf)

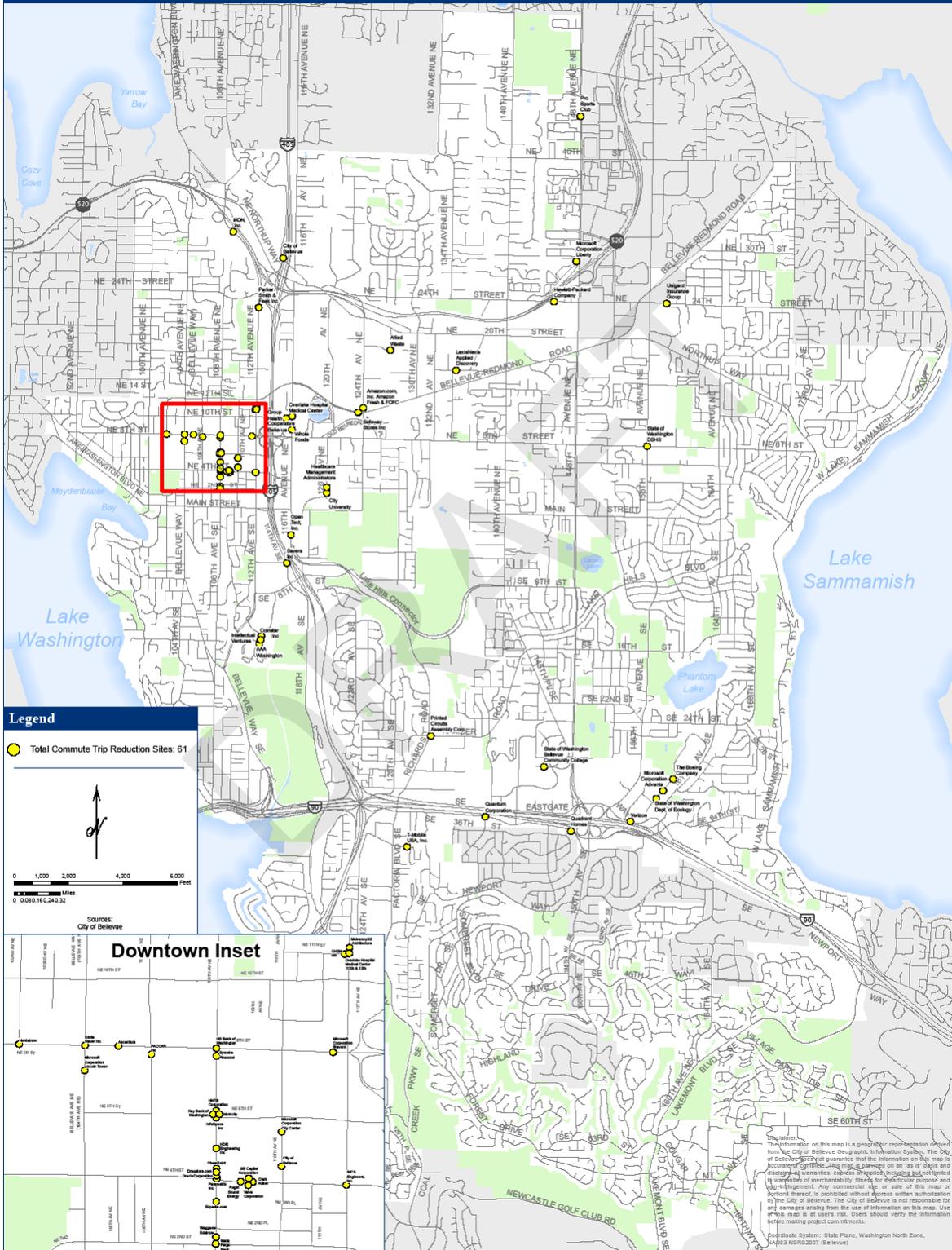
- Permitting flexible work schedules to facilitate employees' use of transit, carpools, or vanpools;
- Cooperation with transit providers to provide additional service to the worksite;
- Construction of special loading and unloading facilities for transit, carpool, and vanpool users;
- Bicycle parking facilities, lockers, changing areas, and showers;
- Parking incentives such as a rebate for employees who do not use the parking facilities;
- Permit employees to work at home or at an alternative worksite closer to their homes;
- A program of alternative work schedules, such as a compressed work week;
- Other measures such as on-site day care facilities and emergency taxi services; and
- Participation in a transportation management association.

There are currently 62 affected sites in Bellevue (see CTR map below) with a total of 34,000 employees, most concentrated in Downtown, Eastgate, and Factoria. The largest companies include Microsoft and Expedia in Downtown, Boeing in Eastgate, and T-Mobile in Factoria.

DRAFT

# Commute Trip Reduction Sites - 2009

City of Bellevue



Plot Date: 7/1/2010 File Name: v:\tr\angis\planning\CTRLLocations2009.mxd

IT Department

The State allocates about \$110,000 per year to the City for outreach at CTR sites. The City, in turn, channels these funds to King County Metro's CTR Services group, who carry out the outreach efforts.

Several CTR companies, including Expedia, have successfully moved from suburban-style office parks into the urban downtown area, facilitating higher transit ridership due to the enhanced transit service associated with a denser urban environment. Employees also have greater access to nearby services and restaurants in the mixed-use surroundings.

A review of TDM strategies applied at Bellevue CTR sites (Lazar, 2009), indicated that the best CTR programs are associated with a 30-40% shift away from drive-alone travel. A 25% shift is typical with a robust program (which includes charging for SOV parking). The most effective programs are those that offer financial and/or travel time savings advantages to those using alternative modes. Without a disincentive such as parking pricing, CTR programs generally achieve only a 0-5% shift away from drive-alone modes. In Downtown, charging for parking is associated with a 20% lower SOV rate. Every \$4 increase in monthly parking cost is associated with a 1% lower SOV rate.

Since 2007, average drive alone rates have decreased by 2%, and VMT rates by 6% ,however, circumstances beyond the city's control may prevent attainment of the 2011 10% and 13% reduction targets.

---

## CONNECT DOWNTOWN

In 2007, the Washington State Department of Transportation allocated funding for Growth & Transportation Efficiency Centers (GTECs), major urban centers throughout the state targeted for TDM projects and programs. Bellevue staff submitted a proposal for a 4-year "Connect Downtown" plan<sup>4</sup> for the downtown, which was approved for \$300,000 in biennial state funding.

The Connect Downtown plan details employer outreach efforts targeting large CTR companies as well as smaller, non-CTR companies under the *Commute Advantage* brand. Acting on the partnership's behalf, TransManage has engaged 95 small employers since launch of the effort, with 57 of them establishing new or improved commute programs for their employees.

Individual outreach efforts have been implemented for downtown employees through a quarterly newsletter and walk-up commute planning assistance at the Commuter Connection storefront at the Bellevue Transit Center. TransManage prepares 40-50 commute plans per week for individuals. A bicycle parking and repair facility is also housed in the storefront.

Residents in and around downtown have been engaged through two rounds of King County Metro's In Motion program, resulting in an average savings of 65,120 VMT, 3,256 gallons of gas, and 63,166 pounds of CO<sub>2</sub> per round.

Connect Downtown also provided a one-stop online resource for employers, workers, residents and visitors at ChooseYourWayBellevue.org. In addition, the plan resulted in enhanced Transportation Management Program administration, discussed in the next section below. More information about Bellevue's Connect Downtown program is available in a video at:

<http://www.youtube.com/BellevueWashington#p/a/u/0/4pdpAinuYd8>.

---

<sup>4</sup> Accessible at: [http://www.bellevuewa.gov/pdf/Transportation/connect\\_downtown\\_plan.pdf](http://www.bellevuewa.gov/pdf/Transportation/connect_downtown_plan.pdf)

In only two years, Connect Downtown, along with other GTECs, has proven to be 9 times more effective in shifting drive alone behavior and VMT than CTR alone (Washington State Commute Trip Reduction Board, 2009). In 2010, Connect Downtown was honored with the Governor's Commute Smart award due to these successes.

---

## TRANSPORTATION MANAGEMENT PROGRAMS

Transportation Management Programs (TMPs) are a provision of the transportation development code, requiring property owners of newly constructed large buildings to implement automobile trip reduction programs. Specific requirements vary by type and size of development and may include:

- Posting and distributing transit and ridesharing information
- Designating a transportation coordinator
- Providing preferential parking for carpools and vanpools
- Providing a \$15/month financial incentives for each carpool, vanpool, and transit commuter in the building
- Providing a Guaranteed Ride Home program for carpool, vanpool, and transit commuters

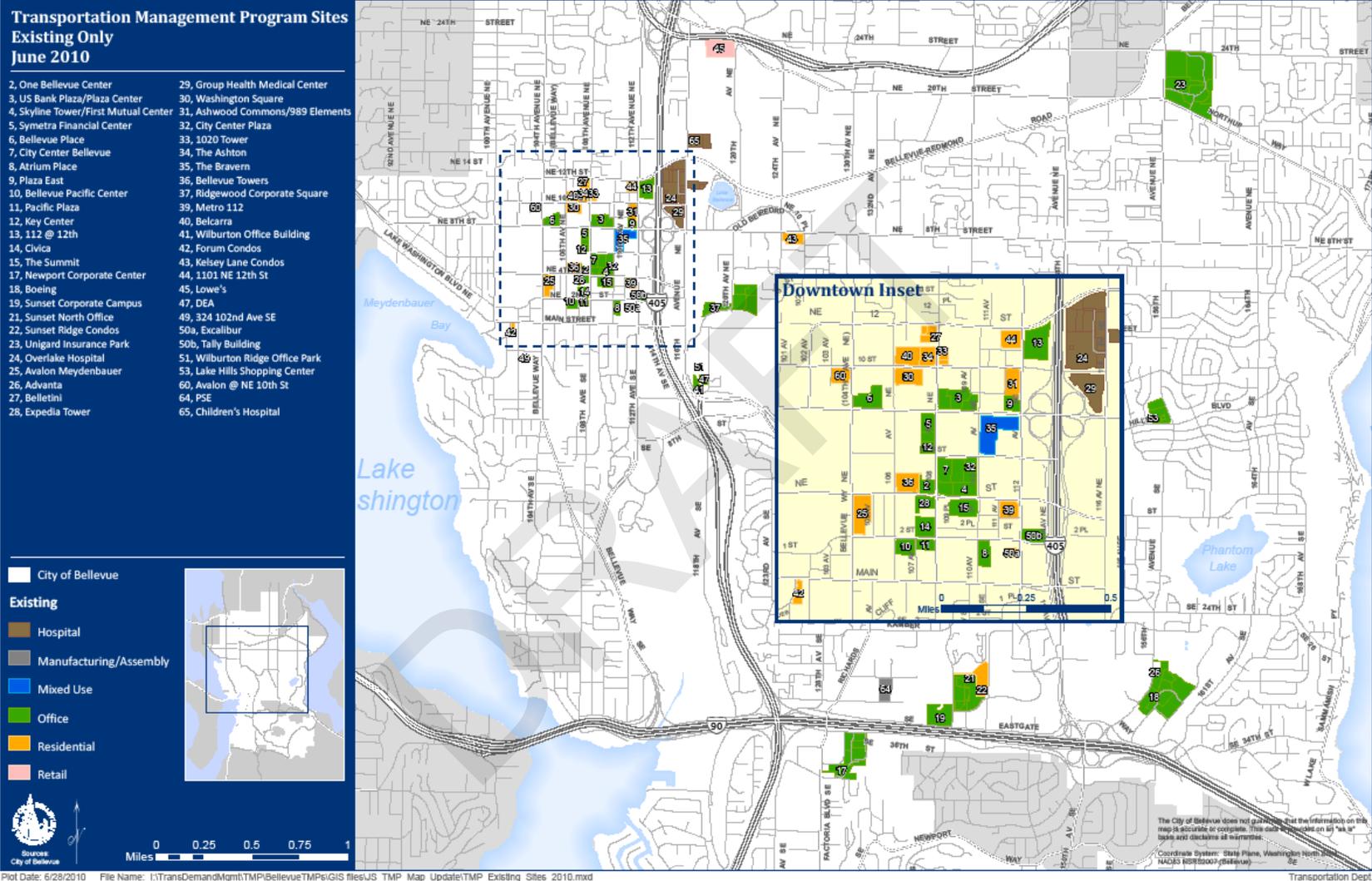
Downtown office developments have enhanced requirements such as providing commuter information for tenants having 50 or more employees, instituting lease agreements incorporating employee surveys and line item parking costs, providing a ridematching service, and demonstrating a 35 percent reduction in drive-alone commuting over an 11 year period.

As part of the Connect Downtown plan, and concurrent with a high level of TMP-affected development activity in the City, TMP administration was bolstered with a desire to better understand the effectiveness of elements of the current TMP requirements. A TMP report<sup>5</sup> was drafted, describing performance and compliance at affected sites, the challenges of meeting certain requirements, and proposed code changes.

Approximately 38,000 employees commute to 34 TMP-affected sites (see TMP map below). Most of these employees (23,000) work at 18 TMP-affected buildings in downtown. Although many downtown employees work for a CTR tenant in a TMP building, TMPs are the primary trip-reduction program for the 12,000 employees in downtown Bellevue who work for smaller, non-CTR tenants. These employees would not otherwise be exposed to a trip reduction program, if not for TMP requirements.

---

<sup>5</sup> Accessible at: [http://www.bellevuewa.gov/pdf/Transportation/tmp\\_review\\_final\\_report\\_2009.pdf](http://www.bellevuewa.gov/pdf/Transportation/tmp_review_final_report_2009.pdf)



Survey data collected in 2008 shows small (non-CTR) worksites in downtown TMP buildings have a drive-alone commute rate of 65%, compared to a drive-alone rate of 69% at small worksites in non-TMP locations. If the 12,000 workers at small worksites in TMP buildings drove alone to work at the same rate as those at non-TMP worksites, there would be 480 more daily drive-alone commute trips to downtown. TMPs also support carpooling and vanpooling options outside of downtown, where transit may not be as viable an option for employees.

TransManage plays a significant role in providing contract services for many downtown TMP sites. As of 2008, drive alone rates were 59% at TMP sites where TransManage is involved, distinctly lower than the average 62% for all downtown TMP sites.

### MODE SHARE TARGETS AND CONCURRENCY

The City has adopted targets for the proportion of commute trips to occur by non-drive alone modes for each major commercial area, shown in the “mode split” table below.

*Table TR.1 Area Mobility Targets  
(reference Policies TR-21, TR-36)*

AREA	ROADWAY (Area Average Level of Service) See TABLE TR.2 for Descriptions	MODE SPLIT INCLUDING RIDESHARING (% commute trips by modes other than SOV)	
		2002	2005 Target
<b>REGIONAL CENTER</b>			
3 - Downtown	E+	32	40
<b>MIXED COMMERCIAL</b>			
<b>RESIDENTIAL AREAS</b>			
4 - Wilburton	D		
5 - Crossroads	D-	19	25
10 - Eastgate	D	26	35
12 - Bel-Red	E+	20	25
13 - Factoria	E+	15	20
<b>RESIDENTIAL GROUP 1*</b>			
1 - N. Bellevue	D+	N/A for residential areas	
7 - S. Bellevue	D+	N/A for residential areas	
8 - Richards Valley	D+	N/A for residential areas	
9 - E. Bellevue	D+	N/A for residential areas	
<b>RESIDENTIAL GROUP 2*</b>			
2 - Bridle Trails	C	N/A for residential areas	
6 - NE Bellevue	C	N/A for residential areas	
11 - Newcastle	C	N/A for residential areas	
14 - Newport	C	N/A for residential areas	

\* Groupings based on street patterns, transit serviceability, topography, development patterns, & land use objectives (see Policy TR-21).

**What is Mode Split or Mode Share?**

Mode Split describes the number of Bellevue commute trips using a particular transportation mode such as drive alone, vanpool, carpool, transit, bicycle, or walking.

Mode Share is the percentage of all Bellevue commute trips which are made by particular transportation modes.

Excerpt from Bellevue Comprehensive Plan, Transportation Element.

The City conducts employee commute surveys (every 2-3 years) in major employment areas to provide a metric indicating progress towards these targets. The table below shows a comparison of recent “mode

share” survey results in relation to 2005 targets.

	Non-Drive Alone Mode Shares			
	2002	2005	2008	2005 Target
<b>Downtown Bellevue</b>	32%	29%	39%	40%
<b>Bel-Red / Northup</b>	20%	26%	19%	25%
<b>Crossroads</b>	19%	17%	15%	25%
<b>Eastgate</b>	26%	23%	27%	35%
<b>Factoria</b>	15%	21%	31%	20%
<b>New Bel-Red boundary</b>			15%	
<b>New Wilburton boundary</b>			23%	

These 2005 targets were established, in part, to meet adopted roadway levels of service (LOS) standards and associated state requirements for transportation concurrency. Roadway LOS and concurrency rely on allowing a specified volume of vehicles through intersections in a limited time frame. An LOS “A” designation refers to free flowing traffic, whereas an LOS “F” designation refers to breakdown flow and excessive delays. If proposed development adds too many vehicles to the roadway network, causing the system to fall below the adopted LOS, then the development is not concurrent with available vehicular infrastructure.

This LOS standard of measurement favors free-flow conditions, and fails to consider non-motorized travel or other goals such as health and safety, and neighborhood livability and vitality. Embedded in vehicular LOS measurements is the notion that moving vehicles is an end in itself, instead of a means to an end. A multimodal LOS approach, on the other hand, would measure the number of people getting to where they need to go.

In 2008, the City collaborated with King County Metro and the Puget Sound Regional Council to study methods of quantifying all transportation modes and incorporate them into a multimodal concurrency framework.<sup>6</sup> This multimodal concurrency report indicated that TDM efforts contribute to meeting concurrency, but quantification of overall, or specific, TDM activities is not yet mature. Chapter 5 attempts to quantify several TDM scenarios in order to establish 2020 mode share targets.

## LAND USE AND PARKING CHARACTERISTICS

### LAND USE CONDITIONS AND FORECAST

Bellevue has a mix of urban and suburban land uses, with single family and multi-family neighborhoods, shopping centers, and a large proportion of office space, making the city a major regional employment destination.

Downtown Bellevue is a regional urban center characterized by high-rise buildings in the core with a mix of uses, including high-end office, retail, and low to mid-rise residential buildings on the periphery. Connectivity and access is fairly good with a grid transportation network, though somewhat constrained by “super block” urban design. The remaining five commercial and mixed-use areas are Wilburton, Bel-Red, Crossroads, Eastgate, and Factoria. Building heights and density in these areas tend to be lower

<sup>6</sup> The study is accessible at: <http://psrc.org/transportation/cmp/bmmc/>

with less connectivity than in Downtown. Like Downtown, these commercial areas are predominately surrounded by single-family neighborhoods.

With little vacant land, the vast majority of future development and growth in the city will occur through redevelopment and infill. Much of this redevelopment and infill will be targeted to Downtown, Wilburton, Bel-Red, Crossroads, Eastgate, and Factoria. The table below shows existing (2008) and forecast (2020) land uses for each of these areas. Most notable changes occur in Downtown, Bel-Red, and Eastgate.

EXISTING (2008) AND FORECAST (2020) LAND USES IN BELLEVUE COMMERCIAL AREAS <sup>7</sup>									
AREA	YEAR	Square Footage					Dwelling Units		
		OFFICE	RETAIL	INDUSTRIAL	INSTITUTIONAL (Gov+Hosp+Edu)	HOTEL	Single Family	Multi- Family	HOTEL Rooms
Downtown	2008	8,062,863	3,927,538	80,987	569,426	791,691	8	4,331	1,430
	2020	13,552,198	5,186,789	43,985	1,238,776	1,510,599	0	11,576	2,828
Wilburton	2008	1,396,781	510,586	113,567	1,262,197	164,812	68	598	342
	2020	1,396,781	757,975	113,567	1,262,197	164,812	68	626	592
Bel-Red	2008	3,267,886	2,240,017	4,006,508	112,560	0	60	70	0
	2020	6,512,138	2,706,416	2,004,888	197,560	200,000	60	3,270	400
Crossroads	2008	136,785	861,300	58,120	108,312	0	24	3,317	0
	2020	146,424	911,300	58,120	108,312	100,000	24	3,757	200
Eastgate	2008	3,496,311	430,509	1,737,842	1,044,912	298,753	219	818	529
	2020	4,124,201	466,009	1,737,842	1,110,468	615,316	249	918	849
Factoria	2008	1,427,820	930,868	76,258	452,716	0	329	1,120	0
	2020	1,438,919	971,918	76,258	452,716	0	340	1,797	0

## PARKING

Every commute by personal automobile requires a space to store the vehicle at its destination, so parking facilities are an integrated component of urban design and the roadway system. Convenient and affordable parking must be balanced with other community objectives such as more livable and walkable areas. Parking that is difficult to find, inadequate, inconvenient or expensive can frustrate users and contribute to spillover parking problems in other areas. However, excessive parking can also create problems. Parking facilities are expensive to construct, imposing financial costs on developers and building occupants. In addition, parking facilities impose environmental costs and abundant, “free” parking tends to increase driving (VTPI, 2010).

Commuter parking in Bellevue is typically provided by developers; there are no City-owned parking facilities for commuters<sup>8</sup>. To make a proposed development pencil out financially, developers consider many factors including parking construction, operations, and maintenance. Lending institutions also consider parking when judging the risk of financing these developments. Consequently, financiers and developers seek to limit risk by consulting professional organizations such as the Institute of Transportation Engineers (ITE), for advice on parking supply and demand “standards.” As typically applied, ITE parking standards disregard proximity of non-drive alone options, such as transit service,

<sup>7</sup> Source: 2009 – 2020 Transportation Facilities Plan final environmental impact statement.

<sup>8</sup> Except a limited amount available for City staff.

bike lanes, sidewalks, and trips avoided when services such as childcare and restaurants are available onsite or nearby. Also left out of the parking supply equation is, among other things, the influence of plentiful (and commonly “free”) parking on the occupants’ decision to drive alone. The end result can be an abundance of parking eyesores, sprawling development patterns, and associated driving.

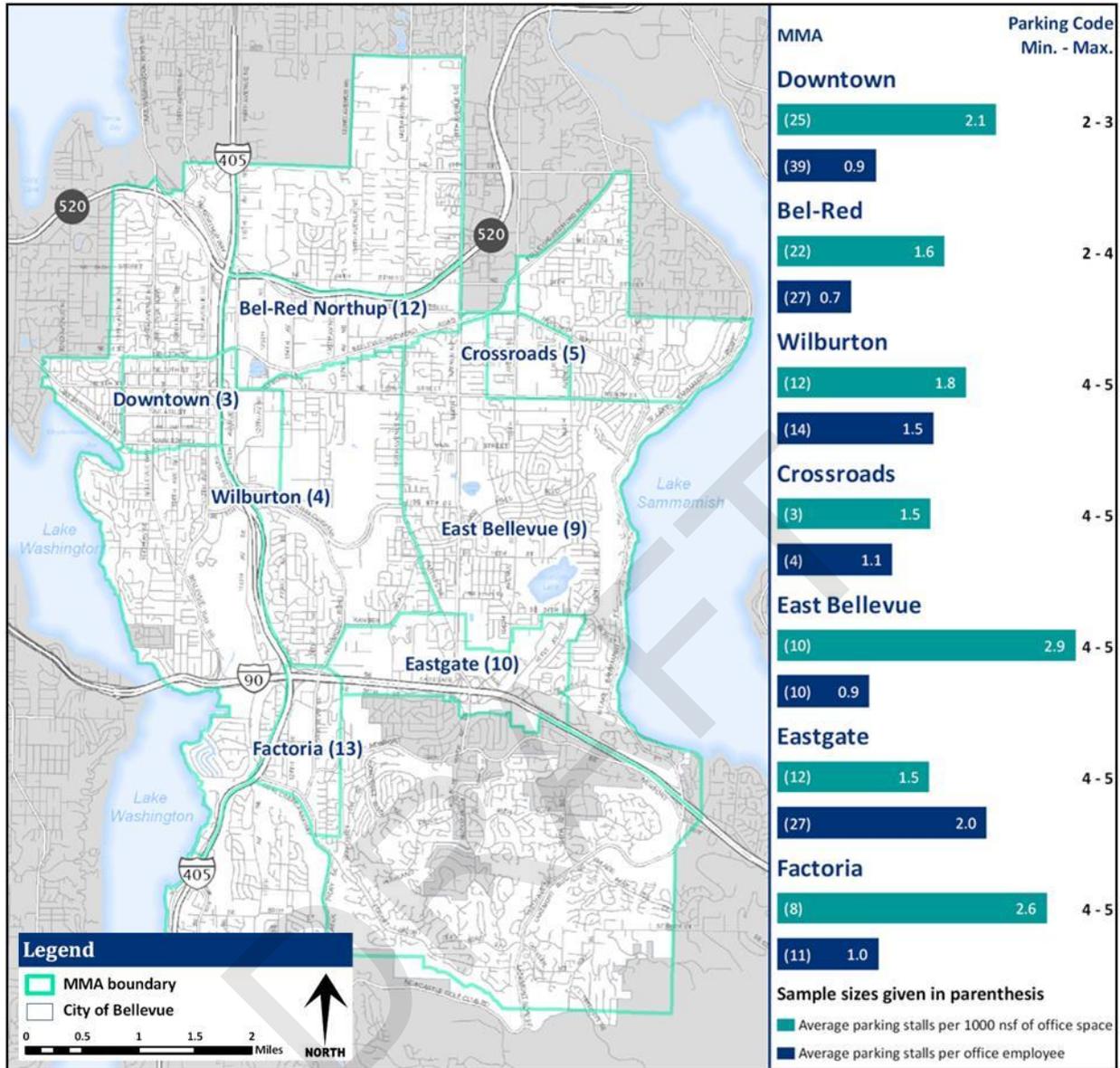
Commuter parking supply and demand was analyzed by Mobility Management Areas (MMAs) to determine the relationship between parking and commute patterns in Bellevue.<sup>9,10</sup> The figure below indicates that in most instances, the amount of required parking in Bellevue exceeds the demand, bringing into question the appropriateness of existing parking code requirements. However, no direct connection was found between drive alone behavior and parking supply, which may have to do with a variety of contributing factors such as availability and attractiveness of other commute options, parking costs of the end-user, and commute distance.

DRAFT

---

<sup>9</sup> Sources: City of Bellevue 2007 Concurrency Report (office space and parking supply for permitted new development); CTR Reports and King County CTR Services (employment and parking supply for CTR worksites); King County Assessor Data (office and parking space); SEPA review documents and TMP Reports (parking supply, office space, and employment for TMP sites).

<sup>10</sup> Notes: Parking analysis does not capture all available office commuter parking. Where unknown: 300 square feet per office employee is assumed, per Bellevue's Department of Planning & Community Development rule of thumb; and, Parking space calculations assume 333 square feet per stall (including access and landscaping), per Victoria Transportation Policy Institute (accessible at: [vtpi.org/tca/tca0504.pdf](http://vtpi.org/tca/tca0504.pdf)). Average vacancy rates are 7.3% for Downtown, 1.6% for Wilburton, 0.7% for Crossroads, 0.9% for East Bellevue, 2.7% for Eastgate, 0.8% for Bel-Red, and 1.3% for Factoria. Where office vacancy rates are unknown, vacancy rates are assumed to be 0% or 0.885%, per CB Richard Ellis' Local Area Report for Eastside offices. Parking requirements listed are standard for Office: Business services/professional services/general office, per Bellevue LUC 20.20, 20.25A, and 20.25D.

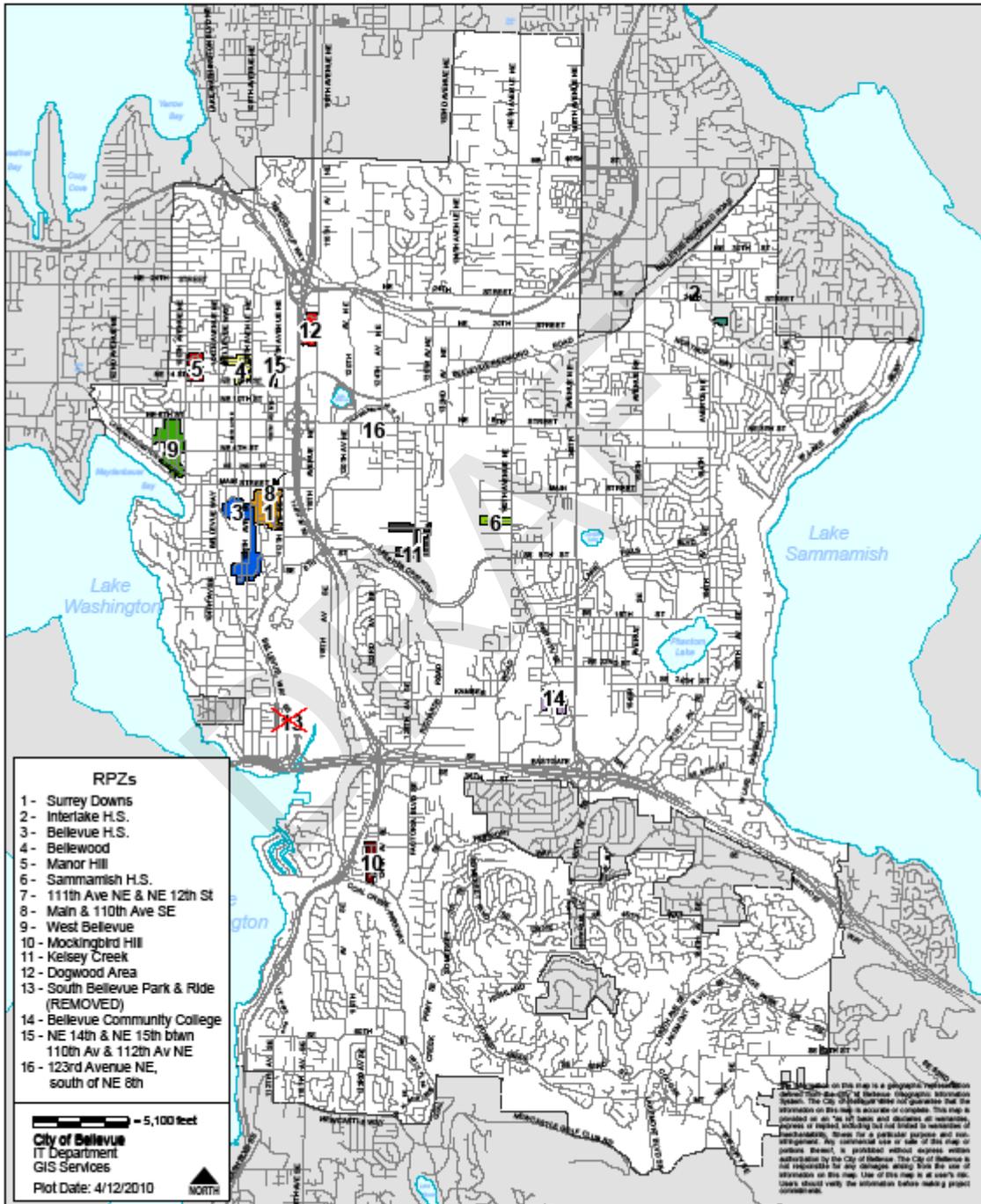


Parking for many end users in Bellevue is “free,” particularly outside of downtown. The cost of building and operating a parking space can be overlooked by many building occupants. Property owners and managers may bundle the costs of parking into tenants’ lease agreements and even when costs are explicit to tenants as in Downtown Bellevue, many of them choose to cover the costs of parking for their employees. By one estimate, employers subsidize driving over transit by a margin of six-to-one (The Pew Charitable Trusts). Even when parking has a cost to the end-user, employers may subsidize a majority of the price. In Downtown, employers were found to cover 75% of employee parking costs (City of Bellevue, 2008).

On the other hand, parking spillover has occurred in adjacent residential areas where parking is in high demand, with short supply, or where the time savings of paying to park onsite is outweighed by free

parking in nearby neighborhoods. In these locations, the City has successfully established residential parking zones (see map below), requiring a parking permit. Enforcement is done on a complaint basis.

## Residential Parking Zones



v:\7\worg\gis\it\map\RPZ\_A.mxd

## EXISTING AND PLANNED TRANSPORTATION FACILITIES

This section describes the existing transit, vanpool, carpool, pedestrian, and bicycle systems that enable the mode shares in the table below, and discusses the planned improvements that will likely shift more drive alone travel to these modes.

2008 COMMUTE MODE SHARES <sup>11</sup>						
	Downtown	Crossroads	Eastgate	Factoria	Bel-Red	Wilburton
<b>Drove Alone</b>	61%	85%	73%	69%	85%	77%
<b>Bus</b>	19%	3%	4%	5%	2%	4%
<b>Carpool</b>	11%	7%	9%	12%	10%	15%
<b>Vanpool</b>	3%	1%	1%	1%		<1%
<b>Walk</b>	2%	1%	<1%	1%		
<b>Telework</b>	1%	1%	9%	8%	1%	
<b>Bike</b>	1%	1%	1%	1%		<1%
<b>Other</b>	2%	<1%	3%	3%	2%	2%

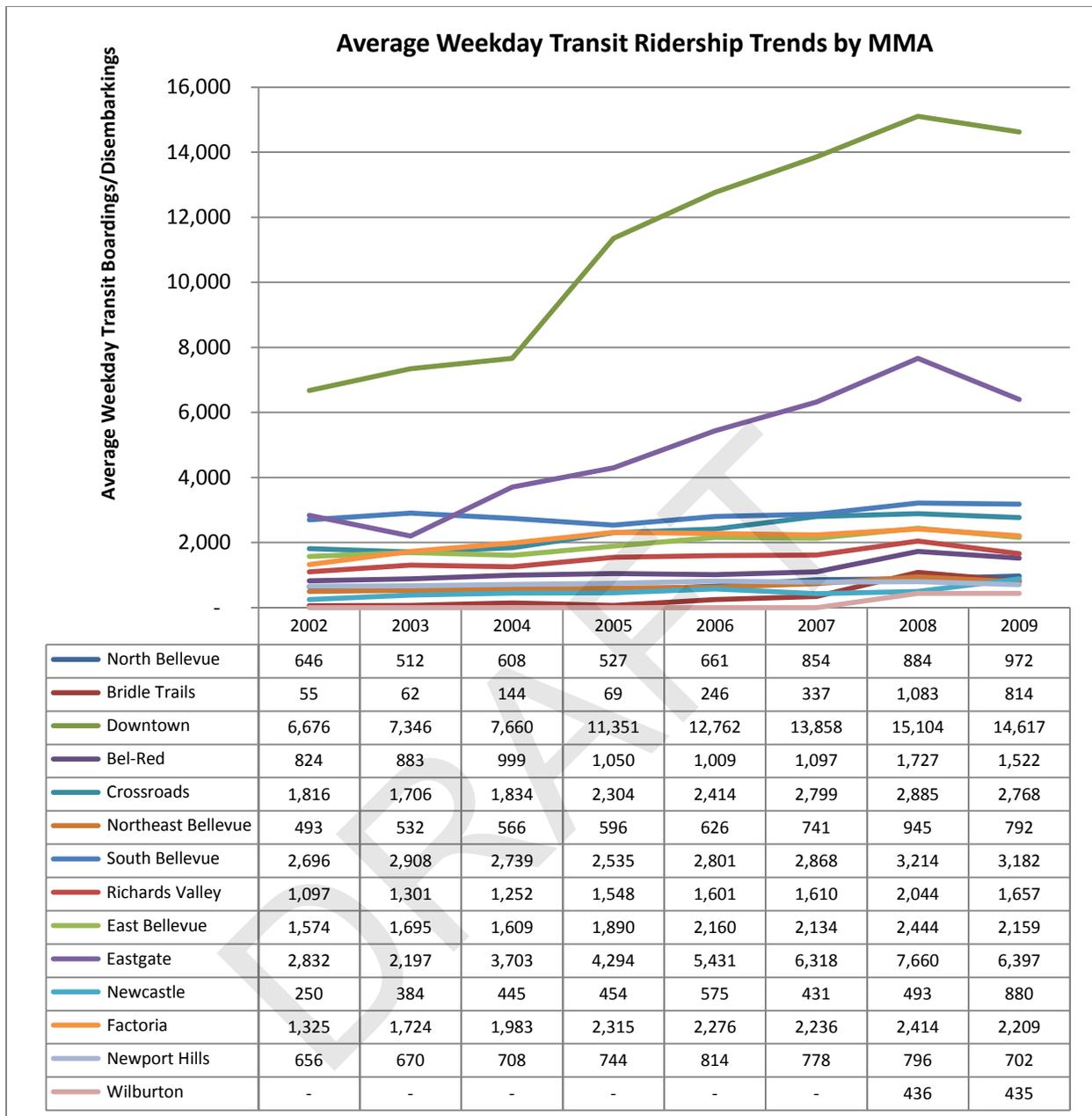
## TRANSIT

## TRANSIT SERVICE

Transit service in Bellevue can generally be characterized as good in Downtown, and fair in other employment areas. King County Metro operates most of the service, including Sound Transit routes, except for two express routes run by Community Transit (Snohomish County).

In 2008, transit use in Downtown was at 19%, and 5% or less in other areas of the city. The following chart shows average weekday ridership trends by MMA, from 2002-2009.

<sup>11</sup> Source: 2008 City of Bellevue Mode Share Survey



About 75% of Downtown boardings and disembarkings occur at the Bellevue Transit Center, and over 50% during the peak morning and afternoon commute periods.

Depending on whether an employer subsidizes annual fare costs, transit commuters may pay \$0<sup>12</sup> up to almost \$1300<sup>13</sup> per year.

Areas with fairly reliable 15 minute service include:

<sup>12</sup> Calculation assumes a recurring \$333.33 ORCA Passport price for employers, 100% of which is paid by the employer.

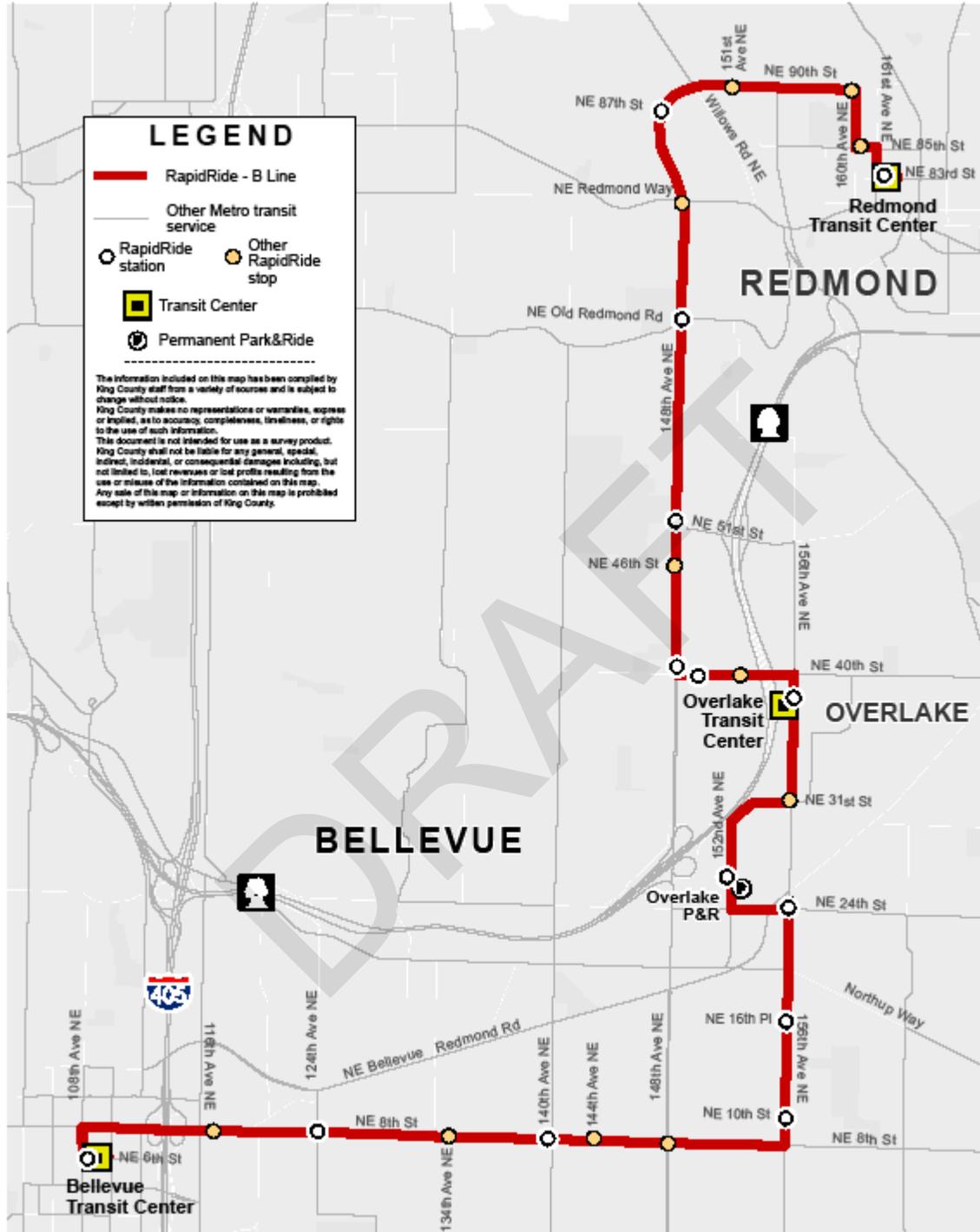
<sup>13</sup> Calculation assumes a 2-zone peak fare cost of \$2.75, twice a day for 235 working days per year.

- Downtown to the Medical District in the Wilburton MMA using three routes.
- A key north-south route linking Factoria, Eastgate, Crossroads, Overlake and Kirkland in the morning and afternoon peak hours.
- Downtown Bellevue to Downtown Seattle on weekdays. Enhancements in recent years have extended the 15 minute service later into the evening and to Saturdays as well.
- Eastgate to Seattle all-day using three routes, except for a few slightly longer times in the early afternoon.
- All-day service from the Downtown Transit Center to Crossroads using two routes and from Downtown to Factoria using two routes.
- Downtown to the University District (University of Washington-Seattle) and Downtown to Bellevue College (Eastgate), both during the morning and afternoon peak hours.

In Fall of 2011, Metro's RapidRide service (see map below) will launch in Bellevue, linking Downtown, Crossroads, Overlake and Downtown Redmond with service every 10-15 minutes.

DRAFT

**Bellevue-Redmond RapidRide Map**



## TRANSIT ACCESS

As part of the 2007 CTR Planning process, staff evaluated the accessibility and convenience of the transit stop(s) serving each site. Each site was given a rating of high<sup>14</sup>, moderate<sup>15</sup>, fair<sup>16</sup>, and low<sup>17</sup>, shown in the following table. No substantive changes to these conditions have occurred since 2007.

<b>2007 Transit Facility Ratings at CTR sites</b>					
<b>Area and Site</b>	<b>High</b>	<b>Moderate</b>	<b>Fair</b>	<b>Low</b>	<b>Transit Not Present</b>
<b>North</b>					
City of Bellevue – Bellevue Service Center					X
IKON, Inc.				X	
Microsoft Corporation – CEE				X	
Parker, Smith and Feek, Inc.				X	
<b>Southwest</b>					
AAA Washington			X		
Coinstar			X		
Excell Data			X		
Savers		X			
<b>116<sup>th</sup> Avenue NE Corridor</b>					
City University			X		
Healthcare Management Administrators, Inc.		X			
Overlake Hospital Medical Center		X			
ShareBuilder Corporation		X			
Whole Foods		X			
<b>Bel – Red</b>					
Allied Waste					X
Coca – Cola Bottling Company				X	
Lexis Nexis				X	
Safeway Stores, Inc.				X	
<b>Overlake/Crossroads</b>					
Hewlett Packard					X
Microsoft – Liberty Campus	X				
Pro Sports Club	X				
State of Washington – Department of Social and Health Services	X				
Unigard Insurance				X	

<sup>14</sup> High Rated Transit Stops included the following features: bus shelters, two or more routes serving the stop, posted schedules, available garbage cans, seating, good lighting, sidewalks and crosswalks connecting site with the stop, and a nearby bicycle facility.

<sup>15</sup> Moderate Rated Transit Stops included most of the features above, yet do not have one or more of the following: bus shelters, seating, or a bicycle facility nearby the stop.

<sup>16</sup> Fair Rated Transit Stops are well lit, served by only one or two routes, have a sidewalk connecting it to the site, yet does not have two or more of the following: a garbage can, seating, shelter, posted schedule or a connection with a non-motorized facility.

<sup>17</sup> Low Rated Transit Stops are served by only one route, have poor lighting, are not connected with the site by a sidewalk or non-motorized facility, and are located on the shoulder of the road and does not have any other amenities.

2007 Transit Facility Ratings at CTR sites					
Area and Site	High	Moderate	Fair	Low	Transit Not Present
<b>Eastgate/Factoria</b>					
Alltel Newport Tower	X				
Expedia.com	X				
HTC America, Inc.	X				
<b>Eastgate/Factoria (cont.)</b>					
Orrtax Software			X		
Quadrant Homes			X		
Printed Assembly Corporation			X		
State of Washington – Bellevue Community College	X				
State of Washington – Department of Ecology			X		
T-Mobile – Newport Tower and Field Services	X				
The Boeing Company			X		
Wyndham Vacation Ownership NW Region	X				
Verizon			X		
Washington Mutual	X				
Zango			X		
<b>Downtown</b>					
All Sites	X				

### TRANSIT ENHANCEMENTS

In 2003, Bellevue adopted its Transit Plan, to guide the development of future transit service. Recommendations are based on a 10-Year Transit Vision of service improvements that will improve connections within Bellevue, between Bellevue and other communities. This plan also identifies a network of transit hubs located in the vicinity of activity areas, which will provide opportunities for transferring between various types of transit services.

Transit priority signals currently serve the South Bellevue Park and the Bellevue Transit Center. The City is upgrading its traffic control system, which will include additional transit priority signals on select transit routes, including along the RapidRide route running from Downtown Redmond through Overlake and Crossroads to Downtown Bellevue.

King County Metro’s Strategic Plan for Public Transportation<sup>18</sup> provides the framework for that agency’s transit service and capital investments. The Transit Now package, approved by voters in November 2006, provided the resources to launch the Bellevue-Redmond Rapid Ride line and has funded enhanced transit service on several routes in Bellevue.

HOV projects on SR 520 and I-90 will create both eastbound and westbound HOV lanes, facilitating faster transit (and HOV) travel between Bellevue and Seattle. HOV construction is underway on I-90 and is expected to start on SR 520 in 2011. In November 2008, voters approved

#### What is a transit priority signal?

Transit priority signals, or Transit Signal Priority (TSP), give preference to transit vehicles at traffic lights. Buses signal (via radio systems) their impending arrival at an intersection and receive a green light, allowing transit vehicles to decrease travel time and increase reliability.

<sup>18</sup> Accessible at: <http://www.kingcounty.gov/transportation/kcdot/PlanningAndPolicy/TransitPlanning.aspx>

funding for expansion of Sound Transit bus and rail service, Improvements to regional bus routes serving Bellevue; some bus service improvements have already been implemented and more are scheduled. Most notably, the measure approved extension of light rail from Downtown Seattle to Downtown Bellevue, and through Bel-Red to Overlake. Construction is anticipated to start in 2014 with service starting in 2021.

---

## VANPOOLS

King County Metro is the primary provider of vanpool vehicles for riders coming to Bellevue; however, some riders whose origins are outside of King County use vans provided by other agencies. Metro's program is the oldest and largest public commuter van program in the nation. Combined, Metro and other agencies have a total of 123 vans commuting to Bellevue, serving 887 passengers in 2010.

In 2008, about 3% of downtown commuters vanpooled, and other areas received 1% or less of vanpool use. According to results from the 2008 Mode Share Survey, vanpool passengers commute an average 31 miles each way, compared to an overall average of 15-17 miles each way. Vanpooling tends to be particularly attractive for commuters whose origins and/or destinations have limited transit service or who would need to transfer from one bus route to another.

2009 TMP report data indicates that at least 30 parking stalls are reserved primarily for vanpools, and preferentially located close to employee entrances. 19 of the reserved stalls are typically occupied by vans.

---

## CARPOOLS

Much of the carpooling in Bellevue occurs between family, neighbors, and colleagues, either informally or through a formal system like the state's RideshareOnline.com website, which provides carpool, vanpool and bicycle ridematching services. Users enter in commute information, and provide contact information. They can then view a list of people to contact that match their commute needs. The website also has a commute calendar function, where users can log trips and receive prizes. Current (2008) trends indicate that Wilburton receives the highest carpool mode share at 15%, followed by Factoria (12%), Downtown (11%), Bel-Red (10%), Eastgate (9%), and Crossroads (7%)

TMP reports from 2009 indicate at least 170 spaces reserved primarily for carpools, 77 of which are typically occupied by a registered carpool. The carpool stalls are preferentially located adjacent to employee entrances.

WSDOT is also evaluating the costs, benefits and practicality of setting up a flexible carpooling program on the SR 520 corridor. The pilot project is slated to start implementation in Fall of 2010, with a report due to the legislature in 2011.

### What is flexible carpooling?

Flexible carpooling, sometimes called casual carpooling or "slugging," is a form of hitchhiking between strangers that allows both drivers and passengers to use the HOV lane for a quicker trip. Riders meet at a formal or informal location, with ride sharing occurring ad hoc.

---

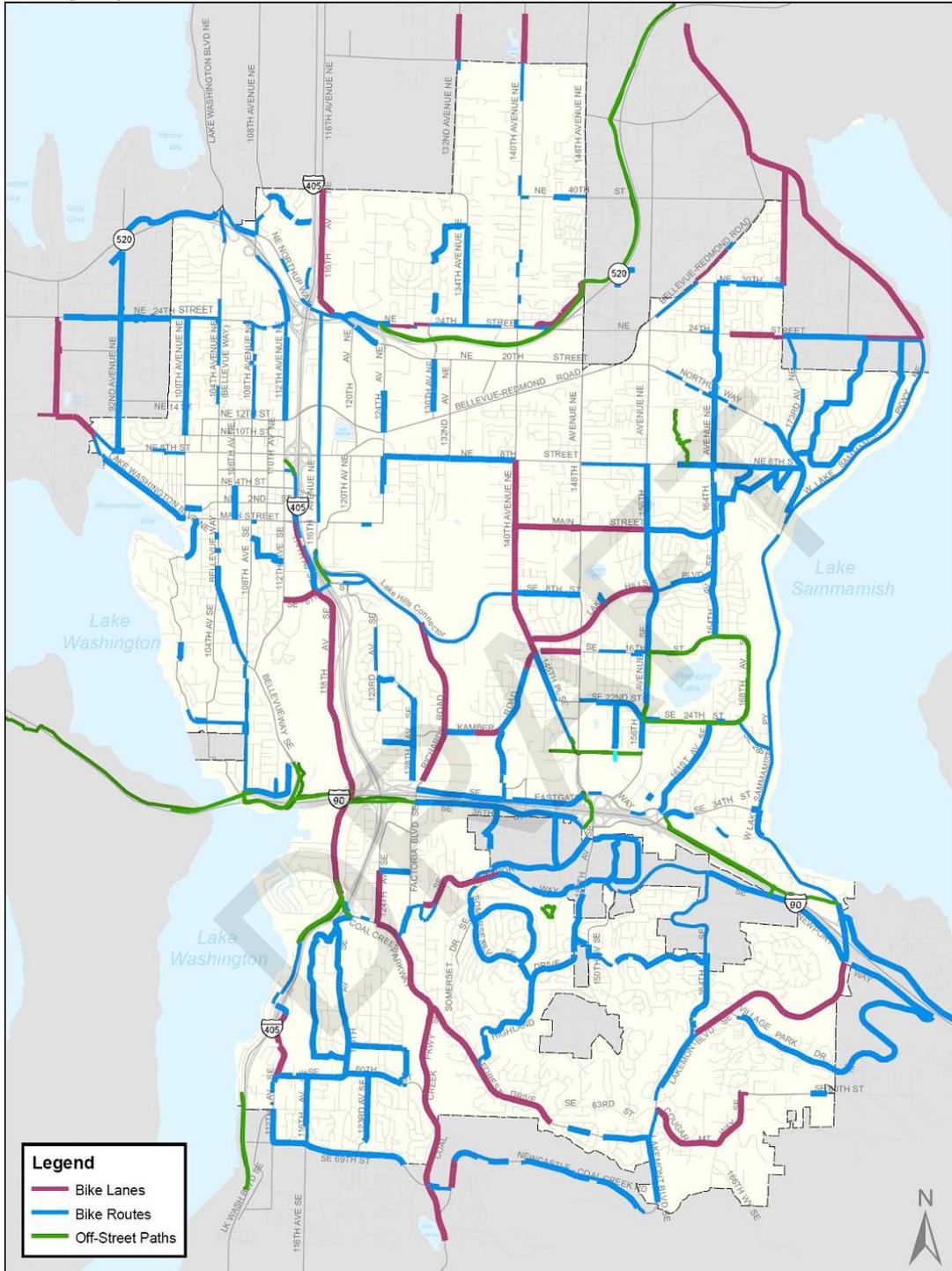
## BICYCLES AND PEDESTRIANS

Like most cities, walking and bicycling in Bellevue can be pleasant in some areas and unpleasant in others. In 2009, Bellevue updated its pedestrian and bicycle plan to resolve some of the unpleasantness. The plan creates a vision of a continuous, safety-oriented system of sidewalks, walkways, trails and bike facilities that provide convenient access to work, schools, activity centers, transit routes, parks and other recreational opportunities.

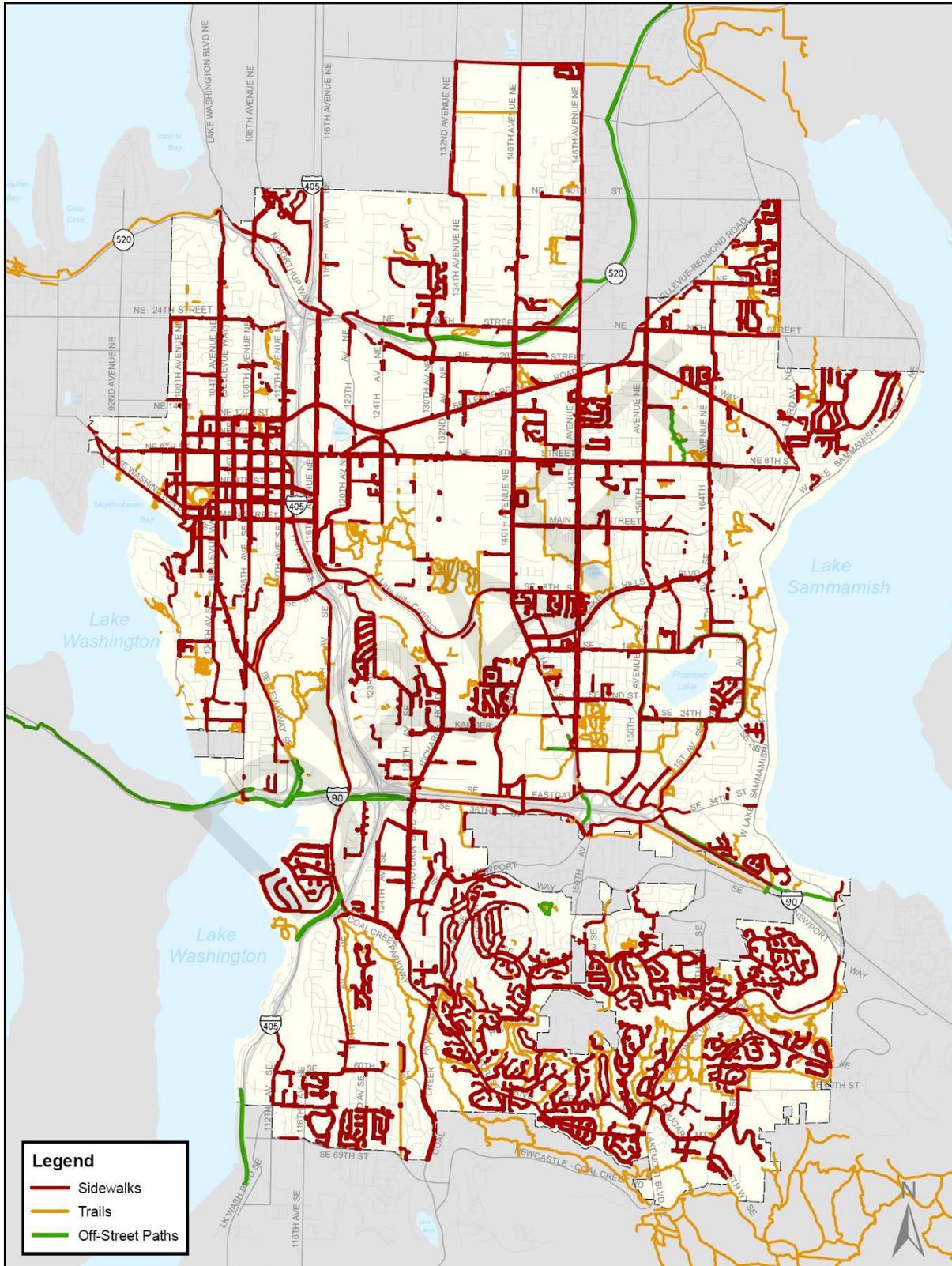
The Plan includes 435 projects that when built will add 90 miles of sidewalk, 144 miles of bikeway, and 20 miles of trail facility improvements. The Plan is composed of a variety of different facility types aimed at pedestrians and bicyclists of all levels of experience. From shared bicycle facilities and 5 foot-wide sidewalks on quiet streets to bicycle lanes with 6 foot-wide sidewalks and 4 foot-wide planter strips on arterials, the pedestrian and bicycle network can address the needs of a range of users as well as be customized to the constraints and opportunities in a wide range of contexts and locations. The seven-year Capital Investment Program Plan includes funding for implementing a number of projects identified in the Ped-Bike Plan, though funding constraints and competing priorities will likely keep progress to a modest level. Existing facilities are shown in the maps below.

DRAFT

Existing Bicycle Facilities



Existing Pedestrian Facilities



Current (2008) bicycle and pedestrian commute mode shares are 2% or lower. In addition to improved walkways and bikeways, one idea to boost non-motorized mode shares is to provide free or low-cost rental bikes in dense areas. These shared bikes allow for quicker trips than by foot alone and may be less of a hassle than driving short distances. Bikeshare models have had some success in Europe and North America, and in 2009, King County conducted a bikeshare feasibility study, identifying downtown Bellevue as a suitable location to facilitate quick trips by bike.

---

## MULTI-MODAL CONNECTIONS

For many commuters, the “last mile” connection to and from transit can make or break the choice to ride. Some solve this problem at the origin end by driving to drive to a park and ride to catch a bus or share a ride; or, bike to the bus or vanpool and either leave the bike parked onsite, or take it with them to their workplace. At the destination end, some commuters have access to a King County Vanshare vehicle, and one office complex on the downtown periphery uses a shuttle that takes employees to/from the downtown transit center. And, of course, every transit rider acts as a pedestrian at the beginning or end of their trip.

Within the city limits, there are 4 major park and ride lots, which provide 2594 free parking stalls for transit customers, which average 89% utilization.<sup>19</sup> Another 11 leased church parking lots provide 478 stalls, which average 47% utilization. These park and rides all have sheltered bus stops for passenger comfort. The Bellevue Transit Center also has a Rider Services Center with restrooms, transit schedules, a bicycle parking/repair facility, commute planning assistance, and a police station.

One challenge commuters face is that many Park and Ride lots are at capacity by 8 am. Though many users of the lots ride on the bus, there are a number of people using the lots as a meeting location to share a ride. CTR employers also report a lack of security at Park and Rides with the perception of car break ins/theft acting as a deterrent to people utilizing Park and Rides.

For transit riders who combine riding their bike and using the bus to commute to work, the Eastgate Park and Ride, South Bellevue Park and Ride, and the Bellevue Transit Center offer secure long-term bicycle parking facilities so commuters have a place to store their bike during the day or overnight. However, commuters who choose to ride their bicycles for a segment of their trips face the reality that many of the bike racks and lockers at Park and Ride lots are at capacity. These commuters are further impacted when the bike racks on routes traveling to/from Bellevue are full, forcing the bicyclists to wait longer periods of time until a bus arrives with an open rack.

## AREAS OF SPECIAL CONSIDERATION

As mentioned previously 2005 non-drive alone targets were established, in part, to meet adopted levels of service (LOS) and associated state concurrency requirements. The Bellevue 2008-2020 Transportation Facilities Plan (TFP) identifies MMAs where area-wide LOS standards are forecast to be exceeded in 2020. MMAs identified in the TFP are:

- Bridle Trails
- Northeast Bellevue

---

<sup>19</sup> Source: Puget Sound Regional Council 2009 Park and Ride Database, accessible at: <http://psrc.org/data/transportation/parkride>

- East Bellevue
- Newcastle

Residential TDM efforts targeted to these areas may assist in meeting the LOS standards, though much of the congestion may be due to cut-through traffic, not traffic originating or ending in the area. It may also be valuable to review the allowable congestion standard to determine how appropriate it is compared to other area objectives such as walkability and livability.

Another area that may warrant special focus is the almost 3,000 residents without access to a vehicle<sup>20</sup>. Older adults, aged 65 and older, are twice as likely to have no vehicle available, and renters are four times as likely. Current data does not allow determination of where these residents live within the city, only the city as a whole, so any TDM services to these groups should determine target locations by reviewing 2010 census data when available.

## TRIP ANALYSIS

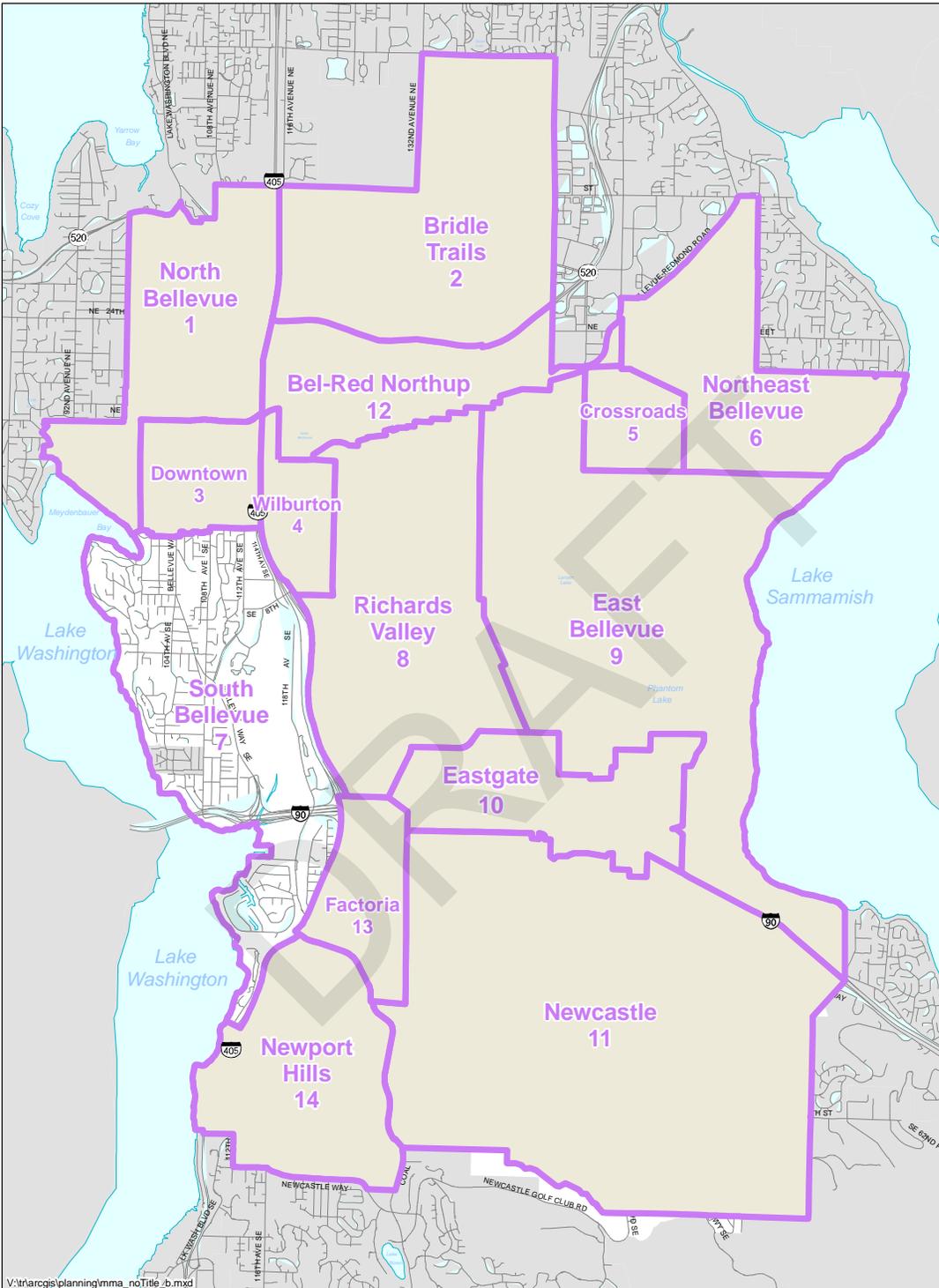
The traditional focus of TDM in the City has been commute trips due to Bellevue's status as a regional employment destination and because the peak commute hours are when the transportation network is the most congested and the associated impacts on local air quality are most significant. Compared to moving freight and providing access for customers and clients, commute trips could also be considered relatively low-value trips to congest roadways with. Therefore, inducing a shift to non-drive alone commuting has a positive economic impact. Influencing a large number of employees via a few employers (i.e., the Commute Trip Reduction program approach) has proven to be very efficient as well. To validate this operating framework and understand how to best focus future TDM efforts, the City undertook a transportation modeling analysis of existing (2008) and prospective (2020) travel characteristics. Modeling data<sup>21</sup> were analyzed by location (see Mobility Management Area map below), trip purpose (commute v. non-commute), trip time of day (peak v. non-peak), and trip mode (SOV, HOV, or Transit). Analysis methodology and detailed findings are documented in Appendix A.

---

<sup>20</sup> Source: U.S. Census Bureau, 2006-2008 American Community Survey

<sup>21</sup> Model data was from the Bellevue 2009-2020 Transportation Facilities Plan.

### Mobility Management Areas (MMAs)



V:\trarcgis\planning\mma\_notitle\_b.mxd

   
 = 3,600 feet  
City of Bellevue  
IT Department  
GIS Services  
Plot Date: 6/2/2010

The information on this map is a geographic representation derived from the City of Bellevue Geographic Information System. The City of Bellevue does not guarantee that the information on this map is accurate or complete. This map is provided on an "as is" basis and disclaims all warranties, express or implied, including but not limited to warranties of merchantability, fitness for a particular purpose and non-infringement. Any commercial use or sale of this map or portions thereof, is prohibited without express written authorization by the City of Bellevue. The City of Bellevue is not responsible for any damages arising from the use of information on this map. Use of this map is at user's risk. Users should verify the information before making project commitments.

---

#### TRIP PURPOSE

- Commute trips represent the largest single type of trips during the AM peak period.
- Trips to or from home such as for commuting, shopping, entertainment, and/or running errands represent the largest single type of trips during the Non-Peak and PM peak periods.
- School trips represent a small proportion of overall and peak trips.
- Even though there is an overall increase in trips (except for Bridle Trails MMA where less trips start or end), there is little to no change in the distribution of trip purposes in each MMA.
- Analysis suggests that employees should continue to be a key target for TDM efforts due to the high amount of commute trips.

---

#### TRIP LOCATION

- Over half of all trips in 2008 and 2020 have origins and/or destinations in the Downtown, Bel-Red, Eastgate, or East Bellevue Mobility Management Areas (MMAs).
- When only factoring work trip destinations, Wilburton is the 4<sup>th</sup> major MMA receiving trips after Downtown, Bel-Red, and Eastgate (likely due to the presence of Overlake Hospital and Group Health Medical Centers).
- East Bellevue is not a designated commercial area, but it generates 8%-9% of peak and non-peak trips. 35% of AM peak trips in East Bellevue are from commuters coming to work or leaving for work.
- Results in are likely influenced by the relative size of MMAs, though East Bellevue may warrant attention for employee-related TDM efforts, and other MMAs such as Crossroads may warrant less employee-focused TDM activities.

---

#### TRIP TIME OF DAY

- In 2020, both peak and non-peak trips show an increase from 2008.
- Non-peak trips constitute the majority of trips in 2008, and a slightly larger proportion of total trips in 2020. Consequently, non-peak trips may warrant more TDM focus than has traditionally been the case, as more attention is being paid to transportation-related greenhouse gas emissions (47% of Bellevue's emissions are from transportation) and degraded water quality due to stormwater runoff.

---

#### TRIP MODE

- Citywide, there is a decrease in the proportion of drive alone commuting during AM and PM peak hours (see table below), and an increase in the proportion of drive alone travel at peak hours for non-work purposes.
- During the non-peak, there is a lower proportion of driving alone for school and other trips, but a higher proportion of driving alone for work and non-home-based trips.

Modeling results indicate the following non-drive alone AM peak commute mode shares for commercial Mobility Management Areas (MMAs) in 2008 and 2020.

NON-DRIVE ALONE AM PEAK COMMUTE MODE SHARE		
MMA	2008 MODEL RESULTS	2020 MODEL RESULTS
Downtown	23%	38%
Wilburton	14%	30%
Crossroads	15%	21%
Eastgate	12%	18%
Bel-Red	14%	25%
Factoria	11%	24%

The modeling results were adjusted<sup>22</sup> to account for non-motorized trips and trips avoided through telework programs or other commute schedules which offset AM peak travel, such as compressed work weeks. To validate these adjusted 2008 model results, a comparison was made with AM peak commute trips as measured in the 2008 Mode Share Survey<sup>23</sup>. The table below shows the adjusted model results, the gap with the mode share survey, and the probable range of non-drive alone targets.

NON-DRIVE ALONE AM PEAK COMMUTE MODE SHARE					
MMA	2008 Adjusted Model Results	2008 Mode Share Survey Results	2008 Adjusted Model-Survey Gap	2020 Adjusted Model Results	2020 Probable Range <sup>24</sup>
Downtown	29%	39%	10%	43%	38-47%
Wilburton	19%	23%	4%	35%	30-39%
Crossroads	20%	15%	-4%	26%	21-30%
Eastgate	25%	27%	2%	30%	25-34%
Bel-Red	21%	15%	-6%	31%	26-35%
Factoria	24%	31%	7%	34%	30-39%
<i>Average</i>			<i>0%</i>		
<i>Standard Deviation</i>			<i>4%</i>		

## EMPLOYMENT CHARACTERISTICS

As the trip analysis indicates, commute trips continue to be an important consideration for TDM efforts, so employment characteristics, such as business location, industry type, and number of employees are important to consider when determining potential strategies to meet proposed commute mode share

<sup>22</sup> Adjustments assume a 19:1 ratio for AM peak motorized v. non-motorized trips per the City's "2007 BKR Model Enhancement Non-motorized trip generation and distribution report"; and, that "other" (e.g. telework) mode share is the same as measured in the 2008 mode share survey.

<sup>23</sup> Critical differences between model results and mode share survey results may be due to the exclusion of sole proprietors in the mode share survey. Also, the survey is an actual commute measurement that is statistically representative of employees in a MMA, whereas model results are estimated person trips based on land use type and intensity and validated by traffic counts.

<sup>24</sup> Calculation: (2020 Adjusted Model Result) + (2008 Adjusted Model-Survey Gap *Average*) ± (2008 Adjusted Model-Survey Gap *Standard Deviation*)

targets. Data were analyzed for existing (2008)<sup>25</sup> and estimated (2020)<sup>26</sup> employment characteristics, discussed below. Appendix B explains analysis methodology and provides detailed findings.

---

#### GENERAL EMPLOYMENT CHARACTERISTICS

- As of 2008, there were 145,340 employees working in Bellevue, with approximately 180,000 anticipated in 2020, based on land use forecasts.
- MMAs of predominantly residential character have a significant amount of employment (32,000 employees in 2008, 33,000 in 2020), which likely includes primarily neighborhood-oriented businesses and some offices (e.g., Bellefields office park, south of downtown). The percent of the overall workforce in these MMAs declines from 28% in 2008 to 23% in 2020, indicating that businesses will continue to concentrate in designated commercial MMAs. It should also be noted that residential MMAs cover vast portions of the city; therefore, any employee TDM activities in these areas would need to be widespread.

---

#### EMPLOYMENT LOCATIONS

- Of the six commercial MMAs in Bellevue, Downtown is the one with the most employment for 2008 and 2020, comprising 28% of total employment in 2008 and 34% of total employment in 2020.
- Combined, Downtown and the adjacent Wilburton area on the east side of I-405 make up 35% of the City's workforce in 2008 and 40% in 2020.
- Eastgate and Factoria make up 20% of the City's workforce in 2008, and 18% in 2020.
- The Bel-Red MMA is forecast to receive a significant increase in employment, consistent with the vision for that corridor (from 19,000 employees and 1,200 businesses in 2008 to 28,000 employees and 1,800 businesses in 2020).
- Crossroads only makes up 2% of the workforce in 2008 and 2020 (less than 3,000 employees), indicating that implementing employer-based tdm activities there may not have much overall benefit.

---

#### EMPLOYMENT SECTORS

- Finance, Investment, Real Estate, and Services (FIRES) is a dominant employment sector in all the commercial MMAs, representing 65% of employment in 2008 and 70% of employment in 2020. In 2008, FIRES represents 71% of businesses (79% in 2020), with a significant majority in Downtown and Bel-Red (over 80%) in 2020.
- Manufacturing jobs are projected to decline Citywide from 2008 to 2020 (particularly in Downtown and Bel-Red), but with a fair amount remaining in Eastgate (4,500 employees).

---

<sup>25</sup> 2008 employment estimates for each Mobility Management Area (MMA) are from the Puget Sound Regional Council, based on the Washington State Employment Security Department's Quarterly Census of Employment and Wages series. This series typically represents 85-90% of total employment. Estimates for MMAs *have not* been scaled to incorporate all employees. However, citywide employment estimates for 2008 and 2020 *have* been scaled to account for 100% of all employment.

<sup>26</sup> Employment estimates for 2020 were based on land use assumptions in transportation modeling, resulting in forecast growth rates by sector within each MMA. Sector estimates were based on 2008 workplace to employee ratios, applied to 2020 employment forecasts. Workplace size estimates were based on distribution of workplace sizes in 2008, applied to 2020 workplace forecasts.

---

#### EMPLOYMENT SIZE

- Downtown and Bel-Red have the most businesses (41% Citywide in 2008, and 51% Citywide in 2020), the majority of which currently have small numbers of employees (over 75% of businesses in these MMAs have 19 or fewer employees).
- Over half of current employees in Downtown and almost two-thirds of the employees in Bel-Red, work at businesses with fewer than 100 employees. The implication for TDM activities in these areas is that small employer outreach and individualized messaging to employees, in conjunction with large employer outreach, may have the most benefit.
- Large businesses (over 100 employees) account for a significant amount of the current workforce in Eastgate (69% of employees), Factoria (57%), and Wilburton (62%), indicating that CTR-affected and other large employers might be a major focus of TDM activities in those locations. In Downtown, 46% of employees work at businesses with over 100 employees.

DRAFT

## VISION AND POLICY FRAMEWORK

### FEDERAL ROLE

Historically, there has been little federal influence on TDM programs, but that may be changing as transportation officials increasingly realize that transportation policy is integrated with land use and environmental policy. The U.S. Department of Transportation, Department of Housing and Urban Development, and Environmental Protection Agency have joined forces in promoting smart growth to help improve access to affordable housing, provide more transportation options, and lower transportation costs while protecting the environment.

Transportation Secretary Ray LaHood announced in 2010, a new Policy Statement on accommodating bicycles and pedestrians. According to the League of American Bicyclists, "It is simply the strongest statement of support for prioritizing bicycling and walking ever to come from a sitting secretary of transportation."

### WASHINGTON STATE ROLE

#### COMMUTE TRIP REDUCTION

As previously mentioned, the Commute Trip Reduction (CTR) Act of 1991 has had a positive impact for the State, region, and for Bellevue, by leveraging public investments with private ones to reduce employee drive alone travel. Updated in 2006, affected employers and jurisdictions now have an obligation to reduce drive alone rates by 10% and VMT by 13% from 2007 levels by 2011. The State CTR Board reported in 2009 that CTR activities:

- Removed 28,000 vehicles every weekday morning.
- Reduced 12,900 hours of delay in the Central Puget Sound Region in 2009, saving \$99 million for the region in congestion costs due to lost time and wasted fuel.
- Reduced 62 million vehicle miles travelled (VMT) annually, equivalent to 27,490 metric tons of greenhouse gasses and three million gallons of fuel.
- Provided a \$35 to \$1 return on state investment in terms of congestion benefits alone.

#### EMISSIONS REDUCTIONS

Beyond congestion, the governor has also recognized that transportation plays a significant role in state greenhouse gas emissions (transportation accounts for 45% of emissions), and in 2008 called for long-term reductions in Vehicle Miles Traveled (VMT)<sup>27</sup>. Requirements include:

- Decreasing the annual per capita vehicle miles traveled (VMT) by eighteen percent by 2020;
- Decreasing the annual per capita VMT by thirty percent by 2035; and
- Decreasing the annual per capita VMT by fifty percent by 2050.

Recommended areas to focus on achieving reductions included:

<sup>27</sup> Engrossed Second Substitute House Bill 2815

- Transit, ridesharing and commuter choice options
- Transportation pricing
- Promotion of compact and transit oriented development (TODs)/ bicycle and pedestrian infrastructure improvements

## INTEGRATION OF TDM

The State Department of Transportation has integrated TDM into its operational vision, represented in the figure below, which shows how TDM is the third blade of the propeller that is “Moving Washington.”



Source: <http://www.wsdot.wa.gov/movingwashington>

## PUGET SOUND REGIONAL COUNCIL

The Puget Sound Regional Council (PSRC) is the region’s Metropolitan Planning Organization. PSRC drafted a Vision 2040 document in 2008, which details the region’s strategy for addressing anticipated growth of population and employment through 2040. Vision 2040 states a TDM-focused goal of greater options and mobility, with the following supportive policies:

- MPP-T-23: Emphasize transportation investments that provide and encourage alternatives to single-occupancy vehicle travel and increase travel options, especially to and within centers and along corridors connecting centers.
- MPP-T-24: Increase the proportion of trips made by transportation modes that are alternatives to driving alone.
- MPP-T-29: Promote the preservation of existing rights-of-way for future high-capacity transit.
- MPP-T-30: Encourage public and private sector partnerships to identify and implement improvements to personal mobility and freight movement.
- MPP-T-32: Integrate transportation systems to make it easy for people and freight to move from one mode or technology to another.
- MPP-T-33: Promote transportation financing methods, such as user fees, tolls, and pricing, that sustain maintenance, preservation, and operation of facilities and reflect the costs imposed by users.

## BELLEVUE POLICIES

There are many supportive policies for TDM activities in the City, including comprehensive plan elements (see appendix C for a full list) and city initiatives. There are, however, policies that could be revised to clarify and refine the role of TDM in the city (see appendix D for a redline version of these policies).

---

## TDM SECTION

One obvious encouraging policy is the entire TDM section of the comprehensive plan. The stated goal is to reduce the use of single-occupant vehicles and vehicle miles traveled, through a coordinated program of regulations, marketing, and provision of alternative travel options.

Through transportation demand management (TDM), the city aims to shift behavior away from excessive reliance on the single-occupant vehicle, by reducing the number of trips and vehicle-miles traveled. This helps to manage congestion, reduces spending on new transportation facilities, and lessens the environmental and neighborhood impacts of unrestrained growth in vehicle trips.

The city's demand management policies address three key components, to be used in combination:

- Regulations to influence travel behavior. Regulations for new development address site design features that reduce auto dependency. Regulations for large employers focus on worksite actions, consistent with the Commute Trip Reduction Act;
- Marketing. These efforts inform people about travel choices and promote changes in travel behavior; and
- Improvements in services and facilities. Examples are provision of high occupancy vehicle lanes and improved transit service, actions which often require the participation of other jurisdictions. Carpools and vanpools are attractive and convenient options for many commuters and can work in environments where public transit is lacking or inconvenient. Developing a successful ridesharing program requires action from both the public and private sectors. The public can build park-and-ride lots and facilities like high-occupancy vehicle lanes and signal bypasses that provide time benefits to rideshare users. Public and private groups, employers, and residents can cooperate to create an environment that supports ridesharing.

Transportation policies 9-20 proceed to flesh out these three key TDM components.

POLICY TR-9. Coordinate with other Eastside jurisdictions, the private sector, and the transit providers to develop and implement uniform or compatible transportation demand management regulations and strategies that are consistent with and implement the state Commute Trip Reduction Act and address the following factors:

1. Parking;
2. Services to increase high-occupancy vehicle use;
3. Demand management program elements, including incentives; and
4. Reporting, monitoring, and performance evaluation standards.

POLICY TR-10. Require large employers to implement a commute trip reduction program for employees, as mandated by the Commute Trip Reduction Act. Evaluate program effectiveness every two years and, in coordination with other Eastside jurisdictions, lower the employer threshold if needed to achieve the city's goals for reducing use of single-occupant vehicles.

POLICY TR-11. Work with other jurisdictions in King County to establish and implement compatible programs to limit the supply of commuter parking for single occupant vehicles. Consistent with the Countywide Planning Policies, introduce parking pricing techniques to discourage the use of single-occupant vehicles, such as:

1. Establish methods to charge for parking single-occupant vehicles;
2. Impose a parking tax, through state enabling legislation; and
3. Provide tax incentives and other credits to employers that eliminate employee parking subsidies.

POLICY TR-12. Encourage employers to help reduce peak hour commute trips by facilitating employees use of telecommuting, flexible work hours, compressed work week schedules, and other scheduling options.

POLICY TR-13. Continue to ensure that the city as an employer sets a positive example by maintaining a strong transportation demand management program for its employees.

POLICY TR-14. Require new development to incorporate physical features designed to promote use of alternatives to single-occupant vehicles, such as:

1. Preferential parking for carpools and vanpools;
2. Special loading and unloading facilities for carpools and vanpools;
3. Transit facilities, including comfortable bus stops and waiting areas, adequate turning room, and where appropriate, signal preemption and queue-jump lanes; and
4. Bicycle parking, showers, secure storage facilities, lockers, and related facilities.

POLICY TR-15. Encourage major employers and the developers of major employment facilities to provide child care opportunities on site or nearby.

POLICY TR-16. Encourage private developers of adjacent or nearby properties to execute agreements to provide joint use and funding of shared parking facilities, with provision for pedestrian linkages.

POLICY TR-17. Promote increased citizen awareness of travel alternatives available for midday as well as commute trips.

POLICY TR-18. Evaluate and promote a car-sharing program in Downtown Bellevue.

POLICY TR-19. Support establishment of federal and state gasoline taxes to provide adequate funding for transportation improvements that keep pace with regional and community growth.

POLICY TR-20. Support federal tax policies which promote transit and ridesharing.

---

## PED/BIKE PLAN

In 2009, Bellevue updated its pedestrian and bicycle plan, which includes 435 projects that when built will yield 90 miles of sidewalk, 144 miles of bikeway, and 20 miles of trail facility improvements. This ambitious endeavor remains to be funded.

---

## ENVIRONMENTAL STEWARDSHIP INITIATIVE

In 2007, the City Council launched an environmental stewardship initiative. Initial projects included analyzing the city's tree canopy, expanding of recycling efforts at City parks and facilities, and encouraging natural drainage practices and "green" buildings. An inventory of community greenhouse gas emissions for the year 2006 showed that transportation was the largest sector accounting for 43% of

emissions. In 2007 Council passed a resolution (7517) to support the U.S. Mayor's Climate Protection Agreement goal of reducing emissions 7% below 1990 levels by 2012. In order to meet this goal, substantive reductions in transportation-related emissions will be necessary.

DRAFT

## STAKEHOLDER ENGAGEMENT AND PUBLIC INVOLVEMENT

To strengthen the framework of the plan and implementation efforts, input was sought from stakeholders starting at the initial stages of development and throughout the planning process. Existing information about community desires from employee and resident surveys was also supplemented with an employer survey.

### PROJECT TEAM

NAME	AGENCY	ROLE
Drew Redman	Bellevue Transportation Department	Project Manager
Mike Ingram	Bellevue Transportation Department	Senior management and interdepartmental coordination
Kate Johnson	Bellevue Transportation Department	Coordination with Commute Downtown plan
Judy Clark	Bellevue Transportation Department	Transportation modeling data
Kim Becklund	Bellevue Transportation Department	Senior policy advisor
Franz Loewenherz	Bellevue Transportation Department	Pedestrian and bicycle advisor
Gwen Rousseau	Bellevue Planning and Community Development Department	Land use, employment, and demographic data
Emil King Paul Inghram	Bellevue Planning and Community Development Department	Comprehensive Plan coordination
Debbie Jaksich Pamela Cook Sunny Knott Clare Cronin	King County Metro	CTR data Transit data Rideshare data
Sarah Vega Michael Pearce	TransManage (Bellevue Downtown Association)	Coordination with Commute Downtown Plan implementation
Ben Brackett	Puget Sound Regional Council	Coordination with regional TDM and VISION 2040

### TDM PARTNERSHIP

Individual members of the project team were also members of the partnership between the City, King County Metro, and TransManage, though not all partnership members were on the project team. These partnership members were consulted for input during partnership meetings.

### TRANSPORTATION COMMISSION

The Bellevue Transportation Commission was briefed on the project scope of work and initial analyses on April 8, 2010, and the draft plan was presented on September 8, 2010. Minutes of the proceeding can be found at: [http://www.bellevuewa.gov/Transportation\\_Commission\\_Agendas.htm](http://www.bellevuewa.gov/Transportation_Commission_Agendas.htm)

## EMPLOYEE/EMPLOYER/PROPERTY MANAGER SURVEY RESULTS

Several outreach measures undertaken by the City provide relevant input for this plan.

### EMPLOYEE SURVEY RESULTS

Responses from mode share surveys give an overview of what influences employees to consider non-drive alone commute options. A financial incentive, an immediate ride home in case of emergency, more frequent bus service to the work site, an opportunity to work from home (telework), an employer-provided car for work-related trips during work hours and a more flexible work schedule to meet carpool, vanpool, the bus, etc. are the top methods that would encourage employees to try or continue using alternatives to driving alone to work. There were, however, some differences between the MMAs in the ranking and in the methods that employees indicate would be most effective in changing their commute behavior.

#### DOWNTOWN

Similar to 2005, in 2008, the top five methods to encourage Downtown Bellevue employees to use or continue using alternate modes include a financial incentive for using a non-drive alone mode; an opportunity to work at home; an immediate ride home in case of an emergency; more frequent bus service at the work site; and a more flexible work schedule to meet carpool, vanpool, the bus, etc.

#### WILBURTON

The top five methods to encourage Wilburton employees to use or continue using alternate modes include a financial incentive for using a non-drive alone mode; more frequent bus service at the work site; the opportunity to work at home (telework); an immediate ride home in case of an emergency; and transportation during lunch or breaks for personal errands.

#### BEL-RED

The top five methods to encourage Bel-Red employees to use or continue using alternate modes include a financial incentive for using a non-drive alone mode; an immediate ride home in case of an emergency; an opportunity to work at home; an employer-provided car for work purposes during work hours, and more frequent bus service at the work site.

#### CROSSROADS

In 2008, the top five methods to encourage Crossroads employees to use or continue using alternate commute modes include a financial incentive for using a non-drive alone mode; an opportunity to work at home; an employer-provided car for work purposes during work hours; an immediate ride home in case of an emergency; and more frequent bus service at the work site.

#### EASTGATE

In 2008, the top five methods to encourage Eastgate employees to use or continue using alternate modes include an opportunity to work at home; a financial incentive for using a non-drive-alone mode; more frequent bus service at the work site; an immediate ride home in case of an emergency; and a more flexible work schedule to meet carpool, vanpool, the bus, etc.

## FACTORIA

In 2008, the top five methods to encourage Factoria employees to use or continue using alternate modes include an opportunity to work at home; a financial incentive for using a non-drive alone mode; more frequent bus service at the work site; an immediate ride home in case of an emergency; and a more flexible work schedule to meet carpool, vanpool, the bus, etc.

---

## EMPLOYER SURVEY RESULTS

An online survey targeting employers received 111 responses (Appendix E provides a detailed overview of responses). Questions were worded to help determine which TDM services are most desired by employers. A majority of respondents (76%) indicated that their primary worksite was located in Downtown, and the primary nature of their business was public sector/government (40%) or Finance, Investment, Real Estate, or Services (35%).

### IMPORTANT TRANSPORTATION TOPICS FOR RESPONDENTS

The top five topics rated as highly important for the respondent's business were:

- Traffic congestion (55%)
- Costs of employee parking (53%)
- Employee parking availability (52%)
- Transit frequency (i.e. how often buses arrive (51%))
- Transit reliability (i.e. whether buses arrive/depart on time (49%))

### FEASIBILITY OF TRANSPORTATION MODES

52% of respondents indicated that transit was a very feasible mode for employee's commutes.

Respondents indicated that the top three commute modes that were not feasible or not applicable for their employees were:

- Walking (51%)
- Working from home (45%)
- Vanpooling (41%)

The top reasons given for the above responses included:

- Walking - Commute distance (53%), Commute time (38%), and Need car for personal reasons (e.g. to run errands before/after work or at lunch or drop-off/pick-up child (24%).
- Working from home - Need car for personal reasons (12%), and Costs of owning/maintaining personal equipment (10%).
- Vanpool - Proximity of coworkers for potential carpool/vanpool partners (50%), Need car for personal reasons (24%), and Commute time (10%).

### TOOLS, SERVICES, AND INCENTIVES

61% of respondents already offer transportation programs or incentives to assist employee commutes.

- Most common offerings include bus pass subsidies (48%), Marketing and educational services on employee transportation options (35%), and pre-tax bus pass purchase option for employees and matching employees to form carpools/vanpools (both 25%).

The top three tools, services, or incentives employers are very likely to offer are marketing and educational services on employee transportation options (21%), bus pass subsidies and matching employees to form carpools/vanpools (both 16%). Employers expressed interest in:

- Marketing and educational materials on employee transportation options (64%)

- Ridematching event for potential carpool/vanpool employees (47%)
- Consultation about employee commute-assistance programs (46%)
- Telework consultation (33%)

A third or more of respondents were familiar with all other programs, organizations, and facilities mentioned in the survey, except for the Greater Redmond TMA, meaning that market awareness for most services is good. The top three offerings the City could focus marketing on include telework consultations, Commute Advantage consultations, and the Commuter Connection newsletter.

---

#### PROPERTY MANAGER SURVEY RESULTS

Property managers were asked on 2009 report forms how they would be willing to facilitate promotions of ChooseYourWayBellevue.org at their property. The most popular ways were through new tenant welcome packets, staffing tables in the lobby for periodic events, and providing a marketing piece for distribution. The least popular methods were providing a list of tenants to contact them directly with TDM information, and a putting up a banner in the building lobby.

#### 2008 RESIDENTIAL SURVEY RESULTS

Surveys conducted by the city consistently show that residents have a high level of interest in better transit service for reaching destinations within Bellevue as well as service connecting Bellevue to regional destinations. In the 2008 City survey of residents' priorities<sup>28</sup>, TDM scores very high as a strategy Bellevue residents want the City to pursue in dealing with Transportation:

- 86% cite "Encourage and Make it More Attractive for People to Choose Transportation Alternatives"

More than three in five respondents (62%) also indicate that traffic and/or transportation issues are the biggest problems the City should address.

---

<sup>28</sup> Accessible at: [http://www.bellevuewa.gov/pdf/Finance/2008\\_Budget\\_Survey.pdf](http://www.bellevuewa.gov/pdf/Finance/2008_Budget_Survey.pdf)

## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOALS

- Increase the proportion of non-drive alone commute trips in each major commercial area.
- Reduce the proportion of commute-related vehicle miles traveled (VMT) in each major commercial area.

### OBJECTIVES

#### NON-DRIVE ALONE RATE

As mentioned previously, the City has adopted measurable targets for the proportion of commute trips to occur by non-drive alone modes for each major commercial Mobility Management Area (MMA). These 2005 targets are now outdated, but establishing new achievable 2020 targets is largely dependent on the level of TDM activities in each designated MMA. A range of TDM scenarios, discussed further in the next chapter, were developed for each area to account for budget uncertainties. These scenarios were then run through a sketch model application, Trip Reduction Impacts of Mobility Management Strategies (TRIMMS), to determine what impact, if any, the TDM scenarios would have on non-drive alone rates and VMT. The table below shows the 2020 TRIMMS results of the scenarios for each MMA, and compares them to adjusted Bellevue-Kirkland-Redmond model results discussed in chapter 2.

2020 NON-DRIVE ALONE AM PEAK COMMUTE MODE SHARE						
MMA	Adjusted BKR Model Results	Probable Range <sup>29</sup>	TRIMMS Results			
			Severely Reduced Resources Scenario	Reduced Resources Scenario	Existing Resources Scenario	Enhanced Resources Scenario
Downtown	43%	38-47%	30-40%	32-42%	32-42%	32-42%
Wilburton	35%	30-39%	20-23%	20-23%	23-25%	23-25%
Crossroads	26%	21-30%	14-20%	14-20%	14-20%	14-20%
Eastgate	30%	25-34%	25-28%	25-28%	26-29%	26-29%
Bel-Red	31%	26-35%	15-21%	15-21%	17-23%	18-25%
Factoria	34%	30-39%	24-32%	24-32%	24-32%	24-32%

Generally, the TRIMMS sketch model appears to be rather conservative when comparing non-drive alone results with the BKR model. This is likely due to the more simplistic nature of the TRIMMS model, and the heavy weighting of parking pricing in determining mode shares, which follows conclusions indicated in national literature. It is believed however, that the TRIMMS model does not accurately account for synergistic policies, services, and incentives shown to have significant mode shift potential in local observations. For example, the last Wilburton scenario includes TMA services, which are known to increase non-drive alone rates in Downtown, but no changes are seen in the mode share ranges for the last two scenarios.

<sup>29</sup> Based on standard deviation ( $\pm 4\%$ ) for 2008 BKR model results and 2008 mode share survey results, applied to 2020 BKR model results.

Therefore, to best match local conditions, the probable range based on the BKR model will be used to establish achievable 2020 objectives, depending on the level of TDM investment. The table below selects a likely target for each scenario based on the lower and upper limits of the probable range, with 3% increment adjustments for each scenario.

<b>PROPOSED 2020 NON-DRIVE ALONE AM PEAK COMMUTE TARGETS</b>					
MMA	Probable Range	Severely Reduced Resources Scenario	Reduced Resources Scenario	Existing Resources Scenario	Enhanced Resources Scenario
Downtown	38-47%	38%	41%	44%	47%
Wilburton	30-39%	30%	33%	36%	39%
Crossroads	21-30%	21%	24%	27%	30%
Eastgate	25-34%	25%	28%	31%	34%
Bel-Red	26-35%	26%	29%	32%	35%
Factoria	30-39%	30%	33%	36%	39%

#### VMT-RELATED REDUCTIONS

The state has adopted 2020 targets to decrease annual per capita VMT by 18%, but as of yet, no local implications have occurred. Bellevue has adopted 2012 targets to reduce greenhouse gas emissions by 7% below 1990 levels, and given that transportation accounts for 43% of emissions, this equates to reducing 50,935 metric tons of CO<sub>2</sub>e annually.

Results from the TRIMMS model indicate that TDM activities could reduce 2,517 to 19,309 metric tons of CO<sub>2</sub>e annually and meet the 2012 target within 2.5 to 20 years, depending on the TDM scenario.

#### PERFORMANCE MEASURES

Every 2-3 years, the City has conducted employee commute surveys in major employment areas to provide a metric indicating progress towards non-drive alone targets. The survey process involves collecting data at small worksites, integrating it with data for large worksites collected through the Commute Trip Reduction program and performing analysis on the combined, statistically-valid dataset. The work of data collection and analysis is typically contracted out at some expense (\$50,000-60,000) and current budget uncertainties could mean that this process will no longer occur, leaving few options for tracking overall performance (and potentially calling into question the need to even establish 2020 non-drive alone targets if they will not be measured). There are, however, other data collection resources that may supplement a rigorous mode share survey. Commute mode data for large worksites will continue to be collected through the State-mandated Commute Trip Reduction program. Other options might include conducting occasional surveys for particular project needs, likely using an online survey tool such as Survey Monkey, or the City's survey.net tool. Or, data mining RideshareOnline could yield information on drive alone rates, though responses would be self-selected (not random), the same as an online survey. Regional data from PSRC could also be used as a proxy for Bellevue-specific information.

## TDM STRATEGIES AND TIMELINES

### TDM STRATEGY MATRIX

Current TDM practices in Bellevue have had substantial success; however, there is always room for improvement and something to learn from other practices, so local, regional, national, and international practices were scanned for alternate and additional programs and approaches. The following tables summarize these examples, review their potential as applied in Bellevue, and indicate whether the practice is included in one of four TDM scenarios.

The scenarios are based on budget uncertainties for the City's TDM program in the 2011-12 biennium. One scenario accounts for a severe reduction in existing staff and funding resources, limiting activities to CTR oversight as required by the state. Another scenario involves reduced staff and funding, focusing activities on CTR oversight and Downtown. A third scenario assumes existing resources are unchanged, allowing for continued programming and some expanded services. Lastly, an enhanced resources scenario accounts for existing resources plus potential Urban Center state funding and SR 520/I-405 construction mitigation funds.

DRAFT

Citywide Transportation Demand Management Plan - DRAFT

Municipal TDM Practice	Description	Example	Primary Market Audience	Market Size by Location								Mode Shift by Land Use/Sector[1]						Mode Shift by Location[1]										
				Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Commercial			Residential			Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide			
1	<b>Online transportation resource and promotion</b>	Maintaining and marketing a travel options website for residents, workers, visitors, employers, property managers, and schools.	ChooseYourWayBellevue.org	Residents, Workers, Visitors, Employers, Property Managers	●	○	●	○	●	●	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
2	<b>Transportation Management Association (TMA)</b>	Association of public and private entities concerned with traffic congestion and transportation issues in a specific geographic area. TMAs allow businesses to pool resources to implement commuter support strategies.	TransManage (Transportation services arm of the Bellevue Downtown Association)	Employers, Commuters	●	○	●	○	○	●	○	n/a	●	●	●	●	●	●	●	●	●	●	●	○	○	●	●	n/a
3	<b>CTR employer outreach</b>	Tailored marketing directly to individual large employers.	Commute Trip Reduction (CTR)-affected employers	Large Employers	●	●	○	●	○	●	●	○	●	●	○	●	●	n/a	n/a	●	●	○	●	○	●	●	○	
4	<b>Individualized small employer outreach</b>	Tailored marketing directly to individual small employers.	Bellevue Commute Advantage program	Small Employers	●	●	●	●	○	○	○	○	●	●	○	●	●	n/a	n/a	●	●	●	●	○	○	○	○	
5	<b>Individualized employee outreach</b>	Tailored marketing and/or incentives directly to individual workers.	Bellevue Commuter Connection Newsletter; Downtown Pedestrian Guide; Portland Employee Smart Trips program	Workers	●	○	●	○	●	●	○	●	●	●	○	●	●	n/a	n/a	●	○	●	○	●	○	○	●	
6	<b>Telework consultations</b>	Free consulting for businesses interested in establishing work-at-home programs for business continuity.	Telework Bellevue program	Employers	●	●	●	●	●	●	●	○	●	○	○	○	●	n/a	n/a	○	○	○	○	○	○	○	○	
7	<b>Rideshare/Commute Calendar promotion</b>	Events, materials, and incentives to support web-based ridematching and commute tracking for individuals and employers/ property managers.	RideshareOnline.com	Residents, Workers, Visitors, Employers, Property Managers	●	●	●	●	●	●	●	○	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	
8	<b>Individualized commuter assistance</b>	Staff assist with individual travel plans.	Bellevue Commuter Connection storefront	Commuters	●	○	●	○	●	●	○	●	○	○	○	○	○	○	○	●	○	●	○	○	○	○	●	
	<b>Transit-oriented bicycle facility</b>	Secure bicycle parking and repair services adjacent to transit facility.	Bellevue Commuter Connection storefront	Commuters	●	●	●	○	○	●	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
9	<b>Site-specific TDM plan (i.e. TMP)</b>	TDM plan tailored to specific developments. May include preferential carpool/vanpool parking, bicycle parking, showers, and commuter kiosks.	Bellevue Transportation Management Programs (TMPs)	Property Owners, Developers, Property Managers	●	●	●	○	●	●	○	●	●	●	○	●	●	○	○	●	●	●	●	○	○	○	○	

Notes

- = High
- (with vertical line) = Medium
- = Low

[1] Does not take into account the exponential effects of multiple synergistic practices.

	Municipal TDM Practice	City of Bellevue Resources[2]	Outside Resources[3]	Notes	Implementation Scenarios			
					Severely Reduced-Resources Scenario	Reduced-Resources Scenario	Existing-Resources Scenario	Enhanced-Resources Scenario[4]
1	Online transportation resource and promotion	○	○	The City of Bellevue operates ChooseYourWayBellevue.org, providing local information and links to other relevant online resources.		X	X	X
2	Transportation Management Association (TMA)	●	●	TransManage is supported with additional private revenue sources. Service area coverage may be limited by organizational policy.		X	X	X
3	CTR employer outreach	●	●	Legal authority of CTR regulations provide more leverage than voluntary programs.	X	X	X	X
4	Individualized small employer outreach	◐	●	Conducted since late 2007 under "Commute Advantage" program.		X	X	X
5	Individualized employee outreach	○	◐			X	X	X
6	Telework consultations	○	◐	Facilitates employer adoption or expansion of telework option for employees.		X	X	X
7	Rideshare/Commute Calendar promotion	○	○	Promotes and leverages RideshareOnline.com		X	X	X
8	Individualized commuter assistance	○	◐	Provided at Commuter Connection storefront at the Bellevue Transit Center			X	X
	Transit-oriented bicycle facility	○	◐	Market size includes amount of primary market audience and presence of transit facility.			X	X
9	Site-specific TDM plan (i.e. TMP)	●	●	Legal authority of TMP regulations provide more leverage than voluntary programs			X	X

Notes

- = High
- ◐ = Medium
- = Low

[2] Includes existing or anticipated costs of materials and incentives; and, staff for planning, implementation, and administration.

[3] Includes existing or anticipated partnership investments, state and federal grants, and/or private investment.

[4] Includes potential Urban Centers state funding and I-405 construction mitigation funds.



	Municipal TDM Practice	City of Bellevue Resources[2]	Outside Resources[3]	Notes	Implementation Scenarios			
					Severely Reduced-Resources Scenario	Reduced-Resources Scenario	Existing-Resources Scenario	Enhanced-Resources Scenario[4]
	Parking pricing and/or reduced supply requirements	●	○	Coordination among City staff is dependent on program approval in budget process.			X	X
10	Parking management program	●	◐	Market size based on number of commuter end trips and amount of parking available per employee			X	X
	Transfer of parking rights	●	○				X	X
11	Individualized property manager outreach	○	◐					X
12	Employer matching program	○	◐	Market size based on number of employees.				X
13	Individualized resident outreach	○	◐					X
14	Neighborhood programs	◐	○					X
15	Right-of-way reprogramming ("Sunday Parkways")	◐	○					X
16	Bicycle amenities	○	○					X

Notes

- = High
- ◐ = Medium
- = Low

[2] Includes existing or anticipated costs of materials and incentives; and, staff for planning, implementation, and administration.

[3] Includes existing or anticipated partnership investments, state and federal grants, and/or private investment.

[4] Includes potential Urban Centers state funding and I-405/SR 520 construction mitigation funds.

Citywide Transportation Demand Management Plan - DRAFT

Municipal TDM Practice	Description	Example	Primary Market Audience	Market Size by Location								Mode Shift by Land Use/Sector[1]						Mode Shift by Location[1]										
				Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Commercial			Residential			Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide			
				FIRES	Retail	Hotel	Manufacturing	Institution	Single-Family	Multi-Family																		
17	<b>Bicycle sharing program</b>	Network of conveniently-located bicycle stations where users can pick-up or drop-off bicycles for nominal day-use or hourly fee.	SmartBike DC (Washington, D.C.); TransLink Public Bike System (Vancouver, B.C.); Velib (Paris, France)	Residents, Workers, Visitors	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
18	<b>Car sharing program</b>	Network of conveniently-located vehicles where users can pick-up and drop-off vehicles for nominal day-use or hourly fee.	Zipcar	Residents, Workers, Visitors	●	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
19	<b>Multimodal trip planning</b>	Online travel directions using multiple modes such as bicycle and transit.	Metro (Portland, OR)	Residents, Workers, Visitors	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
20	<b>Congestion pricing</b>	Tolls on roads intended to discourage drive-alone trips during peak congestion.	SR 167/Tacoma Narrows Bridge HOT lanes; Proposed I-405 HOT lane; SR 520 bridge project	Commuters	●	○	●	○	●	●	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Notes

- = High
- = Medium
- = Low

[1] Does not take into account the exponential effects of multiple synergistic practices.

	Municipal TDM Practice	City of Bellevue Resources[2]	Outside Resources[3]	Notes	Implementation Scenarios			
					Severely Reduced-Resources Scenario	Reduced-Resources Scenario	Existing-Resources Scenario	Enhanced-Resources Scenario[4]
17	Bicycle sharing program	n/a	●	City participation and program success depends on regional coordination of supply and customer demand.				X
18	Car sharing program	n/a	●	City support of existing program consists of distribution of promotional materials, included with other relevant marketing materials.				
19	Multimodal trip planning	n/a	●	There is little benefit to an isolated municipal trip planning tool. Updating the existing regional tool would be more appropriate.				
20	Congestion pricing	n/a	n/a	Political and technical difficulties make this unlikely during timeframe of this plan.				

Notes

- = High
- ◐ = Medium
- = Low

[2] Includes existing or anticipated costs of materials and incentives; and, staff for planning, implementation, and administration.

[3] Includes existing or anticipated partnership investments, state and federal grants, and/or private investment.

[4] Includes potential Urban Centers state funding and I-405/SR 520 construction mitigation funds.

## TDM IMPLEMENTATION TIMELINE

The programs identified for implementation in each scenario are laid out in the table below by MMAs, starting in 2011, and ending in 2020. Although a TDM program is identified for suitable application in an MMA, implementation staff will decide whether the program should cover the entire MMA, parts of it, or whether the program should cover a corridor across multiple MMAs. For instance, it may make sense to target businesses and residents within ¼ mile of major transit facilities when conducting transit-specific outreach, or within 1 mile of a bike facility if implementing a bicycle program. The MMAs are merely a framework for identifying general areas of priority.

Citywide Transportation Demand Management Plan - DRAFT

- = Severely Reduced Resources Scenario
- ◐ = Reduced Resources Scenario
- ◑ = Existing Resources Scenario
- = Enhanced Resources Scenario

TDM Program Activity	Estimated Annual Cost (2010 dollars)	2011								2012								
		Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	
1 Online transportation resource and promotion	\$ 20,000								◐									◐
2 Transportation Management Association (TMA)	Bundled in program costs. Leveraged with private funding.	◐							●	◐								●
3 CTR employer outreach	\$ 110,000								○									○
4 Individualized small employer outreach	\$ 130,000								◐									◐
5 Individualized employee outreach	\$ 100,000	◐							●	◐								●
6 Telework consultations	\$ 20,000	◐							●	◐								●
7 Rideshare/Commute Calendar promotion	\$ 30,000	◐							●	◐								●
8 Individualized commuter assistance	\$ 55,000	◐							●	◐								●
9 Site-specific TDM plan (i.e. TMP)	\$ 35,000								◐									◐
10 Parking pricing and/or reduced supply requirements	\$ 35,000	◐							●	◐								●
11 Individualized property manager outreach	\$ 7,500	●								●								
12 Employer matching program	\$ 5,000	●	●	●						●	●	●						
13 Individualized resident outreach	\$ 15,000							●										
14 Neighborhood programs	\$ 15,000																	●
15 Right-of-way reprogramming ("Sunday Parkways")	Varies by event type and location																	●
16 Bicycle amenities	\$ 12,500																	
17 Bicycle sharing program	Varies by program structure (e.g. agency/vendor level of control, user fees, advertising revenue).																	

Citywide Transportation Demand Management Plan - DRAFT

- = Severely Reduced Resources Scenario
- ◐ = Reduced Resources Scenario
- ◑ = Existing Resources Scenario
- = Enhanced Resources Scenario

TDM Program Activity	Estimated Annual Cost (2010 dollars)	2011								2012								
		Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	
○ Subtotal									\$ 110,000								\$ 110,000	
◐ Subtotal		\$ 150,000							\$ 180,000	\$ 150,000							\$ 180,000	
◑ Subtotal		\$ 240,000	\$ 35,000						\$ 215,000	\$ 240,000	\$ 65,000	\$ 30,000					\$ 215,000	
● Subtotal		\$ 252,500	\$ 140,000	\$ 5,000		\$ 15,000			\$ 215,000	\$ 252,500	\$ 170,000	\$ 35,000		\$ 15,000			\$ 215,000	
○ Total		\$							\$ 110,000	\$							\$ 110,000	
◐ Total		\$							\$ 330,000	\$							\$ 330,000	
◑ Total		\$							\$ 490,000	\$							\$ 550,000	
● Total		\$							\$ 627,500	\$							\$ 687,500	
○ Subtotal Cost per Commute Trip									\$ 2.81								\$ 2.81	
◐ Subtotal Cost per Commute Trip		\$ 20							\$ 4.60								\$ 4.60	
◑ Subtotal Cost per Commute Trip		\$ 31	\$ 19						\$ 5.50								\$ 5.50	
● Subtotal Cost per Commute Trip		\$ 33	\$ 75	\$ 1		\$ 4			\$ 5.50								\$ 5.50	
○ Total Cost per Commute Trip		\$							2.81								2.81	
◐ Total Cost per Commute Trip		\$							8.44								8.44	
◑ Total Cost per Commute Trip		\$							12.54								12.54	
● Total Cost per Commute Trip		\$							16.05								16.05	
Notes			Assumes continued I-405 funding	Assumes continued I-405 funding		Targeted for high number of commute origins			Telework program assumes continued EECBG funding		Assumes continued I-405 funding	Assumes continued I-405 funding		Targeted for high number of commute origins				
			RapidRide service starts. SR 520 tolling and HOV construction begins.								I-405 braids construction ends. SR 520 bridge construction begins.							
			As appropriate, programs may focus on specific areas within an MMA, the whole MMA, or corridors across multiple MMAs.															
			TDM program activities 13 and 14 adopt the SmartTrips model, assuming market saturation in residential areas within 2 years, with ideal follow-up every 5-7 years.															
			Severely reduced resources scenario involves state funding being allocated directly to King County CTRS, eliminating \$20,000 in COB oversight.															

Citywide Transportation Demand Management Plan - DRAFT

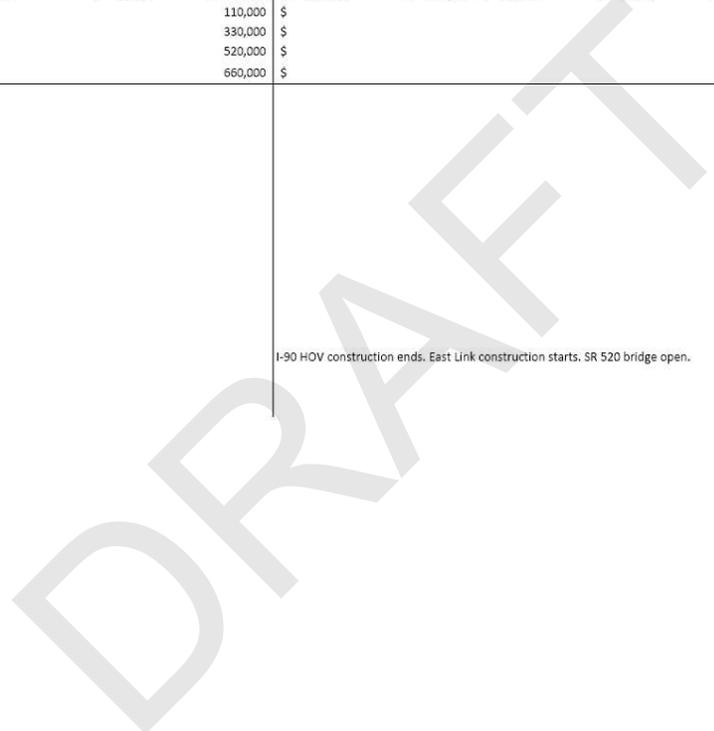
TDM Program Activity	2013								2014								2015							
	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide
1 Online transportation resource and promotion								☉								☉								☉
2 Transportation Management Association (TMA)	☉							☉	☉							☉	☉							☉
3 CTR employer outreach								☉								☉								☉
4 Individualized small employer outreach	☉							☉	☉							☉	☉							☉
5 Individualized employee outreach	☉							☉	☉							☉	☉							☉
6 Telework consultations								☉								☉								☉
7 Rideshare/Commute Calendar promotion	☉		☉					☉	☉		☉					☉	☉		☉					☉
8 Individualized commuter assistance	☉							☉	☉							☉	☉							☉
8 Transit-oriented bicycle facility	☉							☉	☉							☉	☉							☉
9 Site-specific TDM plan (i.e. TMP)								☉								☉								☉
10 Parking pricing and/or reduced supply requirements								☉								☉								☉
10 Parking management program	☉	☉						☉	☉	☉					☉	☉	☉						☉	
10 Transfer of parking rights	☉	☉						☉	☉	☉					☉	☉	☉						☉	
11 Individualized property manager outreach	☉							☉	☉							☉	☉							☉
12 Employer matching program	☉	☉	☉					☉	☉	☉	☉				☉	☉	☉	☉					☉	
13 Individualized resident outreach				☉				☉								☉								☉
14 Neighborhood programs								☉								☉								☉
15 Right-of-way reprogramming ("Sunday Parkways")					☉			☉					☉	☉		☉					☉	☉		☉
16 Bicycle amenities								☉								☉								☉
17 Bicycle sharing program								☉								☉								☉

Citywide Transportation Demand Management Plan - DRAFT

- = Severely Reduced Resources Scenario
- ◐ = Reduced Resources Scenario
- ◑ = Existing Resources Scenario
- = Enhanced Resources Scenario

TDM Program Activity	2013								2014								2015								
	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	
○								\$ 110,000									\$ 110,000								\$ 110,000
◐	\$ 150,000							\$ 180,000	\$ 150,000								\$ 180,000	\$ 150,000							\$ 180,000
◑	\$ 240,000		\$ 30,000			\$ 35,000		\$ 215,000	\$ 240,000		\$ 30,000			\$ 35,000		\$ 215,000	\$ 240,000		\$ 30,000			\$ 35,000		\$ 215,000	
●	\$ 252,500		\$ 135,000	\$ 15,000		\$ 42,500		\$ 215,000	\$ 252,500		\$ 135,000	\$ 15,000		\$ 42,500		\$ 215,000	\$ 267,500		\$ 135,000			\$ 35,000		\$ 215,000	
○	\$							\$ 110,000	\$							\$ 110,000	\$							\$ 110,000	
◐	\$							\$ 330,000	\$							\$ 330,000	\$							\$ 330,000	
◑	\$							\$ 520,000	\$							\$ 520,000	\$							\$ 520,000	
●	\$							\$ 660,000	\$							\$ 660,000	\$							\$ 652,500	
○																									
◐																									
◑																									
●																									
○																									
◐																									
◑																									
●																									

I-90 HOV construction ends, East Link construction starts, SR 520 bridge open.



Citywide Transportation Demand Management Plan - DRAFT

- = Severely Reduced Resources Scenario
- ◐ = Reduced Resources Scenario
- ◑ = Existing Resources Scenario
- = Enhanced Resources Scenario

TDM Program Activity	2016								2017								2018							
	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide
1 Online transportation resource and promotion								◑								◑								◑
2 Transportation Management Association (TMA)	◑							●	◑							●	◑							●
3 CTR employer outreach								○								○								○
4 Individualized small employer outreach	◑							●	◑							●	◑							●
5 Individualized employee outreach	◑							●	◑							●	◑							●
6 Telework consultations								◑								◑								◑
7 Rideshare/Commute Calendar promotion	◑							●	◑							●	◑							●
8 Individualized commuter assistance	◑							●	◑							●	◑							●
9 Site-specific TDM plan (i.e. TMP)								◑								◑								◑
10 Parking pricing and/or reduced supply requirements								◑								◑								◑
11 Individualized property manager outreach	●							●	●							●	●							●
12 Employer matching program	●							●	●							●	●							●
13 Individualized resident outreach								●								●								●
14 Neighborhood programs	●							●								●								●
15 Right-of-way reprogramming ("Sunday Parkways")	●							●								●								●
16 Bicycle amenities	●							●	●							●	●							●
17 Bicycle sharing program	●							●	●							●	●							●

Citywide Transportation Demand Management Plan - DRAFT

- = Severely Reduced Resources Scenario
- ◐ = Reduced Resources Scenario
- ◑ = Existing Resources Scenario
- = Enhanced Resources Scenario

TDM Program Activity	2016								2017								2018							
	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide
○								\$ 110,000								\$ 110,000								\$ 110,000
◐	\$ 150,000							\$ 180,000	\$ 150,000							\$ 180,000	\$ 150,000							\$ 180,000
◑	\$ 240,000		\$ 30,000			\$ 35,000		\$ 215,000	\$ 240,000		\$ 30,000			\$ 35,000		\$ 215,000	\$ 240,000		\$ 30,000		\$ 35,000			\$ 215,000
●	\$ 280,000		\$ 142,500			\$ 35,000		\$ 215,000	\$ 265,000		\$ 157,500			\$ 35,000		\$ 215,000	\$ 265,000		\$ 157,500		\$ 35,000			\$ 215,000
○	\$							\$ 110,000	\$							\$ 110,000	\$							\$ 110,000
◐	\$							\$ 330,000	\$							\$ 330,000	\$							\$ 330,000
◑	\$							\$ 520,000	\$							\$ 520,000	\$							\$ 520,000
●	\$							\$ 672,500	\$							\$ 672,500	\$							\$ 672,500
○																								
◐																								
◑																								
●																								

DRAFT

Citywide Transportation Demand Management Plan - DRAFT

TDM Program Activity	2019							2020							2011-2020									
	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide
1 Online transportation resource and promotion								○																
2 Transportation Management Association (TMA)	●	●	●					●	●	●	●													
3 CTR employer outreach								○																
4 Individualized small employer outreach	●							●	●	●	●													
5 Individualized employee outreach	●							●	●															
6 Telework consultations								●			●													
7 Rideshare/Commute Calendar promotion	●	●	●					●	●	●	●													
8 Individualized commuter assistance	●							●	●	●	●													
9 Site-specific TDM plan (i.e. TMP)								●																
10 Parking pricing and/or reduced supply requirements								●																
10 Parking management program	●	●				●		●	●	●				●										
Transfer of parking rights	●	●				●		●	●	●				●										
11 Individualized property manager outreach	●		●					●	●		●													
12 Employer matching program	●	●	●					●	●	●	●													
13 Individualized resident outreach				●				●																
14 Neighborhood programs								●					●											
15 Right-of-way reprogramming ("Sunday Parkways")			●	●	●			●			●	●	●											
16 Bicycle amenities	●							●	●															
17 Bicycle sharing program	●	●						●	●	●														

Citywide Transportation Demand Management Plan - DRAFT

- = Severely Reduced Resources Scenario
- ◐ = Reduced Resources Scenario
- ◑ = Existing Resources Scenario
- = Enhanced Resources Scenario

TDM Program Activity	2019								2020								2011-2020							
	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide	Downtown	Wilburton	Bel-Red	Crossroads	East Bellevue	Eastgate	Factoria	Citywide
○								\$ 110,000								\$ 110,000								
◐	\$ 150,000							\$ 180,000	\$ 150,000							\$ 180,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
◑	\$ 240,000		\$ 30,000		\$ 35,000			\$ 215,000	\$ 240,000		\$ 30,000		\$ 35,000			\$ 215,000	\$ 2,400,000	\$ 100,000	\$ 270,000	\$ -	\$ -	\$ 280,000	\$ -	
●	\$ 265,000	\$ 157,500	\$ 15,000		\$ 35,000			\$ 215,000	\$ 265,000	\$ 172,500	\$ 15,000		\$ 35,000			\$ 215,000	\$ 2,617,500	\$ 310,000	\$ 1,232,500	\$ 60,000	\$ 30,000	\$ 295,000	\$ -	
○	\$							\$ 110,000	\$							\$ 110,000	\$							
◐	\$							\$ 330,000	\$							\$ 330,000	\$							
◑	\$							\$ 520,000	\$							\$ 520,000	\$							
●	\$							\$ 687,500	\$							\$ 702,500	\$							
○								\$								\$								
◐								\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2.52								
◑								\$	\$ 13.41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4.13								
●								\$	\$ 21.45	\$ -	\$ 4.93	\$ -	\$ -	\$ 7.39	\$ -	\$ 4.93								
○								\$	\$ 23.69	\$ -	\$ 28.36	\$ 9.97	\$ -	\$ 7.39	\$ -	\$ 4.93								
◐								\$								\$ 2.52								
◑								\$								\$ 7.57								
●								\$								\$ 11.93								
								\$								\$ 16.12								

East Link service starts 2021.

## SUMMARY OF PROPOSED ACTIVITIES BY AREA

### DOWNTOWN

#### REDUCED RESOURCES SCENARIO

This scenario focuses resources on implementing the Connect Downtown plan, including existing activities such as the Commute Advantage program, individual outreach through newsletters, and rideshare events. One anticipated activity not currently enacted is promotion of the RideshareOnline Commute Calendar tool.

#### EXISTING RESOURCES SCENARIO

In addition to the above activities, this scenario includes the existing Commuter Connection facility for commute planning assistance and secure bicycle parking and repair. A proposed new activity is a focus on parking construction and operations to minimize excessive drive alone commuting.

#### ENHANCED RESOURCES SCENARIO

In addition to the above activities, this scenario includes outreach to property managers, and employer matching program; a residential focus through activities such as InMotion, neighborhood programs to encourage walking and bicycling, and periodic road closures for non-motorized community-building events; bicycle racks and wayfinding, and a bikesharing program.

### WILBURTON

#### EXISTING RESOURCES SCENARIO

This scenario focuses resources on encouraging ridesharing due to limited transit use, and promoting parking solutions to address abundant commuter parking as indicated in the parking analysis.

#### ENHANCED RESOURCES SCENARIO

In addition to the above activities, this scenario includes making TMA services available; conducting small-employer outreach; and establishing an employer matching program for small site improvements.

### BEL-RED

#### EXISTING RESOURCES SCENARIO

This scenario focuses resources on encouraging ridesharing due to limited transit options, and promoting the commute calendar to bypass messaging through numerous small-employers, and promoting parking solutions as light rail construction impacts the area.

#### ENHANCED RESOURCES SCENARIO

In addition to the above activities, this scenario includes employer matching; making TMA services available; conducting small-employer and property manager outreach; and residential outreach, neighborhood programs, and right-of-way reprogramming once expected residential development is occupied.

---

## CROSSROADS

### ENHANCED RESOURCES SCENARIO

Due to the small amount of employees and large amount of residents in Crossroads, this scenario focuses resources on residents through and InMotion-type program, neighborhood programs, and right-of-way reprogramming. The outreach program is modeled on the SmartTrips program, which assumes a level of market saturation within 2 years, and suggests follow-up outreach in 5-7 year cycles.

---

## EAST BELLEVUE

### ENHANCED RESOURCES SCENARIO

This scenario focuses resources on residents through and InMotion-type program, neighborhood programs, and right-of-way reprogramming due to the high number of commutes originating in East Bellevue.

---

## EASTGATE

### EXISTING RESOURCES SCENARIO

This scenario focuses resources on promoting parking solutions to address abundant commuter parking as indicated in the parking analysis.

### ENHANCED RESOURCES SCENARIO

In addition to the above activities, this scenario includes property manager outreach to leverage the efforts of the many CTR-affected tenants in the area.

---

## FACTORIA

Though significant congestion occurs on Factoria Boulevard, expected transportation impacts in Factoria are relatively low compared to the adjacent Eastgate MMA. Beyond CTR employer outreach, telework consultations, and TMP conditions, no specific activities are proposed in Factoria; however, opportunities will likely arise to include Factoria businesses and residents in TDM efforts, particularly if addressing congested corridors.

---

## CITYWIDE

### SEVERELY-REDUCED RESOURCES SCENARIO

This scenario effectively reduces City efforts to the minimum level in order to meet the state obligations of CTR. Outside resources would be requested to go towards CTR outreach efforts as available.

### REDUCED RESOURCES SCENARIO

This scenario focuses resources on CTR outreach, maintaining ChooseYourWayBellevue.org, and providing telework consultations.

### EXISTING AND ENHANCED RESOURCES SCENARIOS

In addition to the above activities, this scenario includes TMP administration.

## APPENDIX A - TRIP ANALYSIS FOR CITYWIDE TDM PLAN

Transportation modeling allows an understanding of existing (2008) and prospective 2020 travel characteristics. The following is a summary of the model result analysis for TDM purposes.

### METHODOLOGY

Transportation modeling results are based upon a gravity model, using a mixture of actual traffic counts and roadway infrastructure and assumptions including land use and vehicle occupancy. Existing and permitted land uses were included for the 2020 analysis.

Each trip has an origin (e.g. home) and destination (e.g. work), and purpose. There are four trip purpose categories:

- Home-Based Work (HBW) trips are commute trips from or to home.
- Home-Based Other (HBO) trips are trips to or from home such as for shopping, entertainment, or running errands.
- Non-Home Based (NHB) trips are trips from any non-home location such as work to any non-home location such as a grocery store.
- School (SCH) trips are trips to or from primary and secondary schools (i.e. not college).

Trips occur during a peak AM period (i.e. morning rush hour), a peak PM period (i.e. afternoon rush hour), or during a non-peak period.

Trips are also differentiated by mode splits such as Single-Occupant Vehicle (SOV), High-Occupant Vehicle (HOV), and Transit. Model assumptions for mode split by purpose include:

- 53% of non-transit HBO trips are HOV and 47% are SOV
- 45% of non-transit NHB trips are HOV and 55% are SOV
- 90% of non-transit SCH trips are HOV and 10% are SOV
- HBW HOV Average Vehicle Occupancy (AVO) is 2.27
- HBO HOV AVO is 2.47
- NHB HOV AVO is 2.42
- SCH HOV AVO is 2.81

Trips are delineated for land use and travel analysis purposes by unique geographic areas called Transportation Analysis Zones (Figure 1). TAZs are grouped into larger Mobility Management Areas. Mobility Management Areas (MMAs) are geographic areas for which traffic is managed and congestion standards are established to help guide land development and transportation improvement decisions.

### FINDINGS

#### FIGURE 2: COMMUTE TRIPS

- AM Peak home-based work SOV trips represent morning commutes, mostly occurring to destinations in Downtown, Bel-Red, and Eastgate.
- When only AM Peak home-based work trip *destinations* are analyzed, Wilburton is the 4<sup>th</sup> major MMA receiving trips (likely due to the medical district).

**FIGURES 3 AND 4: PEAK AND NON-PEAK TRIPS**

- In 2020, both peak and non-peak trips show an increase, with non-peak trips constituting the majority of trips in 2008, and a slightly larger proportion of total trips in 2020.

**FIGURES 5 AND 6: ALL DAILY TRIPS**

- Over half of all trips in 2008 and 2020 have origins and/or destinations in the Downtown, Bel-Red, Eastgate, or East Bellevue Mobility Management Areas (MMAs).
- Factoria, Crossroads, and Wilburton MMAs each account for only 4%-6% of citywide trips, a fairly low proportion for being designated “commercial” areas.

**FIGURES 7 THROUGH 12: PEAK AND NON-PEAK TRIPS BY PURPOSE**

- School trips represent a small proportion of overall and peak trips.
- HBW (commute) trips represent the largest single type of trips during the AM peak period.
- HBO trips represent the largest single type of trips during the PM peak period.
- HBO trips represent the largest single type of trips during the Non-Peak period.
- Even though there is an overall increase in trips (except for Bridle Trails MMA), there is little to no change in the distribution of trip purposes in each MMA.

**FIGURES 13 THROUGH 18: PEAK AND NON-PEAK MODE SPLITS BY PURPOSE**

- Citywide, there is a decrease in the proportion of home-based work SOV AM and PM Peak trips from 2008 to 2020 (i.e. reduction in drive alone commuting during AM and PM peak hours), and an increase in the proportion of AM and PM Peak SOV trips for home-based other, non-home-based, and School purposes (i.e. more people driving alone at peak hours for non-work purposes).
- There is a decrease in the proportion of Home-Based Other and School SOV Non-Peak trips from 2008 to 2020, and an increase in Non-Peak SOV trips for Home-Based Work and Non-Home-Based purposes (i.e. during the Non-Peak, there are a lower proportion of people driving alone for school and other trips, but a higher proportion of people driving alone for work and non-home-based trips).

**DISCUSSION**

Modeling results in Figure 3 indicate the following Non-SOV commute mode shares for commercial Mobility Management Areas in 2020.

<b>2020 NON-SOV MODE SHARE</b>	
<b>MMA</b>	<b>MODEL RESULTS</b>
<b>Downtown</b>	38%
<b>Wilburton</b>	30%
<b>Crossroads</b>	21%
<b>Eastgate</b>	18%
<b>Bel-Red</b>	25%
<b>Factoria</b>	24%

To validate these results, the table below compares the most recent model results available for 2008 commute trips (i.e. AM Peak Home-Based Work trip destinations in Figure 3) with commute trips measured in the 2008 Mode Share Survey (employees surveyed at Bellevue work locations).

<b>2008 NON-SOV MODE SHARE</b>			
<b>MMA</b>	<b>MODEL RESULTS</b>	<b>MODE SHARE SURVEY RESULTS</b>	<b>GAP</b>
<b>Downtown</b>	23%	39%	16%
<b>Wilburton</b>	14%	23%	9%
<b>Crossroads</b>	15%	15%	0%
<b>Eastgate</b>	12%	27%	15%
<b>Bel-Red</b>	14%	15%	1%
<b>Factoria</b>	11%	31%	20%

The table demonstrates that the non-SOV mode shares are roughly comparable; however, there are some critical differences:

- The Mode Share Survey does not measure sole proprietors.
- The Mode Share Survey is an actual commute measurement that is statistically representative of employees in a MMA, whereas the AM Peak HBW trip destinations are estimated person trips based off of traffic counts.

While the majority of trips are for non-work purposes, the traditional focus of TDM in the City has been commute trips because the peak commute hours are when the transportation network is the most congested and the associated impacts on local air quality are most significant. With more attention being paid to transportation-related greenhouse gas emissions and degraded water quality due to stormwater runoff, non-peak trips may warrant more focus than has traditionally been the case.

The Factoria, Crossroads, and Wilburton MMAs, while designated as “commercial,” account for relatively modest amounts of daily trip volumes (4%-6% each). Their “commercial” designation refers more to their character and does not necessarily indicate their significance in trip generation terms. East Bellevue is not a designated commercial area, but it generates 8%-9% of peak and non-peak trips (Figure 7). Results are likely influenced by the relative size of these MMAs, though East Bellevue may warrant attention for TDM efforts, and other MMAs such as Crossroads may warrant less attention.

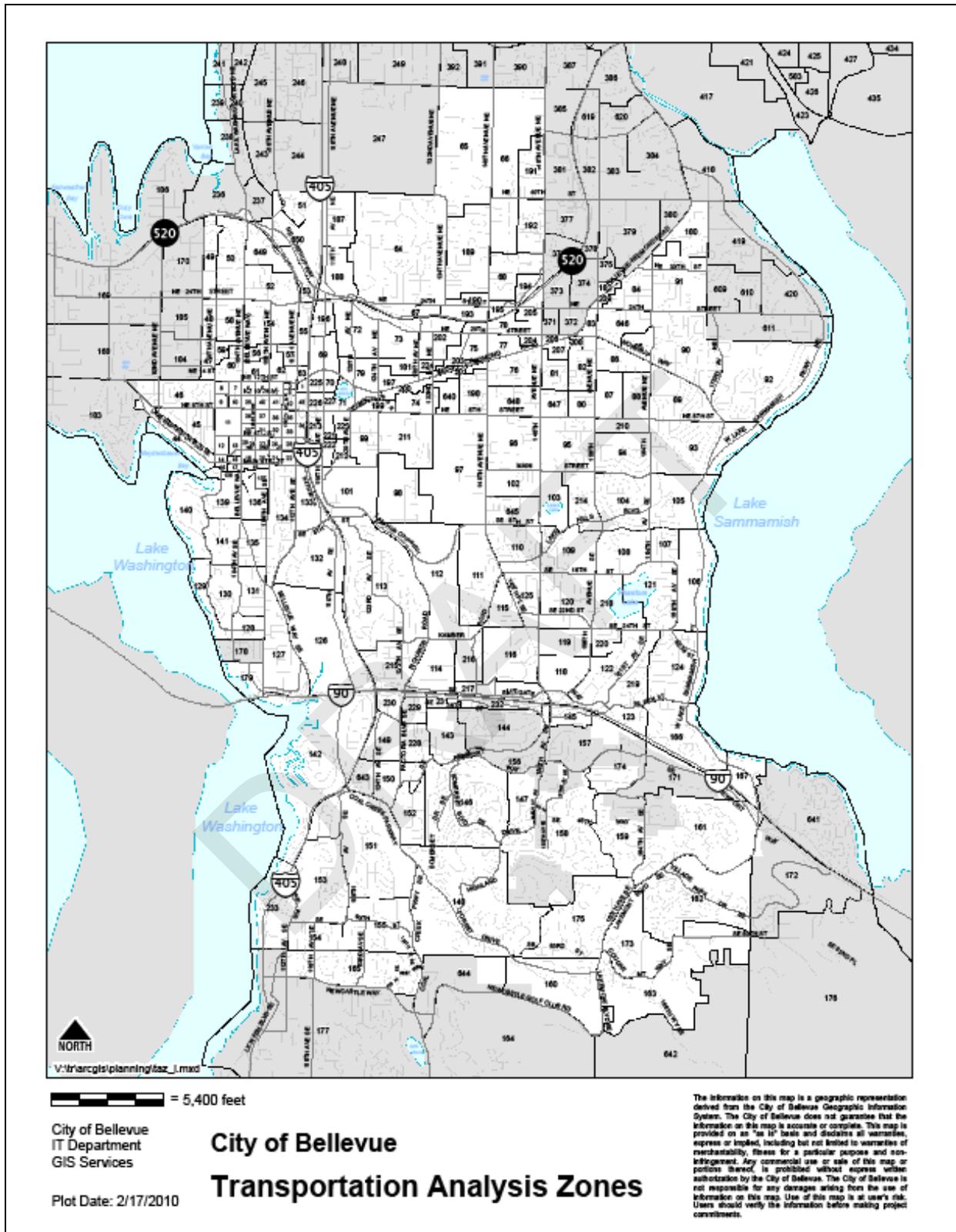
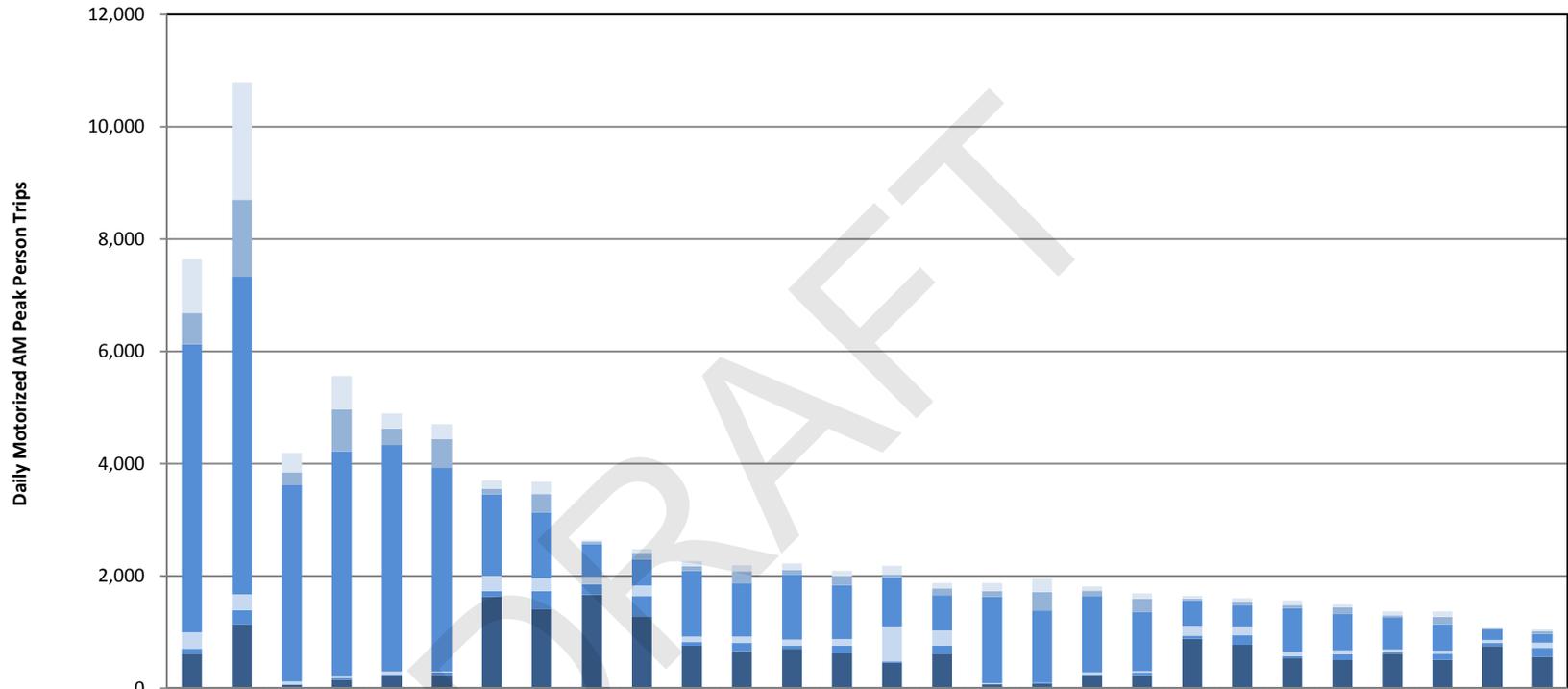


Figure 1: Transportation Analysis Zones

### AM Peak HBW Mode Split Origins and Destinations by Mobility Management Area: 2008 and 2020

\* Designated Commercial Mobility Management Area



	2008		2020		2008		2020		2008		2020		2008		2020		2008		2020		2008		2020		2008		2020	
	Downtown *		Bel-Red*		Eastgate*		East Bellevue		Newcastle		South Bellevue		North Bellevue		Bridle Trails		Wilburton*		Factoria*		Richards Valley		Crossroads *		Northeast Bellevue		Newport	
TRANSIT Destinations	961	2,08	342	599	270	259	152	217	31	62	86	113	118	97	149	95	137	237	80	97	50	51	81	54	72	96	12	26
HOV Destinations	556	1,37	233	748	291	518	95	331	41	121	81	205	79	160	57	121	105	325	96	232	31	80	52	116	36	130	13	47
SOV Destinations	5,12	5,65	3,49	3,99	4,03	3,62	1,44	1,17	578	461	1,17	953	1,16	956	868	627	1,53	1,28	1,35	1,05	454	371	780	647	569	467	188	159
TRANSIT Origins	294	287	51	42	54	18	274	234	143	193	96	114	106	120	623	272	19	6	37	26	170	153	76	71	51	59	57	96
HOV Origins	87	254	4	30	14	43	100	318	178	359	66	151	56	136	28	139	5	14	15	46	58	173	39	102	28	107	51	154
SOV Origins	619	1,13	64	154	234	239	1,63	1,40	1,66	1,28	761	658	706	625	453	619	72	79	233	233	882	773	535	502	615	508	755	564

Figure 2: Commute Trips

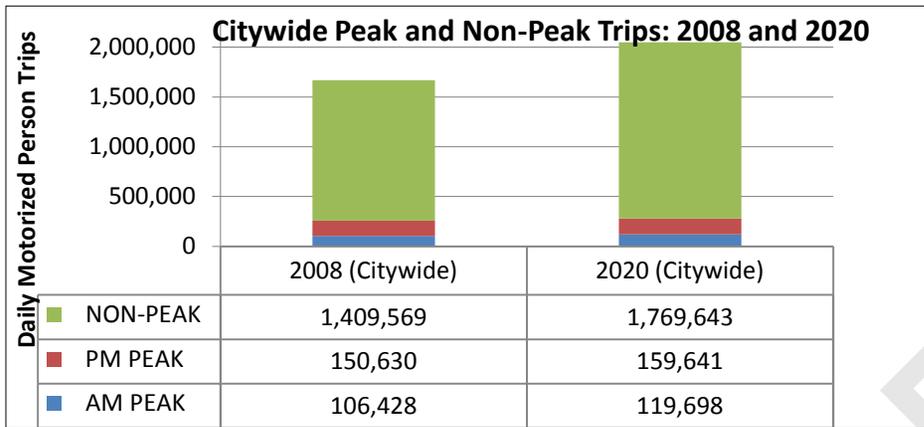


Figure 3: Peak and Non-Peak Trips

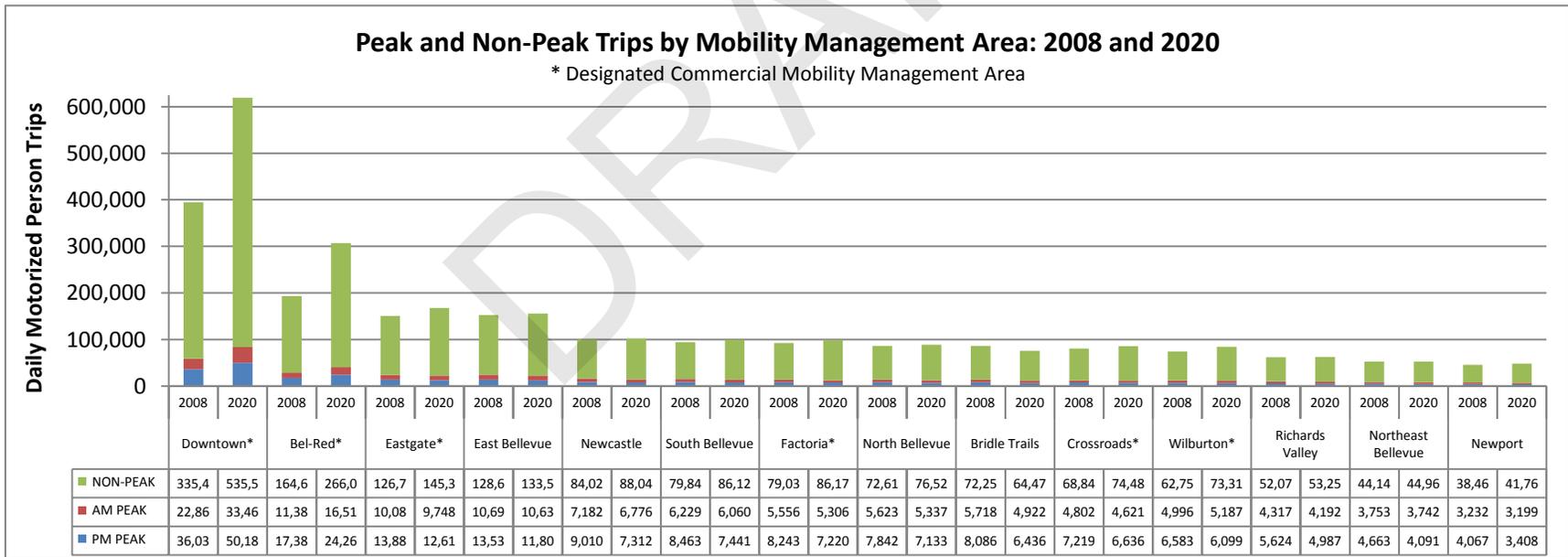


Figure 4: Peak and Non-Peak Trips

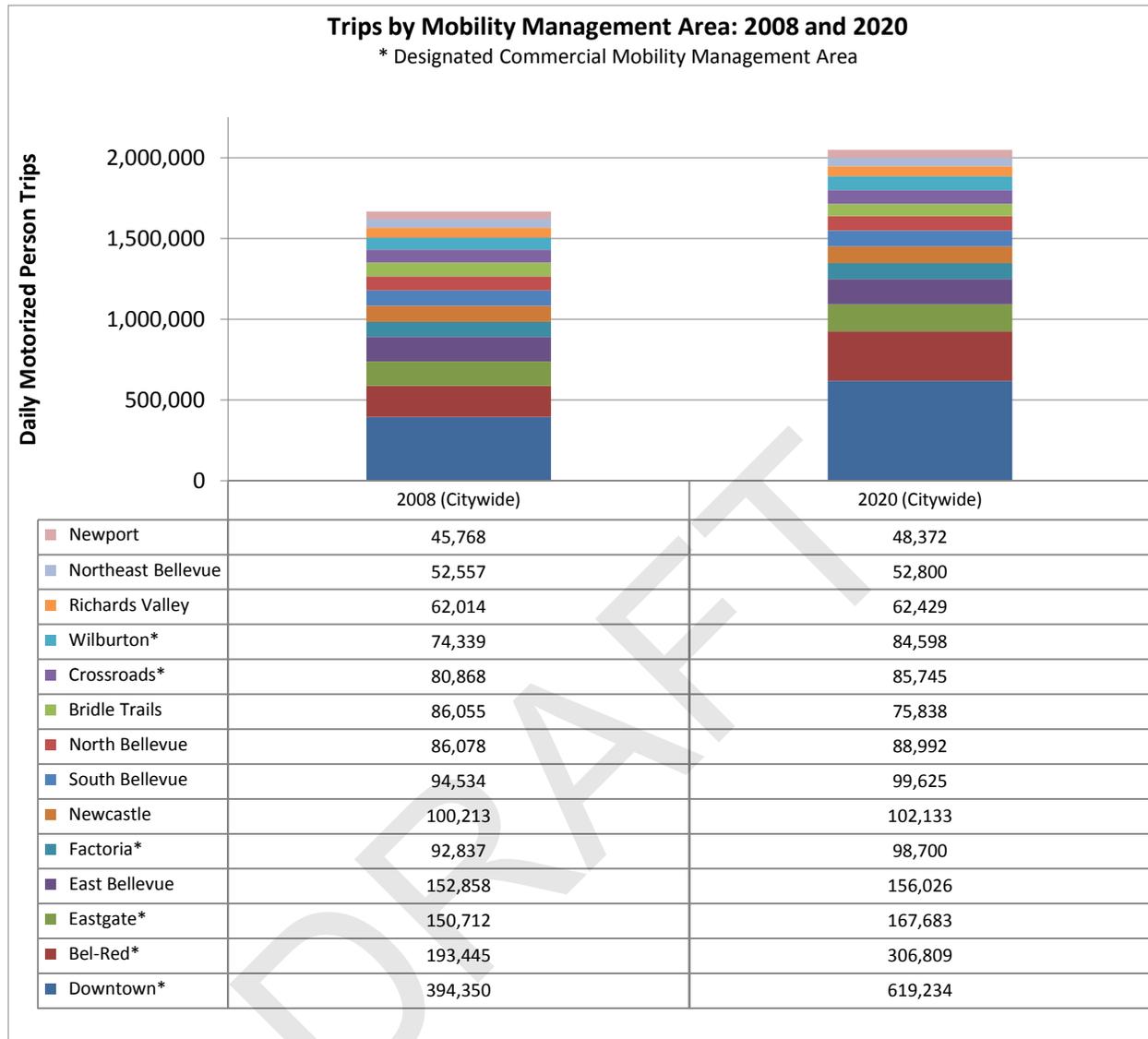


Figure 5: Daily Trips

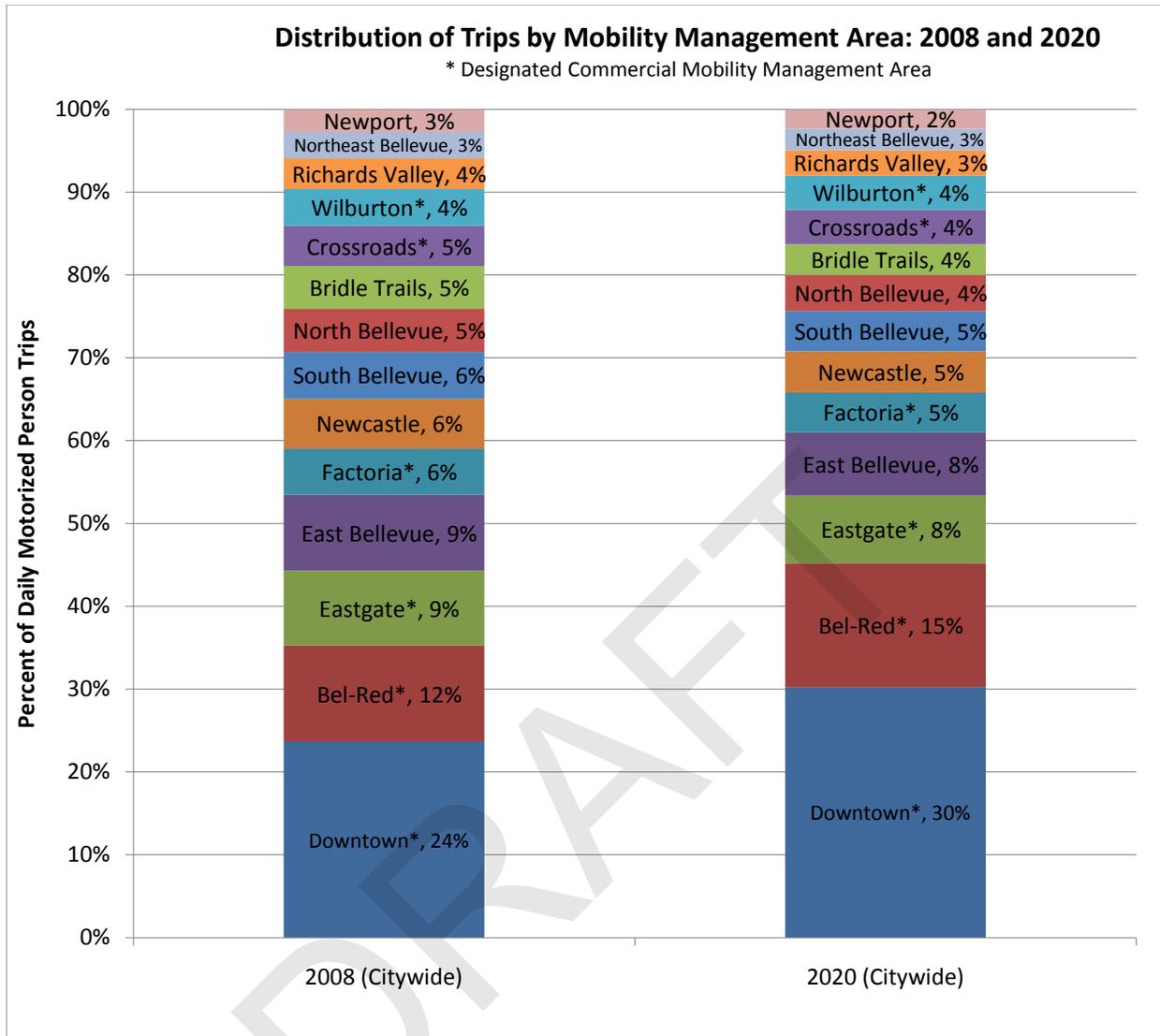


Figure 6: Daily Trips

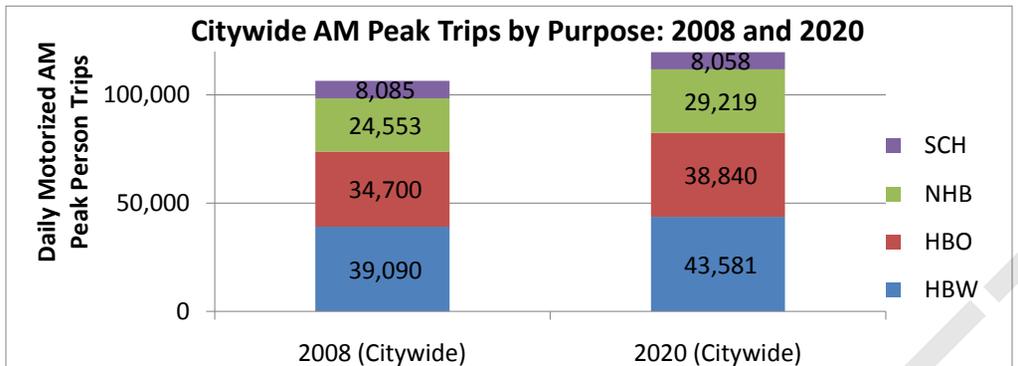


Figure 7: AM Peak Trips by Purpose

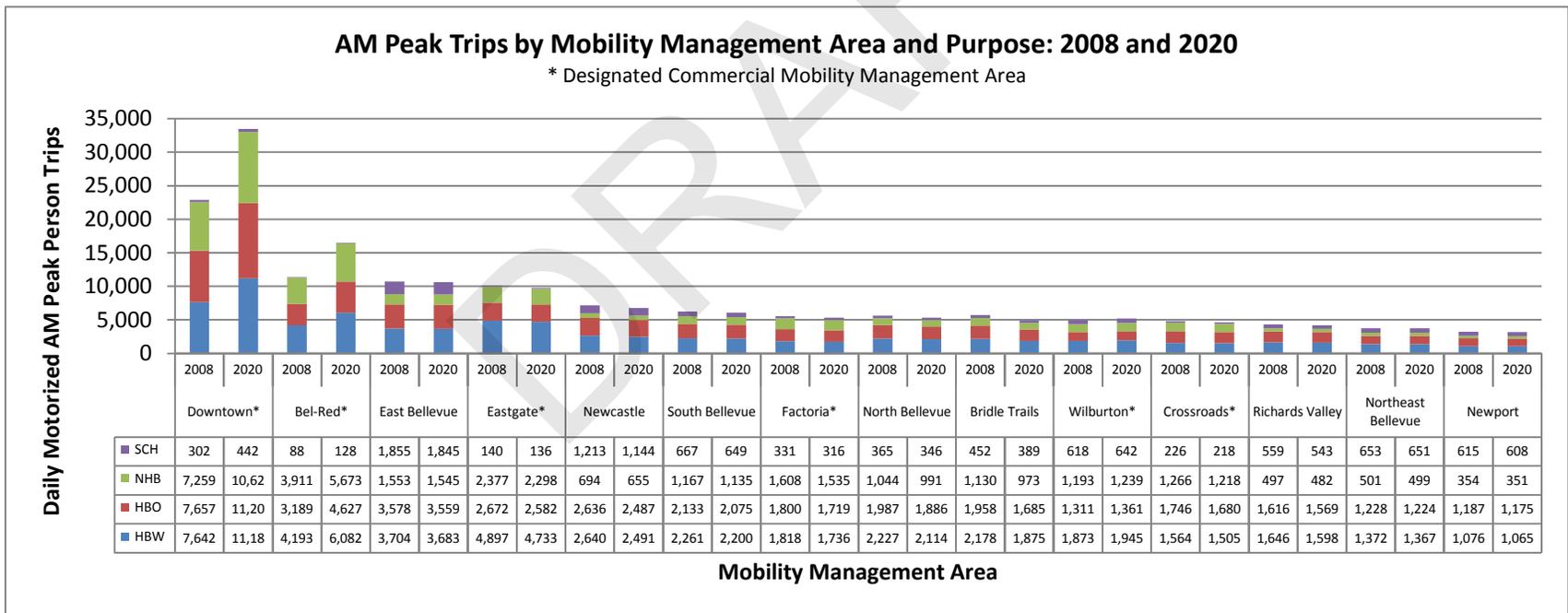


Figure 8: AM Peak Trips by Purpose

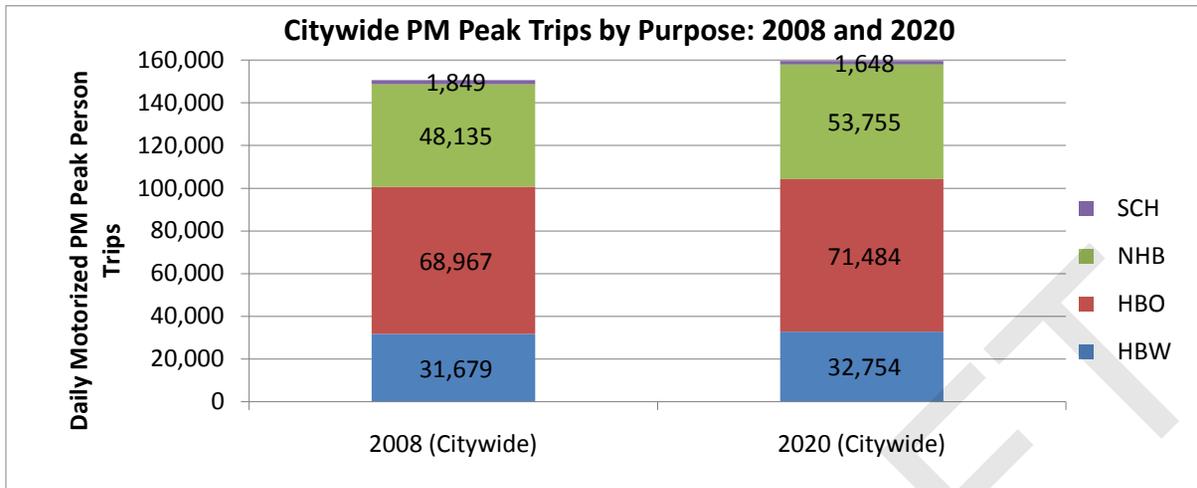


Figure 9: PM Peak Trips by Purpose

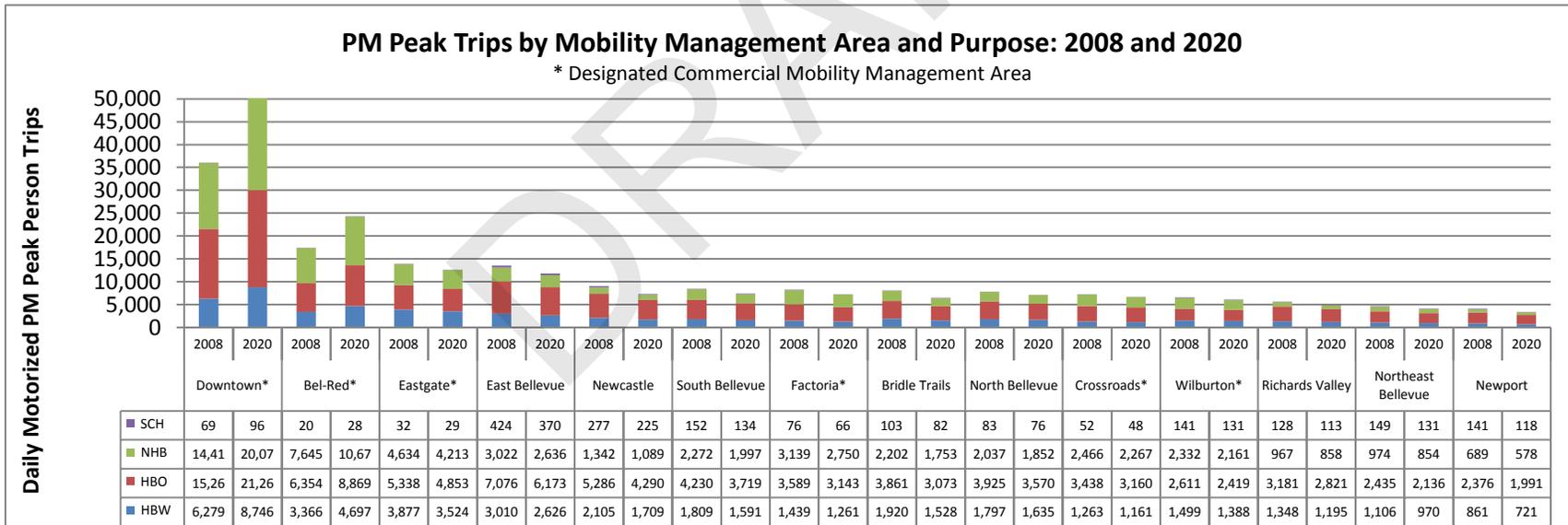


Figure 10: PM Peak Trips by Purpose

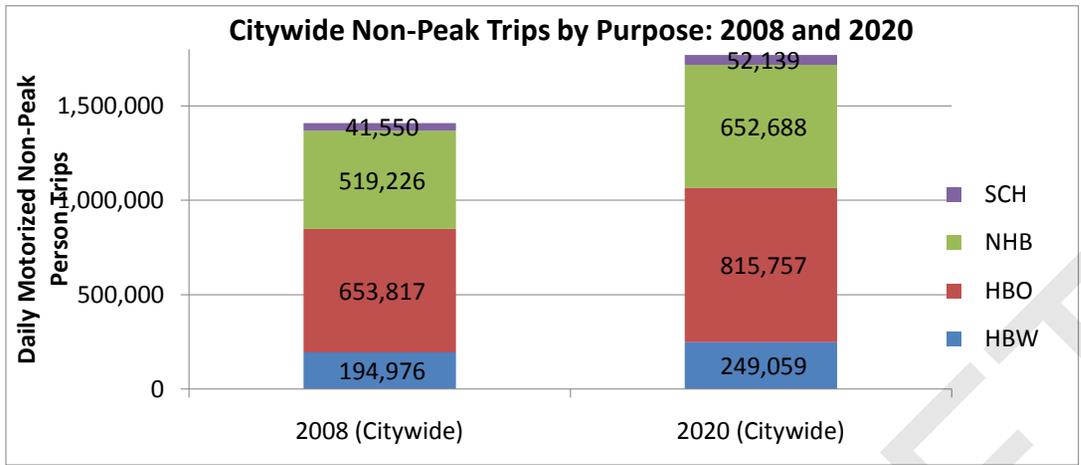


Figure 11: Non-Peak Trips by Purpose

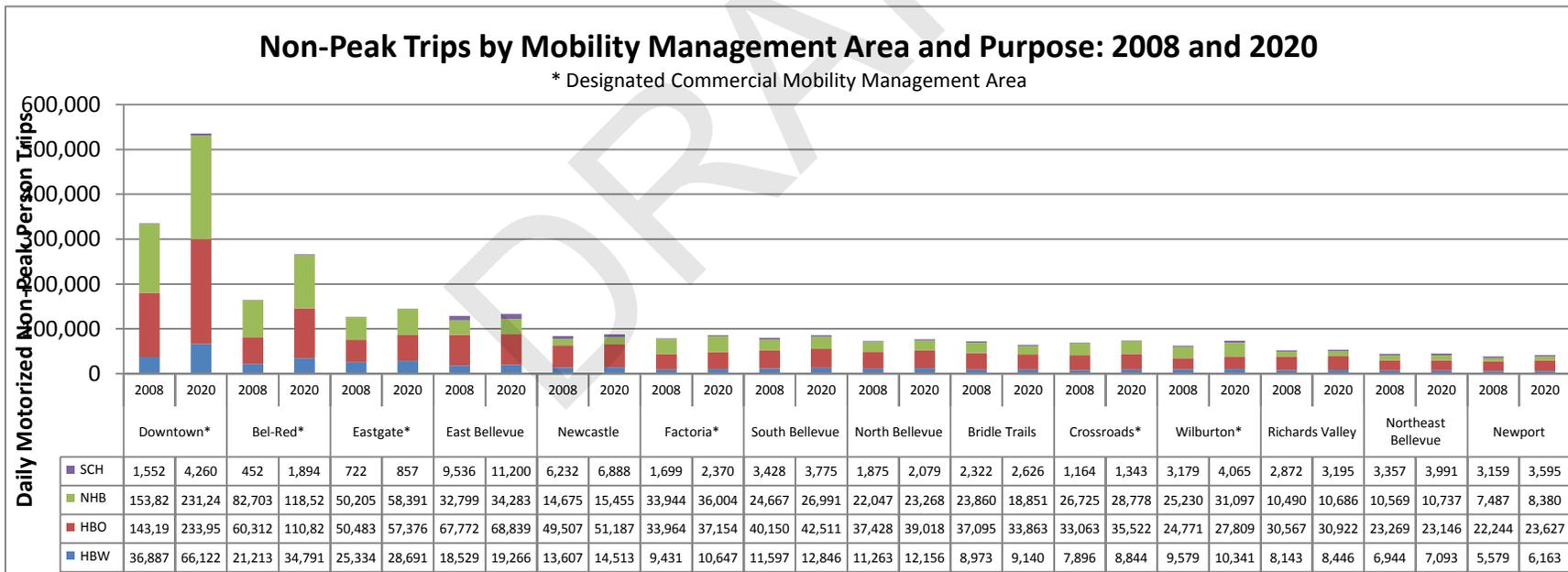


Figure 12: Non-Peak Trips by Purpose

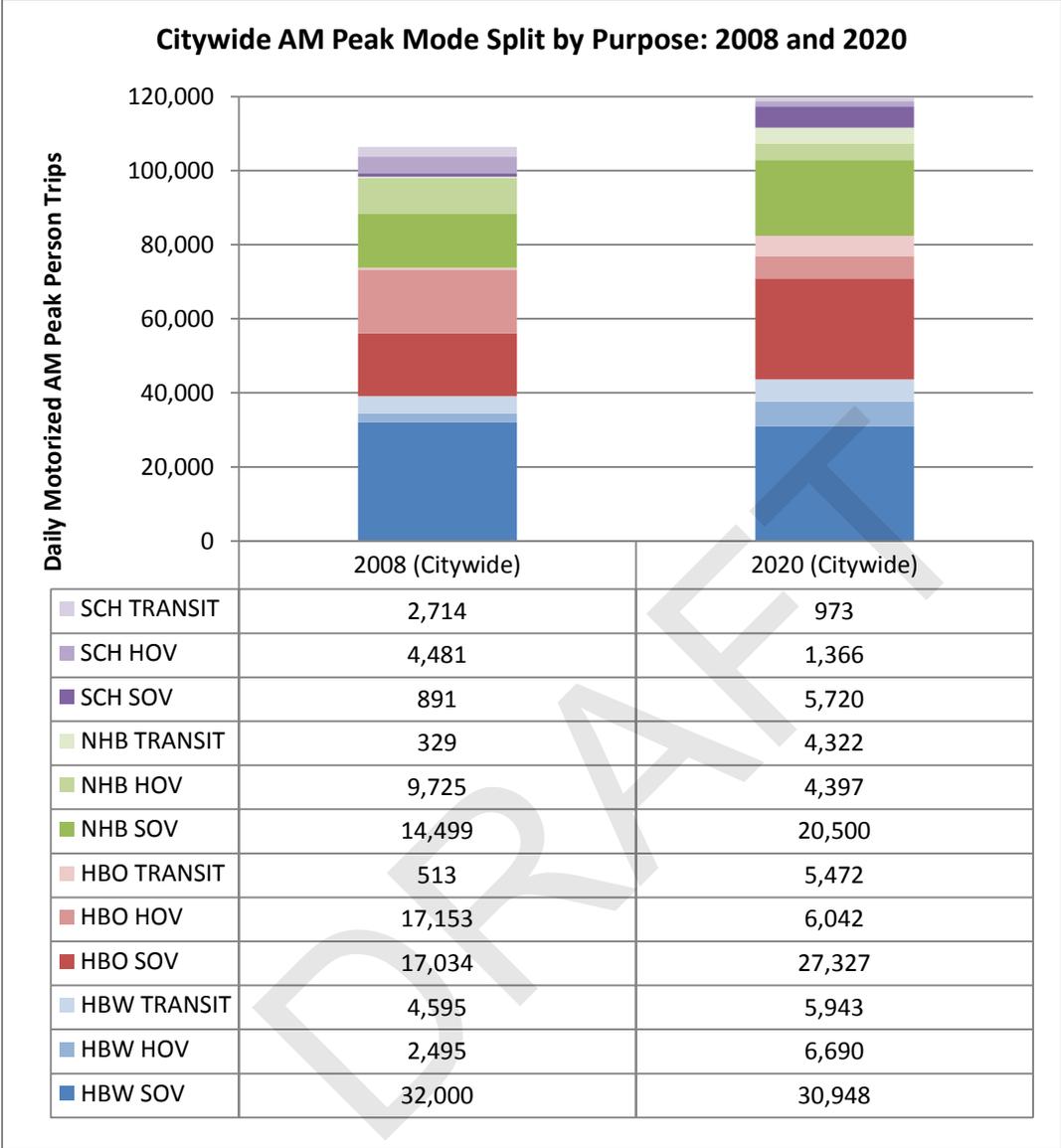


Figure 13: AM Peak Mode Split by Purpose

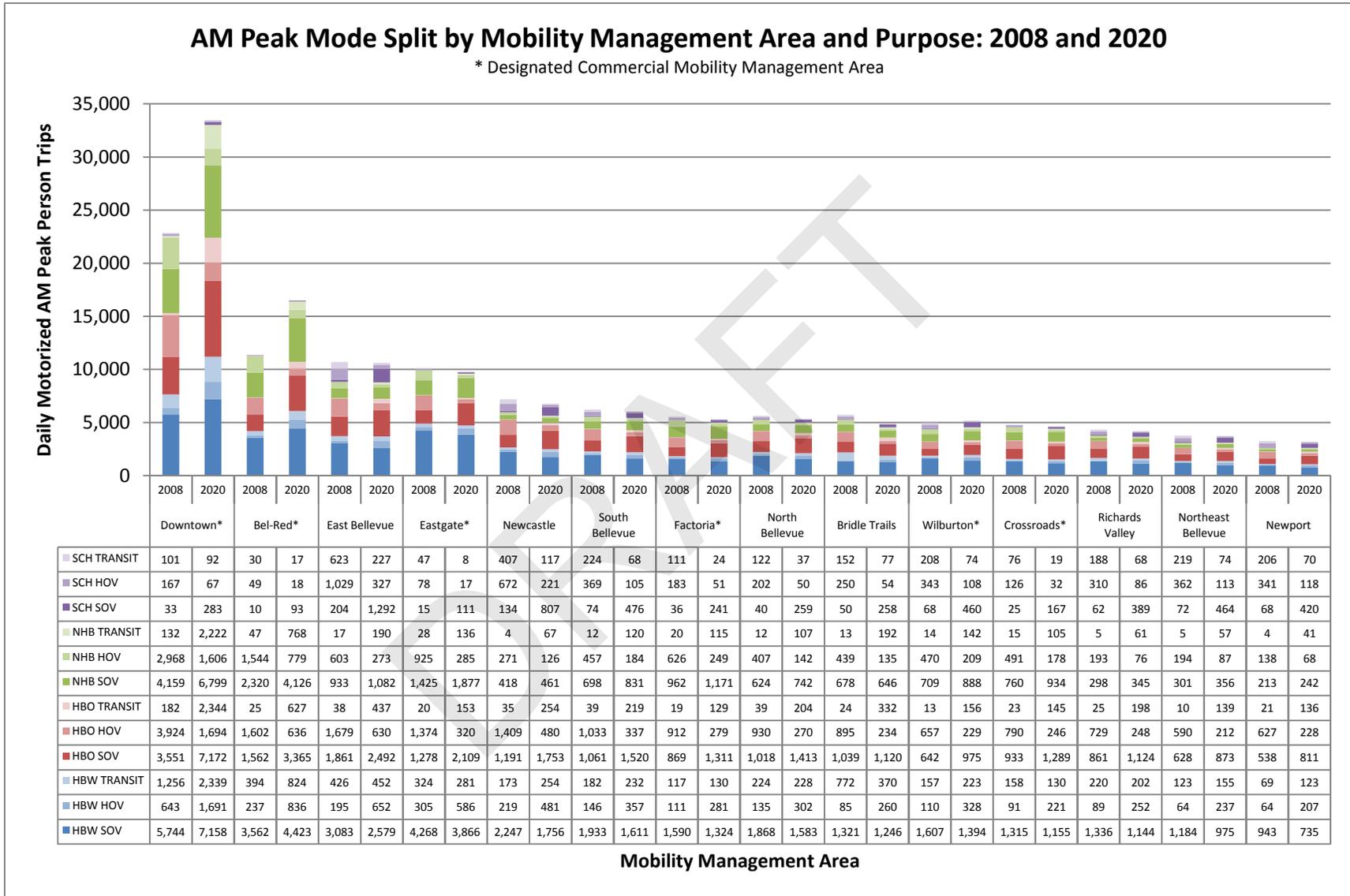


Figure 14: AM Peak Mode Split by Purpose

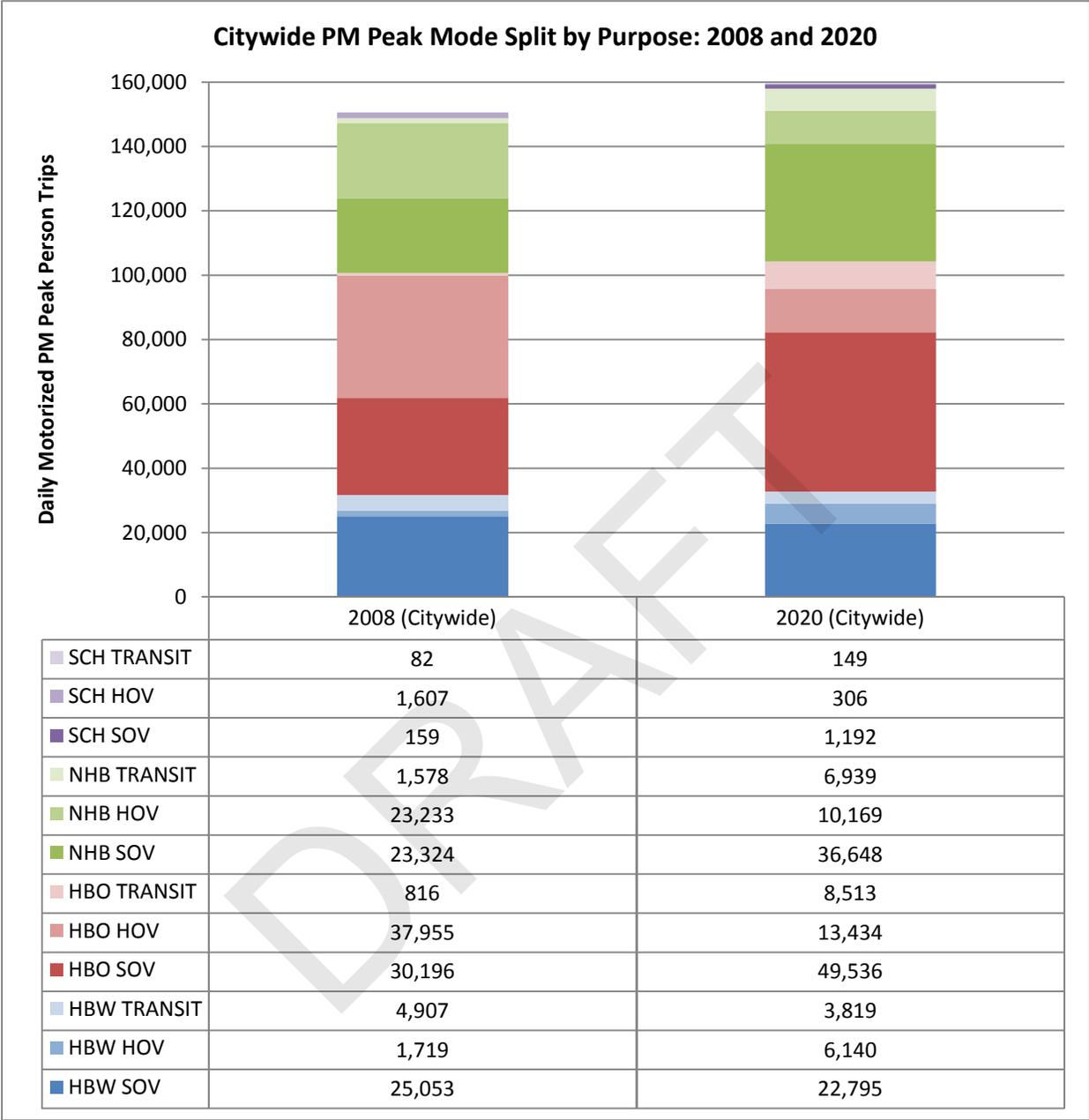


Figure 15: PM Peak Mode Split by Purpose

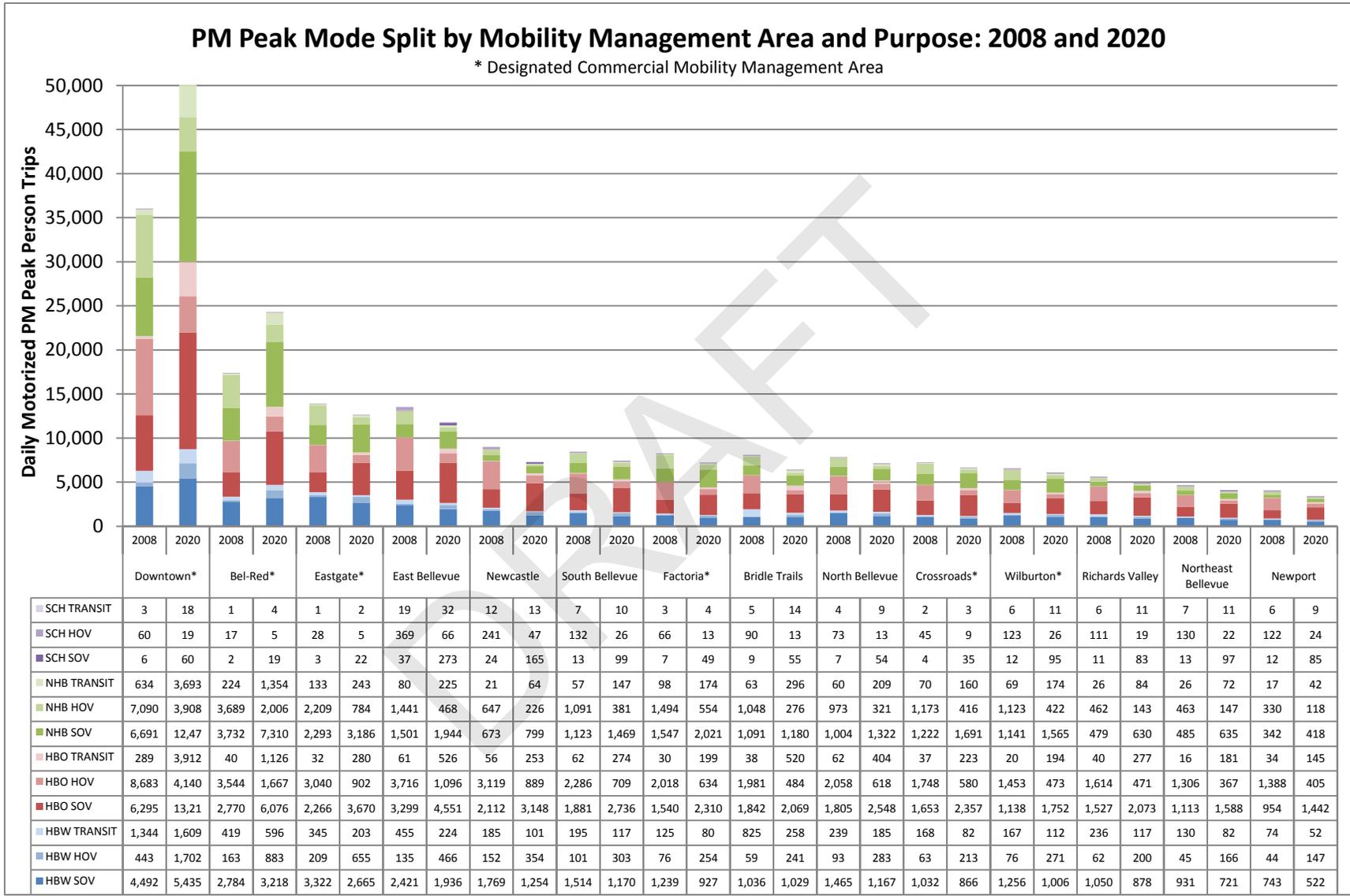


Figure 16: PM Peak Mode Split by Purpose

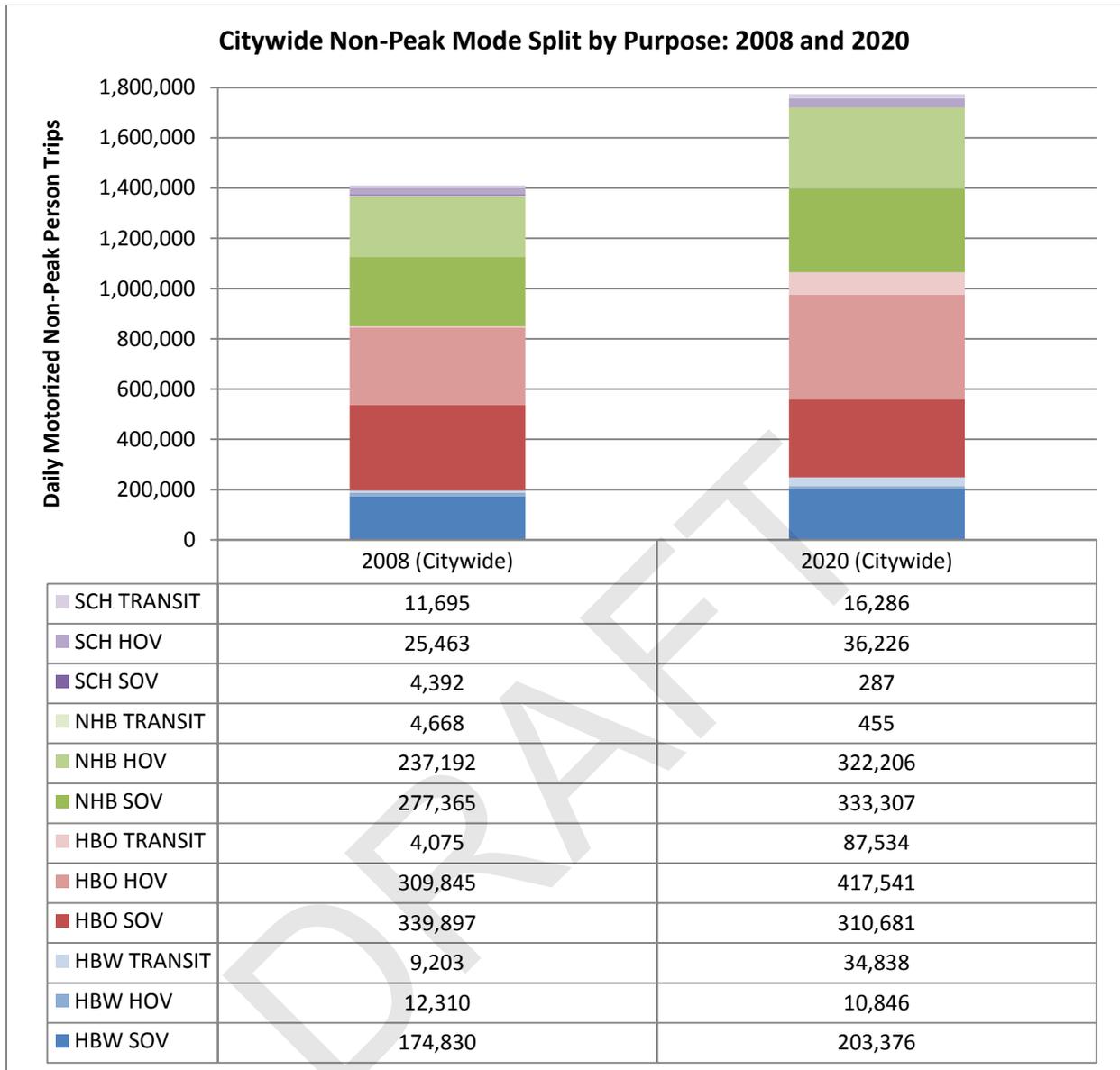


Figure 17: Non-Peak Mode Split by Purpose

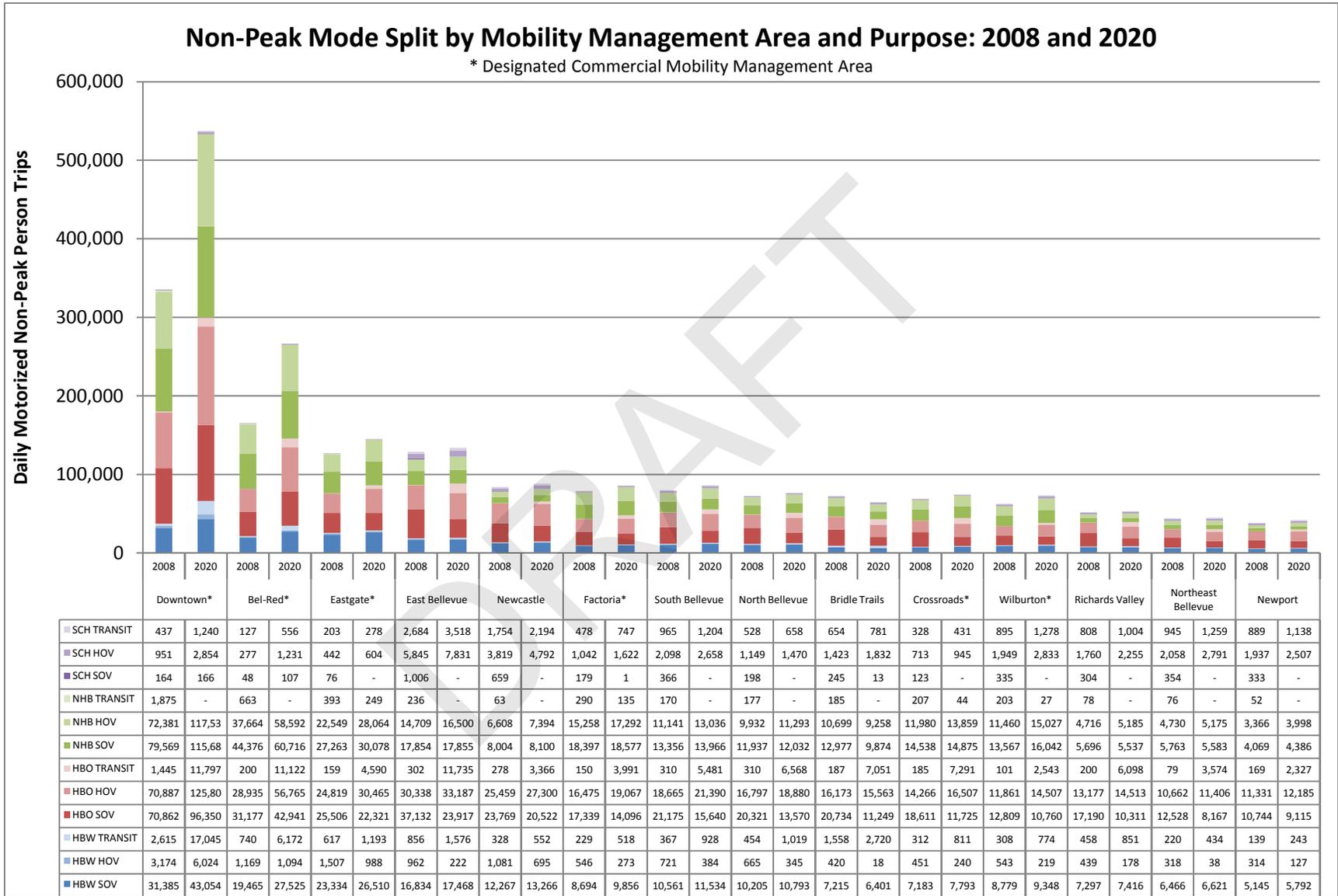


Figure 18: Non-Peak Mode Split by Purpose

## APPENDIX B - 2008 AND 2020 EMPLOYMENT CHARACTERISTICS

Bellevue is a major regional employment destination, so Transportation Demand Management (TDM) efforts in Bellevue typically focus on employees and businesses due to the large daytime workforce population travelling to the city. Employer-based programs can be very effective in influencing employee commute behavior, depending on the location, type, and size of the business. The following employment analysis examines these characteristics for TDM purposes.

### METHODOLOGY

Employment estimates for 2008 are from PSRC and are based on the Washington State Employment Security Department's (ESD) Quarterly Census of Employment and Wages (QCEW) series. This series consists of employment for those firms, organizations and individuals whose employees are covered by the Washington Unemployment Insurance Act. Covered employment excludes self-employed workers, proprietors, CEOs, and other non-insured workers. Typically, covered employment has represented 85-90% of total employment. Estimates for each Mobility Management Area (MMA) *have not* been scaled to incorporate temporary employees and employees from unknown employer locations. However, citywide employment estimates for 2008 and 2020 *have* been scaled to include non-covered employment. Therefore, the figure used in this plan for citywide employment, 140,000, does not match exactly that given for the city as a whole on PSRC's website (128,305).

Employment estimates for 2020 were based on land use assumptions in Transportation Analysis Zones (TAZs) used in transportation modeling, resulting in forecast growth rates by sector within each MMA. 2020 workplace forecasts for different employment sectors were based on 2008 workplace to employee ratios applied to 2020 employment estimates. 2020 workplace forecasts for different workplace size categories were based on distribution of different workplace sizes in 2008 applied to 2020 workplace forecasts.

### FINDINGS

As of 2008, there were approximately 145,000 employees working in Bellevue, with 180,000 forecast in 2020.

#### FIGURES 1 AND 2: EMPLOYMENT BY MOBILITY MANAGEMENT AREA

- Of the six commercial MMAs in Bellevue, downtown is the one with the most employment for 2008 and 2020, comprising 28% of total employment in 2008 and 34% of total employment in 2020.
- Combined, downtown and the adjacent Wilburton area on the east side of i-405 make up 35% of the city's workforce in 2008 and 40% in 2020.
- Eastgate and Factoria make up 20% of the city's workforce in 2008, and 18% in 2020.
- Residential MMAs have 32,000 employees in 2008 and 33,000 in 2020.
- Crossroads, a designated "mixed commercial and residential area" MMA only makes up 2% of the workforce in 2008 and 2020 (less than 3,000 employees).
- The Bel-Red MMA is forecast to receive a significant increase in employment, consistent with the vision for that corridor (from 19,000 employees and 1,200 businesses in 2008 to 28,000 employees and 1,800 businesses in 2020).

---

#### Figures 3 through 6: Employment Sector Characteristics

- Finance, Investment, Real Estate, and Services (FIRES) is a dominant employment sector in all the commercial MMAs, representing 65% of employment in 2008 and 70% of employment in 2020. In 2008, FIRES represents 71% of businesses (79% in 2020), with a significant majority in Downtown and Bel-Red (over 80%) in 2020.
- Manufacturing jobs decline Citywide (particularly in Downtown and Bel-Red), but with a fair amount remaining in Eastgate (4,500 employees).

---

#### Figures 7 through 10: Employment Size Characteristics

- Downtown and Bel-Red have the most businesses, the majority of which have small numbers of employees (over 75% of businesses in these MMAs have 19 or fewer employees).
- Large businesses (over 100 employees) make up a significant amount of the workforce in Eastgate (69%), Factoria (57%), and Wilburton (62%). In Downtown, 46% of employees work at businesses with over 100 employees.

### DISCUSSION

Residential MMAs have a surprising amount of employment (32,000 employees in 2008, 33,000 in 2020), which likely includes primarily neighborhood-oriented businesses and some offices (e.g., Bellefields office park and along 112<sup>th</sup> avenue ne north of downtown). The percent of the workforce in these MMAs declines from 28% in 2008 to 23% in 2020, 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 2008 and 2020 (less than 3,000 employees), indicating that implementing employer-based tdm activities there may not have much overall benefit.

Downtown and Bel-Red have the most businesses (41% Citywide in 2008, and 51% Citywide in 2020), the majority of which have small numbers of employees (over 75% of businesses in these MMAs have 19 or fewer employees). Over half of employees in Downtown and almost two-thirds of the employees in Bel-Red, work at businesses with less than 100 employees. The implication for TDM activities in these areas is that small employer outreach and individualized messaging to employees, in conjunction with large employer outreach, may have the most benefit.

Large businesses (over 100 employees) account for a significant amount of the workforce in Eastgate (69% of employees), Factoria (57%), and Wilburton (62%), indicating that CTR-affected and other large employers might be a major focus of TDM activities in those locations.

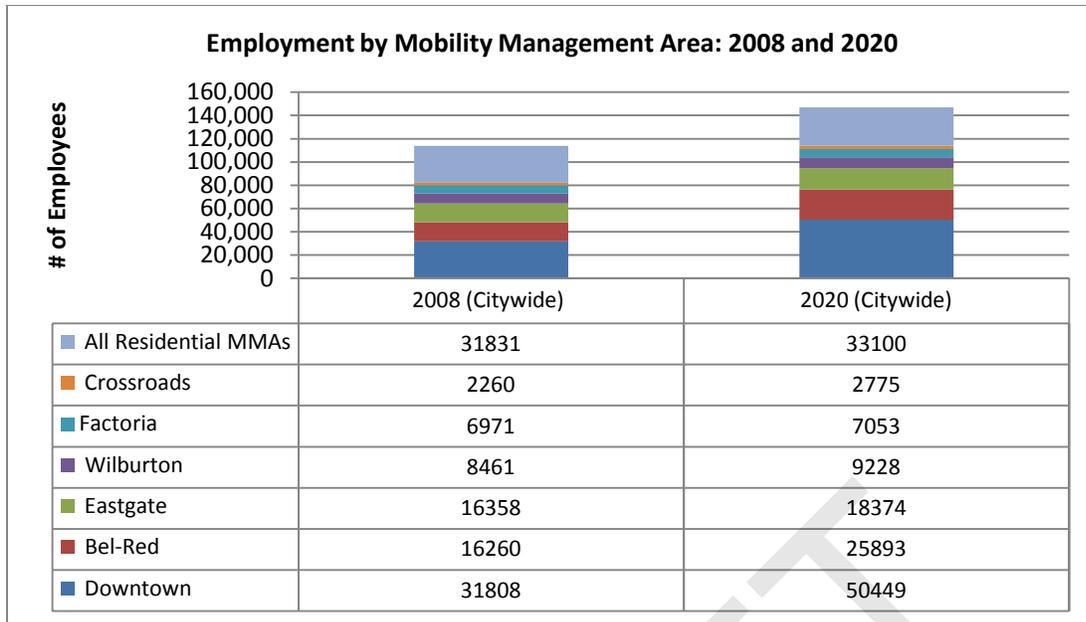


Figure 19: Employment by Mobility Management Area

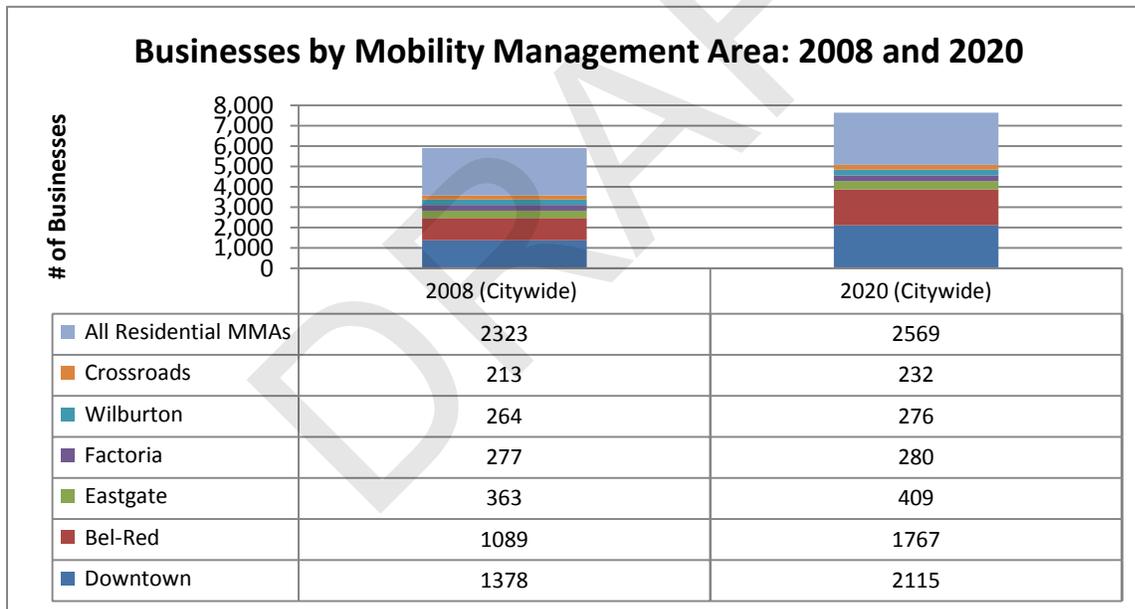


Figure 20: Businesses by Mobility Management Area

**Notes**

1. Employment estimates for 2008 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. 2008 total citywide employment represented in the chart above does not exactly match PSRC's estimate for the city as a whole (128,305 employees - available

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, reach 140,000 employees in 2008, and 180,000 in 2020.

2. Employment estimates for 2020 were based on Transportation Analysis Zone (TAZ) forecast growth rates by sector within each Mobility Management Area (MMA).
3. 2020 workplace forecasts for various employment sectors were based on 2008 workplace to employee ratios applied to 2020 employment estimates.

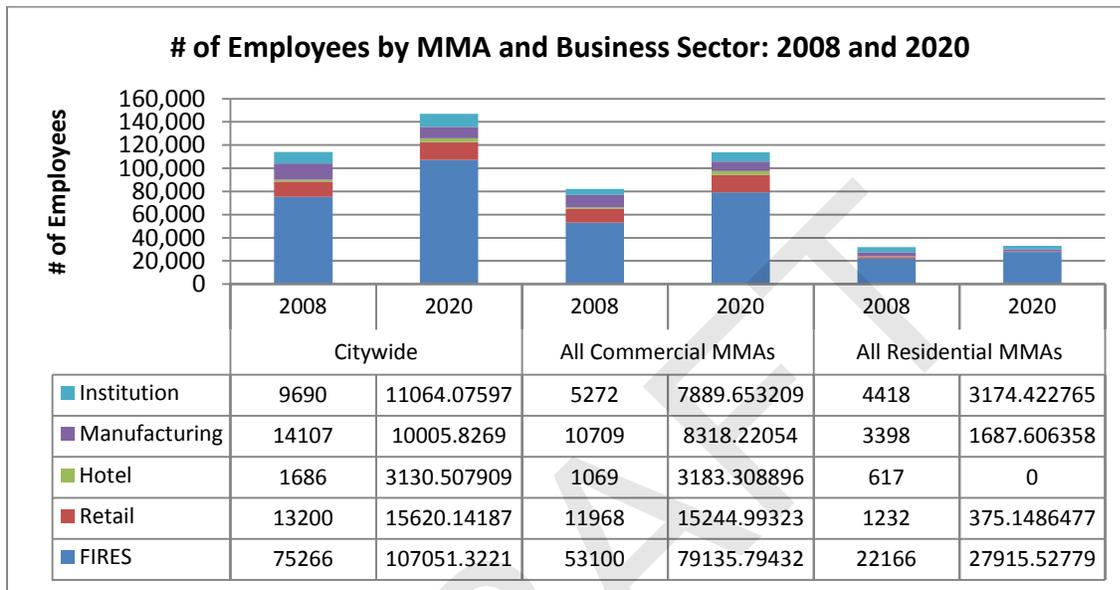


Figure 21: Employment Sector Characteristics

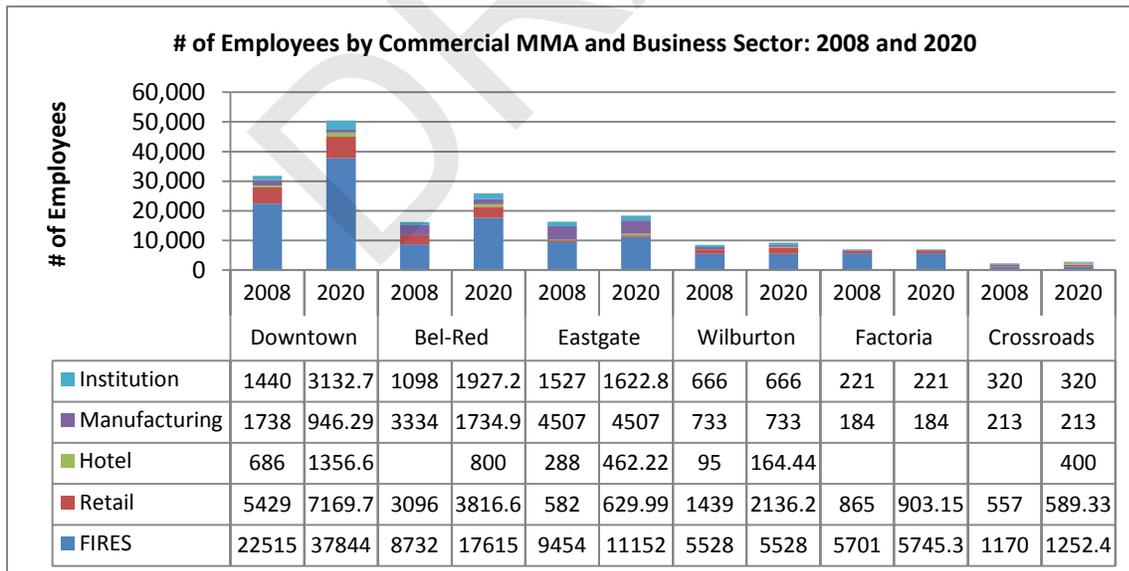


Figure 22: Employment Sector Characteristics

**Notes**

1. Hotel employment within the Factoria MMA was combined with Retail employment to maintain confidentiality.

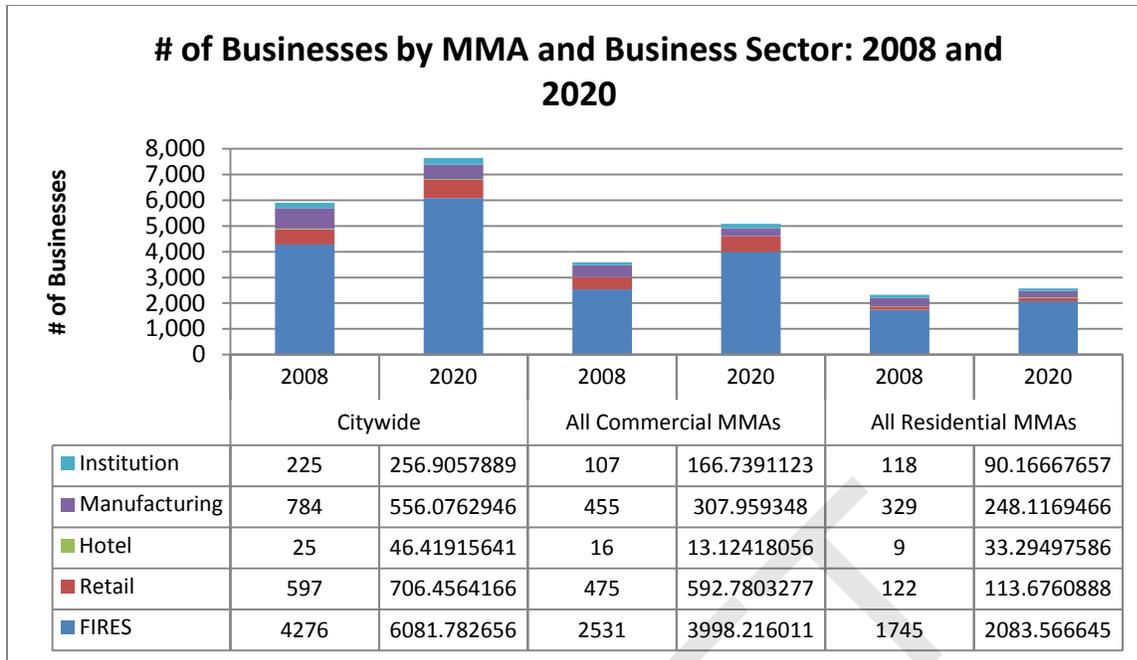


Figure 23: Business Sector Characteristics

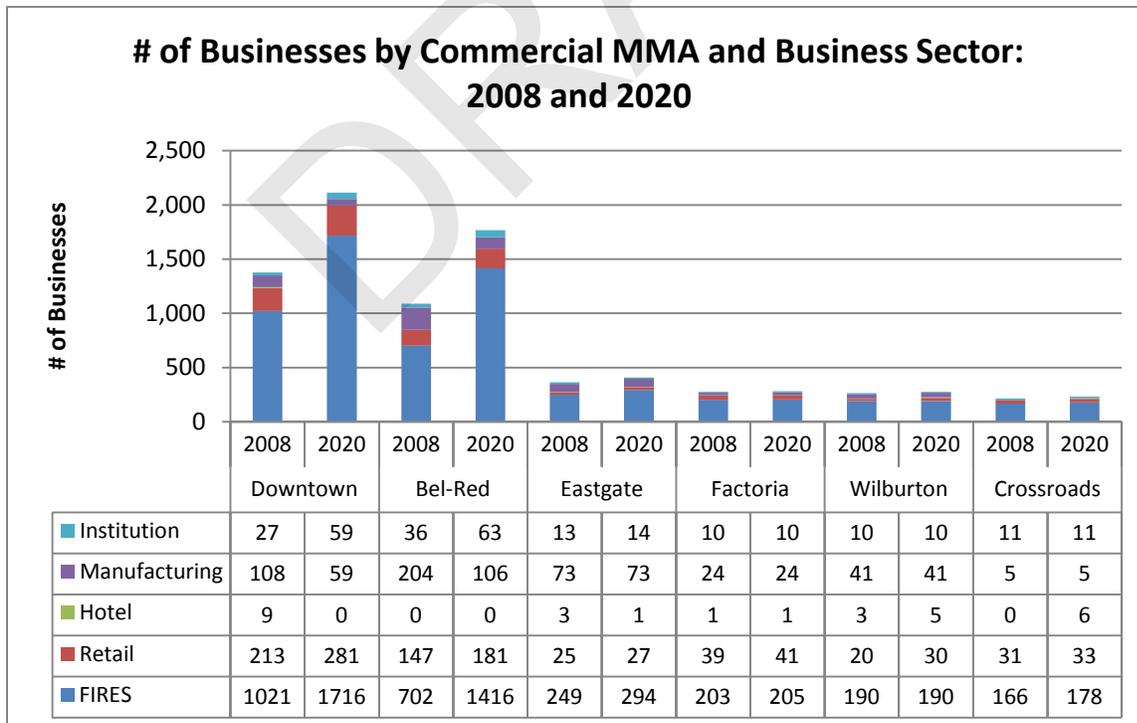


Figure 24: Business Sector Characteristics

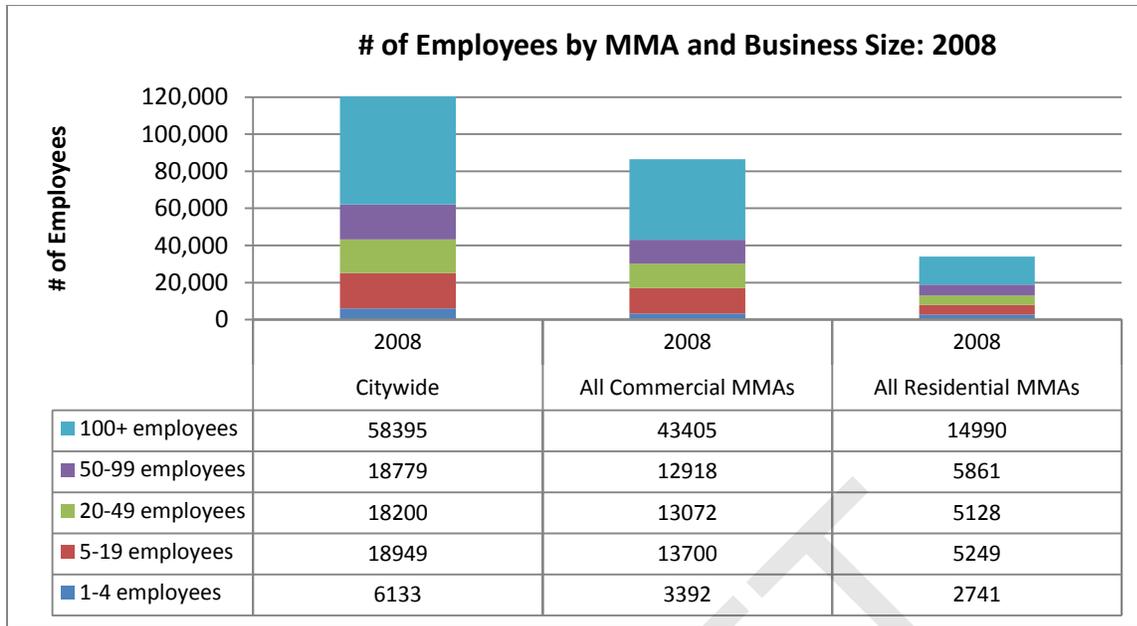


Figure 25: Employment Size Characteristics

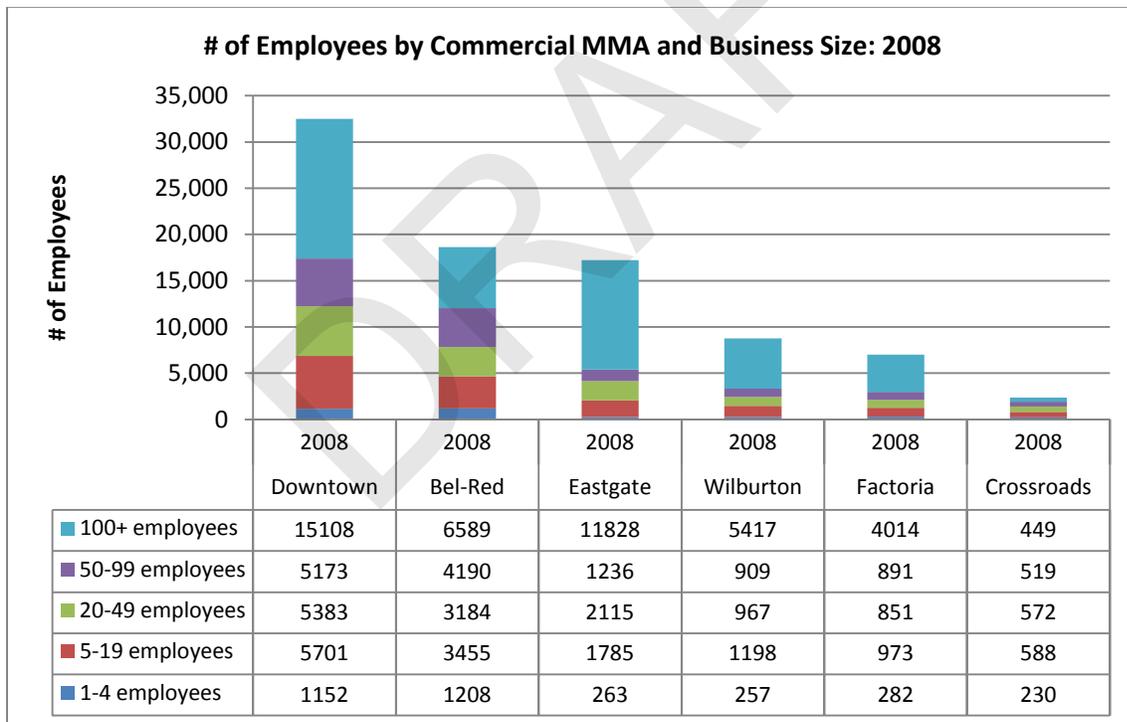


Figure 26: Employment Size Characteristics

**Notes**

1. 2020 workplace forecasts for different workplace size categories can only be based on distribution of different workplace sizes in 2008 applied to 2020 total workplace forecasts, therefore, each category would grow at the same rate. Consequently, no 2020 forecasts were done for workplace sizes.

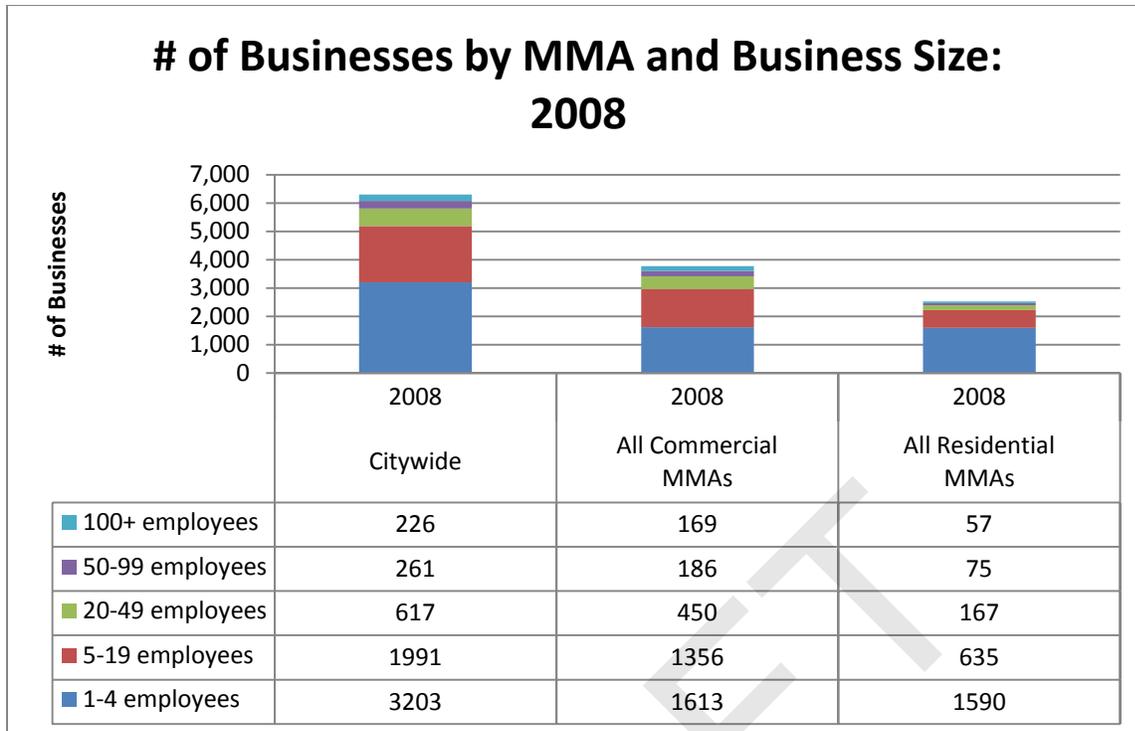


Figure 27: Business Size Characteristics

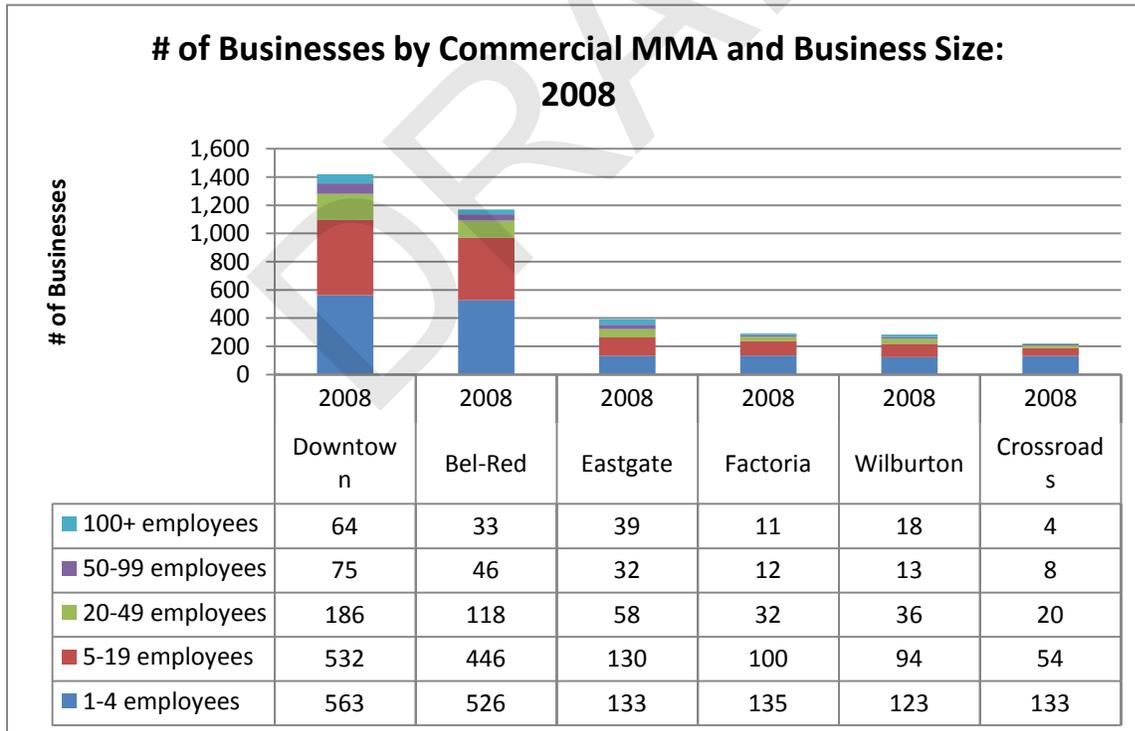


Figure 28: Business Size Characteristics

## APPENDIX C - CITY OF BELLEVUE POLICIES SUPPORTING TDM

Bellevue's comprehensive plan contains the following policies that support the success of TDM.

### LAND USE

LU-18. Adopt and maintain policies, codes, and land use patterns that promote walking in order to increase public health. Discussion: Recent findings suggest that land use planning and site design can have a major impact on public health. Development patterns that promote walking can significantly reduce the health risks from growing rates of obesity.

LU-24. Encourage adequate pedestrian connections with nearby neighborhood and transit facilities in all residential site development.

LU-26.....1. Retail and personal services should be encouraged to group together within planned centers to allow ease of pedestrian movement. ....3. The location of such retail/service activities within the neighborhood should encourage pedestrian patronage.

### HOUSING

HO-2. Promote quality, community-friendly multifamily development, through features such as enhanced open space and pedestrian connectivity.

### TRANSPORTATION

TR-4 (Ensure that downtown Bellevue, the major Urban Center of the Eastside, includes the following: 4. Alternatives to single-occupant vehicles.);

TR-5. Work with other jurisdictions to achieve a jobs/housing balance that makes it possible for people to live closer to where they work.

TR-6. Establish arterial level of service standards and other mobility targets in each area of the city in light of area-by-area development patterns and growth management objectives.

TR-7. Locate new community facilities near major transit routes and in areas convenient to pedestrians and bicyclists.

TR-8 (Incorporate transit-supportive and pedestrian-friendly design features in new development through the development review process.

TR-9 (Coordinate with other Eastside jurisdictions, the private sector, and the transit providers to develop and implement uniform or compatible transportation demand management regulations and strategies that are consistent with and implement the state Commute Trip Reduction Act and address the following factors: 1. Parking; 2. Services to increase high-occupancy vehicle use; 3. Demand management program elements, including incentives; and 4. Reporting, monitoring, and performance evaluation standards);

TR-10 (Require large employers to implement a commute trip reduction program for employees....lower the employer threshold if needed to achieve the city's goals for reducing use of single-occupant vehicles);

TR-11 (Work with other jurisdictions in King County to establish and implement compatible programs to limit the supply of commuter parking for single occupant vehicles. Consistent with the Countywide Planning Policies, introduce parking pricing techniques to discourage the use of single-occupant vehicles, such as: 1. Establish methods to charge for parking single-occupant vehicles);

- TR-12. Encourage employers to help reduce peak hour commute trips by facilitating employees use of telecommuting, flexible work hours, compressed work week schedules, and other scheduling options.
- TR-13. Continue to ensure that the city as an employer sets a positive example by maintaining a strong transportation demand management program for its employees.
- TR-14 (Require new development to incorporate physical features designed to promote use of alternatives to single-occupant vehicles;
- TR-15. Encourage major employers and the developers of major employment facilities to provide child care opportunities on site or nearby.
- TR-16. Encourage private developers of adjacent or nearby properties to execute agreements to provide joint use and funding of shared parking facilities, with provision for pedestrian linkages.
- TR-17 (Promote increased citizen awareness of travel alternatives available for midday as well as commute trips);
- TR-18 (... promote a car-sharing program in Downtown Bellevue);
- TR-19. Support establishment of federal and state gasoline taxes to provide adequate funding for transportation improvements that keep pace with regional and community growth.
- TR-20. Support federal tax policies which promote transit and ridesharing.
- TR-22. Implement the level of service standards and other mobility targets for major transportation modes within each Mobility Management Area, as shown in Table TR.1, recognizing each area's needs as well as its relationship with other areas. Monitor the adopted mobility targets and adjust programs and resources as necessary to achieve scheduled progress on all modes.
- TR-23. Coordinate improvements and operations among travel modes, providing connections between modes.
- TR-24. Incorporate pedestrian and bicycle facility improvements into roadway projects, and incorporate transit/high-occupancy vehicle improvements where feasible.
- TR-25. Provide for adequate roadway, pedestrian, and bicycling connections in newly developing and redeveloping areas of the city, promoting both internal access and linkages with the rest of the city.
- TR-29. Develop the transportation system in a manner that supports the regional land use and transportation vision presented in Vision 2020, Destination 2030 and the Countywide Planning policies for King County.
- TR-31. Inform, consult with, and otherwise involve other affected jurisdictions in the city's transportation planning efforts.
- TR-32. Develop and implement strong interjurisdictional agreements for cooperative solutions to land use and transportation problems that cross the city border.
- TR-34.1 Recognize the transportation and recreation uses under consideration for the BNSF rail corridor when considering public and private improvements adjacent to and across the corridor and preserve the opportunity for future multi-model transportation use and access.
- TR-36. 1. Reflect the availability of alternative travel options when establishing LOS. For example, allow more congestion in some areas of the city under the following conditions: a. In return for stronger emphasis on transit, walking, and other alternatives to the single-occupant vehicle
- TR-37. Review proposed developments and require mitigation of traffic impacts where necessary. Prohibit development approval if the development will cause the area level of service in one or more

Mobility Management Areas to fall below the adopted standard, unless demand management or other system improvements are provided to mitigate the transportation impacts.

TR-38 (... mitigate neighborhood impacts as needed to address the effects of development.);

TR-43. Provide sufficient arterial right-of-way width to ... accommodate pedestrian and bicycle facilities

TR-45. Implement adopted concepts for .... pedestrian safety enhancements

TR-46. Maintain and enhance safety for all users of the roadway network

TR-50. Work with transit providers to implement the Bellevue Transit Plan as an attractive travel option for local residents, employees, students, visitors, businesses and other users of regional facilities.

TR-51. Work with transit providers to establish a hierarchy of transit services focused on three major elements:

- Bellevue-Bellevue Connections (e.g. Downtown, Overlake, Crossroads, Eastgate/BCC, Factoria)
- Bellevue-Eastside Connections (e.g. Redmond, Kirkland, Issaquah)
- Bellevue-Regional Connections (e.g. Seattle, south county)

TR-52. Work with transit providers to establish transit hubs at activity areas in the city. Strategic locations for transit hubs include Downtown Bellevue, Crossroads, Eastgate (including Bellevue Community College), and Factoria. Direct the most intensive levels of transit service to the designated transit hubs which have been strategically located in the designated Urban Center and Activity Centers of Bellevue.

TR-53. Work with transit providers to maintain and improve public transportation services to meet employer and employee needs. Develop and implement attractive transit commuter options, such as park and ride facilities and local shuttle systems with sufficient frequencies to increase use of transit for commuting and reduce reliance on private automobiles.

TR-54. Work with transit providers to create, maintain, and enhance a system of supportive facilities and systems such as:

- Transit stations and centers;
- Passenger shelters;
- Park and ride lots;
- Dedicated bus lanes, bus layovers, bus queue by-pass lanes, bus signal priorities;
- Pedestrian and bicycle facilities, including secure bicycle parking;
- Pricing;
- Kiosks and on-line information; and
- Incentive programs.

TR-55 (Work with private developers and transit providers to integrate transit facilities and pedestrian and bicycle connections into residential, retail, manufacturing, commercial, office, and other types of development.);

TR-56. Develop partnerships with transit providers to implement projects providing neighborhood-to-transit links that improve pedestrian and bicycle access to transit services and facilities.

TR-57. Coordinate with transit providers to enhance transit service information and provide incentives to encourage and facilitate transit use.

TR-58. Participate actively in efforts to expand the regional transit system. Work to ensure that Eastside services and facilities are high priorities for system improvements.

TR-59. Provide regional leadership for regional transit system planning efforts.

TR-60. Secure a share of regional transit system facilities and service priorities for Bellevue residents proportional to the city's contributed share of regional transit revenues.

TR-61. Work with transit providers to maintain and expand direct and frequent regional bus routes to support the city's land use and mode split goals.

TR-62. Work to ensure that the regional transit system includes park and ride lots to serve activity centers in the region and on the Eastside to:

- Intercept trips by single occupant vehicles closer to the trip origins;
- Reduce traffic congestion; and
- Reduce total vehicle miles traveled.

TR-63. Encourage transit providers to increase the frequency of transit serving the permanent park and ride lots in the I-90 corridor to better balance commuter usage of the lots.

TR-64. Encourage transit providers and the state to provide new and expanded park and ride lots to adequately serve city residents and to develop additional capacity outside Bellevue at other strategic Eastside locations to serve outlying residents.

TR-65. Work with transit providers and local property owners to develop new leased park and ride lots.

TR-66. Work with the regional transit provider to ensure that transit system development occurs in accordance with the adopted Sound Transit long-range system map and plan

TR-67. Identify and preserve necessary right-of-way for regional transit facilities.

TR-68. Integrate local transit services and facilities with the regional transit services and facilities and modes serving Bellevue and the Eastside.

TR-69. Work in partnership with transit providers to market and promote regional transit services to commuters, residents, and employers.

TR-70. Promote transit use and achieve land use objectives through transit system planning

TR-71. Improve transit connections between downtown Bellevue and other designated urban centers.

TR-72. Provide regional leadership to implement a successful high capacity transit system to serve Bellevue and the Eastside.

TR-73. Work with Sound Transit to ensure that any HCT service to and within the Eastside serves Downtown Bellevue as the major hub of the Eastside.

TR-74. Work with Sound Transit to ensure that HCT services to Downtown Bellevue are provided at levels commensurate with Downtown Bellevue being the highest concentration of population and employment in King County outside of Seattle and its designation as an urban center as well as a Metropolitan Regional Growth Center. HCT services should include frequent service to downtown Seattle and other urban centers.

TR-75. Strengthen Bellevue's role as the Eastside urban center through provision of high levels of HCT service.

TR-75.1. Develop a light rail system in collaboration with the regional transit provider that advances the City's long-term transportation and land use objectives, minimizes environmental and neighborhood impacts, and balances regional system performance.

TR-75.3. Develop and maintain a strong working relationship with the regional transit provider to ensure a collaborative effort to implement light rail in Bellevue.

TR-75.5. Work with the regional transit provider to provide reliable, high performance, attractive alternatives to single-occupant vehicle travel by providing service to the city's major employment

centers and residential areas. A light rail system should add new travel capacity within its own right-of-way, rather than replace existing travel lane capacity, in order to maximize speed and reliability for light rail while minimizing impacts to other modes.

TR-75.6. Support plans by the regional transit provider to connect Bellevue, Seattle and Redmond activity centers, including downtown Bellevue and the developing center of Bel-Red, with service that optimizes convenience for riders.

TR-75.8. Advocate for an alignment for downtown Bellevue that advances the adopted land use vision for an urban downtown by:

- optimizing ridership, system performance, and user convenience;
- locating stations in proximity (i.e. within a 10 minute walk) to existing and planned employment and residential concentrations in the downtown subarea;

TR-75.10. Advocate for an alignment in the Bel-Red corridor that is consistent with the Bel-Red Subarea Plan.

TR-75.20. Maintain and enhance the safety of Bellevue's streets when incorporating light rail, through the use of street design features, materials, street signage and lane markings that provide clear, unambiguous direction to drivers, pedestrians, and bicyclists.

TR-75.21. Maximize the efficient usage of the transportation network through utilization of transit signal priority (TSP) technology.

TR-75.25. Develop and maintain a safe and convenient pedestrian network to light rail stations

TR-75.27. Provide reliable access to the system for Bellevue residents in cooperation with local and regional transit providers, by ensuring that adequate existing and new park and ride lot capacity, neighborhood bus connections and local and regional express bus services are available.

TR-75.28. Facilitate intermodal transfers and increased access to transit stations through partnerships with public and private providers of transit and shuttle services. Encourage transit-to-transit, transit-to-pedestrian, transit-to-bicycle, and transit-to-pick-up/drop-off transfers

TR-75.29. Develop and implement an integrated wayfinding system

TR-75.30. Evaluate proposed new park and ride facilities and expansion of existing park and ride facilities to serve light rail transit

TR-76 (Promote and facilitate the effective use of non-motorized transportation.);

TR-77. Consider pedestrians and bicycles along with other travel modes in all aspects of developing the transportation system.

TR-78. Implement the Pedestrian and Bicycle Transportation Plan by designing and constructing a safe and connective non-motorized transportation system.

TR-79 supporting pedestrian and bicycle projects that:

- Address safety issues;
- Provide access to activity centers such as schools, parks, public facilities such as libraries and community centers, retail centers, major employment centers, and concentrations of housing and commercial areas;
- Provide accessible linkages to the transit and school bus systems;
- Complete and connect planned pedestrian or bicycle facilities or trails;
- Provide system connectivity or provide connections to the existing portions of the system to develop primary north-south or east-west routes;
- Conform to and are consistent with Bellevue's roadway classification system; and

- Serve concentrations of residents with special accessibility needs.

TR-80 supporting improved pedestrian and bicycle linkages to transit and school bus systems; and supporting improved security and utility of park-and-ride lots and bus stops.

TR-81. Provide adequate and predictable funding to construct and maintain pedestrian and bicycle capital projects as identified in the Pedestrian and Bicycle Transportation Plan.

TR-82. Minimize hazards and obstructions on the pedestrian and bicycle system by ensuring that the system is properly maintained.

TR-83. Continue programs to construct, maintain and repair sidewalks.

TR-84 (Secure .... on-site bicycle parking and storage consistent with the Pedestrian and Bicycle Transportation Plan through the development review process.);

TR-85. Coordinate the planning, design and construction of pedestrian and bicycle facilities with other agencies where City of Bellevue corridors, such as the Lake Washington Loop system, continue into neighboring jurisdictions.

TR-87. Develop an effective “share the road/share the trail” concept for pedestrian and bicycle education programs for the motorized and non-motorized public.

TR-90. Support completion of the regional HOV system.

TR-91. Encourage enhanced access and improved freeway interchanges to serve downtown Bellevue and other key activity centers.

TR-94. Support multi-modal transportation solutions including general purpose lanes, High Capacity Transit, HOV lanes, transit and non-motorized improvements that use the best available technologies and innovative implementation tools and programs such as bike-sharing programs, that have been shown to be successful in other areas and are applicable to Bellevue.

TR-95. Support options for the I-90 bridge to maintain general purpose capacity and freight mobility and to provide for 24-hour two-way transit and HOV operations.

TR-96. Support High Capacity Transit (HCT) facilities on I-90 and SR- 520, with service to Downtown Bellevue included as an integral part of each option.

TR-98. Work with state agencies to include non-motorized facilities

TR-106. Balance funding to achieve scheduled progress on Mobility Targets for all modes within the Mobility Management Areas, by using results from monitoring the targets to prioritize transportation facility and service investments.

TR-108. Take one of the following actions if transportation funding falls short of meeting the city’s adopted Mobility Targets over the long term and methods of obtaining more revenue have been exhausted:

- Review and adjust the city’s overall land use vision to lower the overall transportation demand to help the transportation system to operate at a tolerable level;
- Review and adjust the Mobility Targets to accept lower standards for traffic conditions.

TR-110. Support joint projects, including the contribution of city matching funds, with adjoining cities, unincorporated King County, the transit providers, or the state, where such partnerships may help establish or accelerate a project beneficial to the city.

TR-111. Support programs to meet air quality standards including the continuation and expansion of the state vehicle emission inspection and maintenance program.

TR-114. Advocate for state-funded freeway expansion and multi-modal improvements that may reduce the need to widen arterials to ease congestion.

TR-119. Minimize spillover parking from commercial areas, parks, and other facilities encroaching on residential neighborhoods, through residential parking zones and other measures.

## ECONOMIC DEVELOPMENT

ED-19. Maintain and update integrated land use and transportation plans to guide the future of the city's major commercial areas and help them respond to change.

ED-23. Facilitate private sector efforts to implement state-of-the-art technology, including communication technology, throughout the community.

## ENVIRONMENTAL

EN-3. Minimize, and where practicable, eliminate the release of substances into the air, water, and soil that may degrade the quality of these resources or contribute to global atmospheric changes.

EN-9. Promote and lead education and involvement programs to raise the public awareness about environmental issues, advocate respect for the environment, and demonstrate how individual actions and the cumulative effects of a community's actions can create significant improvements to the environment.

EN-33. Maintain surface water quality, defined as meeting federal and state standards and restore surface water that has become degraded, to the maximum extent practicable.

EN-34. Monitor surface water quality and implement measures to identify and address the sources of contamination.

EN-35. Employ the best management practices and technology, education, and enforcement strategies to minimize non-point source pollution.

EN-37. Reduce runoff from streets, parking lots and other impervious surfaces and improve surface water quality by utilizing low impact development techniques in new development and redevelopment.

EN-79. Work with the private sector to reduce growth in vehicle trips as a key strategy for reducing automobile-related air pollution.

EN-85. Reduce automobile dependency by implementing growth management strategies that fully integrate land use and transportation planning and continue to develop downtown Bellevue as an Urban Center in order to improve regional air quality.

## PARKS, OPEN SPACE, AND RECREATION

PA-13. Develop pedestrian and bicycle linkages between neighborhoods and major natural areas, recreation facilities, and education centers.

PA-21. Coordinate with other jurisdictions, including state agencies and the Port of Seattle, in the planning and development of regional greenways, parks, cultural, and recreational facilities, including the Burlington Northern Santa Fe (BNSF) trail system.

PA-25. Retain and develop underdeveloped public right-of-way for public access and passive recreation where appropriate.

PA-28. Establish a funding plan for long term maintenance and operation before constructing park-related facilities.

## URBAN DESIGN

UD-11. Encourage architectural elements that provide for both rain cover and access to sunlight in pedestrian areas.

UD-28. Develop a public signage and wayfinding system

UD-38 Ensure continuous and ample sidewalks

UD-39 Include clear and ample walkways from street sidewalks and parking areas to building entrances and within and between developments as a part of site design.

UD-40 Ensure that sidewalks, walkways, and trails are furnished, where needed and appropriate, with lighting, seating, landscaping, street trees, trash receptacles, public art, bike racks, railings, handicap access, newspaper boxes, etc. without interfering with pedestrian circulation.

UD-41. Design vehicular and pedestrian routes to be visually appealing connections between different parts of Bellevue.

UD-43. Provide clear and identifiable circulation systems into and through Bellevue's large commercial blocks to improve pedestrian activity.

UD-48. Encourage site and building designs that support and connect with existing or planned transit facilities in the vicinity.

UD-49 supporting transit facilities design that includes bike racks, wheelchair access, and pedestrian amenities.

UD-72. Link the increased intensity of development with the increased pedestrian amenities, pedestrian-oriented building design, midblock connections, public spaces, activities, openness, sunlight, and view preservation.

UD-75. Use urban design features to soften the public right-of-way and sidewalk environment as appropriate. These features include, but are not limited to, street trees, landscaping, water features, raised planter boxes, potted plantings, pedestrian-scaled lighting, street furniture, paving treatments, medians, and the separation of pedestrians from traffic.

## BEL-RED SUBAREA

S-BR-6. Concentrate the majority of future Bel-Red growth into a series of mixed use, pedestrian-friendly and transit-oriented development nodes,

S-BR-8. Encourage mixed use development, promoting opportunities to live, work, shop, and recreate within close proximity.

S-BR-14. Use design guidelines to promote pedestrian-friendly and transit oriented Design Discussion: Design review should pay special attention to creating a pedestrian friendly environment, by helping to create vibrant, interesting, safe, walkable and interconnected sites.

S-BR-15. Integrate transit in the design of public and private developments, so that the form and connectivity of the built environment support travel choices. Discussion: Features such as transit stops near major buildings, building entrances oriented toward transit stops, and direct pedestrian connections between buildings and transit help to integrate transit and land use, improving the pedestrian environment and supporting travel choices.

S-BR-17. Promote environmentally sensitive design in public and private projects, including practices such as the US Green Building Council LEED certification of buildings

S-BR-22. Promote parking design and management that supports local uses in a manner compatible with the area's urban design, transit and pedestrian orientation, including:

- Encourage shared parking;
- Encourage structured parking as opposed to surface parking, particularly in identified development nodes;
- Prohibit surface parking between buildings and sidewalks where appropriate, and provide visual screening and/or landscaping relief of surface parking where it occurs; and
- Allow reduction of parking supply in transit development nodes.

S-BR-25. Design and develop an outstanding street environment with the following elements:

- Sidewalk development standards that promote pedestrian functionality and interest, and avoid obstructions;
- Ground floor differentiation, including preferred uses, visual and physical access;
- Mid-block pedestrian crossings; and
- On-street parking, where it contributes to pedestrian convenience and safety.

S-BR-38. Provide an interconnected system of non-motorized trails

S-BR-51. Support the Bel-Red Subarea Land Use Plan with a multi-modal transportation system

S-BR-54. Design and develop arterial improvements, including added vehicular capacity, transit facilities, and non-motorized components

S-BR-55. Extend and expand NE 16th Street as a multi-modal corridor that includes vehicular, high capacity transit, and non-motorized travel modes

S-BR-57. Encourage garage and service vehicle access via local and secondary streets and alleys. Limit access points along arterial streets.

S-BR-60. Include on-street parking where it contributes to the pedestrian Environment

S-BR-62. Include pedestrian and bicycle facilities in the design of arterials and local streets.

S-BR-63. Improve pedestrian connectivity and the quality of the pedestrian environment with a comprehensive sidewalk and trail system, including through block pedestrian connections, and mid-block crossings. Include pedestrian amenities such as pedestrian-scaled lighting, seating, transit shelters, and weather protection.

S-BR-64. Develop a multi-use trail system throughout the Subarea that provides both local and regional connections

S-BR-65. Develop multiple access points to the planned BNSF corridor multi-use trail.

S-BR-67. Work with King County Metro and other transit providers to serve emerging new land uses in the Bel-Red Subarea, and to connect to and support future light rail or alternative forms of high capacity transit

S-BR-68. Work with Sound Transit to realize the City's preferred light rail route, alignment and station locations, as shown in Figure S-BR.2. Support the development of light rail stations in the vicinity of Overlake Hospital Medical Center, 122nd Avenue NE/NE 16th Street, and 130th Avenue NE/NE 16th Street.

S-BR-69. Include transit-supportive improvements, such as transit shelters, wayfinding signage

S-BR-71. Implement a transportation demand management program to reduce Bel-Red single-occupancy trip demand, and increase the share of trips utilizing transit, carpools and vanpools, and pedestrian and bicycle options.

S-BR-72. Support the development of a Transportation Management Association in the Bel-Red Subarea to assist employers in providing commute options for employees.

S-BR-73. Manage the parking supply and consider establishing maximum parking requirements to encourage the use of transit, car/van pool, and non-motorized commute options.

S-BR-74. Promote the development and management of parking supply to encourage the use of transit, car/van pool, and non-motorized commute options, recognizing that in areas with compact, transit-oriented design, a surplus of parking and/or poorly designed parking detracts from the pedestrian environment and the ability of the area to maximize travel choices.

S-BR-177. Coordinate with state and regional transportation and transit agencies (WSDOT, Sound Transit and King County Metro) on planning and providing transportation projects and services needed to implement this Subarea Plan.

S-BR-78. Implement the Bel-Red Subarea Plan through a combination of development regulations and incentives, capital investments, and other public and private strategies.

#### BRIDLE TRAILS SUBAREA

S-BT-27. Develop a safe, balanced circulation system that accommodates both motorized and nonmotorized users in the planning, design, and implementation of transportation projects. Discussion: Wide streets create a barrier to pedestrian movement. The needs of pedestrians should be balanced with the needs of the automobile.

S-BT-29. Develop and implement a systems plan to provide safe nonmotorized circulation within superblocks.

S-BT-30. Develop and implement safe midblock crossings where appropriate on superblocks.

S-BT-32. The City should encourage the use of transit, ride-sharing, and other means of sharing trips that have beneficial effects on reducing the demand for improvements to existing roadway facilities.

#### CROSSROADS SUBAREA

S-CR-3. Encourage land use density that will not intensify vehicular congestion.

S-CR-22. Implement the recommended improvements for facilities as identified in the Transportation Facility Plans. Discussion (Policies S-CR-16, 17): Crossroads has a unique mix of single family and multifamily housing in proximity to shopping and activity centers. This encourages pedestrian and other nonmotorized traffic in the Subarea. These features, plus the addition of newly developed facilities for senior citizens and the disabled, suggest that a greater emphasis should be placed on pedestrian amenities and convenient access to public transit service.

S-CR-28. Develop a safe, balanced circulation system that accommodates both motorized and nonmotorized users in the planning, design, and implementation of transportation projects. Discussion: Wide streets create a barrier to pedestrian movement. The needs of pedestrians should be balanced with the needs of the automobile.

S-CR-30. Develop and implement a systems plan to provide safe nonmotorized circulation within superblocks.

S-CR-31. Develop and implement safe mid-block crossings where appropriate on superblocks.

S-CR-33. Encourage the use of transit, ridesharing, and other means of sharing trips that have beneficial effects on reducing the demand for improvements to existing roadway facilities.

S-CR-34. Encourage Metro to provide attractive transit shelters with barrier-free access.

S-CR-35. Consider restrictions on land development and density as a viable means of controlling unacceptable levels of traffic congestion.

S-CR-45. Maintain and enhance the pedestrian safety and comfort on NE 8th Street and 156th Avenue NE in District E. Discussion: While these streets have a strong need to move vehicles, they have the highest pedestrian volumes outside of Downtown. They should include generous sidewalks and landscaping, be safe and comfortable for pedestrians, and provide convenient connections between transit and destinations. Vehicle turn-a-rounds that compromise the pedestrian environment should be avoided. They should also include safe crosswalks with signs, markings, signals or flashing lights where appropriate.

S-CR-81. Require development to include pedestrian connections, open space, and activity areas to support site residents and users. Discussion: Locations appropriate for pedestrian connections and activity areas are shown on Figure S-CR. 2 and include:

- Major activity nodes that allow for community gatherings and activities.
- Activated retail streets that provide pedestrian amenities such as wider sidewalks, street trees, and increased pedestrian safety and comfort. Generally, buildings should front these streets and provide entrances, retail uses, canopies, windows, and wall treatments that provide visual interest.
- A network of pedestrian connections.
- An urban trail linking adjacent areas, the shopping center and the park while providing opportunity for healthful activity. New development should incorporate these pedestrian features into their site designs, where appropriate.

## DOWNTOWN SUBAREA

S-DT-16. Restrict the location of drive-in and drive-through activities within the Downtown Subarea.

S-DT-47. Reinforce the importance of the pedestrian in Downtown Bellevue with the use of a series of signalized midblock crossings. Consideration should be given to the design of adjacent superblocks, consideration of traffic flow, and the quality of the pedestrian environment when implementing mid-block crossings.

S-DT-50. Develop a comprehensive wayfinding system geared for a range of users (i.e. pedestrians, bicyclists, and automobiles).

S-DT-57. Create pedestrian linkages within and between the Downtown Districts as well as to surrounding residential areas outside Downtown.

S-DT-61. Examine additional opportunities for on-street parking in the (NW Village) district.

S-DT-62. Explore opportunities for shared parking, or a park-once (NW Village) district concept for short term parking.

S-DT-71. Examine additional opportunities for on-street parking in the (Ashwood) district.

S-DT-73. Provide pedestrian and bicycle connectivity across I-405 at NE 10th Street.

S-DT-81. Develop the NE 6th Pedestrian Corridor as a unifying feature for Downtown Bellevue by siting buildings and encouraging uses that add to pedestrian movement and activity.

S-DT-84. Encourage pedestrian-oriented post office facilities to be located in this area.

S-DT-85. Allow uses and development intensity that is supportive of transit

S-DT-122 (Require development occurring within Perimeter Areas to participate in traffic mitigation measures to reduce impacts on surrounding residential neighborhoods.);

S-DT-87. Provide a graceful pedestrian connection from Downtown Park through Old Bellevue to Meydenbauer Bay.

S-DT-89. Explore opportunities for shared parking, or a park-once (Old Bellevue) district concept, to improve the availability of the short term parking supply for retail and service users.

S-DT-114. Strengthen pedestrian connections between Downtown Park and other Downtown features, such as Bellevue Square, the NE 6th Street pedestrian corridor, Bellevue Way, Main Street, and Meydenbauer Bay. This will enhance the role of the Park as a major pedestrian destination and as a pedestrian linkage with other areas of Downtown.

S-DT-119. Establish residential parking permit programs wherever appropriate in the residential communities surrounding Downtown and enforce parking violations to eliminate parking spillover from Downtown.

S-DT-126. Aggressively pursue local, state, and federal action to implement improved automobile and high occupancy vehicle (HOV) access to and from the Downtown Subarea from I-405 at NE 6th Street.

S-DT-127. Actively participate in the SR-520 bridge replacement and HOV project. Evaluate access needs in the SR-520 corridor including the recommended new on-ramp at Bellevue Way NE.

S-DT-130. Encourage transit service providers to improve transit connections between Downtown and the city's neighborhoods.

S-DT-131. Work with transit providers to significantly expand transit service, including express bus transit, to Downtown Bellevue to accommodate anticipated increases in ridership.

S-DT-132 (Explore ways of providing the most effective transportation services and marketing programs for trips between major retail, office, and transit facilities Downtown, as well as activity areas on the edge of Downtown such as Overlake Hospital.);

S-DT-133. Encourage transit service providers to improve transit connections between Downtown Bellevue and other designated urban centers.

S-DT-134. Support transit ridership to Downtown Bellevue by encouraging the regional transit providers to expand Park-and-Ride capacity outside of Bellevue.

S-DT-135. Provide space within or near Downtown for bus layovers and other transit facilities needed to support projected levels of transit service and ridership. Layover space and other facilities, whether developed within the right-of way or off-street, must be located and developed in a manner that minimizes impacts on residential areas, provides an active pedestrian environment and is consistent with the district character direction in this Plan.

S-DT-136. Encourage convenient and frequent transit services and provide incentives for attractive waiting areas in Downtown in recognition that transit extends the range of the pedestrian.

S-DT-137. Coordinate with transit providers to enhance information and incentives available to transit riders and potential transit riders to encourage and facilitate transit use.

S-DT-138. Work with Sound Transit and other regional partners to develop a High Capacity Transit system that connects Downtown Bellevue to other key activity centers.

S-DT-143. .... encourage use of transit through improved speed and reliability for transit coaches.

S-DT-145 (Promote provision of high occupancy vehicle (HOV) transportation services including transit, carpools, and vanpools to, from, and within the Downtown Subarea.

S-DT-146 (Support the Bellevue Downtown Transportation Management Association.)

S-DT-147 (Support the Downtown Transportation Management Program.)

S-DT-148 (Minimize Downtown SOV commute trips by coordinating with the Bellevue TMA and transit agencies to provide transit and rideshare incentives, subsidies, and promotional materials to Downtown employers and employees.);

S-DT-149. Establish parking requirements specific to the range of uses intended for the Downtown Subarea.

S-DT-150. Develop Downtown parking facilities and systems that are coordinated with a public transportation system and an improved vehicular circulation system.

S-DT-151 Encourage the joint use of parking and permit the limitation of parking supply.);

S-DT-152. Evaluate the parking requirements in the Land Use Code and regularly monitor the transportation management program, employee population, parking utilization, parking costs paid by commuters and the percentage of those who directly pay for parking. If monitoring indicates that the use of transit and carpool is not approaching the forecast level assumed for this Plan, revise existing parking and transportation management requirements as needed to achieve forecast mode split targets found in the Transportation Element of the Comprehensive Plan.;

S-DT-153. Permit short-term on-street parking on Downtown streets if such action does not create significant traffic problems.

S-DT-154. Initiate a public/private comprehensive examination of short-term parking problems Downtown, and develop a work plan to implement solutions.

S-DT-155. Utilize quantitative measures to analyze the short-term parking supply for neighborhood-scale retail and services, and implement parking management strategies or increase the parking supply as appropriate, and as resources allow.

S-DT-156. Investigate allowing Downtown developers to pay a fee into a “pool” in lieu of providing parking on-site. Pooled funds would be used to provide short-term public parking where it is in shortest supply. Land Use Code amendments would be required to provide for the collection and administration of a fee in lieu of parking program.

S-DT-157. Explore opportunities to implement a parking guidance system to more efficiently utilize the Downtown parking supply.

S-DT-158. Provide for the needs of bicycles and pedestrians in the design and construction of new facilities in Downtown, especially in the vicinity of the Transit Center, along the NE 6<sup>th</sup> Street pedestrian corridor, and on 106th Avenue NE where on-street parking and/ or wider sidewalks may be appropriate.

S-DT-159. Enhance the mobility of pedestrians and bicyclists Downtown by improving signals and crosswalks at intersections and mid-block locations.

S-DT-160. Improve the pedestrian experience by providing street trees and other landscaping in sidewalk construction, especially along the edges of Downtown.

S-DT-161. Provide safe and convenient pedestrian linkages to adjacent neighborhoods to the north, south and west of Downtown, as well as across I-405 to the east.

S-DT-162. Provide pedestrian linkages through superblocks that help create a finer-grained pedestrian network.

S-DT-163. Designate and enhance bicycle routes through Downtown to create a more pleasant and safe environment for bicycling

S-DT-164. Encourage the developers and owners of Downtown buildings to provide long-term bicycle parking and storage for employees and short-term bicycle parking for visitors.

## EASTGATE SUBAREA

S-EG-2. Encourage restaurants and other commercial uses that serve local workers to be compatible in design with surrounding office development and accessible to pedestrians. Discussion: The reason for encouraging restaurants and other commercial services within office developments is to reduce vehicular traffic between the office parks and retail areas. Retail areas are intended to serve primarily local needs

S-EG-13. Reduce parking spillover from commercial uses to maintain safety standards.

S-EG-14. Improve safety for pedestrians and other nonmotorized users by providing and maintaining an integrated on-street and off-street system.

S-EG-16. Encourage improvement of Metro facilities and service to and from key points in the Eastgate Subarea. Discussion: Eastgate needs Metro service during off-peak hours from shopping areas and along arterials.

S-EG-28. Encourage cohesive site and building design in the redevelopment of the Eastgate retail, office, and service property. Discussion: Some of the Subarea's retail, office, and service uses have immediate redevelopment potential. Therefore, redevelopment should enhance the surrounding arterials with pedestrian amenities such as well-defined pedestrian walkways that Connect surrounding properties with street and building entrances. In addition, coordinate on-site auto circulation to reduce curb cuts and improve pedestrian safety.

## FACTORIA SUBAREA

S-FA-5. Encourage any redevelopment to include parks, landscaping, and pedestrian access.

S-FA-11. Encourage mixed-use residential and commercial development within community level retail districts.

S-FA-13. Plan for the long-range transportation facility needs in the Factoria Subarea through an integrated, multi-modal transportation system.

S-FA-14. Implement the Factoria Area Transportation Study (FATS) Update transportation and urban design recommendations.

S-FA-15. Discourage traffic from office and retail commercial development from spilling over onto residential streets.

S-FA-18. Provide and improve visual and pedestrian access to Sunset Creek, Richards Creek, Coal Creek, and Mercer Slough from pathways and access points.

S-FA-20. Encourage the development of mid-block pedestrian connections.

S-FA-21. Provide a network of sidewalks, footpaths, and trails with interconnections to areas surrounding the Factoria Subarea to accommodate safe and convenient access to community facilities, retail areas, and public transit as well as to accommodate the exercise walker and hiker.

S-FA-22. Improve safety for bicyclists and other nonmotorized users by providing an integrated on-street and off-street system.

S-FA-23. Provide public access from Newport Shores to Newcastle Beach Park for bicycles and pedestrians only.

S-FA-39. Enhance connectivity and accessibility for pedestrians and bicyclists throughout the Factoria area.

S-FA-40. Coordinate with Metro to provide passenger shelters, where warranted, at bus stops on Factoria Boulevard.

S-FA-41. Work with Metro and adjacent property owners to develop a Factoria Station transit center at a location on Factoria Boulevard that is convenient to employees, residents and shoppers.

S-FA-42. Work with Metro and Sound Transit to develop freeway stations on I-90 and I-405 to serve Factoria employees, residents and shoppers.

S-FA-44. Consolidate curb cuts/driveways as redevelopment occurs or when public arterial improvements are planned.

S-FA-45. Encourage adjacent parcels to develop shared driveways to reduce the overall numbers of driveways along the arterial.

S-FA-46. Provide non-arterial pedestrian and vehicular circulation both between and within commercial parcels.

S-FA-51. Consider establishing a maximum building setback from the right-of-way for structures along the Factoria Boulevard commercial corridor.

S-FA-52. Allow buildings to abut the Factoria Boulevard public right-of-way, so long as there is adequate space for the arterial sidewalks.

S-FA-53. Provide building-mounted weather protection for pedestrians.

S-FA-54. Provide prominent, easily identifiable pedestrian entries to individual storefront businesses.

S-FA-55. Incorporate high quality and pedestrian-scaled materials on building facades along public sidewalks and interior walkways.

S-FA-56. Locate and design buildings and parking such that there is a direct pedestrian connection between the public sidewalk and the primary building entrance.

S-FA-57. Explore providing incentives to developers on the Factoria Boulevard commercial corridor to build underground parking that would enhance the pedestrian orientation of a site.

S-FA-58. Use shared parking and provide accessible pedestrian linkages across adjacent sites.

S-FA-59. Design surface parking lots so that they are not located between the building entrance and the public sidewalk along Factoria Boulevard, unless there is a direct accessible pedestrian connection through the parking lot.

S-FA-62. Provide sidewalks along Factoria Boulevard that in places may be wider than the City's standard 12-foot wide arterial sidewalk to comfortably accommodate pedestrians adjacent to this busy arterial, especially near transit stops.

S-FA-63. Enhance pedestrian amenities along 124th Avenue S.E., 128<sup>th</sup> Avenue S.E., S.E. 38th Street, and S.E. 41st Street.

S-FA-64. Encourage the coordination of amenities and development of bike racks and pedestrian shelters in key locations.

S-FA-65. Encourage the use of landscaping that will serve as physical and visual buffers between pedestrians and parking areas.

S-FA-66. Enhance pedestrian crossings of Factoria Boulevard and other Factoria area arterials, considering such methods as: installing special paving types or markings; providing longer pedestrian signal phases; extending curbs; installing countdown signals; or providing pedestrian refuge islands.

S-FA-67. A pedestrian bridge may be appropriate over Factoria Boulevard at SE 38th Street, provided there is a clear demonstration of public benefit and design criteria are fully met.

S-FA-68. Develop and implement a wayfinding system to guide pedestrians to attractions in the Factoria area.

S-FA-69. Provide pedestrian-oriented storefront signage.

#### NEWCASTLE SUBAREA

S-NC-23. Ensure convenient access by car and transit from the Subarea to existing retail areas within the Bellevue city limits.

S-NC-39. Encourage additional non-peak hour transit service during the mid-day, evenings, and weekends.

S-NC-40. Provide incentives for highoccupancy vehicles in travel corridors where traffic congestion exists in the Newcastle community.

S-NC-41. Encourage well-sited and designed park-and-ride lots in areas of the Newcastle community where population densities do not support local transit routes.

S-NC-42. Ensure that adequate vehicle, pedestrian, and bicycle access is provided to parkand- ride lots and that storage facilities for bicycles are included at each lot.

S-NC-43. Encourage the use of parkand- pool lots and carpools as an alternative to the single-occupant automobile.

S-NC-92. Require that the use of transit service, van pooling, pedestrian walks, bicycle paths, and carpool facilities be included in each village plan.

S-NC-93. Require that housing and activity centers be located so that transit service and use by the residents is encouraged.

S-NC-94. Require that amenities for public transit and school buses, such as bus turnouts, shelters, and park-and-ride facilities, be provided in appropriate areas throughout the village.

S-NC-95. Require safe and protected pedestrian walks and bicycle paths which connect residential areas to schools, parks, and village centers.

S-NC-96. Require pedestrian, bicycle, and equestrian trails which provide connections to the regional trail system, including those which provide access to the Cougar Mountain Regional Wildland Park.

S-NC-126. Require a street system within the village centers which is urban in design and includes sidewalks, crosswalks, and a combination of major and minor streets.

S-NC-129. Require an attractive, convenient, and safe pedestrian system connecting uses within the town center and connecting the town center itself to the remaining portions of the village.

S-NC-130. Require the location of a transit center in village centers.

#### NEWPORT HILLS SUBAREA

S-NH-6. Require, as a condition of new subdivision development, a nonmotorized transportation link to the pipeline trail from S.E. 64th Place.

S-NH-7. Require new subdivisions to improve street frontages to urban standards, including nonmotorized improvements identified in the Transportation section of this subarea plan and in the most current adopted Pedestrian/Bicycle Transportation Plan.

S-NH-9. Require new subdivisions in the area known as the West Ravine to provide public easements and to construct the nonmotorized transportation facilities as identified in this subarea plan and in the most current adopted Pedestrian/ Bicycle Transportation Plan.

S-NH-12. Develop and implement a safe nonmotorized transportation system in designated corridors within the Newport Hills Subarea. Refer to the Pedestrian/Bicycle Transportation Plan matrix and map for nonmotorized designations. The purpose of this system is to link neighborhoods, schools, parks, shopping, transportation facilities, and the regional trail system.

S-NH-13. Construct sidewalks along arterials as identified in the Newport Hills Subarea Plan and as prioritized in the Capital Investment Program.

S-NH-14. Construct bicycle lanes or shared roadway facilities along arterials as identified in the Newport Hills Subarea Plan and as prioritized in the Capital Investment Program.

S-NH-15. Develop an off-street trail system within the Newport Hills Subarea, upgrade the existing trail segments to standards, and construct new segments as land and funding becomes available.

S-NH-16. Ensure that public nonmotorized easements remain open for public access.

S-NH-17. Encourage Metro to enhance neighborhood transit service within the Newport Hills Subarea, with connections to other Bellevue and Eastside destinations.

S-NH-18. Recommend to Metro that local Newport Hills Subarea transit service connects conveniently with the regional transit hubs, including the Newport Hills Park-and-Ride and the I-405 Coal Creek transit transfer station.

S-NH-19. Encourage Metro to improve pedestrian safety and comfort at transit stops by installing paved waiting areas, shelters, and improved street crossings where appropriate, especially along 119th Avenue S.E., S.E. 60th Street, and the I-405 Coal Creek transit transfer station.

S-NH-22. Provide adequate parking and pedestrian facilities at the street frontages of the Newport Hills Community Park.

S-NH-23. Encourage Eastside Catholic to implement traffic demand management techniques for transportation to and from the school.

S-NH-24. Support the efforts of other jurisdictions, including King County, to develop the portions of the regional nonmotorized system that connect to the Newport Hills Subarea, especially Lake Washington Boulevard, S.E. 69th Street, and the Coal Creek County Park.

S-NH-46. Encourage street tree plantings on arterials to define street edges and separate pedestrians from moving vehicles.

S-NH-49. Make links between different land uses (such as sidewalks and streetlights) obvious, integrated, and directive.

S-NH-50. Include the following elements in a redeveloped commercial district:

- pedestrian access from streets to shops that is separated and buffered from auto areas;
- parking which is convenient and accessible, but which is in back or to the side of new buildings;
- new commercial buildings at the street edge;
- a consistent architectural identity, including facades, materials, signs, seating areas, street lighting, and Metro bus stop shelters; and
- an outdoor information kiosk.

S-NH-51. Connect the Newport Hills commercial district to surrounding single-family and multifamily residential areas by emphasizing pedestrian scale access and orientation. Include benches and landscaping in this connection.

S-NH-53. Include street lighting for pedestrian safety at access points and sidewalks within the commercial district.

## NORTH BELLEVUE

S-NB-30. Provide for motorized and nonmotorized access to schools from residential areas through coordination and cooperation with adjacent jurisdictions.

S-NB-31. Provide for energy- efficient transportation facilities and programs for increased utilization of public transit and carpooling in order to link residential areas with employment centers.

S-NB-32. Provide safe and adequate sidewalks on all Subarea arterials.

S-NB-39. Provide for conditions on any rezone in the vicinity of the intersection of Bellevue Way N.E. and N.E. 12th to minimize the impact of any development of adjoining single-family residential areas. Conditions to be included are:

- Incorporate identifiable space and existing pedestrian routes within the site development to provide for pedestrian traffic between buildings, from parking areas to buildings, and to adjacent streets.
- Coordinate development between offices and office and multifamily developments with respect to access points, pedestrian traffic, and parking.

## NORTHEAST BELLEVUE SUBAREA

S-NE-4. Provide monies in the city budget, CIP, and through cooperation with other agencies to complete and improve the storm drainage system, transit shelters, trail, sidewalk and bicycle facilities, and intersection and street roadway improvements.

S-NE-19. Provide separate Metro bus loading on arterial streets where appropriate. Include consideration of Metro bus loading lanes as part of all proposed street improvements.

S-NE-20. Encourage Metro to increase transit service as demand and need is shown, including shelters where needed.

S-NE-21. Complete the bicycle and pedestrian system in the 1979 Comprehensive Nonmotorized Transportation Plan which reflects the Subarea's needs.

S-NE-22. Develop hard-surfaced walkways along all arterials which are separated, whenever possible, from the traveling lanes.

## RICHARDS VALLEY SUBAREA

S-RV-12. Develop a safe integrated on and off-street nonmotorized system emphasizing connections to schools, parks, transit, and other parts of Bellevue. Discussion: Richards Valley needs many nonmotorized improvements. These include better access to the schools, parks, and transit service. Because of its central location to other parts of Bellevue (such as Downtown, and the Kelsey Creek and Mercer Slough Parks), it is important for the off-street trail system to connect safely to the on-street facilities.

S-RV-16. Encourage improved Metro transit service to and from key points in the Richards Valley Subarea. Discussion: Metro should provide better transit service in the Richards Road corridor to Bellevue Community College, Eastgate, Factoria, the downtowns of Bellevue and Seattle, and the University of Washington.

## SOUTHEAST BELLEVUE SUBAREA

S-SE-5. Provide monies in the City budget, CIP, and through cooperation with other agencies for the completion and improvement of the storm drainage system, transit shelters, trail, sidewalk, and bicycle facilities, and intersection and street roadways.

S-SE-25. Encourage Metro to increase transit service as demand and need is shown.

S-SE-26. Provide bus shelters convenient to users. Additional transit service is not anticipated until there is an identifiable demand. The area along 145th Place near S.E. 16th and Kamber Road has developed with multifamily complexes and high density single-family homes, potentially creating the demand level needed for transit service.

S-SE-27. Complete a trail system which includes Weona Park, the Phantom Lake-Larson Lake Greenbelt, Sammamish High School, Odle Junior High School, and Robinswood Park.

S-SE-28. Develop a hard-surfaced walkway system along all arterial streets.

#### SOUTHWEST BELLEVUE SUBAREA

S-SW-19. Provide for the aesthetic development of Bellevue Way S.E. and 112th Avenue S.E. including the provision of sidewalks and bicycle lanes on both sides of the street and landscaping along the entire street so as to provide the feeling of a continuous boulevard and a gateway for Bellevue.

S-SW-21. Link activity areas, parks, and community facilities with trails and bikeways.

S-SW-22. Provide a pedestrian/bicycle system using public rights-of-way to link Chism and Killarney Glen Parks and Mercer Slough.

S-SW-23. Provide pedestrian and bicycle access from Bellevue Way S.E. to Mercer Slough and its trail system.

S-SW-24. Provide path and sidewalk access to Killarney Glen Park from S.E. 16th with development of the parcel northwest of the park.

S-SW-25. Provide for pedestrian and bicycle facilities along Bellevue Way S.E. and 112th Avenue S.E. to enhance nonmotorized access from residential streets to Downtown.

S-SW-26. Buffer the pedestrian and/or bicyclist from vehicular traffic on heavily traveled arterials such as Bellevue Way, 112th Avenue S.E., and Main Street.

S-SW-32. Encourage the construction of a nonmotorized trail connection between Bellevue Way S.E. and 106th Avenue S.E. on the right-of-way of S.E. 10<sup>th</sup> Street.

#### WILBURTON SUBAREA

S-WI-5. Explore the potential for transit supportive land use designations for the area between I-405 and the BNSF corridor and NE 4th and NE 8th Streets. Discussion: This policy signals the future potential for this area and its opportunity for a unique use especially given its relationship to future transit.

S-WI-25. Improve local access, street system connectivity and traffic flow by providing additional east-west transportation connections, including an arterial street connection at NE 4th Street between 116th and 120th Avenues and HOV and non-motorized access at NE 6th Street between Downtown and 120th Avenue NE.

S-WI-27. Coordinate off-street biking and walking facilities with on-street walking and biking facilities to provide safe connections to destinations such as schools, parks, shopping, and transit service.

S-WI-28. Improve arterial streets to provide enhanced pedestrian and bicycle access, safety and comfort throughout the non-residential areas of the subarea.

S-WI-29. Make use of available right of way space to develop north and south bicycle lanes or additional traffic lanes on 116th Avenue NE if use of the auto delivery zone is discontinued.

S-WI-31. Recognize the transportation and recreation uses under consideration for the BNSF rail corridor when considering public and private improvements adjacent to the corridor and preserve the opportunity for future multimodal transportation use and access.

S-WI-36. Support continuation of the Lake-to-Lake Trail through Wilburton. Discussion: The trail should connect from the N.E. 4th Street interchange at I-405 to the Wilburton Hill Park to Kelsey Creek Park to the Lake Hills Greenbelt and Richards Valley.

S-WI-41. Improve the appearance of public streets by completing the sidewalk system and adding pedestrian amenities such as benches, bus shelters, public art, and landscape barriers where appropriate.

S-WI-46. Consistent with future transportation improvements, enhance the traffic island and the eastern corner where old Bellevue-Redmond Road intersects with N.E. 8th Street, as major focal points. Discussion: These focal points are suitable for major landscaping, public art, pedestrian shelters, special paving, and historical markers as well as islands for pedestrians to cross from one side of N.E. 8th Street to the other. The scale of these features should have a large enough presence to balance the expanse of the N.E. 8<sup>th</sup> Street arterial and to be easily identified in the corridor.

S-WI-47. Pedestrian walkways should be clear and continuous from surrounding residential areas to the corridor, through the corridor, and from the sidewalks to the entrances of buildings.

S-WI-48. Promote pedestrian amenities which include the provision of sidewalks, street trees, landscape strips, and bus passenger shelters. Building facades should have awnings, windows, offsets, and material texture or color that add interest for the passing motorist and pedestrian.

S-WI-50. Apply the Public Places and Connections policies from the Urban Design Element of the Comprehensive Plan and the attached Conceptual Design Plan (Figure S-WI.2) to the N.E. 8th Street Corridor. This corridor should be an attractive and comfortable environment for the pedestrian to use when walking between Wilburton and Downtown.

S-WI-51. Encourage buildings developed in the Auto Row area, bounded by I-405, NE 8th Street, 120th Avenue NE, and SE 5th Street, to enhance the area's urban design character and pedestrian environment. Buildings should be sited near the street front, with limited intervening surface parking, and include street oriented pedestrian entrances. Where buildings are visible from streets and pedestrian corridors they should be designed with visual interest and landscaping.

## BEL-RED/OVERLAKE TRANSPORTATION FACILITIES PLAN

Bel-Red/Overlake TFP 1. Provide over the long term an area wide multi-modal transportation system accommodating all forms of travel. This includes but is not limited to automobiles, HOV lanes, transit and transit shuttles, pedestrians and bicycles. Crossreference Policies S-BR-24 and S-BT-32.

Bel-Red/Overlake TFP 9. Improve the transit system serving the Bel-Red/Overlake area. The cities of Redmond and Bellevue shall:

- Continue to work with King County Metro and Sound Transit to enhance and modify transit services;
- Evaluate each proposed roadway improvement for, and take advantage of, opportunities to increase the speed and reliability of transit;
- Provide transit signal priority and/or HOV queue bypass on all of the priority [level one] transit corridors for priority movements, and to and from transit hubs;

- Provide pedestrian access within one-quarter mile of transit priority corridors; and
- Consider prioritizing roadway projects which increase the speed and reliability of transit on transit priority corridors.

Bel-Red/Overlake TFP 10. Improve the pedestrian and bicycle systems serving the Bel-Red/ Overlake area by funding and implementing projects identified in each city's pedestrian and bicycle transportation plans. Cross-reference Policy TR-77, TR-78.

#### EAST BELLEVUE TFP

East Bellevue TFP 1. Improve safety for the on and off-street transportation system that emphasizes multi-modal connections to schools, parks, employment, shopping and to other parts of Bellevue.

East Bellevue TFP 2. Continue to implement a program whereby the city installs and maintains curbs, gutters and sidewalks to complete the pedestrian/bicycle system. Priority is given to developing projects in accordance with the Pedestrian and Bicycle Transportation Plan.

East Bellevue TFP 3. Improve the safety and attractiveness of sidewalks by providing a verge or landscape strip (four feet minimum width) where practical along all arterials between the curb and sidewalk.

East Bellevue TFP 4. Locate intermodal transfer stations within major activity areas, emphasizing efficient transfers and minimizing impact on residential neighborhoods.

East Bellevue TFP 5. Use the existing freeway corridors for high capacity transit and minimize the use of arterial streets.

East Bellevue TFP 6. Develop and implement effective transit feeder systems within the East Bellevue area.

East Bellevue TFP 7. Increase transit service for the East Bellevue area focusing on travel needs within the eastside.

East Bellevue TFP 8. Encourage Metro to coordinate design and installation of transit shelters and bus stops with city staff responsible for street design, construction and traffic operations.

East Bellevue TFP 9. Use more frequent and smaller transit vehicles to fully serve residential areas.

East Bellevue TFP 10. Implement the transit facilities improvements identified in the Eastside Transportation Program and the Bellevue Transit Plan.

East Bellevue TFP 11. Encourage Metro to utilize available alternative parking as an addition to existing park and ride lots where practical.

East Bellevue TFP 12. Encourage Metro to collaborate with local governments in funding additional security and protection for both citizens and vehicles at park and ride locations and on the buses.

East Bellevue TFP 13. Incorporate provisions for transit and non-motorized transportation when designing arterial capacity improvements.

East Bellevue TFP 14. Construct sidewalks on both sides of all streets unless terrain or lack of right-of-way is prohibitive. Consider the installation of recommended sidewalk projects on at least one side of an arterial as higher priority than on both sides, if funding limitations have the potential of restricting development of sidewalks on any side.

East Bellevue TFP 15. Actively work with Bellevue Community College students, faculty and administrators to develop programs which reduce the use of single-occupant vehicles, while encouraging the use of alternative travel modes.

East Bellevue TFP Transit Projects: 501-503

## APPENDIX D - PROPOSED BELLEVUE TDM-RELATED POLICY REVISIONS

### LAND USE

LU-24. Encourage adequate pedestrian and bicycle connections with nearby neighborhood and transit facilities in all residential and commercial site development.

### TRANSPORTATION

TR-8 (Incorporate transit-supportive and pedestrian and bicycle -friendly design features in new residential and commercial development through the development review process.

TR-29. Develop the transportation system in a manner that supports the regional land use and transportation vision presented in Vision 2020, Destination 2030 and Vision 2040 the Countywide Planning policies for King County.

TR-35. Evaluate the adequacy of the arterial street system by calculating the multi-modal level of service of those intersections within each Mobility Management Area that contribute to system function.

TR-46. Maintain and enhance safety for all users of the roadway network using measures such as the following:

1. Maintain an accident reduction program to identify existing and potential high accident locations in the city, evaluate potential alternative solutions and implement recommended changes;
2. Enforce traffic laws, particularly speeding, and failing to make a full stop at red lights and stop signs;
3. Employ traffic calming measures to slow vehicular travel speed along residential streets, locations where pedestrians and/or other non-motorized modes are given priority, and to reduce cut-through traffic;
4. Improve the opportunities for pedestrians to safely cross streets at intersection and mid-block locations;
5. Provide street lighting where needed and appropriate based on neighborhood context to improve visibility and safety while minimizing light/glare spillover onto adjacent parcels; and
6. Minimize the number of driveways on all arterials to reduce the potential for pedestrian, bicycle, and vehicle collisions.

TR-52. Work with transit providers to establish transit hubs at activity areas in the city. Strategic locations for transit hubs include Downtown Bellevue, Crossroads, Eastgate (including Bellevue Community College), Bel-Red, Wilburton, and Factoria. Direct the most intensive levels of transit service to the designated transit hubs which have been strategically located in the designated Urban Center and Activity Centers of Bellevue.

TR-54. Work with transit providers to create, maintain, and enhance a system of supportive facilities and systems such as:

- Transit stations and centers;
- Passenger shelters;
- Park and ride lots;
- Dedicated bus lanes, bus layovers, bus queue by-pass lanes, bus signal priorities;
- Pedestrian and bicycle facilities, including secure bicycle parking;

- Pricing and Ticket Vending Machines;
- Kiosks and on-line information; and
- Incentive programs.

TR-60. Secure a share of regional transit system facilities and service priorities for Bellevue residents and employees proportional to the city's contributed share of regional transit revenues.

TR-64. Encourage transit providers and the state to provide new and expanded park and ride lots to adequately serve city residents and employees and to develop additional capacity outside Bellevue at other strategic Eastside locations to serve outlying residents.

TR-65. Work with transit providers and local property owners to develop new leased park and ride lots and secure dedicated rideshare parking spaces adjacent to transit centers or onsite at park and ride facilities.

TR-111. Support programs to meet air quality standards and emission reduction goals, including the continuation and expansion of the state vehicle emission inspection and maintenance program, and programs aimed at reducing vehicle miles travelled.

#### BEL-RED SUBAREA

S-BR-57. Encourage garage and service vehicle access via local and secondary streets and alleys. Limit access points along arterial streets to avoid curb cuts inhibiting pedestrians with disabilities and potential right turn conflicts with bicyclists.

S-BR-72. Support the development of a Transportation Management Association in the Bel-Red Subarea to assist employers in providing commute options for employees and support property owners in meeting Transportation Management Program requirements.

#### EASTGATE SUBAREA

S-EG-19. Maximize the use of existing vegetation and topography to separate and buffer different land uses, while maintaining access for residents. *Discussion: The Subarea has natural, vegetated topographic breaks between the commercial/office developments and the residential neighborhoods. These natural buffers should be retained to keep these uses separate but compatible, and accessible to residents.*

#### NORTHEAST BELLEVUE SUBAREA

S-NE-21. Complete the bicycle and pedestrian system in the current Pedestrian-Bicycle Plan which reflects the Subarea's needs.

#### EAST BELLEVUE TRANSPORTATION FACILITIES PLAN

East Bellevue TFP POLICY 3. Improve the safety and attractiveness of sidewalks by providing a verge or landscape strip (four feet preferred width) where practical along all arterials between the curb and sidewalk.

**APPENDIX E - EMPLOYER SURVEY RESULTS**

Employer Survey for Citywide TDM Plan								
Respondents:	111 displayed, 111 total	Status:	Closed					
Launched Date:	07/30/2010	Closed Date:	08/19/2010					
1. What is the primary nature of your business?								
		Response Total	Response Percent	Points	Avg			
FIRES (Finance, Investment, Real Estate, or Services)		32	35%	n/a	n/a			
Retail		6	7%	n/a	n/a			
Hospitality (e.g. Hotel, Restaurant)		10	11%	n/a	n/a			
Manufacturing		1	1%	n/a	n/a			
Warehousing		0	0%	n/a	n/a			
Public Sector/Government		36	40%	n/a	n/a			
Education		3	3%	n/a	n/a			
Healthcare/Medical Industry		3	3%	n/a	n/a			
Other, please specify		0	0%	n/a	n/a			
		Total Respondents	91					
		(skipped this question)	20					
2. Where is your primary worksite located?								
		Response Total	Response Percent	Points	Avg			
Downtown		81	76%	n/a	n/a			
Wilburton		1	1%	n/a	n/a			
Bel-Red		7	7%	n/a	n/a			
Crossroads		3	3%	n/a	n/a			
East Bellevue		1	1%	n/a	n/a			
Eastgate		2	2%	n/a	n/a			
Factoria		4	4%	n/a	n/a			
North Bellevue		5	5%	n/a	n/a			
Bridle Trails		0	0%	n/a	n/a			
Northeast Bellevue		0	0%	n/a	n/a			
Richards Valley		0	0%	n/a	n/a			
South Bellevue		3	3%	n/a	n/a			
Newcastle		0	0%	n/a	n/a			
Newport Hills		0	0%	n/a	n/a			
Address		0	0%	n/a	n/a			
		Total Respondents	107					
		(skipped this question)	4					
3. How many employees (including full-time contractors) work at this location?								
		Response Total	Response Percent	Points	Avg			
1-4		14	13%	n/a	n/a			
5-19		21	19%	n/a	n/a			
20-49		23	21%	n/a	n/a			
50-99		10	9%	n/a	n/a			
100 or more		42	38%	n/a	n/a			
		Total Respondents	110					
		(skipped this question)	1					
4. How important do you rate the following transportation topics for your business?								
	Not Important	Somewhat	Important	Highly	Not	Response	Points	Avg

Citywide Transportation Demand Management Plan - DRAFT

	Important		Important		Applicable	Total				
Traffic congestion	0% (0)	9.86% (7)	35.21% (25)	54.93% (39)	0% (0)	71	n/a	n/a		
Costs of fuel	8.45% (6)	22.54% (16)	26.76% (19)	39.44% (28)	2.82% (2)	71	n/a	n/a		
Costs of employee parking	10% (7)	8.57% (6)	24.29% (17)	52.86% (37)	4.29% (3)	70	n/a	n/a		
Employee parking availability	4.23% (3)	7.04% (5)	33.8% (24)	52.11% (37)	2.82% (2)	71	n/a	n/a		
Proximity of affordable employee housing	15.49% (11)	23.94% (17)	25.35% (18)	30.99% (22)	4.23% (3)	71	n/a	n/a		
Employee commute distance	4.23% (3)	21.13% (15)	39.44% (28)	32.39% (23)	2.82% (2)	71	n/a	n/a		
Employee commute time reliability (i.e. whether employees arrive at work on time)	2.82% (2)	11.27% (8)	38.03% (27)	47.89% (34)	0% (0)	71	n/a	n/a		
Availability of bike parking/showers/lockers	16.9% (12)	39.44% (28)	25.35% (18)	11.27% (8)	7.04% (5)	71	n/a	n/a		
Traffic safety	4.23% (3)	25.35% (18)	42.25% (30)	28.17% (20)	0% (0)	71	n/a	n/a		
Transit stop proximity (i.e. how far away the nearest bus stop is)	2.86% (2)	10% (7)	48.57% (34)	37.14% (26)	1.43% (1)	70	n/a	n/a		
Transit reliability (i.e. whether buses arrive/depart on time)	2.82% (2)	9.86% (7)	35.21% (25)	49.3% (35)	2.82% (2)	71	n/a	n/a		
Transit frequency (i.e. how often buses arrive)	4.23% (3)	9.86% (7)	32.39% (23)	50.7% (36)	2.82% (2)	71	n/a	n/a		
Transit access (i.e. sidewalks/paths connecting bus stops to the worksite)	5.71% (4)	12.86% (9)	41.43% (29)	37.14% (26)	2.86% (2)	70	n/a	n/a		
Transit facilities (e.g. bus stop cleanliness and lighting, weather protection/shelter)	4.23% (3)	11.27% (8)	49.3% (35)	32.39% (23)	2.82% (2)	71	n/a	n/a		
Sidewalk availability	1.41% (1)	16.9% (12)	46.48% (33)	33.8% (24)	1.41% (1)	71	n/a	n/a		
Bike lane/path availability	18.31% (13)	28.17% (20)	33.8% (24)	14.08% (10)	5.63% (4)	71	n/a	n/a		
Total Respondents						71				
(skipped this question)						40				
5. In your opinion, how feasible is it for your employees to commute by the following modes?										
	Not Feasible	Somewhat Feasible	Very Feasible	Don't Know	Not Applicable	Response Total	Points	Avg		
Drive Alone	2.82% (2)	16.9% (12)	80.28% (57)	0% (0)	0% (0)	71	n/a	n/a		
Carpool	16.9% (12)	52.11% (37)	26.76% (19)	4.23% (3)	0% (0)	71	n/a	n/a		
Vanpool	40.85% (29)	26.76% (19)	22.54% (16)	9.86% (7)	0% (0)	71	n/a	n/a		
Transit	9.86% (7)	36.62% (26)	52.11% (37)	1.41% (1)	0% (0)	71	n/a	n/a		
Bicycle	28.17% (20)	45.07% (32)	18.31% (13)	2.82% (2)	5.63% (4)	71	n/a	n/a		
Walk	45.07% (32)	36.62% (26)	8.45% (6)	4.23% (3)	5.63% (4)	71	n/a	n/a		
Work from Home	33.8% (24)	45.07% (32)	8.45% (6)	1.41% (1)	11.27% (8)	71	n/a	n/a		
Total Respondents						71				
(skipped this question)						40				
6. If you selected "Not Feasible," or "Not Applicable" for any of the commute modes above, please choose the reason(s) for your assessment.										
	Drive Alone	Carpool	Vanpool	Transit	Bicycle	Walk	Work from Home	Response Total	Points	Avg
Costs of owning/maintaining personal vehicle and/or equipment	40% (4)	10% (1)	10% (1)	10% (1)	20% (2)	0% (0)	10% (1)	10	n/a	n/a
Costs of parking	60% (3)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	5	n/a	n/a
Parking availability	60% (3)	20% (1)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	5	n/a	n/a
Commute distance	8.82% (3)	2.94% (1)	0% (0)	5.88% (2)	29.41% (10)	52.94% (18)	0% (0)	34	n/a	n/a

Citywide Transportation Demand Management Plan - DRAFT

Commute time	6.9% (2)	6.9% (2)	10.34% (3)	10.34% (3)	27.59% (8)	37.93% (11)	0% (0)	29	n/a	n/a
Personal safety	10.53% (2)	5.26% (1)	0% (0)	5.26% (1)	47.37% (9)	31.58% (6)	0% (0)	19	n/a	n/a
Proximity of coworkers for potential carpool/vanpool partners	11.76% (4)	35.29% (12)	50% (17)	0% (0)	0% (0)	0% (0)	2.94% (1)	34	n/a	n/a
Transit stop proximity (i.e. how far away the nearest bus stop is)	33.33% (2)	0% (0)	0% (0)	50% (3)	0% (0)	16.67% (1)	0% (0)	6	n/a	n/a
Transit reliability (i.e. whether buses arrive/depart on time)	66.67% (2)	0% (0)	0% (0)	33.33% (1)	0% (0)	0% (0)	0% (0)	3	n/a	n/a
Transit frequency (i.e. how often buses arrive)	80% (4)	0% (0)	0% (0)	20% (1)	0% (0)	0% (0)	0% (0)	5	n/a	n/a
Transit access (i.e. sidewalks/paths connecting bus stops to the worksite)	60% (3)	0% (0)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	5	n/a	n/a
Transit facilities (e.g. bus stop cleanliness and lighting, weather protection/shelter)	60% (3)	0% (0)	20% (1)	20% (1)	0% (0)	0% (0)	0% (0)	5	n/a	n/a
Availability of bike parking/showers/lockers	20% (2)	10% (1)	10% (1)	10% (1)	40% (4)	10% (1)	0% (0)	10	n/a	n/a
Bike lane/path availability	16.67% (2)	0% (0)	0% (0)	16.67% (2)	50% (6)	16.67% (2)	0% (0)	12	n/a	n/a
Sidewalk availability	18.18% (2)	0% (0)	0% (0)	9.09% (1)	27.27% (3)	45.45% (5)	0% (0)	11	n/a	n/a
Need car for personal reasons (e.g. to run errands before/after work or at lunch or drop-off/pick-up child)	11.76% (4)	14.71% (5)	23.53% (8)	2.94% (1)	11.76% (4)	23.53% (8)	11.76% (4)	34	n/a	n/a
								Total Respondents	40	
								(skipped this question)	71	
7. Does your company offer transportation programs or incentives to assist your employees to get to work?										
							Response Total	Response Percent	Points	Avg
Yes							41	61%	n/a	n/a
No							26	39%	n/a	n/a
								Total Respondents	67	
								(skipped this question)	44	
8. Please rate the following tools, services, and incentives as to the likelihood that you would offer them to your employees.										
	Not Likely	Somewhat Likely	Very Likely	Do Already	Not Applicable		Response Total	Points	Avg	
Marketing and educational services on employee transportation options	12.7% (8)	26.98% (17)	20.63% (13)	34.92% (22)	4.76% (3)		63	n/a	n/a	
Parking cashout (i.e. employee receives stipend for transportation choice in lieu of an employer-paid monthly parking space)	47.62% (30)	23.81% (15)	9.52% (6)	4.76% (3)	14.29% (9)		63	n/a	n/a	
Bus pass subsidy	14.06% (9)	18.75% (12)	15.62% (10)	48.44% (31)	3.12% (2)		64	n/a	n/a	
Matching employees to form carpools/vanpools	23.81% (15)	28.57% (18)	15.87% (10)	25.4% (16)	6.35% (4)		63	n/a	n/a	
Flexible work										

Citywide Transportation Demand Management Plan - DRAFT

schedules (i.e. varying start and ending times to allow for transit schedule compatibility or traffic congestion uncertainties)	26.98% (17)	23.81% (15)	7.94% (5)	30.16% (19)	11.11% (7)	63	n/a	n/a
Compressed work schedules (e.g. 40 hours in 4 days)	52.38% (33)	19.05% (12)	3.17% (2)	11.11% (7)	14.29% (9)	63	n/a	n/a
Free park days for employees who do not typically drive alone, to periodically drive alone for running errands, appointments, etc.	30.16% (19)	17.46% (11)	4.76% (3)	23.81% (15)	23.81% (15)	63	n/a	n/a
Vanpool subsidy	39.68% (25)	15.87% (10)	6.35% (4)	23.81% (15)	14.29% (9)	63	n/a	n/a
Emergency Ride Home (i.e. free taxi ride in the event of an unplanned incident causing an employee to miss a regular carpool or bus ride)	33.33% (21)	22.22% (14)	7.94% (5)	25.4% (16)	11.11% (7)	63	n/a	n/a
Option to telecommute/work from home	36.51% (23)	19.05% (12)	1.59% (1)	23.81% (15)	19.05% (12)	63	n/a	n/a
Bicycle amenities (e.g. secure bike racks, showers, or lockers)	20.97% (13)	25.81% (16)	9.68% (6)	27.42% (17)	16.13% (10)	62	n/a	n/a
On-site amenities (e.g. childcare, cafeteria, drycleaner, etc.)	63.49% (40)	12.7% (8)	3.17% (2)	1.59% (1)	19.05% (12)	63	n/a	n/a
Preferred parking for carpools/vanpools	25.81% (16)	20.97% (13)	8.06% (5)	27.42% (17)	17.74% (11)	62	n/a	n/a
Pre-tax bus pass purchase option for employees	20.63% (13)	19.05% (12)	7.94% (5)	26.98% (17)	25.4% (16)	63	n/a	n/a
Rewards for employees who do not drive alone	46.77% (29)	24.19% (15)	8.06% (5)	6.45% (4)	14.52% (9)	62	n/a	n/a
A designated employee to assist with employee commutes	38.1% (24)	19.05% (12)	4.76% (3)	22.22% (14)	15.87% (10)	63	n/a	n/a
						Total Respondents	64	
						(skipped this question)	47	
9. Would your organization be interested in any of the following?								
	Not Interested	Somewhat Interested	Very Interested	Not Applicable	Response Total	Points	Avg	
Consultation about employee commute-assistance programs	49.15% (29)	35.59% (21)	10.17% (6)	5.08% (3)	59	n/a	n/a	

Citywide Transportation Demand Management Plan - DRAFT

Telework consultation	58.62% (34)	18.97% (11)	13.79% (8)	8.62% (5)	58	n/a	n/a
Ridematching event for potential carpool/vanpool employees	36.21% (21)	44.83% (26)	12.07% (7)	6.9% (4)	58	n/a	n/a
Marketing and educational materials on employee transportation options	31.03% (18)	46.55% (27)	17.24% (10)	5.17% (3)	58	n/a	n/a
					Total Respondents	59	
					(skipped this question)	52	
10. Are you familiar with the following local programs/organizations/facilities that assist employers and commuters by providing tools, services, and information about transit, vanpooling, and carpooling?							
					Response Total	Response Percent	Points Avg
ChooseYourWayBellevue.org website					18	35%	n/a n/a
Commute Advantage consultations					9	17%	n/a n/a
Telework consultations					3	6%	n/a n/a
Commute Trip Reduction (CTR) program regulations and support for large businesses (100 or more employees commuting in AM peak)					22	42%	n/a n/a
Transportation Management Program (TMP) development regulations supporting tenants' employee transportation options					17	33%	n/a n/a
TransManage (Transportation services arm of the Bellevue Downtown Association)					24	46%	n/a n/a
Greater Redmond Transportation Management Association (GRTMA)					2	4%	n/a n/a
Commuter Connection store front at the Bellevue Transit Center					20	38%	n/a n/a
Commuter Connection newsletter					7	13%	n/a n/a
King County Metro Employer Commute Services					21	40%	n/a n/a
RideshareOnline.com					22	42%	n/a n/a
ORCA transit pass business products					42	81%	n/a n/a
					Total Respondents	52	
					(skipped this question)	59	
11. If you are interested in commute assistance tools, services, and/or information, please provide your contact information below, or visit the ChooseYourWayBellevue.org website.							
					Response Total	Response Percent	
<input type="button" value="view"/>	Company Name				3	6%	
<input type="button" value="view"/>	Contact Person				3	6%	
<input type="button" value="view"/>	Company Address				3	6%	
<input type="button" value="view"/>	Phone				3	6%	
<input type="button" value="view"/>	Email				2	4%	