



# City of Seattle Commute Trip Reduction Four-Year Plan Update: 2025–2029

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## Benefits of CTR

### 1. Describe the local land use and transportation context and objectives.

#### *a. Describe the setting in the jurisdiction as it is today or will be in the near future.*

The City of Seattle is centrally located within the Puget Sound region, the metropolitan area whose growth is broadly guided by goals set by the Puget Sound Regional Council (PSRC). PSRC’s VISION 2050 Plan envisions the region’s growth occurring in centers and alongside our transit investments. VISION 2050 allocates especially large shares of growth to five “metropolitan cities”—Seattle, Bellevue, Everett, Tacoma, and Bremerton. The City of Seattle continues to be one of the fastest growing major cities in the country, having added more than 175,000 jobs and 60,000 net new homes between 2010 and 2020, and is forecast to exceed one million residents over the next 20 years (Draft One Seattle Plan, 2024). To aid cities in accommodating this growth, Washington State legislators have recently passed laws to require local governments to allow for more housing density with duplexes, triplexes, or accessory dwelling units where they were previously barred from construction (e.g., Washington State Legislature House Bills 1110 and 1337, passed in 2023, increase housing density by requiring local governments to allow for middle housing and accessory dwelling units).

The COVID-19 pandemic, subsequent stay-at home orders issued by cities and states, and the unprecedented shift towards telecommuting had a drastic impact on travel patterns across the U.S., with Seattle being no exception. In September 2020, the Census Bureau’s Household Pulse Survey estimated that 48% of Seattle workers were working remotely. According to the Puget Sound Area Return to Work Survey conducted by Commute Seattle in partnership with SDOT in April and May 2021, one-third of worksites surveyed did not anticipate 100% of employees ever returning to on site and 8% of sites planned to continue primarily with remote work and limited on site presence. The shift in travel patterns and working models caused by the pandemic has had a major impact on when, how, and how often people physically commute to work.

In response to these rapid changes and to accommodate evolving transportation needs, the region has made unprecedented investments over the several last decades, with PSRC’s VISION 2050 outlining how the region could leverage those investments to help future growth shape more compact, walkable, transit-served neighborhoods. The future of transportation in the region includes more extensive light rail transit, streetcar routes, and bus networks, with light rail serving new lines within the city while also providing connection to Bellevue, Redmond, Shoreline, Federal Way and Lynnwood. New technological innovations in transportation such as Seattle’s digital parking permits for freight vehicles, shared transportation options (such as bike or scooter share and car share services), and the possible use of driverless vehicles in the future will change the way people travel to and around Seattle.



To accommodate this continued growth, the City and regional agencies developed an extensive framework of plans and outlined significant investments that will shape its future transportation system.

- **City of Seattle:** the City adopted the 20-year Seattle Transportation Plan (STP) in 2024 which, along with the One Seattle Comprehensive Plan update, will guide how transportation investments will be made to align with the broader city goals of equity, housing affordability, access to economic opportunity and education, climate change, and more. A key goal is to provide reliable and affordable travel options that help people and goods get where they need to go. Our Climate Change Response Framework is another key document guiding the City’s approach to transportation and mode shift. By 2030, we estimate that we can almost double the share of zero emission trips in Seattle through implementing the CCRF. We can make progress now by scaling up, innovating, and accelerating work such as Commute Trip Reduction. A successful climate response means making it easier to walk, roll, bike or take transit for most trips, while electrifying as many remaining necessary car and freight trips as possible. The CCRF outlines strategies that we at the City of Seattle and our partners need to implement to effectively respond to climate change – while maximizing impact by creating significant community benefits. Some of this work is included in the Seattle Transportation Plan through specific ‘key moves’ including: “CA5: Advance mobility management strategies to encourage walking, biking, and transit trips”; and “PG2: Make walking, biking, and rolling more convenient and enjoyable travel choices, especially for short trips”. The City supports this work through the Seattle Transit Measure and the Seattle Transportation Levy. In 2014, Seattle voters approved funding for the Seattle Transportation Benefit District (STBD) within the City to specifically fund transit service through STBD Proposition 1. In 2020, a different replacement package of investments called the Seattle Transit Measure (STM) was approved by 80% of voters to fund additional transit service, transit programs, and transit infrastructure until 2027. While the Move Seattle Transportation Levy expired at the end of 2024 and represented 30% of SDOT’s budget, a new Transportation Levy proposal was approved by Seattle area voters in November 2024. The eight-year \$1.55 billion Transportation Levy provides funding to enhance the city’s transportation infrastructure including building sidewalks, paving streets, repairing bridges, and improving transit connections – all of which contribute to Seattle’s goals of reducing drive alone commutes through non-drive along trip options and improving transit operations and access.
- **Puget Sound Regional Council:** PSRC’s Regional Transportation Plan anticipates \$300 billion in investments in the region’s transportation network through 2050, 70% dedicated to investments in local and regional transit. Its VISION 2050 Plan lays the foundation for regional transportation investments to enhance connectivity within and between the region’s major centers and identifies goals to reduce vehicle miles traveled (VMT) (MPP-CC-12) and greenhouse gas (GHG) emissions (MPP-CC-3) by increasing alternatives to driving alone.
- **Sound Transit:** Voters approved the nearly \$54 billion Sound Transit 3 measure which is expanding light rail during the next 20 years, adding 33.7 miles and 19 new stations to its Link light rail network in the near term, ultimately providing Link connections to Everett, Bellevue, Redmond, Tacoma, Seattle, Issaquah, Kirkland and communities in between at ST3 full buildout. Most recently, the agency extended light rail service from Westlake to Northgate in 2021 and will



add new service across Lake Washington to Bellevue and Redmond with a planned launch of 2025 for cross-I-90 service.

- **King County Metro:** Metro is partnering with the City of Seattle to evaluate and make improvements to its RapidRide system. Metro plans to increase transit by 70 percent by 2050 as well as introducing new mobility services to support all types of travel. Recent innovations include Metro’s on-demand MetroFlex service. Metro’s long-range plan, Metro Connects, outlines this work. Metro is also pursuing full fleet electrification with a goal of zero emissions by 2035, making Metro one of the only large transit agencies in the country working toward a 100% zero-emissions fleet by 2035.
- **Community Transit:** Community Transit seeks to expand its services and is expanding its offerings of Swift, a service similar to Metro’s RapidRide service. Community Transit is also considering the introduction of new options such as micromobility, micro transit, and expansion of its on-demand services branded “Zip”. Prior to 2024’s Lynnwood Link expansion, Community Transit ran commuter services into downtown Seattle during peak hours. However, following Link expansion into Snohomish County, Community Transit significantly boosted local transit route frequency and availability, leading to enhanced connectivity between its service area and Seattle for commute and non-commute trips alike. Community Transit is also a partner in the Commute Trip Reduction program as it administers the CTR program on behalf of all affected Snohomish County municipalities except for the City of Everett.
- **Kitsap Transit:** Kitsap is investing in improvements to its routes that will attract and support higher ridership. Future growth will concentrate in core cities and around high-capacity transit (HCT) communities, including potential bus rapid transit (BRT) corridors. These communities include Bremerton, Silverdale, Bainbridge Island, Kingston, Port Orchard, and Poulsbo, all of which are home to many Seattle-bound commuters who use WSDOT ferries or Kitsap Fast Ferries to connect with Seattle worksites. Additionally, Kitsap Transit is introducing and expanding Sunday bus service for the first time in recent years.
- **Amtrak:** Amtrak is looking to improve its services in the Washington segment of the Cascades corridor over the next 20 years, including an integrated service-development plan for both Washington and Oregon. In addition, WSDOT is studying how high-speed ground rail might serve as a catalyst to transform the Pacific Northwest. This work represents an opportunity to build greater rail modes share for regional travelers to Seattle.
- **WSDOT Ferries (WSF):** WSF’s long-range plan is focused on stabilizing an aging ferry fleet and needed investments in new, greener vessels through electrification. WSDOT is also exploring ways to modernize and enhance the customer experience through technology, transportation demand management solutions, and increased multimodal connections. This work represents a better and easier connection for Seattle area commuters who must use WSF’s Fauntleroy Terminal in West Seattle or Colman Dock in Downtown Seattle to access the City and its transportation infrastructure.



***b. Describe features of land use and transportation facilities and services that affect commuters.***

Seattle has an established network of streets serving a highly urbanized land use pattern in addition to a lack of affordable housing that allows people to live near their workplaces due in part to local zoning regulations. Different land use strategies, such as more mixed-use developments where employees can live near where they work or Transit Oriented Development so people live near transit, will help to both reduce the number and length of commute trips as well as make alternative transportation options more feasible. As noted in the Seattle Transportation Plan: “City streets provide the essential functions of mobility, access, places for people, greening and landscaping, and storage for vehicles, bicycles, and more. The Seattle Transportation Plan (STP) represents the first time that we as a city have tackled these functions simultaneously, comprehensively, and at a citywide scale.” This approach represents a chance for Seattle to reconsider the use and allocation of its street space. Prioritizing street space so that it can be used by the most people, at most times of the day, and in a variety of ways will help the City solve the most urgent challenges today while also considering how the transportation system will evolve to meet the growing demands of tomorrow. While many people still rely on a personal car as their primary transportation option, the City supports providing high-quality travel options, making a variety of travel modes more efficient and predictable for all trips. It also means reimagining the way that people use the right-of-way to include multiple public uses and amenities that make its neighborhoods and the city more livable – this work also represents opportunities to reduce commuters’ vehicle trips during the workday by allowing for easily accessible workday needs such as grabbing lunch or coffee at sidewalk cafes versus driving to the previous nearest option.

Housing affordability and availability continues to be a challenge for Seattle, as in most urban areas in the U.S. Over the last 10 years, the average annual Zillow Home Value Index for a detached home in Seattle more than doubled from \$415K to \$946K, far beyond what most Seattle-area households can afford. The median monthly cost of rent and basic utilities increased by 75% from \$1,024 in 2011 to \$1,787 in 2021. This results in displacement, with many workers moving farther away from where they work, and putting additional strain on the transportation network during peak hours given the resulting increase in Vehicle Miles Traveled (VMT). Recent laws (House Bill (HB) 1110, HB 1337) passed by the Washington State legislature support the addition of housing capacity to help address these issues, beyond what municipalities had already allowed.

The One Seattle Plan aims to improve the supply, variety, and affordability of housing across the city. For nearly 30 years, Seattle’s Growth Strategy concentrated growth in Urban Centers and Villages. The updated plan outlines new and expanded opportunities for housing and growth near major transit investments and established centers and villages. In addition, new Neighborhood Centers will allow additional moderate-density housing around commercial nodes, bus rapid transit stops, and neighborhood amenities. This strategy for housing supply will provide greater opportunity for people to live within a short walk, bike, or transit ride to meet their commuting needs.

The One Seattle Plan aims to create more complete communities where Seattleites can gather with one another, meet their daily needs, and access what they love about their neighborhoods, all within an easy walk or bike ride, thus reducing reliance on automobiles. This Plan features new and expanded locations



for growth, and focuses growth where residents can access transit, including light rail and high-quality bus service, close to home. It supports economically vibrant neighborhoods, strong business districts, and new opportunities for convenient amenities like neighborhood corner stores. Several elements include goals and policies to build more complete neighborhoods and a more connected city. However, local plans alone are not a guarantee that sufficient housing will be built, requiring additional strategies for transportation access including robust Commute Trip Reduction programs for people unable to live near work.

***c. Describe whether and how commuting patterns have changed in the past few years.***

The City's CTR Program saw significant progress on core program goals during the 2021/2022 survey cycle. However, many key metrics<sup>1</sup> performed worse for the first time in 2023/2024.

- **Citywide CTR worksite Drive Alone Rate (DAR)** fell from 28.4% in 2019/2020 to 20.5% in 2021/2022 (a 7.9 percentage point decrease), surpassing the 2035/36 DAR target of 25.5%. However, this number rebounded in 2023/2024 to 32.2% (a 13% increase from 2019/2020 and a 57% increase from 2021/2022), matching levels last seen in 2015/2016.
- **Citywide VMT per employee** fell from 3.9 in 2019/2020 to 3.2 in 2021/2022 (an 18% drop), surpassing the 2035/36 target of 3.5 VMT. However, this number rebounded in 2023/2024 to 5.09 (a 30% increase from 2019/2020 and 59% from 2021/2022), matching levels last seen in 2011/2012 (5.0).
- **Absolute VMT** fell from 894,039 in 2019/2020 to 721,229 in 2021/2022 (19% reduction) but saw a 57% increase from 2021/2022 to an all time high of 1,131,665 miles in 2023/24. However, had if Seattle still had an average VMT per employee at the level measured in 2007/2008, this number would have surpassed 1.3 million miles.

Two challenges for the CTR program are:

- **Average length of driving trips** increased from 13.9 miles in 2019/2020 to 15.6 miles in 2021/2022 with a large variance across CTR networks and industry. A network's average driving trip length is influenced by other factors, such as high housing costs pushing workers away from employment in central cities as well as industry and where those jobs are located. While not the core metric, this is something the SDOT team will need to keep an eye on in the event more employees start working from worksites more often. As more people who opt to drive travel farther distances, the City will see negative impacts on its greenhouse gas emissions goals, increased air pollution and congestion along longer stretches of roadway.
- **Citywide mode share:** While driving alone continues a steady decline to 20.5% of all trips in 2021/2022, transit, carpool, and walk/bike have also experienced declines from 2019/2020. The only mode share which increased was telecommuting which rose from 6.4% in 2019/2020 to

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<sup>1</sup>Commute Trip Reduction Calculations, Last updated August 28, 2024: <https://tdmboard.com/wp-content/uploads/2024/08/Commute-Trip-Reduction-Calculations-Documentation.pdf>



50.3% in 2021/2022, largely due to the COVID-19 pandemic. These changes in travel patterns may impact the CTR program's ability to reach employees who work hybrid schedules or telecommute and are no longer CTR-affected employees. Telecommuting has also introduced additional confusion into whether worksites should remain affected by the CTR law; while WSDOT has provided updated guidance to retain worksites in the program, pushback against participation is consistent. As defined in Seattle Municipal Code 25.02, "Affected employee" means a full-time employee who begins his or her regular work day at an affected employer's worksite between six (6:00) a.m. and nine (9:00) a.m. (inclusive) on two (2) or more weekdays for at least twelve continuous months, who is not an independent contractor, and who is scheduled to be employed on a continuous basis for fifty-two weeks for an average of at least thirty-five hours per week. Additional guidance was provided by the State's TDM Technical Committee's "POL-904 CTR TELEWORK AND REMOTE WORK POLICY" that defined how and when hybrid and remote workers affect a worksite's CTR participation.

Due to the significant drop in VMT per employee as well as new hybrid work schedules during the period following 2020, in addition to continued expansion of transit service, DAR and VMT reductions are projected to continue. Even as some employers implement Return to Office initiatives, their employees will have better and more frequent transit service than before COVID-19 that can be leveraged to avoid an upward trend in VMT / DAR. In general, SDOT expects to see performance around these metrics to match more aggressive anticipated reductions even as post-COVID-19 trends continue to establish themselves.

***d. List the most important land use and transportation objectives from your city or county's plans that commute trip reduction most directly affects.***

Seattle's 2013 Climate Action Plan aimed to reduce transportation emissions by 82% by 2030 (from a 2008 baseline). Additionally, per the City's Clean Transportation Electrification Blueprint (2021) integrated into the Climate Change Response Framework (released in 2023), Seattle's goal is to have 90% of all personal trips and 30% of all freight trips to be zero emission by 2030.

The Seattle Transportation Plan includes a goal to "Provide reliable and affordable travel options that help people and goods get where they need to go" via actions to:

- PG2: Make walking, biking, and rolling more convenient and enjoyable travel choices, especially for short trips
- PG3: Create world-class access to transit and support making service more frequent and reliable
- PG4: Support access to jobs, freight movement, and growth in deliveries

PSRC's VISION 2050 Climate Change Action outlines several actions:

- T-Action-1 Regional Transportation Plan: PSRC will update the Regional Transportation Plan (RTP) to be consistent with federal and state requirements and the goals and policies of VISION 2050. The RTP will incorporate the Regional Growth Strategy and plan for a sustainable multimodal transportation system for 2050. The plan will identify how the system will be maintained and



efficiently operated, with strategic capacity investments, to provide safe and equitable access to housing, jobs, and other opportunities, as well as improved mobility for freight and goods delivery. Specific elements of the RTP continued updates to the regional integrated transit network (including high-capacity transit, local transit, auto and passenger ferries), the Active Transportation Plan, and other important system components.

- CC-Action-1 Greenhouse Gas Strategy: Promote effective actions to reduce greenhouse gases, such as vehicle miles traveled (VMT) reduction, conversion to renewable energy systems in transportation and the built environment (e.g. electrification), and reduction in embedded carbon in new infrastructure and development. Include a measurement framework to inform the evaluation of transportation investments and local comprehensive plans.
- DP-Action-9 Mode Split Goals for Centers: Each city with a designated regional growth center and/or manufacturing/industrial center will establish mode split goals for these centers and identify strategies to encourage transportation demand management and alternatives to driving alone.

King County Metro’s Long-Range Plan “Metro Connects” outlines the following goals by 2050:

- 15-20% reduction in per capita VMT
- \$2,000 savings a year by commuting on transit for residents using Metro services
- 1.9M metric tons of GHG emissions reduced annually

***e. Describe critical aspects of land use and transportation that should be sustained and key changes that should be considered to improve commute trip reduction’s contribution to the land use and transportation objectives you reference.***

Housing affordability and availability is an important factor in how people commute to work. As housing costs continue to rise and many employees move further outside of the city, transit trips become more challenging and auto-dependence increases. With 7 out of 10 new jobs in the region projected to be located within Seattle, the City will need to enable new housing to accommodate this growth. As housing in Seattle becomes denser, the transportation network must keep up with increased demand, providing mobility options and access for everyone who needs it. With a mature street network, Seattle has limited right of way and must make efficient use of its streets by investing in options that move more people more efficiently. Walking, rolling, biking, and riding transit provide that higher capacity within the available road space and the options support business and commercial needs, allowing necessary driving trips to occur and minimizing the environmental impacts of these trips.

Seattle’s Comprehensive Plan broadly envisions convenient neighborhoods where locating new homes, essential destinations, and transportation options closer together create a city where people can easily choose from multiple travel options. This results in less frequent driving, especially for short distances, and helps advance the City’s sustainability goals. The STP reflects the different urban forms or place types in the city—commercial and mixed use, residential, and manufacturing and industrial centers (MICs)—and how different transportation elements can support a variety of land uses and activities.



In addition, the region's efforts to continue to build out the regional transportation network and provide a variety of transportation options will make the choice to use non-drive alone modes viable options in more geographies and for more types of trips. While the city met its overall DAR and VMT targets, several networks saw increases in DAR and/or VMT (i.e., East Seattle and Capitol Hill). While there may be multiple factors at play, the types of industries located in these neighborhoods (e.g., medical) or access to transportation options may also be affecting the ability for employers in those areas to meet their DAR/VMT targets. Therefore, further investment or support in those areas may be needed from SDOT and its regional partners.

In recent years, SDOT has emphasized extending the reach of the CTR program benefits to smaller employers (particularly in the Center City) and engaging more voluntary sites. In 2021/2022, there were 25 voluntary sites participating in the program with 1,972 employees. Voluntary sites are often worksites poised to eventually become CTR-affected or which were recently affected. By engaging these worksites early in their employee growth trajectory, SDOT and its partners can achieve DAR and VMT goals before they are a worksite requirement. This sets employers and their staff up for program success once they do become affected by CTR regulations. Furthermore, by partnering with Seattle's Transportation Management Association, Commute Seattle, SDOT has supported a one-stop shop for businesses of all sizes to access information and programs related to better commutes.

## **2. Describe how the CTR program will help achieve the jurisdiction's land use and transportation objectives.**

### ***a. Describe how and to what extent your CTR program will help your city or county achieve the land use and transportation objectives referenced in question 1.***

According to the latest 2022 data from the U.S. Census Bureau, 39% of all workers who live in Seattle drive alone for their commutes. This figure is higher than the DAR of 20.5% the CTR program recorded in 2021/2022. These results demonstrate that Seattle's Commute Trip Reduction program directly contributes to the City of Seattle's goals around greenhouse gas emission reductions, lowered VMT, and the leveraging of new and future land use policies and transportation investments. When people can live closer to where they work and have non-drive alone options, it becomes easier for the City to reduce its transportation-generated negative impacts and also improve results through the Commute Trip Reduction program.

The city's DAR and VMT targets, prior to this 2025-2029 plan, were determined based on analysis of past CTR survey data and a 2035 future DAR target of 25%, which was identified as the citywide commute trip goal by the 2015 Move Seattle Plan and as the citywide all trips goal by the Seattle 2035 Comprehensive Plan. Due to the performance from the 2023/2024 survey cycle, the City has updated its DAR and VMT targets to be even more ambitious to further help the city reach its goal of reducing carbon emissions by 82% from 2008 levels by 2030.

The CTR program also helps promote economic vitality by providing reliable and affordable travel options for employees to get them where they need to go while reducing congestion. Many of the CTR



requirements are often viewed as benefits that help employers attract and retain workers as well as customers by freeing up parking spaces at worksites for temporary customer use.

## **1. Describe how the CTR program will help achieve the jurisdiction's environmental objectives.**

### ***a. Describe how the CTR program will support jurisdiction greenhouse gas emission reduction efforts.***

The Seattle Department of Transportation (SDOT) Climate Change Response Framework, and the Clean Transportation Electrification Blueprint, further outlines Seattle's goals around transportation transformation by aiming to shift 90% of all personal trips and 30% of all freight trips in the city to be zero emission by 2030; these goals were originally outlined in the City's 2021 Clean Transportation Electrification Blueprint. Beyond Seattle's borders, King County identified a goal to reduce VMT per capita by 15-20% and GHG emissions by 1.9M metric tons annually. The CTR Program also supports the PSRC's Greenhouse Gas Strategy (with its goal to reduce greenhouse gas emissions to 80% below 1990 levels by 2050) and King County's VMT and GHG reduction goals by encouraging the use of more efficient transportation options, such as transit, carpool, vanpool, biking, and rolling.

The CTR program helps the region reach these goals by encouraging and supporting more sustainable alternatives to driving alone. For example, GHG emissions per CTR employee have fallen 51.0% between 2007/2008 and 2021/2022.

As SDOT updates its DAR and VMT projections, we anticipate significant associated reductions in GHG emissions. With the increased adoption of electric and hybrid vehicles, SDOT is also investigating how to reflect associated changes to GHG emissions in future CTR surveys. This will support more accurate GHG emissions profiles for worksites and employees.

### ***b. Describe how the CTR program will support jurisdiction environmental objectives in addition to greenhouse gas emission reductions.***

In addition to GHG reductions, the CTR program helps improve neighborhood air quality and health outcomes by promoting clean, sustainable travel options. The reduced reliance on driving alone helps the city remain resilient against climate change and its potential impacts. Transit, bicycling, walking, and shared transportation services reduce collisions, stress, noise, and air pollution, while increasing social contact, economic vitality, affordability, and overall health. They also help use right-of-way space more efficiently and at lower costs. Finally, encouraging more walking, biking, and shared mobility trips – as well as first mile / last mile options, means a more active and vibrant public realm.



#### **4. Describe how your CTR program will help achieve regional and state objectives.**

***a. Summarize the local, regional, and state benefits that would be gained if you achieve your CTR targets.***

- **Local:** The Seattle Transportation Plan and the Climate Change Response Framework both outline goals for the City of Seattle to achieve related to transportation. The CTR program can help the City achieve its mode split targets in reducing drive alone trips and VMT for employees working within city limits. The targets positively influence climate targets laid out in the Climate Change Response Framework in addition to the number of trips that are carbon neutral as outlined in the City's Clean Transportation Electrification Blueprint from 2021.
- **Regional:** Support a comprehensive transportation system for all modes of travel. This also aligns with the VISION 2050 goal to reduce GHG emissions to 80% below 1990 levels and calls for climate resilience and adaptation.
- **State:** directly supports the State's Commute Trip Reduction law to improve air quality, reduce congestion, and encourage alternatives to driving alone since the City's CTR program was developed in response to the state law.

***b. List adjacent CTR-affected cities and counties.***

- King County
- Bellevue
- Burien
- SeaTac
- Kirkland
- Renton
- Tukwila

***c. Describe the top few cross-border and regional transportation issues that affect your jurisdiction.***

- **Cross-border commuting:** As the economic hub in the region, many Seattle employees live in other cities and commute into the city. While Seattle has a role in reaching these employees via their employers, Seattle must rely on regional partnerships to ensure connectivity and access to transportation options extending beyond city boundaries. Additionally, Seattle sits in the middle of the regional economic centers of Bremerton, Tacoma, Bellevue/Redmond, and Everett with many commuters passing through Seattle while on the way to another regional center – many of these employees do not have access to efficient non-drive alone transportation options, increasing Seattle area congestion.
- **Improved data-sharing:** It is important for Seattle to track, as much as possible, current transportation programs from peer organizations (primarily King County Metro but also Sound



Transit; and those operating in jurisdictions like Pierce, Kitsap, and Snohomish counties that may touch Seattle commuters at their trip origins) to avoid duplicative services as well as share best practices and insights.

**d. Describe the strategies you, adjacent cities and counties, and your region have agreed to use to address the top issues described in the previous bullet.**

- **Multi-jurisdictional coordination:** Improved coordination at the regional level to ensure other jurisdictions are aware of each other’s programming and working together toward shared goals. Active participation in regional / state groups such as CTR Implementers group, TDM Technical Committee, and more supports sharing and coordination.
- **TDM Inventory:** Develop and maintain a living document to track current and future TDM programs in the region through PSRC.

## Performance targets

### 5. List your jurisdiction’s CTR performance target(s).

**a. List performance targets that reflect only CTR-affected worksites**

The following Drive Alone Rates represent Seattle’s Commute Trip Reduction goals through the 2029 CTR Four-Year Plan year. The CTR program used a modal trip-based calculator created as part of the Seattle Transportation Plan to determine updated targets. Seattle has 11 CTR “networks” or neighborhood groups, each of which will have individual targets in addition to the citywide target.

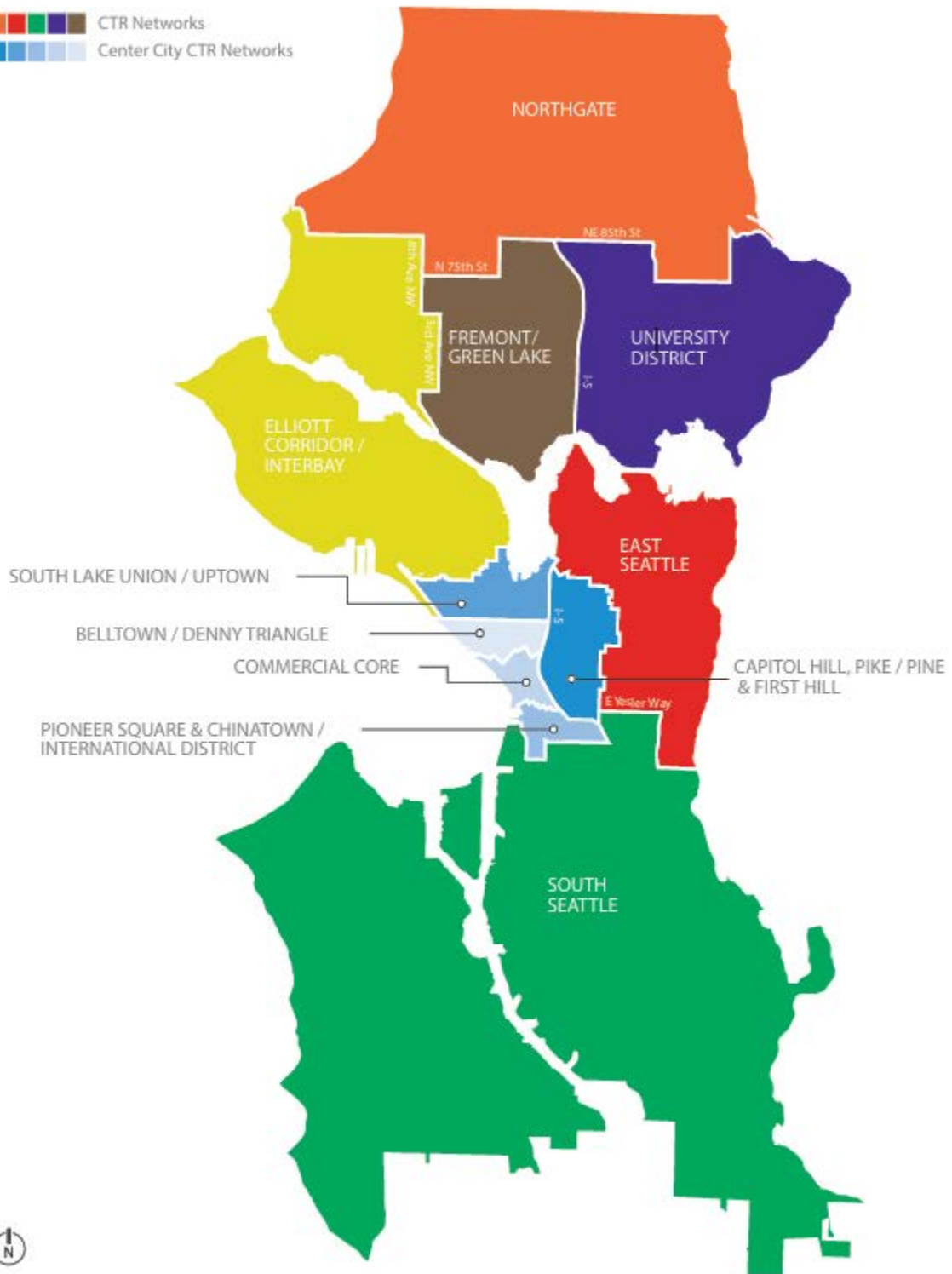
Network	2023/2024 DAR ACTUAL	2025/2026 DAR Target	2027/2028 DAR Target
Citywide	32.1%	26.2%	20.3%
Belltown & Denny Triangle	28.2%	22.3%	16.6%
Capitol Hill, Pike/Pine, & First Hill	43.1%	33.0%	29.1%
Commercial Core	18.7%	15.8%	12.8%
East Seattle	54.8%	48.2%	41.6%
Elliot Corridor/Interbay	29.2%	25.5%	21.7%
Fremont/Green Lake	34.6%	27.7%	20.7%
Northgate	61.8%	50.6%	39.5%
Pioneer Square & Chinatown/International District	21.2%	16.1%	11.0%
South Lake Union & Uptown	33.3%	26.7%	19.6%
South Seattle	58.9%	48.8%	38.7%
U District	38.7%	34.1%	29.5%



CTR Networks  



 Center City CTR Networks





***b. List any additional numeric performance targets.***

Vehicle Miles Traveled (VMT) is tracked at a site and CTR network level with the goal of reducing VMT each CTR survey. The following VMT targets align with the City of Seattle’s proposed DAR reductions outlined above.

Network	2023/2024 VMT ACTUAL	2025/2026 VMT Target	2027/2028 VMT Target
Citywide	5.09	4.15	3.22
Belltown & Denny Triangle	4.33	3.42	2.55
Capitol Hill, Pike/Pine, & First Hill	6.88	5.27	4.65
Commercial Core	3.02	2.55	2.07
East Seattle	9.14	8.04	6.94
Elliot Corridor/Interbay	4.63	4.04	3.44
Fremont/Green Lake	4.00	3.20	2.39
Northgate	8.31	6.80	5.31
Pioneer Square & Chinatown/International District	3.44	2.61	1.78
South Lake Union & Uptown	4.88	3.91	2.87
South Seattle	11.35	9.40	7.46
U District	5.90	5.20	4.50

Greenhouse Gas Emissions (GHG) is tracked at a site and CTR network level with the goal of reducing GHG each CTR survey. **However, GHG is not currently used as a performance target for sites or CTR networks as part of the CTR program.**

**6. List the base value you’ll use for each performance target.**

***a. Provide the number you’ll use as the starting point for each performance target. you’ll measure the difference between this number and your target, to report performance.***

Performance targets will be tied to CTR survey results. We will establish a base value during the 2023-2025 survey cycle (Fall 2024) and measure progress using 2025-2027 (Fall 2026) and 2027-2029 (Fall 2028) survey results.



**7. Describe the method you used to determine the base value for each target.**

**a. Provide the source for each base value listed.**

Performance targets will be tied to CTR survey results. We will establish a base value during the 2023-2025 survey cycle (Fall 2024) and measure progress using 2025-2027 and 2027-2029 biennial survey results.

**8. Describe how you'll measure progress toward each target.**

**a. List the method you'll use to measure progress for each target.**

We will measure progress using the 2025-2027 and 2027-2029 biennial survey results.

**9. List your jurisdiction's CTR-affected worksites.**

**a. List all your CTR-affected sites.**

The below list reflects the City of Seattle's CTR-affected worksites listed as of August 27, 2024.

Company Name	State ID C-Code	CTR neighborhood
A Place for Rover, Inc.	C80197	Belltown & Denny Triangle
ABC Legal Services	C80198	Pioneer Square & Chinatown/International District
Adaptive Biotechnologies	C80199	East Seattle
Adobe Systems	C80200	Fremont/Green Lake
AECOM	C80201	Commercial Core
Airbnb	C80202	Belltown & Denny Triangle
Allen Institute	C80540	South Lake Union & Uptown
Amazon North of Denny	C80203	South Lake Union & Uptown
Amazon South of Denny	C80206	Belltown & Denny Triangle
Apple	C80207	South Lake Union & Uptown
Asian Counseling and Referral Service (ACRS)	C80208	South Seattle
Avamere Rehabilitation	CXXXXX	South Seattle
Avanade, Inc.	C80209	Commercial Core
Avvo	C80210	Belltown & Denny Triangle
Axon	C80211	Belltown & Denny Triangle
Ballard Fred Meyer	CXXXXX	Elliott Corridor/Interbay
Bank of America	C80212	Commercial Core
BDO USA LLP	C80213	Commercial Core
Ben Bridge Jeweler, Inc	C80214	Belltown & Denny Triangle



Company Name	State ID C-Code	CTR neighborhood
Benaroya Research Institute at Virginia Mason	CXXXX7	Capitol Hill, Pike/Pine, & First Hill
Best Buy Technology Development Center	C80215	South Lake Union & Uptown
Bill & Melinda Gates Foundation	C80217	South Lake Union & Uptown
Blackrock	C80218	Commercial Core
BloodworksNW (Puget Sound Blood Center)	C80219	Capitol Hill, Pike/Pine, & First Hill
BMW Seattle	C80562	South Seattle
Boyd Corp	C80274	Elliott Corridor/Interbay
Brighton Jones LLC	C80564	Belltown & Denny Triangle
Bristol Myers Squibb	C80220	South Lake Union & Uptown
Brooks Sports	C80221	Fremont/Green Lake
Brown and Caldwell	C80222	Commercial Core
Bruker Spatial Biology, Inc.	C80327	South Lake Union & Uptown
CallisonRTKL	C80223	Commercial Core
Cascade Designs Inc	C80225	South Seattle
Casey Family Programs	C80226	Belltown & Denny Triangle
CenturyLink	C80229	Belltown & Denny Triangle
City of Seattle - Charles Street	C80232	Pioneer Square & Chinatown/International District
City of Seattle - City Light North Service Center	C80236	Northgate
City of Seattle - City Light South Service Center	C80237	South Seattle
City of Seattle - Civic Center	C80231	Commercial Core
City of Seattle - Parks and Recreation Department	C80238	South Seattle
City of Seattle - Water Utilities Field Operation	C80235	South Seattle
City University of Seattle	C80239	Belltown & Denny Triangle
Committee for Children	C80242	Belltown & Denny Triangle
Community Health Plan of WA	C80243	Commercial Core
ComTech	C80244	Belltown & Denny Triangle
Convoy Inc	C80245	Commercial Core
Darigold, Inc.	C80248	South Seattle
Davis Wright Tremaine LLP	C80249	Commercial Core
Dell	C80250	Pioneer Square & Chinatown/International District
Deloitte	C80251	Commercial Core
Delta Dental of Washington	C80252	South Lake Union & Uptown
Delta Marine Industries Inc	C80471	Outside Seattle
DocuSign, Inc.	C80254	Commercial Core



Company Name	State ID C-Code	CTR neighborhood
DoorDash	C80563	South Lake Union & Uptown
Downtown Emergency Services Center	C80257	Pioneer Square & Chinatown/International District
DSHS - Airport Way	C80438	South Seattle
DSHS - Cherry Street/Capitol Hill Community Service Office and Developmental Disabilities Administration	C80440	East Seattle
Edelman	C80259	Commercial Core
Elevate Outdoor Collective (formerly K2 Corporation)	C80261	Commercial Core
Evergreen Goodwill of Northwest Washington	C80275	Pioneer Square & Chinatown/International District
Expedia	C80263	Elliott Corridor/Interbay
Expeditors International of Washington, Inc.	C80264	Commercial Core
ExtraHop Networks, Inc	C80265	Commercial Core
F5	C80266	Elliott Corridor/Interbay
First Choice Health, Inc.	C80267	Commercial Core
Foss Home	C80268	Northgate
Foster Garvey PC	C80545	Commercial Core
Four Seasons Hotel Seattle	C80557	Commercial Core
Fred Hutchinson Cancer Center	C80270	South Lake Union & Uptown
Getty Images	C80272	Pioneer Square & Chinatown/International District
Gilead Sciences Inc.	C80273	East Seattle
Google Fremont	C80276	Fremont/Green Lake
Google SLU	C80277	South Lake Union & Uptown
Grand Hyatt Seattle	C80278	Belltown & Denny Triangle
Grange Insurance Association	C80279	Belltown & Denny Triangle
Greystar Management Services LP	C80281	Commercial Core
Harborview Medical Center	C80283	Capitol Hill, Pike/Pine, & First Hill
Hargis Engineers, Inc.	C80284	Commercial Core
HBO	C80285	Belltown & Denny Triangle
Holland America Group	C80286	South Lake Union & Uptown
HomeStreet Bank	C80287	Commercial Core
Horizon House	C80288	Capitol Hill, Pike/Pine, & First Hill
Impinj, Inc.	C80290	South Lake Union & Uptown
Indeed	C80291	Commercial Core



Company Name	State ID C-Code	CTR neighborhood
Institute for Systems Biology	C80292	South Lake Union & Uptown
JPMorgan Chase	C80293	Commercial Core
K&L Gates LLP	C80294	Commercial Core
Kaiser Northgate	C80295	Northgate
Kaiser Permanente   Central Campus	C80296	Capitol Hill, Pike/Pine, & First Hill
Kaiser Permanente   Met Park	C80297	Belltown & Denny Triangle
Key Bank	C80299	Commercial Core
King County Government   Atlantic/Central Base	C80305	South Seattle
King County Government   Chinook Building	C80301	Commercial Core
King County Government   Correctional Facility	C80304	Commercial Core
King County Government   King County Courthouse	C80302	Commercial Core
King County Government   King Street Center	C80307	Pioneer Square & Chinatown/International District
King County Government   Youth Services Center	C80303	Capitol Hill, Pike/Pine, & First Hill
Kline Galland Home	C80565	South Seattle
KPFF Consulting Engineers	C80309	Commercial Core
KPMG LLP	C80310	Belltown & Denny Triangle
Labcorp	C80311	East Seattle
Lane Powell PC	C80312	Commercial Core
Liberty Mutual	C80313	Commercial Core
Lighthouse For The Blind Inc	C80314	South Seattle
LMN Architects	C80550	Commercial Core
Magnusson Klemencic Associates, Inc.	C80315	Commercial Core
Marchex	C80316	Commercial Core
MCG Health	C80317	Commercial Core
McKinstry	C80318	South Seattle
Mercer	C80319	Commercial Core
Meta - Arbor Blocks 300	C80561	South Lake Union & Uptown
Meta - Dexter	C80320	South Lake Union & Uptown
Meta - Stadium	C80321	South Seattle
MG2	C80322	Commercial Core
Miller Nash Graham & Dunn	C80323	Belltown & Denny Triangle
Milliman, Inc.	C80324	Commercial Core
Mithun	C80325	Commercial Core



Company Name	State ID C-Code	CTR neighborhood
Moss Adams LLP	C80326	Commercial Core
NBBJ	C80328	South Lake Union & Uptown
NOAA   Montlake	C80330	East Seattle
NOAA   Sandpoint	C80329	U District
Nordstrom   Store 1 Downtown Seattle	C80331	Commercial Core
Nordstrom   Store 803/807 Employees and Product Group	C80332	Commercial Core
North Seattle College	C80333	Northgate
Northwest Administrators Inc	C80334	East Seattle
Northwest Justice Project	C80335	Pioneer Square & Chinatown/International District
Oracle America, Inc	C80339	Commercial Core
Outdoor Research Inc	C80340	South Seattle
Pacific Northwest National Labs - PNNL	C80341	South Lake Union & Uptown
Pacific Research	C80472	Outside Seattle
PacMed Clinic   Beacon Hill	C80343	South Seattle
PacMed Clinic   Madison	C80344	Capitol Hill, Pike/Pine, & First Hill
Parametric	C80345	Belltown & Denny Triangle
PATH	C80346	Belltown & Denny Triangle
PCC Markets	C80348	Elliott Corridor/Interbay
PEMCO Insurance Company	C80349	South Lake Union & Uptown
Perkins Coie	C80351	Commercial Core
PitchBook	C80353	Commercial Core
PopCap (Electronic Arts)	C80260	Commercial Core
Port of Seattle	C80544	Belltown & Denny Triangle
PricewaterhouseCoopers	C80355	Commercial Core
Providence Mount St. Vincent	C80356	South Seattle
Publicis	C80357	South Lake Union & Uptown
Qualtrics	C80358	Commercial Core
Redfin	C80547	Belltown & Denny Triangle
Renaissance Seattle	C80361	Commercial Core
Russell Investments	C80362	Commercial Core
Salesforce	C80398	Fremont/Green Lake
Saltchuk	C80269	Elliott Corridor/Interbay
Sea Mar Community Health Centers	C80363	South Seattle
Seattle Aquarium	C80559	Commercial Core



Company Name	State ID C-Code	CTR neighborhood
Seattle Art Museum	C80364	Commercial Core
Seattle Central College	C80365	Capitol Hill, Pike/Pine, & First Hill
Seattle Children's 818 Stewart	C80372	Belltown & Denny Triangle
Seattle Children's Building Cure/Olive Lab	C80371	Belltown & Denny Triangle
Seattle Children's Hospital	C80369	U District
Seattle Children's Jack MacDonald Building/West 8th	C80366	Belltown & Denny Triangle
Seattle Children's Magnuson (formerly 70th and Sand Point Way)	C80370	U District
Seattle Children's Research Institute 307 Westlake	C80368	South Lake Union & Uptown
Seattle Convention Center	C80560	Commercial Core
Seattle Housing Authority	C80374	South Lake Union & Uptown
Seattle Mariners	C80567	South Seattle
Seattle Metropolitan Credit Union (SMCU)	C80375	South Seattle
Seattle Pacific University	C80376	Elliott Corridor/Interbay
Seattle School District   Stanford Center	C80377	South Seattle
Seattle University	C80378	Capitol Hill, Pike/Pine, & First Hill
Security Properties	C80379	Commercial Core
Sellen Construction Company	C80381	South Lake Union & Uptown
Shannon and Wilson, Inc.	C80541	Fremont/Green Lake
Sheraton Seattle Hotel	C80542	Commercial Core
Sinclair Broadcast Group	C80382	South Lake Union & Uptown
Slalom LLC	C80383	Pioneer Square & Chinatown/International District
Snap Inc	C80546	Commercial Core
Sound Transit	C80384	Pioneer Square & Chinatown/International District
South Seattle College	C80385	South Seattle
SSA Marine	C80387	South Seattle
Starbucks Coffee Company	C80388	South Seattle
State of Washington   Attorney General's Office	C80436	Commercial Core
Stoel Rives LLP	C80389	Commercial Core
Swedish Medical Center   Ballard	C80396	Elliott Corridor/Interbay
Swedish Medical Center   Cherry Hill	C80394	East Seattle
Swedish Medical Center   First Hill	C80397	Capitol Hill, Pike/Pine, & First Hill
Swedish Medical Center   Met Park	C80391	Belltown & Denny Triangle



Company Name	State ID C-Code	CTR neighborhood
Swedish Medical Group   Bank of America	C80392	Commercial Core
Swedish Medical Group   Cherry Hill	C80393	East Seattle
Swedish Medical Group   Minor & James Medical Clinic	C80395	Capitol Hill, Pike/Pine, & First Hill
TEGNA	C80300	South Seattle
The Boeing Company	C80399	South Seattle
The Fairmont Olympic Hotel	C80400	Commercial Core
The Polyclinic   Madison	C80401	Capitol Hill, Pike/Pine, & First Hill
The Seattle Times	C80403	South Lake Union & Uptown
The Westin Seattle	C80404	Belltown & Denny Triangle
Tommy Bahama Group, Inc	C80405	South Lake Union & Uptown
Transforming Age Associates   Skyline Branch	C80558	Capitol Hill, Pike/Pine, & First Hill
Trident Seafoods Corporation	C80407	Elliott Corridor/Interbay
Trupanion	C80566	South Seattle
U.S. Bank	C80417	Commercial Core
Uber Technologies Inc.	C80408	Commercial Core
UBS Financial Services Inc.	C80409	Commercial Core
United Parcel Service	C80410	South Seattle
United Way of King County	C80411	Commercial Core
University of Washington   Main Campus	C80415	U District
University of Washington Medical Center Northwest	C80414	Northgate
University of Washington SLU School of Medicine	C80413	South Lake Union & Uptown
US Army Corp of Engineers	C80543	South Seattle
US Coast Guard   Pier 36	C80418	South Seattle
US Govt. - Dept of Veterans Affairs	C80421	Commercial Core
US Govt. - EPA	C80423	Commercial Core
US Govt. - Federal Bureau of Investigation	C80424	Commercial Core
US Govt. - Health and Human Services	C80425	Commercial Core
US Govt. - Housing/Urban Development	C80419	Commercial Core
US Govt. - Internal Revenue Service	C80426	Commercial Core
US Govt. - US Attorney's Office	C80416	Belltown & Denny Triangle
USI Kibble & Prentice	C80428	Commercial Core
UW Physicians	C80429	Commercial Core
VA Hospital (Puget Sound Health Care)	C80420	South Seattle
Virginia Mason Medical Center First Hill	C80430	Capitol Hill, Pike/Pine, & First Hill



Company Name	State ID C-Code	CTR neighborhood
Vulcan LLC.	C80432	Pioneer Square & Chinatown/International District
Walt Disney Technology Solutions and Services	C80433	Commercial Core
Washington Athletic Club	C80434	Commercial Core
Washington Federal	C80435	Commercial Core
Washington State Bar Association	C80437	Commercial Core
Washington State Ferries	C80441	Belltown & Denny Triangle
WatchGuard Technologies, Inc.	C80442	Pioneer Square & Chinatown/International District
Wells Fargo Bank	C80443	Commercial Core
Weyerhaeuser	C80444	Pioneer Square & Chinatown/International District
Williams Kastner	C80445	Commercial Core
Willis Towers Watson	C80539	Commercial Core
Woodland Park Zoo	C80446	Fremont/Green Lake
WSP USA	C80447	Commercial Core
YMCA Downtown	C80448	Commercial Core
ZGF Architects LLP	C80449	Commercial Core
Zillow, Inc.	C80450	Commercial Core

10. List a performance target for each CTR-affected worksite.

***a. For any performance targets tied to the CTR survey, indicate that you'll establish performance targets during the 2023-2025 survey cycle.***

Each worksite is in 1 of 11 Seattle CTR networks. Each network has its own goal outlined in section **Performance Targets - 5. List your jurisdiction's CTR performance target(s)** above. In the list of worksites above, the list includes each worksite's CTR network. This can be compared with CTR network goals from 2024 through 2029 in section 5.

11. List the base value you'll use for each site.

***a. For any performance targets tied to the CTR survey, indicate that you'll establish a base value during the 2023-2025 survey cycle.***

Each site will use the Fall 2024 CTR survey for its base value.

## Services and Strategies

12. Describe the services and strategies your jurisdiction will use to achieve CTR targets.



**CTR Support:** SDOT, through a contract with Commute Seattle (our local Transportation Management Association (TMA)), provides support to CTR-affected employers in the city, including employers' CTR program development, implementation, and surveying.

In addition, SDOT identified the following strategies to further support employers in achieving their CTR targets:

- **Update the CTR policy:** Redefine a CTR-affected employee to include employees who telecommute full-time, part-time, or occasionally to align with WSDOT guidance.
  - **Reach new employers:** Review employment data to identify newly established businesses that may be CTR-affected.
  - **Strategically expand the CTR survey:** Consider additional questions to understand PM commutes, multi-leg trips, program effectiveness, and even capturing all trips.
  - **Facilitate benchmarking and sharing of best practices:** Support a regional CTR dashboard and best practice to CTR-affected employers to help with benchmarking, sharing of knowledge and networking.
  - **Strengthen program marketing:** Adopt the Flip Your Trip brand consistently as the city's TDM branding and develop a social media strategy to reach more people.
1. **Develop refreshed custom resources:** Develop new resources tailored to different audiences (e.g., shift workers, hospitality workers, etc.) to secure buy-in and engagement.
- **Build and maintain a TDM Inventory:** Track and promote all mobility initiatives and programs in the region.

### 13. Describe how jurisdiction services and strategies will support CTR-affected employers.

- **SDOT CTR requirements:** The City of Seattle's CTR program requires employers to offer staff two strategies from three different categories that support non-drive alone trip use: Category A – Employee information and amenities; Category B – Subsidies and modal support ; Category C – Parking management. Adherence and provision of these strategies is confirmed through a site's biennial CTR Program Report submission.
- **Commute Seattle:** SDOT is a funding partner of Commute Seattle, the city's TMA, that provides compliance support, resources, and survey assistance to CTR-affected employers and the City's Transportation Management Program-affected buildings. With Commute Seattle, CTR employers are able to get program support and have a one-stop-shop for questions and support.
- **ORCA Business Program:** Local transit agency King County Metro offers two transit benefit programs – ORCA Business Choice and ORCA Business Passport – to help employers comply with CTR requirements and provide transit benefits to employees. These programs are advertised through SDOT's partner organization, Commute Seattle.



- **Seattle Ordinance 123397:** Established the Seattle Transportation Benefit District (STBD) to support transportation investments. These transportation investments allow CTR employees to choose among various non-drive alone options to commute.
- **Seattle Commuter Benefit Ordinance:** This 2020 ordinance requires for-profit employers with more than 20 employees worldwide to offer pre-tax payroll deduction for transit passes or to achieve compliance through the purchase of transit passes for staff through the ORCA Business Program. This ordinance impacts a large number of CTR employers who must, at a minimum, allow their staff to pay for their own transit passes via pre-tax payroll deductions.
- **Flip Your Trip:** SDOT's TDM marketing program that provides communications, education, and occasionally incentives to encourage the use of transportation options. CTR employers, along with Seattle residents and visitors, are provided tools through Flip Your Trip to advertise commute alternatives to their employees.
- **Transit GO Ticket app:** This app may be leveraged to provide rewards for non-driving trips in partnership with King County Metro and other regional agencies. In addition, Transit GO offers a digital ticketing option for many Puget Sound transit providers whose transit pass cards are not fully digitized as of Autumn 2024. CTR employers, employees, residents and visitors can all take advantage of this fare payment option to incentivize non-drive alone trips.
- **CTR Surveys:** CTR Surveys help SDOT collect and analyze data about employers and their employees' commutes as it relates to the CTR program. This data is then shared with CTR employers who can track their progress at reducing DAR and VMT.
- **CTR Program Reports:** CTR Program Reports help SDOT collect and analyze data about employers and their commuter benefits as it relates to the CTR program and SDOT CTR requirements (described below).

#### 14. Describe barriers your jurisdiction must address to achieve CTR targets.

##### *a. Describe how you'll address these barriers.*

- **Funding:** While CTR funding has increased significantly under a new funding formula launched in the most recent WSDOT 2023-2025 biennium, it is not certain that funding will continue at this level. Therefore, the uncertainty of future funding may impact SDOT's ability to provide the same level of support to more CTR-affected employers and ongoing marketing efforts via Flip Your Trip.

*Proposed mitigation: Staff will reserve team capacity to pursue grant funding opportunities.*

- **Staff capacity:** While SDOT has a dedicated CTR & TDM Lead, the position's bandwidth is already full managing existing program elements. Therefore, if SDOT seeks to expand the CTR program and reach new CTR-affected employers, additional capacity will be needed.

*Proposed mitigation: Explore scalable solutions to staff capacity issues including new or expanded partnerships with partner organizations.*



- **Shift-based employee schedules:** Employees working shift schedules have fewer transportation options, whether because transit schedules do not align with their commuting windows or there are fewer potential carpool/vanpool options. East Seattle and U District, for example, failed to meet their 2021/2022 Drive Alone Rate targets, potentially due to the large number of medical facilities located there.

*Proposed mitigation: Meet with employers and local organizations representing shift workers to co-create solutions.*

## 15. Describe the transportation demand management technologies your jurisdiction plans to use to deliver CTR services and strategies.

- **Flip Your Trip Program:** The platform will serve as SDOT's public-facing brand for regular, ongoing communications across all TDM programs. This could be amplified by leveraging Transit GO or another fares / incentives platform and capitalizing on the data collection opportunities via social media and digital advertising.
- **Seattle Climate Calculator:** This model enables users to test different combinations and intensities of strategies to gauge their potential impact. This helps the city with both planning transportation investments as well as tracking program impact against GHG and VMT reductions.
- **CTR Power BI Dashboard:** Commute Seattle hosts a dashboard to help CTR-affected employers benchmark against other employers in their neighborhood and industry using CTR survey data.

## 16. Transcribe or link to your local CTR ordinance.

[https://library.municode.com/wa/seattle/codes/municipal\\_code?nodeId=TIT25ENPRHIPR\\_CH25.02COTRRE](https://library.municode.com/wa/seattle/codes/municipal_code?nodeId=TIT25ENPRHIPR_CH25.02COTRRE)

## 17. Describe your financial plan.

### ***a. Describe the estimated average annual costs of your plan.***

In the past, SDOT has primarily planned its CTR program around available funding. As State funding had remained flat at \$897,500, the program had struggled to maintain the same level of benefits to CTR-affected employers.

SDOT is committed to supporting the City's Climate Change Response Framework goals and has identified additional strategies to expand the CTR program (strategies listed in question 1 in the Services and Strategies section), which would cost an additional \$70,000-\$125,000 per year. Additional CTR funding that was provided in the WSDOT 2023-2025 biennium, if continued, will allow for additional new strategies and program expansion/extension to continue.

### ***B. Describe likely funding sources, public and private, to implement your plan.***

**City Funds:** support staff costs.



**State CTR:** for programming to support CTR-affected employers and our TMA partners at Commute Seattle.

**Other grants:** SDOT will explore other local, state and federal grant opportunities which may support operational costs as well as new initiatives that will benefit CTR-affected employers, such as CMAQ grants that can leverage CTR programming in Downtown Seattle for additional reach.

## 18. Describe your implementation structure.

### *a. Describe who will conduct the activities listed in your plan.*

**SDOT Transportation Options Group:** lead or oversee all activities

**Other City of Seattle departments:** partners in identifying and engaging with new employers

**Commute Seattle:** employer engagement, compliance, and communications support

**WSDOT/Metro/Sound Transit/PSRC:** partners on regional efforts such as the TDM inventory, CTR policy updates, or providing transit services marketed through CTR

### *b. Indicate who will monitor progress on your plan. List job title, department, and name.*

**Matthew Trecha,** Transportation Demand Management Lead, Seattle Department of Transportation

**Sarah Spicer,** Transportation Options Manager, Seattle Department of Transportation

## 19. List your implementation schedule.

### *a. Provide the timeline for anticipated projects.*

Most strategies will be initiated during this upcoming biennium (2025-2027) and continue work previously undertaken in the 2023-2025 biennium:

- Reach new employers
- Expand the CTR survey's data analysis
- Facilitate benchmarking and sharing of best practices
- Strengthen program marketing
- Develop custom resources
- Build and maintain a TDM Inventory

## 20. Describe the CTR plan for jurisdiction employees.

*a. Describe the services, programs, information, and other actions your city or county put in place to help its employees reduce their drive alone commute trips.*



The City of Seattle’s *MyTrips* program offers City employees:

- fully subsidized ORCA transit passes and vanpool + vanshare services
- fully subsidized Washington State Ferry passes
- a comprehensive Guaranteed Ride Home program
- bicycle commuter programs including showers and towel service
- occasional mode-based incentives to reward employees for their non-SOV commutes
- individualized commute plans for non-SOV commutes

**21. Describe how the CTR plan for jurisdiction employees contributes to the success of the overall plan.**

***a. Describe how the plan for jurisdiction employees reinforces the success of the jurisdiction plan?***

The City is leading by example for what a robust, effective CTR program could look like in Seattle. With many CTR-affected worksites in Seattle, this program also helps the City understand the challenges and support required for a successful CTR Program which will inform the types of education, programming, and marketing needed. This is particularly important in the City’s efforts to provide more data for benchmarking and sharing best practices.

The *MyTrips* program also directly reinforces the success of the CTR Plan by contributing to the City’s DAR/VMT reduction goals. For example, 77% of all City employees use a commute options other than driving alone and, for downtown employees that number is 92%.

In addition, the City of Seattle is one of the largest employers in the City representing over 13,000 employees (or around 5% of the total CTR-affected worksite employee population) – the success of the CTR program in the City of Seattle could not happen without partnership from the implementing jurisdiction.

**Alignment with plans**

**22. List the transit agencies that provide service in your jurisdiction.**

- King County Metro
- Sound Transit
- Community Transit
- Kitsap Transit
- Seattle Center Monorail
- WSDOT-supported Amtrak Cascades
- WSDOT Ferries
- Seattle Streetcar

**23. List the transit plans you reviewed while developing this plan.**

- Puget Sound Regional Council (PSRC) Vision 2050
- Puget Sound Regional Council (PSRC) Regional Transportation Plan
- King County Metro: RapidRide Expansion



- King County Metro Connects Long-Range Plan
- Sound Transit: System Expansion
- Sound Transit: Transit Development Plan
- Community Transit – Long Range Plan (Journey 2050)
- Kitsap Transit Long Range Transit Plan (2022-2042)
- Amtrak Cascades WSDOT Service Plan
- WSDOT State Ferries Long Range Plan

## 24. Describe how this CTR plan supports the transit plans.

As Seattle was identified as a growth area in the region, each transit agency has at least one transit improvement in the city. For example, Metro is partnering with the City to identify potential improvements to existing and future RapidRide lines, Sound Transit partners with the City on light rail expansion, and WSDOT and King County / Kitsap Transit partner to provide ferry services and access.

The CTR plan supports all the transit plans listed above by making CTR-affected employers and their employees aware of the existing and upcoming transit improvements and programs available to them. The CTR plan also supports transit agencies reach their VMT and GHG goals by reaching over 250,000 employees who use the region’s transportation system and encouraging them to use transit or vanshare/vanpool services.

Lastly, the CTR plan may leverage or coordinate with other TDM programs managed by transit agencies, thus more efficiently using the region’s resources to reduce barriers to using transit, maximize the value of transit investments, reducing environmental pollution, and help the transportation system work better.

## 25. Describe any comprehensive plan updates that are needed and when they will be made.

The City of Seattle is in the process of updating its One Seattle Comprehensive Plan to lay the roadmap for where and how the City will grow and has recently adopted the Seattle Transportation Plan (STP) to guide SDOT’s priorities and transportation investments for the next 20 years. This Plan supports economically vibrant neighborhoods across the City with focused growth near transit, including light rail and high-quality bus service, and neighborhood business districts, so residents can meet their everyday needs nearby without needing a car. In addition, the City’s Transportation Options team, which oversees the CTR Program, is developing an internal workplan document for the City of Seattle’s TDM Program’s 5-Year Strategic Plan to guide internal team deliverables. This work will influence how the team will continue to support the CTR program as well as expand its TDM programs’ reach through 2030. Therefore, no additional comprehensive plan updates are currently needed.

## Engagement

### 26. Describe stakeholder engagement.

#### *a. Who did you talk to?*



SDOT engaged with CTR-affected employers and employees as part of the CTR Program through surveys and in-person conversations, including:

- Large employers
- Public health agencies (i.e. large hospitals)
- Government agencies such as King County Government and the US Government
- Employees of CTR-affected employers

SDOT also partnered with several community-based organizations (CBOs) to engage with vulnerable populations for their feedback as part of the Seattle Transportation Plan (STP) development (see question 2) which directly influences how the CTR program is run in the City of Seattle.

***b. When did you talk to them?***

- CTR-affected employers were engaged as part of the 2023 biennial survey period as well as at events hosted by Commute Seattle between 2018-2022.
- STP development, including Community-Based Organization (CBO) engagement, was finalized in late 2023.

***c. What did they have to say?***

CTR-affected employers shared that they wanted:

- More networking, in-person events, educational tours, and 1:1 support
- More information about events and transportation projects in Seattle
- More support for property managers in getting company buy-in and support and demonstrating the value of CTR strategies
- Hearing from other employers about their challenges/best practices, how they are navigating the hybrid work schedule
- More biking related events

***d. How did what they said influence the plan?***

Feedback from CTR-affected employers was taken into consideration in the development of the CTR Plan, including:

- **Networking and knowledge sharing:** creating more opportunities for employers to network, share best practices, and benchmark against one another through virtual and in-person events and technology.
- **Expanding the definition of an employee:** to take into consideration new work schedules to ensure that these employees are not only accounted for in surveys but supported through the CTR plan in alignment with WSDOT guidance.
- **Providing more information about local and regional programs:** Employers appreciated learning about upcoming transportation projects in Seattle as well as other programs available to their employees. Developing a TDM inventory will not only help SDOT keep track of all mobility and TDM programs available in the region, but also better market and connect employers to those resources.



## 27. Describe vulnerable populations considered.

The Commute Trip Reduction program's 2025-2029 plan leveraged outreach conducted as part of the Seattle Transportation Plan's Community Based Organization (CBO) conversations and engagement during the same project period. Using community input collected the first time, and not approaching community with the same questions for multiple projects is an important aspect of building community trust and our Commute Trip Reduction plan used feedback collected in real-time to inform the 2025-2029 CTR plan.

These CBOs work closely with the communities they serve, often providing educational and cultural services, gathering spaces, fostering community connections, and advocating on their behalf. The communities engaged as part of this CBO contracted engagement included:

- **BIPOC (Black, Indigenous, People of Color) communities:** In addition to possible cultural differences, these communities are more likely to have lower incomes than what is considered middle class in Seattle, work shift hours, and have longer commute times. This directly impacts their housing and transportation burden as well as their ability to access affordable, reliable public transportation options.
- **Elderly and youth:** The elderly and youth experience transportation differently. Elderly individuals are more likely to be non-English speaking, have limited income, and have less access to technology to help navigate the transportation system. Youth riders are new to the system and need age-appropriate information and training to get to school and other destinations.
- **Indigenous peoples:** there is a history of environmental injustice done to Seattle's Native and Indigenous communities through redlining, pollution and contamination associated with the industrial uses surrounding their land, as well as displacement and the lack of access to safe and affordable transportation options.

## 28. Describe engagement focused on vulnerable populations.

### *a. Who did you talk to?*

As described above, SDOT, through several CBOs, spoke with:

- **Asian Pacific American Labor Alliance:** surveyed and interviewed BIPOC residents and workers to learn about their experiences with access to affordable housing and transportation in the city.
- **Duwamish Valley Sustainability Association:** three POC youth leaders engaged with the South Park residents to understand the community's needs and challenges through lived experiences.
- **Estelita's Library:** had conversations with BIPOC community members to understand their current and future needs as it relates to housing, community development, and transportation.
- **Khmer Community of Seattle King County in partnership with Noio Pathways and KIMYUNITY:** a year-long, immersive civic engagement project focused on elders and youth and rooted in



learning about Seattle histories and current issues, and creating space and opportunity for new voices to share their opinions on what an ideal city would look like for them.

- **sləp̓iləbəx<sup>w</sup> (Rising Tides) Indigenous Planning Group which includes the Pah-tu Pitt (Confederated Tribes of Warm Springs member) and Demarus Tevuk (Inupiaq, Nome Eskimo Community):** American Indian and Alaska Native community members who live and work in Seattle participated in a listening session facilitated by sləp̓iləbəx<sup>w</sup> (Rising Tides) to provide their input to the draft Seattle Transportation Plan (STP).

***b. When did you talk to them?***

Between March 2022 and October 2023

***c. What did they have to say?***

- **Increase access to public transportation:** not only by increasing bus frequency and routes but also through subsidies to ensure transit is affordable. This is particularly true for workers whose employers do not provide a benefit.
- **Increase safety on transit:** through direct communications about incidents as well as training and resources for how to use the system safely. Supportive infrastructure, such as lighting and protected walkways, goes a long way in making people feel safe.
- **Pursue local service transportation options to complement mobility gaps:** transportation programs should be specific to local conditions and needs.
- **Increase connectivity to key locations:** consider access to key destinations such as SeaTac International Airport, cultural centers, healthcare/childcare, or employment hubs. In addition, there should also be consideration to where people live and the options available to them (suburbs, edge of the city).
- **Collaborate with mobility apps to create affordable options:** where transit is unreliable or inaccessible, consider other transportation options to get people affordably where they need to go.
- **Provide subsidies for transportation options:** providing subsidies or discounts, such as for transit or e-bikes, will allow more people to use other transportation options.
- **Create resources in-language:** provide signage and resources in different languages.
- **Develop transit curriculum:** create transit education for youth, limited-English community members, and recent immigrants to explain how to use ORCA cards and public transit.
- **Provide options for non-office workers:** consider options for those who do not work 9-5 jobs, such as those who work shift and off-peak schedules or the weekend.

***d. How did what they said influence the plan?***

Due to the broader purview of the feedback received as part of this development process, feedback was used to inform the high-level goals and vision for the next CTR plan, such as:

- **Reaching new employers and employees:** this engagement pushed SDOT to think beyond the typical office-based commuters and the types of transportation options that would be applicable to them. For example, employees working shift and off-peak schedules may not have the same type and level



of access to transportation. Therefore, the CTR plan aims to better tailor transportation options marketing and programming to their unique needs and challenges.

- **Support people walking, rolling, biking, and taking transit:** while the CTR Plan focuses on CTR-affected employees, general TDM marketing, outreach, and programming can be applied to non-commute trips as well. This also has indirect benefits for CTR-affected employees as there are fewer cars on the road and a critical mass taking transit, walking, rolling, or biking.
- **Develop inclusive resources:** ensuring resources and information is available in multiple languages and on multiple platforms to ensure a broad distribution of materials.

## 29. List employers' suggestions to make CTR more effective.

CTR-affected employers asked for more:

- Networking and connections to other employers and organizations
- Educational tours of commuter facilities and in-person events
- Information about upcoming transportation projects and Commute Seattle events
- More community engagement for biking in the city
- More access to transportation information from partners
- Positive reinforcement for current cyclists
- Better defined remote worker CTR policies
- Strong interest for in-person site consultation offering
- Fee-for-service offerings to additional TDM support, such as hosting a transportation fair *and*
- Supporting Employee Transportation Coordinators (ETC) with a 'sales pitch' for TDM investments.

This feedback went directly into the Work Plan for Commute Seattle, the organization supporting SDOT with the implementation of the CTR Plan. Changes included:

- Additional in-person events and presentations (networking, educational tours, information sessions)
- More bike-related programming and engagement
- More guidance as it relates to how to support and survey remote and hybrid workers
- Adding and planning out Spring consultations prior to the survey period.

## 30. Describe results of engagement focused on vulnerable populations that will be provided for use in comprehensive plan and transit plan updates.

As described above, engagement with vulnerable populations was conducted to inform the development of the STP, which has since been adopted, as well as the One Seattle Plan, which is in draft form. These two plans will then guide how the City will support vulnerable populations in the future.



## Regional transportation planning organization CTR plan review

### RTPO comments

As the Regional Transportation Planning Organization for King, Kitsap, Pierce, and Snohomish counties, PSRC is responsible for reviewing the local CTR plans for all CTR-affected jurisdictions in the four-county region for consistency with the regional plan. The Regional Transportation Plan (RTP) (2022-2050) implements the VISION 2050 regional growth strategy, outlines Transportation Demand Management (TDM) and other mobility priorities for the region and serves as PSRC's current regional plan.

PSRC finds the draft CTR plan to be consistent with the RTP based on its review, summarized in the attached document. PSRC will continue to engage with this jurisdiction on this local CTR plan and other TDM efforts as we develop the Regional Transportation Plan (2026-2050), which will serve as the regional CTR plan in addition to meeting other federal and state requirements. PSRC asks for continued engagement with them in the development of that plan.